



KERJAYA
PROSPEK
GROUP
BERHAD

198401010054 (122592-U)

ANNUAL REPORT 2025

TABLE OF CONTENTS

2	Corporate Information	54	Nomination Committee Report
4	Corporate Structure	56	Statement on Directors' Responsibilities
5	Profile of Directors	57	Sustainability Report
14	Profile of Key Senior Management	110	Additional Compliance Information
15	Group Financial Highlights	114	Financial Statements
16	Notable Achievement of Awards	200	Top 10 List of Properties
20	Chairman's Statement	201	Analysis of Shareholdings
22	Management Discussion & Analysis	205	Notice of the 42 nd Annual General Meeting
28	Corporate Governance Overview Statement		Proxy Form
46	Statement on Risk Management & Internal Control		
50	Audit Committee Report		

VISION

To be the trusted and preferred leader in providing products and services in the construction and property industry.

MISSION

- To Pursue Our Businesses With Excellence.
- To Deliver Quality Products And Services To Our Customers On A Timely Basis.
- To Develop Human Capital And Be A Caring Employer.
- To Create Value For Our Shareholders.
- To Be A Responsible Corporate Citizen.

Corporate Information



BOARD OF DIRECTORS

◆ Dato' Seri Tee Eng Ho

(Non-Independent Non-Executive Chairman)

◆ Datin Seri Toh Siew Chuon

(Executive Director)

◆ Dato' Tee Eng Seng

(Executive Director)

◆ Tee Eng Tiong

(Executive Director & Chief Executive Officer)

◆ Chan Kam Chiew

(Independent Non-Executive Director)

◆ Maylee Gan Suat Lee

(Independent Non-Executive Director)

◆ Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof

(Independent Non-Executive Director)

◆ Chong Swee Ying

(Independent Non-Executive Director)

AUDIT COMMITTEE

Chan Kam Chiew - Chairman
(Independent Non-Executive Director)

Maylee Gan Suat Lee - Member
(Independent Non-Executive Director)

Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof - Member
(Independent Non-Executive Director)

Chong Swee Ying - Member
(Independent Non-Executive Director)

RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE

Chong Swee Ying - Chairperson
(Independent Non-Executive Director)

Chan Kam Chiew - Member
(Independent Non-Executive Director)

Maylee Gan Suat Lee - Member
(Independent Non-Executive Director)

Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof - Member
(Independent Non-Executive Director)

NOMINATION COMMITTEE

Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof - Chairman
(Independent Non-Executive Director)

Chan Kam Chiew - Member
(Independent Non-Executive Director)

Maylee Gan Suat Lee - Member
(Independent Non-Executive Director)

Chong Swee Ying - Member
(Independent Non-Executive Director)

Corporate Information (Cont'd)

REMUNERATION COMMITTEE

Maylee Gan Suat Lee - Chairperson
(Independent Non-Executive Director)

Chan Kam Chiew - Member
(Independent Non-Executive Director)

Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof -
Member
(Independent Non-Executive Director)

Chong Swee Ying - Member
(Independent Non-Executive Director)

COMPANY SECRETARIES

Seow Fei San (MAICSA 7009732)
(SSM PC No. 201908002299)
Mok Mee Kee (MAICSA 7029343)
(SSM PC No. 201908002288)

REGISTERED OFFICE

802, 8th Floor, Block C, Kelana Square
17 Jalan SS 7/26
47301 Petaling Jaya
Selangor Darul Ehsan
Malaysia
Tel: 603-7803 1126
Fax: 603-7806 1387
Email: eadvisory@epsilon.com

AUDITORS

Nexia SSY PLT
(LLP0019490-LCA & 002009)
UOA Business Park
Tower 3, 5th Floor, K03-05-08
1, Jalan Pengaturcara U1/51A
Section U1
40150 Shah Alam
Selangor Darul Ehsan
Malaysia
Tel: 603-5039 1811

SHARE REGISTRAR

Securities Services (Holdings) Sdn. Bhd.
Level 7, Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
Damansara Heights
50490 Kuala Lumpur
Malaysia
Tel: 603-2084 9000
Fax: 603-2094 9940
Email: info@sshsh.com.my

PRINCIPAL BANKERS

AmBank Islamic Berhad
AmBank (M) Berhad
Hong Leong Bank Berhad
CIMB Bank Berhad
Public Bank Berhad
Alliance Islamic Bank Berhad
Alliance Bank Malaysia Berhad

CORPORATE OFFICE

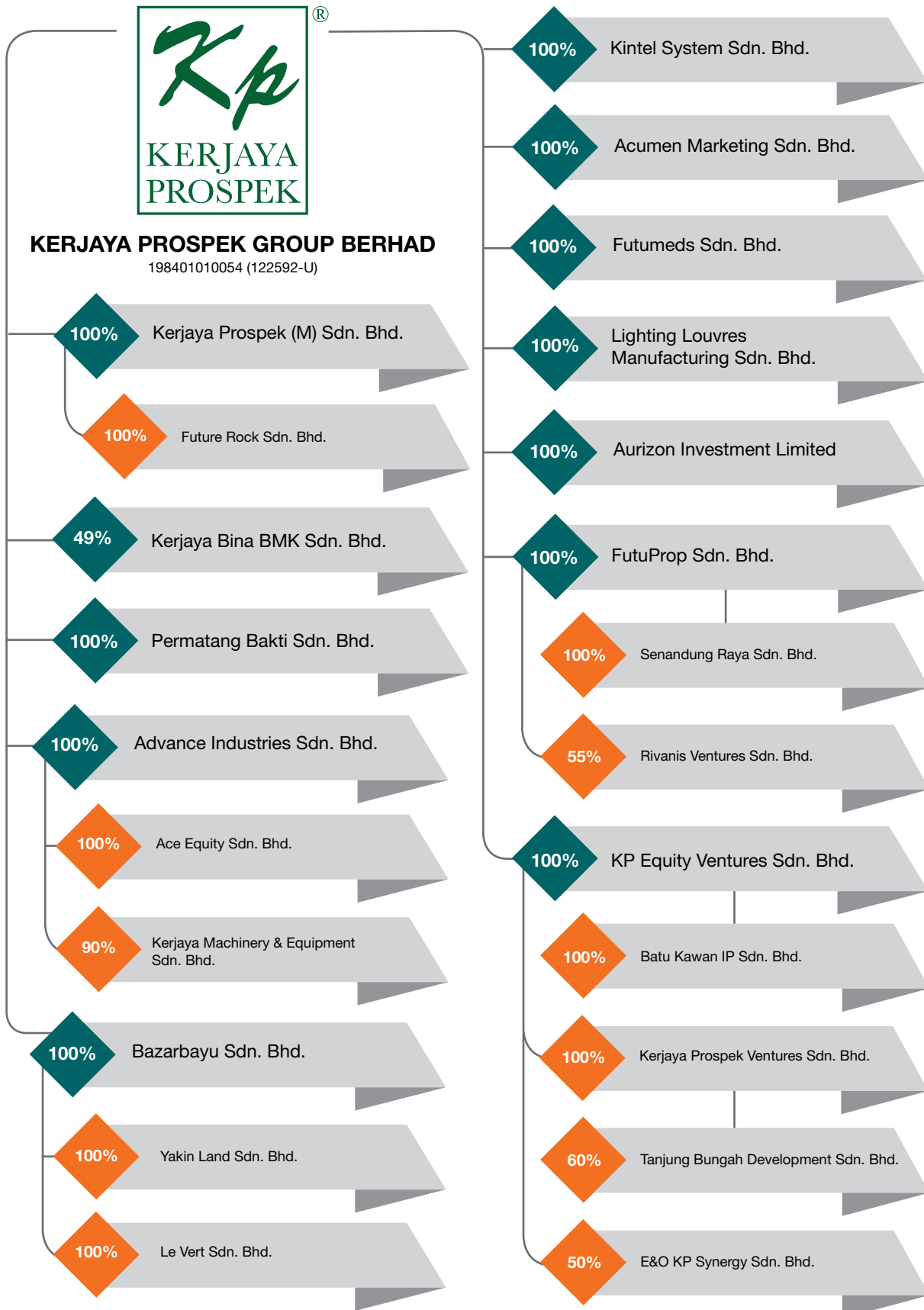
C-32-01 & C-33-01, Menara Vista Petaling
No. 137, Jalan Puchong
58200 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel: 603-8682 8232
Website: www.kerjayagroup.com

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
Stock Name: KERJAYA
Stock Code: 7161

Corporate Structure

As at 31 March 2026



Profile of Directors

DATO' SERI TEE ENG HO

Non-Independent Non-Executive Chairman



Age
61



Date Appointed on Board:

31 March 2011

Length of Service:

15 years and 2 months

Board Committee:

Nil

Present Directorship in other Malaysia Listed Entities:

- Eastern & Oriental Berhad (Executive Chairman)

Academic/Professional Qualifications:

- Diploma in Technology (Building) from Tunku Abdul Rahman College

Working Experience:

Dato' Seri Tee has more than 30 years of experience in Civil & Building Construction. He has undertaken various remarkable residential and mix developments projects in Malaysia and overseas countries through his position in Kerjaya as well as his involvement as director and major shareholder in other Malaysia listed entities, namely, Kerjaya Prospek Property Berhad and Eastern & Oriental Berhad, which principally engaged in property development businesses.

Dato' Seri Tee, together with his brother Dato' Tee Eng Seng are the co-founders of Kerjaya. They became major shareholders of Kerjaya on 28 March 2011 and has successfully completed the Unconditional Mandatory Take-Over Offer of Kerjaya on 31 October 2011.

Dato' Seri Tee was appointed Executive Chairman of Kerjaya on 31 March 2011 and play a pivotal role in the formulation of the Kerjaya business strategies, driving the growth of the Group. On 12 May 2021, Dato' Seri Tee was redesignated to Non-Independent Non-Executive Chairman of Kerjaya in view of his appointment as an Executive Chairman in Eastern & Oriental Berhad.

Board Skills Matrix:

- Engineering
- Business Management

Profile of Directors (Cont'd)

DATO' TEE ENG SENG

Executive Director



Age
56



Date Appointed on Board:

31 March 2011

Length of Service:

15 years and 2 months

Board Committee:

Nil

Present Directorship in other Malaysia Listed Entities:

- Kerjaya Prospek Property Berhad (Executive Director)
- Eastern & Oriental Berhad (Executive Director)

Academic/Professional Qualifications:

- Sijil Pelajaran Malaysia

Working Experience:

Dato' Tee Eng Seng started his career working in construction related companies and has more than 25 years of experience in Civil and Building Construction. He has undertaken various remarkable residential and mix developments projects in Malaysia and overseas countries through his position in Kerjaya as well as his involvement as director and major shareholder in other Malaysia listed entities, namely, Kerjaya Prospek Property Berhad and Eastern & Oriental Berhad, which principally engaged in property development businesses.

Dato' Tee Eng Seng, together with his brother Dato' Seri Tee Eng Ho are the co-founders of Kerjaya. They became major shareholders of Kerjaya on 28 March 2011 and has successfully completed the Unconditional Mandatory Take-Over Offer of Kerjaya on 31 October 2011.

Dato' Tee Eng Seng primary role in Kerjaya is driving, overseeing and managing the execution of the overall construction projects of the Group.

Board Skills Matrix:

- Engineering
- Business Management

Profile of Directors (Cont'd)

DATIN SERI TOH SIEW CHUON

Executive Director



Date Appointed on Board:

15 November 2011

Length of Service:

14 years and 6 months

Board Committee:

Nil

Present Directorship in other Malaysia Listed Entities:

Kerjaya Prospek Property Berhad (Executive Chairperson)

Academic/Professional Qualifications:

- Member of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA)
- Member of the Malaysian Associate of Certified Chartered Accountants

Working Experience:

Datin Seri Toh started her career in an audit firm focusing on auditing and taxation. In 1995, she left the auditing and taxation line and started her own construction business with her spouse, Dato' Seri Tee Eng Ho, by establishing Kerjaya Prospek (M) Sdn. Bhd. She has accumulated experience in the construction industry since 1995.

Datin Seri Toh was appointed Executive Director of Kerjaya on 15 November 2011 and is primarily responsible for overseeing the internal administration, marketing and design-related matters of the Group.

Datin Seri Toh is major shareholder of Kerjaya, Kerjaya Prospek Property Berhad and Eastern & Oriental Berhad. She is also the Executive Chairperson of Kerjaya Prospek Property Berhad overseeing the property development business of the group.

Board Skills Matrix:

- Accounting & Finance Management
- Engineering
- Business Management

Profile of Directors (Cont'd)

TEE ENG TIONG

Executive Director/Chief Executive Officer



Date Appointed on Board:

12 May 2021

Length of Service:

4 years and 11 months

Board Committee:

Nil

Present Directorship in other Malaysia Listed Entities:

Nil

Academic/Professional Qualifications:

- Masters of Engineering (Civil Construction Management) from Universiti Teknologi Malaysia
- Bachelor of Engineering (Civil Construction Management) from Universiti Teknologi Malaysia
- Member of Board of Engineers Malaysia

Working Experience:

Mr Tee started his career as a Site Engineer in Kerjaya Prospek (M) Sdn Bhd in 2002, where he began his involvement in the construction industry, and progressed as a Project Engineer in 2004. He has more than 20 years working experience in the construction industry, specifically in high rise building and has delivered successful projects within time and cost to clients' satisfaction, for projects worth more than RM4.5 billion in total, in Kuala Lumpur, Klang Valley, Penang and Johor Bahru. His full-time commitment and focus using construction management strategies has mold him to possess extensive technical knowledge and technique, in addition for the proven ability to implement and complete projects in specific timeline, requirements and standards.



Age
48



Board Skills Matrix:

- Engineering
- Business Management

Profile of Directors (Cont'd)

CHAN KAM CHIEW

Independent Non-Executive Director



Age
61



Date Appointed on Board:

12 May 2021

Length of Service:

4 years and 11 months

Board Committee:

- Audit Committee (Chairman)
- Nomination Committee (Member)
- Remuneration Committee (Member)
- Risk Management and Sustainability Committee (Member)

Present Directorship in other Malaysia Listed Entities:

- LGMS Berhad (Independent Non-Executive Director)
- Panda Eco System Berhad (Independent Non-Executive Director)
- Well Chip Group Berhad (Independent Non-Executive Director)

Academic/Professional Qualifications:

- Member of Malaysian Institute of Accountants
- Member of The Malaysian Institute of Certified Public Accountants ("MICPA")
- Member of The Institute of Corporate Directors Malaysia

Working Experience:

Mr. Chan joined Peat Marwick (now known as KPMG) in Malaysia on December 1984. Between September 1991 and April 1993, he was seconded to KPMG in San Francisco. In October 1998, he was admitted as a Partner of KPMG Malaysia and served until his retirement at the end of December 2020. During his 36 years of experience in KPMG, he garnered experience in providing audit and business advisory services to clients in a wide range of industries. His portfolio of clients included a wide range of public listed companies and multinational corporations in various industries including those in automotive, real estate investments trust, property development and construction, oil and gas, electronics and information technology, freight and shipping, industrial manufacturing, food and beverages, retail and consumer and banking and financial services. In addition to statutory audits, he had led and been involved in assignments in relation to IFRS reviews, initial public offerings and reverse takeovers, mergers and acquisitions (including cross borders), financial due diligence reviews, provision of financial advisory services and review of policies and procedures.

Mr. Chan is the Group Finance Director of Can-One Berhad and its subsidiary, Box-Pak (Malaysia) Berhad, both of which are listed on the Main Market of Bursa Malaysia Securities Berhad.

Mr. Chan had served on the Board of Malaysian Accounting Standards Board ("MASB") for 2 terms from 2012 to 2018. He had also served as a member as well as chaired a few working groups of MASB and was an examiner for the Regulatory and Financial Reporting Framework examination for the MICPA. In March 2023, he was appointed as a member of the Malaysian Financial Reporting Standards Application and Implementation Committee of the MASB.

Board Skills Matrix:

- Accounting & Finance Management
- Business Management

Profile of Directors (Cont'd)

MAYLEE GAN SUAT LEE

Independent Non-Executive Director



Age
49



Date Appointed on Board:

12 May 2021

Length of Service:

4 years and 11 months

Board Committee:

- Audit Committee (Member)
- Nomination Committee (Member)
- Remuneration Committee (Chairperson)
- Risk Management and Sustainability Committee (Member)

Present Directorship in other Malaysia Listed Entities:

- SNS Network Technology Berhad (Independent Non-Executive Director)
- Nextgreen Global Berhad (Independent Non-Executive Director)

Academic/Professional Qualifications:

- Bachelor of Laws (Hons) degree from the University of London
- Masters of Science in Information Technology (MSc IT) from the University of Staffordshire
- Registered company secretary of the Companies Commission of Malaysia (CCM)
- Member of the Fintech Association of Malaysia (FAOM)
- Member of the Malaysian Association of Company Secretary (MACS)

Working Experience:

Ms. Maylee joined Messrs. Lee Hishamuddin Allen & Gledhill in 2004 as a legal associate in the corporate department from 2004 to 2008, and thereafter founded the legal firm Messrs. Maylee Gan & Tai in 2008.

Ms. Maylee has over 21 years of experience in providing legal services in corporate matters to clients from a wide range of industries. Her portfolio of clients includes public listed companies and multinational corporations in various industries including those in real estate development and construction, investment, retail and consumer banking and financial services, private equity funding, fintech, peer to peer lending, automotive, electronics and information technology, industrial manufacturing, oil and gas. Amongst the key area of her practise are in commercial and corporate matters, merger and acquisition, securities and capital markets, compliance and regulatory matters, banking and finance including corporate finance and cross-border financing, technology contracts, real estate, intellectual property, tax matters, industrial relation matters, civil litigation matters, and estate planning matters.

Board Skills Matrix:

- Legal
- Business Management

Profile of Directors (Cont'd)

PROFESSOR DATUK DR. NIK MOHD ZAIN BIN NIK YUSOF

Independent Non-Executive Director



Age
79



Date Appointed on Board:

25 August 2022

Length of Service:

3 years and 8 months

Board Committee:

- Audit Committee (Member)
- Nomination Committee (Chairman)
- Remuneration Committee (Member)
- Risk Management and Sustainability Committee (Member)

Present Directorship in other Malaysia Listed Entities:

Nil

Academic/Professional Qualifications:

- Bachelor of Arts (Honours) from the Universiti Malaya, Malaysia
- Master of Arts from the University of Wisconsin, Madison, USA
- PHD in Law from University of Kent, Canterbury, United Kingdom

Working Experience:

Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof (“**Professor Nik**”) has vast local and international working experience through his years of involvement in various councils, committees and land settlement schemes. He was a past-Chairman of the Prime Ministers Quality Award committee for both the public sector and the socio-economy. He has also been the examiner for the Prime Ministers Quality Award and was the alternate chairman to the evaluation committee for public sector from 1996 to 1997. He was the Secretary General, Ministry of Land and Co-operative Development.

Professor Nik was a professor of Land Law at Universiti Teknologi Malaysia until January 2005. He is currently the Chairman of Yayasan Peneroka Negara, Malaysia and also an Adjunct Professor for Universiti Putra Malaysia. He also does occasional lectures and provides training at national and international seminars on land and property matters.

Board Skills Matrix:

- Legal
- Business Management

Profile of Directors (Cont'd)

CHONG SWEE YING

Independent Non-Executive Director



Date Appointed on Board:

1 November 2022

Length of Service:

3 years and 6 months

Board Committee:

- Audit Committee (Member)
- Nomination Committee (Member)
- Remuneration Committee (Member)
- Risk Management and Sustainability Committee (Chairperson)

Present Directorship in other Malaysia Listed Entities:

- AEON Co. (M) Berhad (Non-Independent Non-Executive Director)
- OGX Group Berhad (Independent Non-Executive Director)

Academic/Professional Qualifications:

- Tunku Abdul Rahman College

Working Experience:

Chong's journey with AEON Co. (M) Berhad began in 1985 as administrative staff. She swiftly rose through the ranks. In 1990, she was the pioneer staff selected to undergo a year-long on-job training in Japan. After heading various departments as Softline Group Leader, Hardline Merchandiser, Leasing Manager and Senior Manager of Shopping Centre Management, then in 2003, she was appointed as General Manager of various departments including Shopping Centre Management, New Business Development, Store Operations and Marketing. In 2011, she was appointed as Executive Director for Aeon Fantasy (Malaysia) Sdn Bhd and promoted to Managing Director a year later. In July 2018, she retired as Managing Director and served as Advisor to AEON Fantasy (Malaysia) Sdn Bhd for over three years.

She has over three decades of diverse experience in the retail business, property management and new business development, picking up numerous Executive of the Year awards along her way.

Board Skills Matrix:

- Business Management



Age
62



Profile of Directors (Cont'd)

OTHERS INFORMATION ON DIRECTORS

Family Relationship with Directors and/or Major Shareholders

Dato' Seri Tee Eng Ho, Dato' Tee Eng Seng and Tee Eng Tiong are brothers while Datin Seri Toh Siew Chuon is the spouse of Dato' Seri Tee Eng Ho and sister-in-law to Dato' Tee Eng Seng and Tee Eng Tiong. Dato' Seri Tee Eng Ho, Dato' Tee Eng Seng and Datin Seri Toh Siew Chuon are major shareholders of the Company. None of the other directors has any family relationships with each other and/or with any major shareholders of the Company.

Conflict of Interests with the Company

Save for the recurrent related party transactions disclosed on page 110 and 111 of this Annual Report, none of the Directors has any conflict of interests with the Company.

Conviction for Offences

None of the Directors has any conviction for offences (other than traffic offences) within the past 5 years and none of them has any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Attendance of Board Meetings

The attendance of the Directors at Board Meetings held during the financial year ended 31 December 2025 is disclosed in the Corporate Governance Overview Statement as contained in this Annual Report.

Directors' Shareholding

Details of the Directors' interests are disclosed in the Analysis of Shareholdings as contained in this Annual Report

Profile of Key Senior Management

Tee Eng Tiong

Chief Executive Officer/Executive Director

Dato' Tee Eng Seng

Executive Director

Datin Seri Toh Siew Chuon

Executive Director

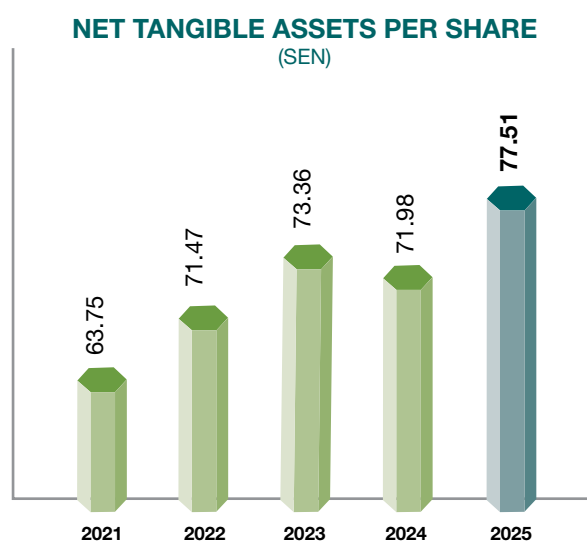
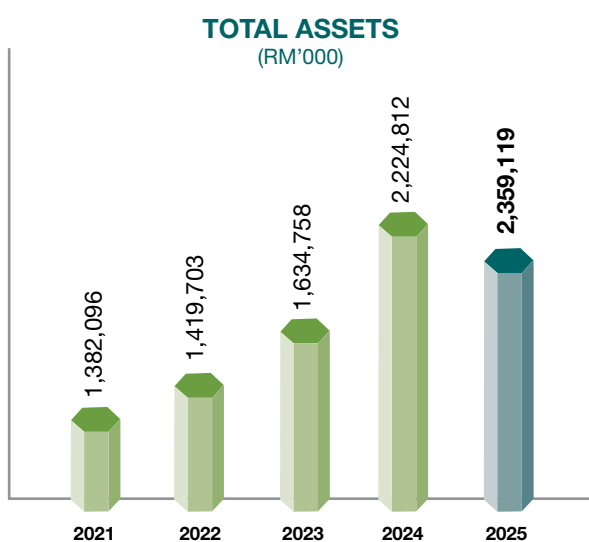
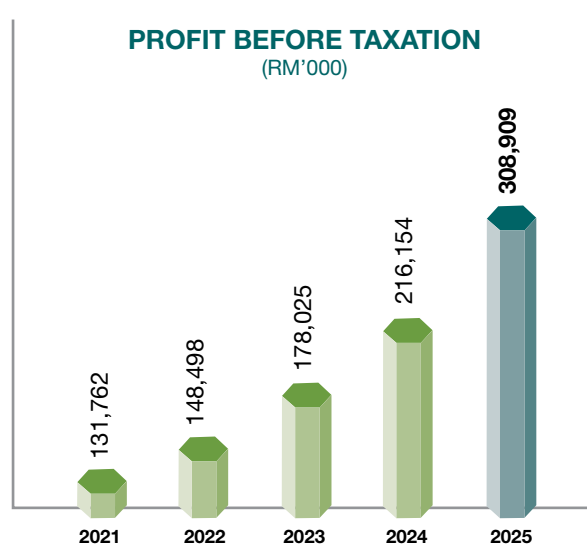
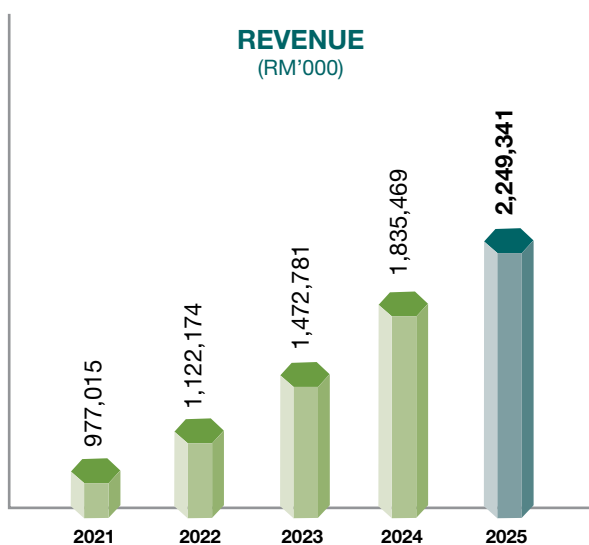
Dato' Seri Tee Eng Ho

(Key Senior Management of Principal Subsidiaries)

The profiles of the Key Senior Management are outlined in their respective profile on page 5 to 8.

Group Financial Highlights

	2021 RM'000	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Revenue	977,015	1,122,174	1,472,781	1,835,469	2,249,341
Profit Before Taxation	131,762	148,498	178,025	216,154	308,909
Profit after taxation and minority interest	96,962	114,798	131,518	160,241	227,035
Total Assets	1,382,096	1,419,703	1,634,758	2,224,812	2,359,119
Shareholder's Fund	1,016,782	1,121,264	1,152,970	1,135,624	1,203,493
Net Tangible Assets	788,810	893,308	925,045	907,732	975,617
	sen	sen	sen	sen	sen
Net Tangible Assets per share	63.75	71.47	73.36	71.98	77.51
Basic earning per share	7.84	9.18	10.43	12.71	18.04



Notable Achievement of Awards

 <p>2017</p>	 <p>2018</p>	 <p>2019</p>	 <p>2017</p>
			
<p>Forbes: Asia's Best Under A Billion Kerjaya Prospek Group Berhad Top 200 Public-Traded Company in Asia Pacific Region</p>	<p>Property Insight Prestigious Developer Awards Best Main Contractor</p>	<p>Property Insight Prestigious Developer Awards Best Premium Main Contractor</p>	<p>The Edge Billion Ringgit Club Gold Award: Highest Returns To Shareholders Over Three Years in Construction Sector</p>

 <p>2018</p>	 <p>2019</p>	 <p>2019</p>	 <p>2020</p>
			
<p>The Edge Billion Ringgit Club Gold Award: Highest Returns To Shareholders Over Three Years in Construction Sector</p>	<p>The Edge Billion Ringgit Club Highest Returns To Shareholders Over Three Years in Construction Sector</p>	<p>The Edge Billion Ringgit Club Highest Growth Profit After Tax Over Three Years in Construction Sector</p>	<p>The Edge Billion Ringgit Club Highest Growth Profit After Tax Over Three Years in Construction Sector</p>

Notable Achievement of Awards (Cont'd)



The Brandlaureate Award
Best Brands Award
Corporate Branding
in Construction

The Brandlaureate Award
Brandpreneurial
Leadership Award

The Brandlaureate Award
World Best
Brands Award in
Services Building
Construction
Category

The Brandlaureate Award
Brandpreneur
Leadership of The
Year Award










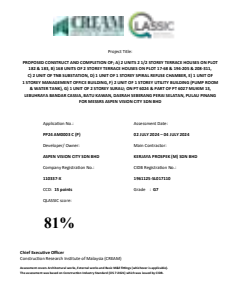
CONQUAS: Setia Sky 88 Phase 1 @ Johor
Score: 81.6

CONQUAS: Setia Sky 88 Phase 2 @ Johor
Score: 83.3


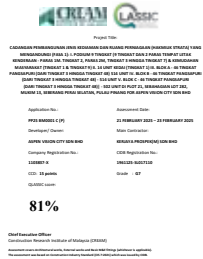


CONQUAS: EcoSky 975 units Residential @ Ipoh, KL
Score: 83.6

QCLASSIC: Eco Terraces, 333 units Apartment @ Penang
Score: 84%

Notable Achievement of Awards (Cont'd)

<p style="text-align: center;">2021</p> 	<p style="text-align: center;">2021</p> 	<p style="text-align: center;">2022</p> 	<p style="text-align: center;">2022</p> 
<p>QLASSIC: The Estate @ South Bangsar, KL Score: 83%</p>	<p>QLASSIC: Vertu Resort @ Batu Kawan, Penang Score: 82%</p>	<p>QLASSIC: Batu Ulban, 552 units @ Penang Score: 86%</p>	<p>QLASSIC: Megahrise Mix Development, 228 units Score: 84%</p>
<p style="text-align: center;">2023</p> 	<p style="text-align: center;">2024</p> 	<p style="text-align: center;">2024</p> 	<p style="text-align: center;">2024</p> 
<p>QLASSIC: Axon @ Bukit Bintang, KL Score: 88%</p>	<p>QLASSIC: Gamuda Cove, 972 units @ Selangor Score: 80%</p>	<p>QLASSIC: Edumetro, 349 units @ Selangor Score: 78%</p>	<p>QLASSIC: Viluxe, 170 units @ Batu Kawan, Penang Score: 81%</p>

Notable Achievement of Awards (Cont'd)

2024	2025	2025	2025
			
<p>QLASSIC: KAIA Height, 517 units @ Seri Kembangan, Selangor Score: 84%</p>	<p>QLASSIC: VIVO, 1,530 units @ Batu Kawan, Penang Score: 81%</p>	<p>QLASSIC: Bangsar Hill Park, 3,257 units @ Kuala Lumpur Score: 81%</p>	<p>QLASSIC: 69 units Landed House @ Andaman Island, Pulau Pinang Score: 86%</p>

2017	2021
	
<p>Setia Quality Excellence Award Building Category Setia Sky 88 Phase 1, Johor</p>	<p>SHASSIC ACHIEVER: Lucentia Residences @ BBCC, Jalan Pudu</p>

Chairman's Statement

Dear Shareholders,

*On behalf of the Board of Directors of Kerjaya Prospek Group Berhad (“**Kerjaya**” or the “**Group**”), I am pleased to present the Annual Report and Audited Financial Statements of the Group for the financial year ended 31 December 2025 (“**FYE2025**”).*

FOURTH CONSECUTIVE YEAR OF BILLION-RINGGIT REVENUE

FYE2025 marks another significant milestone in Kerjaya's growth journey. For the fourth consecutive year, the Group delivered revenue exceeding RM1.0 billion, achieving a new record high of RM2.2 billion (FYE2024: RM1.8 billion). This accomplishment underscores the resilience of our business model, the strength of our execution capabilities, and the unwavering commitment of our working teams.

In 2025, Malaysia's construction sector continued to demonstrate resilient and robust expansion, reflecting its critical role in national economic activities and infrastructure developments. The total value of construction work done grew strongly, with the sector expanding by 12.5%, reaching RM178.6 billion in work done value (2024: RM158.8 billion), supported by sustained activity across key sectors including specialised trade activities, non-residential buildings, residential buildings and civil engineering.

On the macroeconomic front, Malaysia's Gross Domestic Product grew by 5.2% in 2025, slightly moderating from the 5.1% recorded in 2024. This reflects a broad-based expansion led by domestic demand, services, construction and investment activities. The construction industry's positive momentum contributed meaningfully to this economic performance and bodes well for continued sector contributions in the period ahead.

This strong industry momentum has translated into tangible growth for Kerjaya, as the Group secured a total of 12 contract wins in FYE2025 with an aggregate value of RM1.8 billion, of which approximately 75% were related party transactions with Eastern & Oriental Berhad and Kerjaya Prospek Property Berhad.

We began 2026 on a strong footing with the successful securing of two new contracts, including:

- A RM201.3 million construction contract for 2 blocks of buildings with a total of 780 units, 5 levels of podium car parking and commercial space in Damansara Damai, Selangor.
- A RM502.3 million reclamation and dredging works contract for Seri Tanjung Pinang (Phase 2B & 2C) Development (STP2) Penang in Tanjung Tokong, Penang.

These notable wins have lifted our total outstanding order book to RM4.4 billion, providing strong revenue visibility over the next few years and reaffirming clients' confidence in Kerjaya's construction expertise and delivery track record.

REVIEW OF FINANCIAL PERFORMANCE

I am delighted to report that Kerjaya delivered another year of robust financial performance. Revenue grew by 22.5% to RM2.2 billion, compared to RM1.8 billion in FYE2024, marking a new record high for the Group and reflecting the steady execution of our expanding project portfolio. Profit after tax and minority interests (“PATAMI”) rose by 42.0% to RM227.6 million, up from RM160.2 million recorded last year.

The construction segment remained the primary revenue driver, contributing RM1.9 billion, which accounted for 86.4% of the Group's total revenue. This was supported by consistent construction progress across ongoing projects and disciplined project management.

Chairman's Statement (Cont'd)

Meanwhile, the property development segment gained significant traction, with revenue increasing more than threefold from RM95.6 million to RM320.8 million. This strong growth was supported by contributions from the Group's ongoing developments, namely The Vue @ Montez and Papyrus @ North Kiara, which continued to receive encouraging market response and progressive billings throughout the year. The improved performance of this segment also reflects the Group's strategic efforts to diversify its earnings base.

As at 31 December 2025, the Group maintained a net cash position of RM363.1 million and a current ratio of 2.0 times, underscoring the strong liquidity and balance sheet strength. This solid financial foundation provides us with the flexibility to pursue new opportunities, manage working capital requirements effectively and withstand potential market volatility.

REWARDING OUR SHAREHOLDERS

During the financial year, the Group declared a total dividend of 12.5 sen per share, amounting to RM157.2 million, which represents 69.1% of the Group's profit after tax ("PAT") for FYE2025. Based on the closing share price of RM2.66 as at 31 December 2025, shareholders enjoyed a dividend yield of 4.7%, underscoring the attractiveness of Kerjaya's returns proposition. The dividend declared is well above the Group's stated policy of distributing at least 25% of PAT, demonstrating the strong cash flow generation and confidence in the Group's long-term prospects.

LOOKING AHEAD

Despite operating in an environment characterised by cost pressures, supply chain adjustments and evolving market dynamics, Kerjaya remains steadfast in delivering projects on time and within budget. Our consistent performance reflects the disciplined project management, prudent financial stewardship and robust governance practices embedded across the organisation.

The outlook for 2026 remains resilient, supported by steady domestic demand, continued private investment and the implementation of large-scale infrastructure and industrial initiatives under national development programmes. Against this backdrop, Kerjaya is well positioned to capitalise on emerging opportunities by leveraging its proven track record in high-rise residential construction, strong project execution capabilities and established relationships with reputable developers.

With a healthy order book and disciplined tender strategy, the Group will continue to focus on securing quality projects that align with its core expertise while maintaining operational efficiency and prudent cost management. The Board remains confident that Kerjaya is well placed to deliver sustainable growth and create long-term value for shareholders in the year ahead.

APPRECIATION

On behalf of the Board, I wish to express our sincere gratitude to the shareholders for your continued trust and confidence in Kerjaya. Your steadfast support remains integral to the Group's sustained growth and long-term value creation. We would also like to extend our appreciation to the clients, business partners, suppliers, financiers, and regulators for their continued collaboration and support throughout the year.

Furthermore, I wish to acknowledge the exceptional dedication and professionalism of the management team and employees that has constituted the foundation of Kerjaya's achievements and operational excellence. Together, we will continue to build on our successes and strive towards even greater milestones in the years ahead.

Thank you.



Management Discussion & Analysis



Dear Shareholders,

The Board is pleased to present the Management Discussion & Analysis (“MDNA”) for the financial year ended 31 December 2025. This report provides shareholders with an overview of the Group’s operational and financial performance during the year, as well as insights into the Group’s strategic priorities and outlook moving forward.

OVERVIEW

Established more than three decades ago, Kerjaya began its journey as a specialist in the design, manufacturing and marketing of premium lighting products and high-end kitchen cabinetry. Over the years, the Group has transformed into a leading construction player with core competencies in construction, project management, property development, infrastructure development and other construction-related services.

Backed by a proven track record and supported by a diverse client base, Kerjaya continues to demonstrate strong project execution and business development capabilities. In FYE2025, the Group surpassed its order book replenishment target of RM1.6 billion by securing 12 new contracts with a total value of RM1.8 billion. These contract wins lifted the Group’s total outstanding order book to RM4.4 billion, providing strong earnings visibility for coming years.

The Group’s expansion into property development forms part of its broader strategy to diversify revenue sources and strengthen long-term earnings sustainability. Kerjaya’s first development project, Vista Residence @ Genting Highlands in Gohtong Jaya, marked the Group’s entry into the segment and was successfully completed in 2019 with a gross development value (“GDV”) of RM300.0 million. Following the successful

delivery of its maiden project, the Group has continued to grow its development portfolio with two ongoing projects, namely The Vue @ Monterez and Papyrus @ North Kiara, with GDVs of RM300.0 million and RM500.0 million respectively. Both developments have received encouraging market response, recording take-up rates of 99% and 84% respectively as at 31 December 2025.

The Group’s operational performance and financial discipline have been consistently recognised through a series of industry and corporate awards over the years. The Group was awarded ‘Best Main Contractor’ in 2018 and ‘Best Premium Main Contractor’ in 2019 by Property Insight. In addition, Kerjaya has been acknowledged at the Edge Billion Ringgit Club, where it received the ‘Highest Return to Shareholders Over Three Years’ award from 2017 to 2019 and the ‘Highest Growth in Profit After Tax Over Three Years’ award from 2019 to 2020 under the Construction category. The Group’s commitment to quality construction was further recognised in 2021 when it received the Gold Award at the PAM Awards under the Commercial High-Rise category for its involvement in the construction of KYM Tower. In 2022, Kerjaya was also ranked among the top three companies with the ‘Highest Return on Equity Over Three Years’ under the Construction category by

Management Discussion & Analysis (Cont'd)

The Edge. In 2025, Kerjaya was once again included in the 'Forbes Asia's Best Under A Billion list', having previously received the same recognition in 2017 and 2018. The accolade highlights the Group's sustained financial performance, strong earnings growth and sound corporate governance among publicly listed companies across the Asia-Pacific region.

OBJECTIVE AND STRATEGIES

At Kerjaya, the Group's strategic priority is centred on delivering high-quality construction solutions while maintaining sustainable profitability and operational efficiency. As one of the leading construction players in Malaysia, Kerjaya places strong emphasis on understanding the evolving requirements of its clients and the broader market landscape. The Group's strong execution capabilities and established industry reputation have enabled it to continue securing a steady pipeline of projects. In FYE2025, Kerjaya secured RM1.8 billion in new contracts, further strengthening its total outstanding order book and reinforcing earnings visibility for the coming years.

Over the years, Kerjaya's commitment to quality workmanship has been recognised through numerous industry accolades. Notably, the Group's Eco Sky project achieved the highest "CONQUAS" score in Malaysia under the high-rise building category with 83.6 marks. The Sky88 Johor project was also recognised with the Setia Quality Excellence Award, recording "CONQUAS" scores of 81.6 and 83.3, ranking second and fourth highest respectively among the top high-rise building projects nationwide. In addition, Axon @ Bukit Bintang, Kuala Lumpur achieved a record "QLASSIC" score of 88%, reflecting the Group's strong commitment to construction quality. The "QLASSIC" assessment, conducted by the Construction Industry Development Board Malaysia, serves as an industry benchmark for evaluating the workmanship quality of building construction projects. Beyond construction quality, Kerjaya also places significant importance on workplace safety and operational standards. The Group's Lucentia @ BBCC project was awarded the 5-Star Safety and Health Assessment System in Construction rating by the Construction Industry Development Board Malaysia, underscoring its commitment to maintaining a safe and well-managed working environment across project sites.

In response to rapid technological advancements within the construction industry, Kerjaya continues to prioritise innovation and productivity improvements in its operations. The Group has actively adopted forward-looking construction methods aimed at enhancing project quality, improving operational efficiency and reducing material wastage. A key component of this strategy is the integration of the Industrialised Building System ("IBS"), which Kerjaya began investing in as early as 2011. The adoption of IBS has enabled the Group to streamline construction processes, reduce dependency on manual labour, enhance quality control and accelerate project completion timelines. In addition, IBS supports more sustainable construction practices by minimising material wastage and improving resource efficiency. The Group remains committed to further strengthening its capabilities in IBS and other construction technologies as part of its long-term strategy to enhance productivity, maintain cost competitiveness and sustain its leadership position in the industry.

REVIEW OF FINANCIAL PERFORMANCE

For FYE2025, Kerjaya delivered another year of strong financial performance, achieving a record revenue of RM2.2 billion, representing an increase of 22.5% compared to RM1.8 billion recorded in FYE2024. The revenue growth was primarily driven by sustained contributions from the Group's core business segments, particularly the construction and property development divisions. In line with the higher revenue base, PATAMI increased by 42.0% to RM227.6 million, compared to RM160.2 million in FYE2024. The improved profitability reflects higher project margins, effective cost management and continued operational efficiency across the Group's business divisions.

The Group's financial position remained robust as at 31 December 2025. Kerjaya maintained a net cash position of RM363.1 million, underscoring its strong liquidity and prudent financial management. Total equity stood at RM1.2 billion, providing a solid capital base to support future growth initiatives and project expansion. The Group also delivered improved returns to shareholders, with return on equity increasing to 18.9%, compared to 14.1% in FYE2024.

Management Discussion & Analysis (Cont'd)

CONSTRUCTION DIVISION

The construction division continued to be the main contributor to the Group's total revenue. In FYE2025, the division recorded revenue of RM1.9 billion, representing a 10.8% increase from RM1.7 billion in the preceding year and accounting for 86.4% of the Group's total revenue. This performance was driven by steady progress and milestone billings from several ongoing residential and commercial construction projects, supported by the Group's strong project execution capabilities and disciplined project management. In tandem with the revenue growth, the division's segmental profit increased by 41.5% to RM309.6 million from RM218.8 million in FYE2024.

During the year under review, the division secured 12 contracts worth RM1.8 billion from renowned developers, including Eastern & Oriental Express Sdn. Bhd., Persada Menteri Sdn. Bhd., Tanjung Pinang Development Sdn. Bhd., Majestic Gen Sdn. Bhd., Serta Usaha Sdn. Bhd., Jabatan Ketua Menteri Pulau Pinang and Pixel Valley Sdn. Bhd.. As of 31 December 2025, the Group has 40 ongoing construction projects, contributing to a robust total outstanding order book of RM4.4 billion.



Bangsar Hill @ Kuala Lumpur



Senna and Fera @ Pinang

PROPERTY DEVELOPMENT DIVISION

For FYE2025, the property development division recorded strong revenue of RM320.8 million, representing a significant increase of 235.6% compared to RM95.6 million in the previous year. The strong performance was primarily driven by robust sales and progressive billings from the Group's ongoing development projects, namely The Vue @ Monterex and Papyrus @ North Kiara. As at 31 December 2025, these developments achieved encouraging take-up rates of 99% and 84% respectively, reflecting sustained buyer interest and favourable market response.

In line with the higher revenue contribution, the division's segmental profit increased by 137.3% to RM49.6 million, compared to RM20.9 million recorded in FYE2024, supported by improved project progress and stronger revenue recognition from the Group's development portfolio.



The Vue @ Monterex



Papyrus @ North Kiara

Management Discussion & Analysis (Cont'd)

MANUFACTURING DIVISION

The manufacturing division supports the overall operations of the Group by providing integrated kitchen solutions under the “FORTE” brand. This division complements the construction segment by supplying high-quality kitchen cabinetry and related products that are incorporated into the Group’s development and construction projects, thereby enhancing operational coordination and quality control across project deliveries.



In FYE2025, the manufacturing division recorded revenue of RM5.6 million and generated a segmental profit of RM3.8 million. The division represents a relatively smaller contribution to the Group’s overall revenue and it continues to play a strategic role in supporting the Group’s core construction activities. The Group remains focused on strengthening this segment by prioritising the production of kitchen and lighting products primarily for intra-group utilisation. This approach enables better integration across the Group’s project value chain, improves cost efficiency, and ensures consistent product quality in the delivery of the Group’s construction and property development projects.

CORPORATE/MAJOR OPERATIONAL ACTIVITIES

On 6 January 2025, the Group secured a RM256.4 million contract from Eastern & Oriental Express Sdn. Bhd. (“**E&OE**”) for the construction of 360 units of 3-storey terrace houses, featuring clubhouses, security houses, TNB substation, landscaping and infrastructure works.

On 10 March 2025, the Group secured a RM51.0 million contract from Persada Menteri Sdn. Bhd. (“**PMSB**”) for the execution and completion of a piling and earthworks contract. This included the proposed 2 blocks of 52-storey serviced apartments with basement level and lower ground levels at Andaman Island, Penang.

On 13 March 2025, the Group further accepted an RM11.4 million contract from Tanjung Pinang Development Sdn. Bhd. (“**TPD**”), in respect of the execution and completion of a Gurney pedestrian ramp, access to Gurney and all associated works at Andaman Island, Penang.

On 7 April 2025, the Group secured a RM291.4 million contract from PMSB for a proposed development of 516 units of serviced apartments with car park and facilities floor.

On 15 April 2025, the Group secured a RM98.1 million contract from PMSB for execution and completion of 50 units of three-storey terrace houses and 26 units of three-storey semi-detached houses in Andaman Island, Penang.

On 8 May 2025, the Group won its sixth contract, a RM162.0 million contract from Majestic Gen Sdn. Bhd. (“**MGSB**”) for the execution and completion of 732 units of serviced apartments, podium parking, basement parking and mechanical and electrical (“**M&E**”) facilities, parking and M&E facilities with commercial unit and recreational facilities in Johor.

On 26 May 2025, the Group entered into a subscription and shareholders agreement with Aspen Vision Land Sdn. Bhd. (“**AVL**”) to acquire 4.41 million new ordinary shares and 935,900 new redeemable preference shares, representing a 49% equity interest in AVL, for a total consideration of RM98.0 million.

On 1 July 2025, the Group proposed to acquire three strategically located freehold land parcels along Jalan Puchong, Kuala Lumpur, pursuant to three separate sale and purchase agreements (“**SPAs**”). Under the first SPA, the Group proposed to acquire approximately 3.9 acres of land from Sunrise Bright City Sdn. Bhd. for a purchase consideration of RM59.1 million. The remaining two SPAs were entered into with Top Up Properties Sdn. Bhd. for the acquisition of approximately 1.7 acres and 1.8 acres of land respectively, for a total purchase consideration of RM53.7 million.

Management Discussion & Analysis (Cont'd)

The Group also entered into a joint venture and subscription and shareholders agreement with Aspen Vision Tanjung Sdn. Bhd. (“**AVT**”) to jointly develop 2 freehold land parcels measuring 4.5 acres in Tanjung Bungah, Penang, for a total consideration of RM117.0 million. Under the special purpose vehicle established for the development, the Group will hold a 60% stake, while AVT will hold the remaining 40% stake.

On 5 November 2025, the Group further received an RM87.7 million contract from E&OE for the construction of 104 units of two-storey shop offices, 6 units of three-storey offices, 23 units of affordable shop units, 2 electrical substations and a compact substation in Elmina West, Shah Alam.

On 11 November 2025, the Group was awarded two contracts from Serta Usaha Sdn. Bhd. (“**SUSB**”) and TPD, valued at RM100.2 million and RM97.5 million respectively. The contract awarded by SUSB covers the construction of a 39-storey serviced apartment in Seksyen 15, Shah Alam, comprising 479 units, one basement parking level, one sub-basement, a ground floor, six levels of podium parking, one level of utilities and residents’ facilities, and one recreational and mechanical floor. Meanwhile, the contract from TPD involves the construction of five canal bridges, connecting Fasa 2A to 2B and Fasa 2C on reclaimed land on Andaman Island, Penang.

On 12 November 2025, the Group secured a RM56.4 million contract from Jabatan Ketua Menteri Pulau Pinang for the construction of steel roof structures including a hawkker centre at Jalan Gurney, Penang.

On 26 November 2025, the Group was awarded a RM350.6 million contract by Pixel Valley Sdn. Bhd. for the construction of two main buildings comprising 1,406 residential units, facilities and recreational amenities, eight levels of podium parking, and 15 units of two-storey shop offices, along with a main lobby, TNB substation units, and a guardhouse in Batu Kawan, Penang.

On 11 December 2025, the Group won its twelfth contract from MGSB, valued at RM225.0 million. The contract covers the completion of a 50-storey serviced apartment and commercial development comprising M&E and parking levels with commercial units, 9 additional levels of car parking, recreational facilities, 37 levels of serviced apartments totalling 996 units, and upper-level recreational and commercial spaces.

DIVIDEND



On 28 May 2025, the Board of Directors approved a first interim dividend of 3.0 sen per ordinary share in respect of the financial year ended 31 December 2025. The total amount of RM37.8 million was paid on 30 June 2025.

On 25 August 2025, the Board of Directors approved a second interim dividend of 3.0 sen per ordinary share in respect of the financial year ended 31 December 2025. The total amount of RM37.7 million was paid on 26 September 2025.

On 26 November 2025, the Board of Directors approved a third interim dividend of 3.0 sen per ordinary share in respect of the financial year ended 31 December 2025. The total amount of RM37.7 million was paid on 26 December 2025.

On 26 February 2026, the Board of Directors approved a fourth interim dividend of 3.5 sen per ordinary share in respect of the financial year ended 31 December 2025. The total amount of RM44.0 million was paid on 26 March 2026.

Management Discussion & Analysis (Cont'd)

MOVING FORWARD

As the Group enters 2026, the operating landscape for the construction sector in Malaysia remains generally supportive, underpinned by continued public and private sector investment in infrastructure and development projects. The Malaysian Government has tabled a RM419.2 billion national budget for 2026, with RM81.0 billion allocated directly to the construction sector under Development Expenditure. Although this represents a decline of 5.8% compared to the RM86.0 billion allocated in 2025, the sector continues to benefit from a broader RM131.8 billion public development expenditure, which includes investments by government-linked companies as well as public-private partnership initiatives.

The Malaysian economy is projected to expand between 4.0% and 4.5% in 2026, supported by resilient domestic demand, sustained investments and ongoing infrastructure development. In addition, the implementation of the 13th Malaysia Plan (2026-2030) is expected to provide further impetus to the construction industry. With RM430.0 billion allocated for gross development expenditure over the five-year period, the plan is anticipated to stimulate a new cycle of project opportunities, particularly in infrastructure, urban development and technology-driven construction initiatives. As the first year of the 13th Malaysia Plan, 2026 marks the beginning of a new development cycle, which is expected to catalyse project rollouts and create a favourable operating environment for the construction sector in the coming years.

Against this backdrop, Kerjaya remains well-positioned to capitalise on emerging opportunities by leveraging its established track record, strong execution capabilities and healthy order book. The Group will continue to focus on securing quality projects that align with its core expertise while maintaining disciplined project management and prudent financial management. At the same time, Kerjaya remains mindful of potential external risks, including rising construction costs and supply chain disruptions amid ongoing geopolitical tensions in the Middle East. In response, the Group will continue to strengthen its cost management strategies, enhance operational efficiencies and adopt innovative construction technologies to mitigate these risks and sustain long-term growth.

With a storng pipeline of construction projects and a total outstanding order book of RM4.4 billion, the Group is well-positioned to sustain its growth momentum and deliver stable earnings visibility over the medium term. Kerjaya's solid financial standing, supported by the net cash position of RM358.7 million as at 31 December 2025, further provides the financial flexibility to undertake new projects, manage working capital and pursue strategic opportunities.

For FYE2026, Kerjaya has set an order book replenishment target of RM2.0 billion. As at the beginning of 2026, approximately 35.0% of the target has been achieved following the successful securing of two new contacts with a total value of RM703.6 million. With its proven track record, strong balance sheet and established industry relationship, Kerjaya remains confident of its ability to capture emerging opportunities and sustain long-term value creation for its stakeholders.

THANK YOU

The Board of Directors wishes to express its sincere appreciation to the valued customers, vendors, suppliers, consultants, associates, bankers and business partners for their continued support and confidence in Kerjaya throughout the year. Your trust and enduring partnership have been instrumental in enabling the Group to achieve its operational and financial objectives, and we deeply value the strong relationships we have built together over the years.

The Board would also like to extend its gratitude to the various government agencies and local authorities for their guidance, cooperation and support, which have contributed significantly to the Group's continued growth and development. The Board records its heartfelt appreciation to the senior management team and all employees for their unwavering dedication, professionalism and commitment. Your collective efforts and hard work remain the cornerstone of the Group's achievements and continued success.

Thank you.

Corporate Governance Overview Statement

The Board recognises the importance of adopting high standards of corporate governance within the Group to ensure that the recommendation of the Malaysian Code on Corporate Governance 2021 the (“**Code**” or “**MCCG**”) are practiced as a mean of managing the business and affairs of the Group with integrity and professionalism so as to enhance business prosperity and corporate accountability in order to protect the interest of shareholders, whilst ensuring at the same time the interest of other stakeholders are safeguarded.

This Corporate Governance Overview Statement is presented pursuant to Paragraph 15.25(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) (“**Main Market Listing Requirements**”) and with reference to the MCCG. The objective of this statement is to provide an overview of the application of the corporate governance practices (“**Practices**”) of the Group during the FYE 2025 up to the date of issuance of this statement with reference to the three (3) main principles, as set out in the MCCG (“**Principles**”):-

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

Overall, the Board is of the view that the Company has, in all material aspects, complied with the Principles and Practices as set out in the MCCG. Detailed descriptions of how the Company has applied the MCCG are outlined in our Corporate Governance Report (“**CG Report**”). Shareholders are encouraged to read this overview statement together with the CG Report, which provides comprehensive disclosure on the application of each Principles and Practices set out in the MCCG during the FYE 2025. The CG Report is available on the Company’s website at www.kerjayagroup.com.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

1. BOARD RESPONSIBILITIES

1.1 Board’s Role and Scope of Director Duties

The Board is entrusted for the oversight of overall management of the business affairs of the Group. The Board is responsible for formulating the Group’s strategic plan and directions, determining all major policies, reviewing the system of internal control, ensuring that effective strategies and management are in place, for assessing the performance of the Group and its management team.

The Board continues to ensure its effectiveness and provides strong leadership to the Group and Management. In order to ensure that business is being properly managed, the Board performs periodic review of the financial results to overseeing the conduct of the business.

The Board is mindful of the importance of the establishment of clear roles and responsibilities in discharging its fiduciary and leadership functions as recommended by the MCCG including those reserved for the Board’s approval and those which the Board may delegate to the Board Committees and the Management.

Aside from the core responsibilities listed above, significant matters required deliberation and approval from the Board is clearly defined as the matters reserved for the Board’s consideration and approval, which including decision on Group strategic/business plan, restructuring proposal, corporate exercises, investments or divestments, risk management policies, nomination of auditors, nomination of directors, review of the financial statement, financial and borrowing activities, annual budget, dividend policy, new issues of securities, ensuring compliances of regulatory and reviewing the adequacy and integrity of internal controls.

Corporate Governance Overview Statement (Cont'd)

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

1. BOARD RESPONSIBILITIES (CONT'D)

1.1 Board's Role and Scope of Director Duties (Cont'd)

The Board is assisted by four (4) Board Committees, each of which is entrusted with specific responsibilities to oversee the Group's affairs with authority to act on behalf of the Board and operate within their respective terms of reference. More information about the Board Committees are set out in Section 2.1 of this Statement. Although specific powers are delegated to the Board Committees, the Board Committees shall report to the Board on matters considered and make recommendation to the Board for further decision. The ultimate responsibility for the final decision on all matters have to be approved by the Board. Also, the Board is informed of the key issues and recommendations or decisions made by each Board Committees through the reporting and tabling of minutes of the Board Committees meetings at Board Meetings.

In discharging the Board's duties, the Board is guided by its Board Charter, Code of Conduct, Code of Ethics as well as the terms of reference of the Board Committees as they set out the Board's roles, duties and responsibilities, the Principles and Practices of corporate governance to be followed and its commitment of fair practices to its stakeholders. Further information on these are discussed in Section 1.5 of this Statement.

1.2 Separation Roles and Responsibilities of the Chairman and the Chief Executive

The Chairman of the Board is a Non-Independent Non-Executive Director. The roles of the Chairman and Chief Executives, being the Executive Directors of the Company, are distinct and separate to engender accountability and facilitate clear division of responsibilities to ensure that there is a balance of power and authority within the Company. The Chairman of the Board is responsible for instilling good governance practices, providing leadership at Board Level, chairing meetings of the Board and the Company, representing the Board to shareholders, and, together with the Board, reviewing and approving the strategic objectives and policies of the Group. The Chief Executive is responsible for the implementation of the Company's strategic plan, policies and decision adopted by the Board, as well as for overseeing the day-to-day management of the Group's operations, with the aim of achieving the Company's objective of creating long term value for its shareholders.

1.3 Company Secretaries

In order to uphold the Board effectiveness, the Board ensures that it is supported by qualified and competent Company Secretaries. Presently, the Board is assisted by two (2) qualified and competent Company Secretaries who are members of Malaysian Institute of Chartered Secretaries and Administrators. The Company Secretaries support the Board in carrying out its fiduciary duties and stewardship role and play an advisory role to the Board, particularly with regards to compliance with regulatory requirements, guidelines, legislations, corporate disclosure and governance related practices.

All Directors have unrestricted access to the advice and services of the Company Secretaries. The appointment and removal of Company Secretaries or Secretaries of the Board Committees shall be the prerogative of the Board as a whole.

Further information of the roles and responsibilities carried out by the Company Secretaries during the FYE 2025 are set out in Practice 1.5 of the Company's CG Report.

1.4 Dissemination of Information to Directors

The Board understand that the supply, timeliness and quality of the information affect its effectiveness in overseeing the conduct of business, making informed decisions and evaluating Management's performance within the Group.

Corporate Governance Overview Statement (Cont'd)

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

1. BOARD RESPONSIBILITIES (CONT'D)

1.4 Dissemination of Information to Directors (Cont'd)

The Board and the Board Committees meet regularly on scheduled dates throughout the year to consider pre-set agenda items and additionally as and when required for specific purpose, with a formal schedule of matters specifically reserved for the Board for its deliberation and decision. To assist Directors in planning their attendance, the meeting dates were discussed and notified to all Directors at least three (3) months in advance. Beginning from the FYE 2026, the Management had changed its practice to table the meeting calendar for the entire year to the Board. The meeting schedule for the Board and Board Committees for FYE 2026 was tabled to the Board at the Board meeting in February 2026 and communicated to all Directors to facilitate better planning, enhance meeting efficiency and ensure Directors' availability.

The Board ensures that each Director receives timely notices. Meeting notices and materials (including meeting minutes) relating to the agenda items thereto are usually circulated to the Directors/Board Committee Members seven (7) days prior to the meeting date. This allows Directors to review and consider the meeting papers and, if necessary, seek further explanations to be fully briefed before the meeting. Sufficient time is also allocated at the meetings for discussion of the issues tabled under the agenda and for the Management to respond to additional request of information which Directors may make during meetings.

All Board members have unrestricted access to timely and accurate information in furtherance to their duties and may seek independent professional advice when necessary in discharging its various duties, at the Company's expense. Personnel from the Management, the Company's auditors and other professionals, when necessary, are invited to be present at these meetings to provide additional insights into the matters to be discussed at Board meetings and Board Committees meetings. The Independent Directors may also interact directly with, or request further explanation, information or updates on any aspect of the Company's operations or business concerns from the Management, when needed.

The Company Secretaries ensure that all Board and Board Committees' meetings are properly convened. Draft meeting minutes are circulated to the chairman of the meeting for review as soon as the minute is drafted. Meeting minutes record the proceedings of the meeting and resolutions passed by the Board/Board Committees including the names of the Directors abstained from voting or deliberation on a particular matter.

1.5 Board Charter, Corporate Code of Conduct & Code of Ethics, Whistleblowing Policy & Procedures, Anti-Bribery and Corruption Policy & Guidelines and others

The Board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness. The Board has formally adopted a Board Charter and it was last reviewed on 27 August 2024. The Board Charter sets out, amongst others, the roles and responsibilities of the Chairman, the Chief Executive, the Board, the Board Committees and the Management. It also sets out the processes and procedures for convening board meeting, governance matters, risk management, compliance and internal controls, etc. The Board Charter will be reviewed periodically and updated in accordance with the needs of the Company to ensure consistency with the Board's strategic intent as well as relevant standards of corporate governance.

In addition to the above, the Board has in place the Corporate Code of Conduct for the Board and the Management. The said Code of Conduct provides guidance to stakeholders on the ethical behaviour to be expected from the Group and sets out the Board's responsibilities as well as the Management's responsibilities to communicate, measure and monitor its values and performance to achieve objectives and to instil values.

The Board has formally adopted its Code of Ethics which sets out the principles and the expected standard of ethical and behaviour. The Group also practises "No Gift Policy" in dealing with third parties in order to manage conflicts of interest and corruption.

Corporate Governance Overview Statement (Cont'd)

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

1. BOARD RESPONSIBILITIES (CONT'D)

1.5 Board Charter, Corporate Code of Conduct & Code of Ethics, Whistleblowing Policy & Procedures, Anti-Bribery and Corruption Policy & Guidelines and others (Cont'd)

The Group practises an open and honest policy in enabling the employees to report on any suspected and/or known misconduct, wrongdoings, corruption, fraud, waste and/or abuse involving resources of the Company. Hence, the Board has established its Whistleblowing Policy & Procedure aimed to provide and facilitate a mechanism for any individual to report concerns about any suspected and/or known misconduct, wrongdoings, corruption, fraud, waste and/or abuse. Stakeholders who know of, or suspect a violation of this policy may report the incidence and their concerns to Audit Committee Chairman, Mr. Chan Kam Chiew by emailing to whistleblowing@kerjayagroup.com.

The Board is committed to upholding the highest standards of integrity and has put in place the Anti-Bribery and Corruption Policy & Guidelines across the Group in line with the guidelines provided under Section 17A of the Malaysian Anti-Corruption Commission Act 2009. The Board believes that the policy would be the key in ensuring a systematic approach to prevent corruption, and complying with applicable legal and regulatory requirements in the various jurisdictions in which the Group operates. Every director, employee and person acting on the Group's behalf is responsible for maintaining the Group's reputation and for conducting company business honestly and professionally.

The Board also acknowledges that managing conflict of interest is crucial to protect the Group from consequent damage to its activities and reputation. The Board has adopted a Conflict of Interest Policy on 27 August 2024 which sets out the disclosure obligations to assist the Directors and Key Senior Management of the Group in identifying, disclosing and managing any potential, actual or perceived conflict of interest situation. This policy aims to ensure that any conflict of interest situation is handled appropriately, promoting transparency, and fostering a culture of honesty, accountability and good governance within the Group.

Through discussions and reviews with the Management, the Board has also established, inter-alia, Directors' Fit & Proper Policy, Remuneration Policy & Procedures and Stakeholders' Communication Policy.

The relevant policies and Terms of Reference of the Board Committees are published on the Company's website at www.kerjayagroup.com, as required under the Main Market Listing Requirements and MCCG.

2. BOARD COMPOSITION

2.1 Composition of the Board and Board Committees

Presently, the Board comprises a total of eight (8) Directors. The Board is content with its current composition, which provides an adequate system of checks and balances and incorporates a diversity of perspectives and views into decision-making process through the inclusion of Independent Non-Executive Directors on the Board, each of whom brings unique skill sets, commitments and functional experiences.

In terms of tenure and Board refreshment, the Board is comprised of long service executive directors (except for Mr. Tee Eng Tiong who was appointed CEO on 12 May 2021) and fairly new independent directors. As at 31 December 2025, the length of service of the Independent Directors ranged from between 3 to 5 years. The tenure of each Director is reviewed by the NC and annual re-election of the Director is contingent on satisfactory evaluation of the Director's performance at financial year end. During the FYE 2025, there was no new appointment to the Board.

The Board is assisted by four (4) board committees, namely the Audit Committee ("AC"), the Nomination Committee ("NC"), the Remuneration Committee ("RC") and the Risk Management and Sustainability Committee ("RMSC") (collectively referred to as the "Board Committees").

Corporate Governance Overview Statement (Cont'd)

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

2. BOARD COMPOSITION (CONT'D)

2.1 Composition of the Board and Board Committees (Cont'd)

All members of the Board Committees consist of wholly Independent Non-Executive Directors of the Company. The Board is of the view that the Chairman of the Board should not be involved in these Board Committees to ensure that there is check and balance as well as objective review by the Chairman of the Board when the Board is deliberating on the observations and recommendations put forth by the Board Committees.

A brief profile of each Director is set out on pages 5 to 12 of this Annual Report. Their other position(s) in the Company, membership on the Board Committees and directorship role are shown below:-

Name	Position(s)	Executive/Independent Director
Dato' Seri Tee Eng Ho	<ul style="list-style-type: none"> Chairman of the Board 	Non-Independent Non-Executive Director
Datin Seri Toh Siew Chuon	<ul style="list-style-type: none"> Executive Director 	Executive Director
Dato' Tee Eng Seng	<ul style="list-style-type: none"> Executive Director 	Executive Director
Tee Eng Tiong	<ul style="list-style-type: none"> Executive Director & Chief Executive Officer ("CEO") 	Executive Director
Chan Kam Chiew	<ul style="list-style-type: none"> Chairman of AC Member of NC, RC and RMSC 	Independent Non-Executive Director
Maylee Gan Suat Lee	<ul style="list-style-type: none"> Chairperson of RC Member of AC, NC and RMSC 	Independent Non-Executive Director
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof	<ul style="list-style-type: none"> Chairman of NC Member of AC, RC and RMSC 	Independent Non-Executive Director
Chong Swee Ying	<ul style="list-style-type: none"> Chairperson of RMSC Member of AC, NC and RC 	Independent Non-Executive Director

2.2 Number of Meetings held in FYE 2025 and Attendance Record

The Board meets at least once every quarter and additional meetings are convened as and when necessary.

During FYE 2025, the Board met five (5) times whilst the Board Committees met a total of seventeen (17) times to deliberate and consider a variety of matters affecting the Company's corporate and operations matters, which includes the Group's financial results, audit findings and issues, risk management and sustainability matters, corporate proposals, policies matter, regulatory compliance update, etc.

Corporate Governance Overview Statement (Cont'd)

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

2. BOARD COMPOSITION (CONT'D)

2.2 Number of Meetings held in FYE 2025 and Attendance Record (Cont'd)

Attendance record of the Directors at Board and Board Committees meetings held in FYE 2025, is as follows:

Name of Director	Total Meetings Attended					Total Attendance
	Board Meeting	AC Meeting	NC Meeting	RC Meeting	RMSC Meeting	
Dato' Seri Tee Eng Ho	5/5	–	–	–	–	5/5
Datin Seri Toh Siew Chuon	5/5	–	–	–	–	5/5
Dato' Tee Eng Seng	5/5	–	–	–	–	5/5
Tee Eng Tiong	5/5	5/5*	2/2*	2/2*	3/3*	17/17
Chan Kam Chiew	5/5	5/5	2/2	2/2	3/3	17/17
Maylee Gan Suat Lee	5/5	5/5	2/2	2/2	3/3	17/17
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof	5/5	5/5	2/2	2/2	3/3	17/17
Chong Swee Ying	5/5	5/5	2/2	2/2	3/3	17/17
Number of meetings held	5	5	2	2	3	17

* Attendance by invitation

2.3 FYE 2025 Training for Directors

Directors are strongly encouraged to participate in seminars and/or conferences organised by relevant regulatory authorities and professional bodies to stay updated on the latest market developments and new statutory and regulatory requirements. The training needs of each Director are assessed and proposed by the respective Directors, who proactively attend training sessions on their own discretion. Additionally, the Company ensures that Directors have opportunities to enhance their skills and knowledge through trainings at the Company's expense. When necessary, the Company arranges and facilitates training sessions for the Directors.

Throughout the FYE 2025, the Directors of the Company have attended various conferences and seminars organised by external organisers not only to keep abreast of industry developments and trends, but also to assist them to effectively discharge of their duties. Conferences, seminars and training programmes attended by the Directors in the FYE 2025 are as follows:

Name of Directors	Training Programmes Attended (Unless Otherwise Stated)	Date
Dato' Seri Tee Eng Ho	• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	04 & 05 June 2025
Datin Seri Toh Siew Chuon	• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	04 & 05 June 2025
Dato' Tee Eng Seng	• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	04 & 05 June 2025
Tee Eng Tiong	• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	04 & 05 June 2025

Corporate Governance Overview Statement (Cont'd)

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

2. BOARD COMPOSITION (CONT'D)

2.3 FYE 2025 Training for Directors (Cont'd)

Name of Directors	Training Programmes Attended (Unless Otherwise Stated)	Date
Chan Kam Chiew	• KPMG Webinar: MFRS Updates 2024	07 January 2025
	• Standard Chartered Global Research Briefing H1 2025	14 January 2025
	• Standard Chartered : Global Outlook 2025 - Reverberations	15 January 2025
	• BDO Webinar : Cyber Security Act 2024: Everything You Need to Know to Stay Ahead	12 February 2025
	• HSBC Webinar : FX Market Outlook	25 March 2025
	• UOB Webinar : Impact of 'Liberation Day' Tariffs on Asia	08 April 2025
	• LGMS : Cyber Security Act 2024: What Business Must Know	29 April 2025
	• KPMG Webinar : Stay ahead of IRB's evolving tax enforcement strategies	23 May 2025
	• KPMG Webinar : Sales Tax and Service Tax: Expansion of scope revealed – Key highlights	13 June 2025
	• Bursa/ICDM : Game Changer for Your Digital Transformation Era	17 June 2025
	• Anti-Bribery and Anti-Corruption	03 July 2025
	• HSBC : Redefining Treasury - Navigating a dynamic environment towards a real-time treasury	17 July 2025
	• Bursa : Strategic Oversight in Strategic Implementation: Getting Execution Right at the Board Level	28 July 2025
	• Standard Chartered Global Research Briefing H2 2025	29 July 2025
	• Rabobank Asia Webinar: "Tariff and FX Talk"	29 July 2025
	• CTIM : National Tax Conference 2025	05 & 06 August 2025
	• IASB-MASB Virtual Outreach on Post-implementation Review of IFRS 16 Leases	26 August 2025
	• Bursa : Board Simulation – Balancing Risks & Opportunity in Sustainability Leadership	09 September 2025
	• KPMG : Demystifying Malaysian Withholding Tax	10 September 2025
	• MASB : Climate-related and Other Uncertainties in the Financial Statements	15 October 2025
	• Standard Chartered Webinar : Asia Rates Strategy	16 October 2025
	• KPMG Tax and Business Summit 2025	23 October 2025
	• BDO Tax Seminar on Budget 2026: Growth, Governance & Reform	04 November 2025
	• ACCA Sustainability Reporting Progress	05 November 2025
	• MIA : Corporate Financial Reporting Conference 2025 - "Elevating Reporting Excellence: Integrating Sustainability"	10 November 2025
	• AOB Conversation with Audit Committees	25 November 2025
	• KPMG 2025 MFRS Updates	02 December 2025
	• MIA : Risk Management Conference 2025	08 December 2025
	• MIA : ESG and IFRS S1 and S2	23 December 2025

Corporate Governance Overview Statement (Cont'd)

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

2. BOARD COMPOSITION (CONT'D)

2.3 FYE 2025 Training for Directors (Cont'd)

Name of Directors	Training Programmes Attended (Unless Otherwise Stated)	Date
Maylee Gan Suat Lee	<ul style="list-style-type: none"> • Termination for Misconduct 	20 May 2025
	<ul style="list-style-type: none"> • The Essence of Minutes, Meetings and Resolutions & Understanding the Malaysian Employment Law from a Company's Secretaries Perspective 	24 May 2025
	<ul style="list-style-type: none"> • AI and Data Governance: A Strategic Responsibility for Company Secretaries in the Digital Era & Crisis Management and Business Continuity: The Company 	26 July 2025
	<ul style="list-style-type: none"> • SSM National Conference 2025 	19 & 20 August 2025
	<ul style="list-style-type: none"> • VCCLC Session 1: The Rise of ESG and Climate Litigation – Emerging Directors' Duties 	10 November 2025
	<ul style="list-style-type: none"> • VCCLC Session 2: Trustee Amendment Act 2025 	10 November 2025
	<ul style="list-style-type: none"> • VCCLC Session 3: Corporate Sustainability and Governance 	11 November 2025
	<ul style="list-style-type: none"> • VCCLC Session 4: Venture Capital Funds in Malaysia: Bridging Legal Gaps to Unlock Capital for Innovation 	11 November 2025
	<ul style="list-style-type: none"> • VCCLC Session 5: Competition Law 	12 November 2025
	<ul style="list-style-type: none"> • VCCLC Session 6: Contract Law Reform 	12 November 2025
	<ul style="list-style-type: none"> • VCCLC Session 7: AI & the Lawyer – Will We Be Replaced? 	13 November 2025
	<ul style="list-style-type: none"> • VCCLC Session 8: The Corporate Veil: From Salomon – Malaysian Judicial Approach 	13 November 2025
	<ul style="list-style-type: none"> • VCCLC Session 9: Corporate Governance in Transition – The Evolving Role of the Company Secretaries in Malaysia's Legal Landscape 	13 November 2025
	<ul style="list-style-type: none"> • VCCLC Session 10: Insolvency 	14 November 2025
<ul style="list-style-type: none"> • VCCLC Session 11 - Managing Corporate Disputes 	14 November 2025	
<ul style="list-style-type: none"> • CPD-Live- Mastering the Art of Pre-Trial Strategy: Aligning Legal Theory with Courtroom Reality 	17 November 2025	
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof	<ul style="list-style-type: none"> • Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 	04 & 05 June 2025
Chong Swee Ying	<ul style="list-style-type: none"> • M&A Mastery 2025: Cracking the Code of Corporate Power Plays in a Shifting Global Landscape 	6 March 2025
	<ul style="list-style-type: none"> • Building Sustainable Credibility 	28 April 2025
	<ul style="list-style-type: none"> • Integrity Insight 	6 May 2025
	<ul style="list-style-type: none"> • Retail Forum 	27 May 2025
	<ul style="list-style-type: none"> • Introduction to Corporate Directorship in the New Era of ESG 	23 June 2025
	<ul style="list-style-type: none"> • Strategies for Growth in Retail 	25 & 26 June 2025
	<ul style="list-style-type: none"> • Global Submit 2025 	29 September 2025

Corporate Governance Overview Statement (Cont'd)

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

2. BOARD COMPOSITION (CONT'D)

2.4 Director Independence

The Board boasts a sufficient independence presence, with four (4) out of eight (8) Directors being independent directors. This complies fully with the requirement for one-third (1/3) of board members to be independent, as outlined in paragraph 15.02(1) of the Main Market Listing Requirements, and also aligns with Practice 5.2 of the MCCG, which requires that at least half of the Board members comprises independent directors.

To adopt the MCCG's Step-Up practice for the Larger Companies, which recommends the Board members comprises a majority independent directors, the Board would need to appoint one (1) additional Independent Director. However, no specific timeframe has been set for this, as the Board is of the view that identifying a suitable candidate with the right experience, expertise, and cultural fit for the Company is more critical than meeting the recommendation within a prescribed period.

The Board is satisfied with the current level of Board independence as its able to support objective and independent deliberations for effective oversight of management, particularly given the absence of long serving independent directors on the Board. When determining a Director's independence, the NC and Board considers the following:-

- the requirements and definition of "independent director" as set out in the Main Market Listing Requirements;
- the Code;
- whether the Independent Director is able to act independently on management and free from any business or other relationship;
- the Director's annual confirmation of their independence.

The Board has in place Independent Directors Assessment Policy which observes the recommendation of the Code regarding tenure of an independent director. Pursuant to the said policy, the tenure of an independent director should not exceed a cumulative term of nine (9) years from the date of first appointment. Upon completion of nine (9) years, the Board may subject to the assessment of the NC, on an annual basis at annual general meeting ("AGM"), recommend and subject to valid justifications and obtaining shareholders' approval, retain an independent director beyond the nine (9) years' term through a two-tier voting process. Should the resolution tabled to the shareholders to retain an independent director who has served for nine (9) years or more in the same capacity defeated, the said independent director may continue to serve on the Board but shall be redesignated as a non-independent non-executive director. Where the tenure of an independent directors exceeds a cumulative term of twelve (12) years or more in the same capacity, the said independent director if continue to serve on the Board, shall be redesignated to non-independent non-executive director. For good governance practice, the Company has incorporated the above mentioned provisions in its Constitution.

Having said that, the Board is of the view that the independence of the Independent Directors should not be determined solely or arbitrarily by their length of service. Independence should also be judged based on the integrity and objectivity of the Independent Director in discharging his responsibilities. The Board believes that continued contribution will provide stability and benefits to the Board and the Company as a whole, especially their invaluable knowledge of the Group and its operations gained through the years.

On annual basis, the NC would review the independence of the Independent Directors based on the criteria set out in the relevant Group's policies as well as the provisions in the Main Market Listing Requirements.

As at the date of this Annual Report, none of the Independent Directors of the Company has served beyond a tenure of nine (9) years.

Corporate Governance Overview Statement (Cont'd)

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

2. BOARD COMPOSITION (CONT'D)

2.5 Selection, Appointment and Re-Appointment

In order to drive the Board's leadership and effectiveness, the Board ensures that it has the right board composition to enhance the Board decision making process. The Board has established the Fit and Proper Policy in accordance with the requirements of Main Market Listing Requirements and MCCG. The purpose of the Fit and Proper Policy is to set out the Company's approach to the assessment of the fitness and propriety of key responsible persons, i.e. persons who hold, or who are the appointed or elected as Directors on the Board as well as Senior Management of the Group.

The NC, which is chaired by an Independent Non-Executive Director is involved in all appointments or re-elections of directors. For a new appointment, potential candidates may be proposed by existing Board members, senior management, major shareholders and third-party referral / external sources, leveraging reputable platforms such as the Institute of Corporate Directors Malaysia (ICDM) and the Malaysian Alliance of Corporate Directors (MACD), to identify suitably qualified candidates, when necessary. New board candidates proposed to fill vacancy arises from resignation, retirement or any other reasons will be reviewed by NC before recommending to the Board for further deliberation. The evaluation process may include, reviewing the candidate's resume, biographic information, qualifications, skills, knowledge, expertise, experience, competency and his/her understanding of the Group's business environment. To further step-up the practice of good governance, the NC also takes into consideration into gender and diversity aspects, details of which are set out in Section 2.6 of this Statement. During the FYE 2025, there was no new appointment to the Board.

For appointment of Independent Directors, the NC would also assess whether the candidate meets the requirements for independence based on the criteria prescribed in the Main Market Listing Requirements.

Any Board Member, while holding office, is at liberty to accept other board appointments (outside the Group) so long as the appointment is not in conflict with the business of the Group and that it would not detrimentally affect his or her performance as a Board member of the Company. Pursuant to the Board Charter, any Director, before accepting an offer of appointment of other directorships, shall notify the Chairman of the Board on the acceptance of the proposed appointment.

On annual basis, the NC would review the performances of the Directors. The annual re-election of a Director is contingent upon satisfactory evaluation of the Director's performance at financial year end. Further details on the annual assessment are set in Section 2.7 of this Statement.

2.6 Diversity of the Board and Management

The Board recognises the benefit of gender diversity. The Board through its NC will conduct Board appointment process in a manner that promotes gender diversity as formalised in the Gender Diversity Policy and Target ("**Gender Diversity Policy**") adopted by the Company. Based on the Gender Diversity Policy, the Board shall comprise at least one (1) woman director at all times. Currently, the Board has a presence of 30% women directors on the Board, as recommended in the MCCG.

At management level, a few senior management positions are held by women employees. The Board will continue to provide a working environment that is conducive, fair and with equal opportunities within the Group and to commit to zero tolerance of workplace harassment, age, religious, ethnicity, race or gender discrimination.

Corporate Governance Overview Statement (Cont'd)

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

2. BOARD COMPOSITION (CONT'D)

2.6 Diversity of the Board and Management (Cont'd)

The appointment of Board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender. The current diversity in the ethnicity, age distribution and skillsets of the existing Board members are as follows:-

	Race/Ethnicity				Nationality		Gender	
	Malay	Chinese	Indian	Others	Malaysian	Foreign	Male	Female
Executive Director	–	3	–	–	3	–	2	1
Non-Independent Non-Executive Director	–	1	–	–	1	–	1	–
Independent Non-Executive Director	1	3	–	–	4	–	2	2

Age Group	40-49 years	50-59 years	60-69 years	70 years and above
Executive Director	1	1	1	–
Non-Independent Non-Executive Director	–	–	1	–
Independent Non-Executive Director	1	–	2	1

Skill	Accounting & Finance Management	Engineering	Business Management	Legal
Executive Director	1	2	3	–
Non-Independent Non-Executive Director	–	1	1	–
Independent Non-Executive Director	1	1	4	2

Note: All the Directors have more than 1 skill.

It shall be noted that all Executive Directors are also the top senior management of the Company.

Corporate Governance Overview Statement (Cont'd)

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

2. BOARD COMPOSITION (CONT'D)

2.7 Annual Evaluation of the Board's Effectiveness

The NC undertakes annual assessment to evaluate the performance of each individual Directors, the effectiveness of the Board and the Board Committees (collectively referred to as “**Annual Board Effectiveness Evaluation**”). The Board acknowledges the recommendation of the MCGG to engage independent experts periodically to facilitate objective and candid Board evaluation. Presently, the Annual Board Effectiveness Evaluation is conducted internally by the Management and the Board opined that the present arrangement is suffice and adequate. The Board would engage the services of independent experts when the need arises.

During the Annual Board Effectiveness Evaluation process, each Director is required to complete the relevant forms for self-assessment as well as for assessment of the performance of the Board and Board Committees, based on the pre-determined performance criteria. The effectiveness of the Board and Board Committees are assessed in the areas of board structure/mix, decision making and boardroom participation and activities, meeting administration and conducts, skill and competencies and role and responsibilities whilst the performance of the individual Directors are assessed in the areas of a director's strength and skill sets, quality of the input of the Director, boardroom participation, meeting administration/conduct and peers' interaction and communication.

The completed forms are submitted to the Company Secretaries for compilation of meeting material for NC and Board meetings. For good corporate governance, the NC will not review its own effectiveness and the performance of the NC members. Instead, such review will be carried out by the Board as a whole with the members of the NC abstained from deliberation. In view that the NC members are also members of the RC and the AC, the assessment of the effectiveness and performances of the RC and the AC will be carried out by the Board too.

During FYE 2025, the Annual Board Effectiveness Evaluation was conducted on the following to assess its effectiveness in respect of FYE 2024:-

- (a) the Board;
- (b) Directors' Self & Peer;
- (c) the Board Committees, i.e. AC, NC and RC;
- (d) NC's evaluation on the AC and its members;

Subsequent to the above, the Annual Board Effectiveness Evaluation in respect of FYE 2025 had also been conducted, which also included an assessment of the newly established Risk Management and Sustainability Committee (“RMSC”), set up in 2024, to evaluate its performance for FYE 2025.

Both the results of Annual Board Effectiveness Evaluation for FYE 2024 and FYE 2025 were satisfactory. It was unanimously agreed that the current Board's composition mix and size is appropriate to facilitate decision making at meetings of the Board and Board Committees. Further, the NC and Board are of the view that the Board is functioning effectively with strong leadership as demonstrated by the Group's steady improvement in operational performance as well as its consistency practice of good governance. The Board is led by a highly competent and experienced Chairman who facilitates constructive discussions. Additionally, the results of the individual Directors were all satisfactory, where each Director have leverage their skills and experience in the Company's affairs and decision-making processes effectively. Also, each of the Directors have declared that he or she remains a fit and proper person.

As regards the director annual independence review, all the Independent Directors of the Company have provided their independence confirmation to the Board with respect to the Annual Board Effectiveness Evaluation for FYE 2024 and FYE 2025.

Corporate Governance Overview Statement (Cont'd)

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

2. BOARD COMPOSITION (CONT'D)

2.7 Annual Evaluation of the Board's Effectiveness (Cont'd)

In addition, annually, the Board through its NC would review the list of directors seeking for re-election at the AGM. Article 91(1) of the Company's Constitution ("**Constitution**"), requires at least one-third of the directors to retire from office at each AGM, provided always that all directors shall retire from the office at least once every three (3) years. A retiring director shall be eligible for re-election and shall retain office until the close of the meeting at which he retires.

During the FYE 2025, the NC has deliberated on the re-election of Directors and on satisfactory evaluation of each of the above Director's performance took into consideration the Directors' attendance, participation and contribution, recommended that the retiring Directors be re-elected as Director at 41th AGM held on 11 June 2025.

Meanwhile, the Directors seeking for re-election at the forthcoming 42th AGM to be held on 12 June 2026 pursuant to Article 91(1) of the Company's Constitution are Dato' Seri Tee Eng Ho, Dato' Tee Eng Seng and Mr Chan Kam Chew, who, being eligible, have each offered themselves for re-election as Director thereat. On 5 March 2026, the NC has deliberated on the re-election of Directors and on satisfactory evaluation of each of the above Director's performance took into consideration the Directors' attendance, participation and contribution, recommended that the retiring Directors be re-elected as Director at the 42th AGM.

3. REMUNERATION MATTERS

The Board is assisted by the RC to establish a formal and transparent procedure for developing policy on the remuneration to attract and retain the Directors and Senior Management (Key Management Personnel) to run the Company successfully. The RC is chaired by an Independent Director and comprises exclusively Independent Non-Executive Directors.

While the RC is heavily involved in the deliberation of the directors' remuneration, the ultimate responsibility for determining the remuneration of all Directors lies with the Board. On the recommendation of the RC, the Board reviews and approves the remuneration of the Executive Directors with the respective Executive Director abstained from discussions and decisions on their own remuneration. Under normal circumstances, the respective Director(s) would be excused from the relevant meetings before the deliberation on their remuneration take place.

When implementing the remuneration policies and deliberating remuneration related matters, the RC is guided by the Company's Remuneration Policy and Procedures, which are periodically reviewed and the Terms of Reference of the RC which can be found on the Company's website.

The remuneration policy of the Company provides that all Executive Directors and Senior Management are remunerated based on the Group and individual's performances, market conditions and their responsibilities whilst the remuneration of the Non-Executive Directors is determined in accordance with their experience, level of responsibilities assumed in the Board and Board Committees, their attendance and/or special skills and expertise they bring to the Board.

The Executive Directors shall be entitled to participate in the Company's annual cash bonus. The amount of bonus shall be reviewed and determined by the RC, who makes recommendation to the Board for approval. Salaries (fixed sum or by way of a percentage of profits) and other remuneration including benefits payable to Executive Directors pursuant to a contract of service need not be determined by the Company in general meeting and it may not include a commission on or a percentage of turnover. Executive Directors shall also be entitled to other benefits provided to employee of the Company and other additional benefits, if so, recommended by the RC to the Board for approval.

Corporate Governance Overview Statement (Cont'd)

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

3. REMUNERATION MATTERS (CONT'D)

The remuneration of Non-Executive Directors, including Directors' fees, meeting allowances and other benefits as stipulated in the Constitution of the Company, is proposed by the RC and determined by the Board, subject to shareholders' approval at general meeting pursuant to Section 230(1) of the Companies Act 2016.

At the last Annual General Meeting held on 11 June 2025, the Board with the recommendation of the RC has obtained shareholders' approval for:

- (a) payment of Directors' fees of RM261,600 to the Independent Non-Executive Directors for their services as Directors in respect of FYE 2024; and
- (b) payment of directors' benefits of not more than RM50,000 to the Independent Non-Executive Directors as meeting allowance for attendance of Board and Board Committee meetings for the period from 12 June 2025 until the next AGM.

For FYE 2025, the Board on recommendation of the RC (with each Director abstained from discussions and decisions on their own remuneration) had approved/proposed the payment of the directors' remuneration as set out in the table below:-

Received from Subsidiary	EXECUTIVE DIRECTORS		
	Datin Seri Toh Siew Chuon (RM'000)	Dato' Tee Eng Seng (RM'000)	Tee Eng Tiong (RM'000)
Directors' Fee	-	-	-
Meeting Allowances	-	-	-
Salaries	1,382.8	1,382.8	1,200.0
Bonus	480.9	480.9	380.0
Benefits-in-Kind	-	10.6	7.5
Other Emoluments	225.0	225.0	178.0
Total	2,088.7	2,099.3	1,765.5

Received from Subsidiary	NON-INDEPENDENT NON-EXECUTIVE DIRECTOR
	Dato' Seri Tee Eng Ho (RM'000)
Directors' Fee	-
Meeting Allowances	-
Salaries	1,927.8
Bonus	662.6
Benefits-in-Kind	-
Other Emoluments	311.7
Total	2,902.1

Corporate Governance Overview Statement (Cont'd)

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

3. REMUNERATION MATTERS (CONT'D)

Received from the Company	INDEPENDENT NON-EXECUTIVE DIRECTORS			
	Chan Kam Chiew (RM'000)	Maylee Gan Suat Lee (RM'000)	Professor Datuk Dr. Nik Mohd Zain Bin Zain Yusof (RM'000)	Chong Swee Ying (RM'000)
Directors' Fee	83.6	61.5	61.5	61.5
Meeting Allowances	9.5	9.5	9.5	9.5
Salaries	–	–	–	–
Bonus	–	–	–	–
Benefits-in-Kind	–	–	–	–
Other Emoluments	–	–	–	–
Total	93.1	71.0	71.0	71.0

At the coming 42th AGM to be held on 12 June 2026, the Board would be seeking shareholders approval for (a) payment of RM268,140 as Directors' fees to the Independent Non-Executive Directors for their services as Directors for the FYE 2025; and (b) payment of directors' benefits of not more than RM50,000 to the Independent Non-Executive Directors as meeting allowance for attendance of Board and Board Committee meetings for the period from 13 June 2026 until the next AGM.

It shall be noted that all Executive Directors and Non-Independent Non-Executive Director (Key senior Management of Principal Subsidiaries) are hold positions as the top senior management. As required under the MCCG to disclose the remuneration of the top five (5) Senior Management's members in the band of RM50,000, the table appended below shows the remuneration of the Executive Directors (who are also the top senior management) in the following bands:-

Remuneration Band (RM'000)	TOP SENIOR MANAGEMENT			
	Dato' Seri Tee Eng Ho (Non-Independent Non-Executive Director)	Datin Seri Toh Siew Chuon (Executive Director)	Dato' Tee Eng Seng (Executive Director)	Tee Eng Tiong (Executive Director)
RM1,750 – RM1,800	–	–	–	√
RM2,050 – RM2,100	–	√	√	–
RM2,900 – RM2,950	√	–	–	–

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

4. AUDIT COMMITTEE

4.1 Chairmanship of the AC and Independence of the AC

The Board has established an effective and independent AC. The members of AC comprising fully Independent Non-Executive Directors and the Chairman of the AC is not the Chairman of the Board. The Chairman of the AC is a member of the Malaysian Institute of Accountants.

The AC has policy that requires a former partner of the external audit firm to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC. This applies to all former partners of the audit firm and/or the affiliates firm (including those providing advisory services, tax consultancy, etc). None of the present members of the AC were former audit partners of the Company's auditors. With the present composition structure and practice, the AC is able to objectively review and report its findings and recommendations to the Board.

Collectively, the AC possesses a wide range of necessary skills to discharge its duties and members of the AC are financially literate and are able to understand matters under the purview of the AC including the financial reporting process. In order to strengthen the present financial literacy of each member, all members of the AC will balance their participation in continuous professional development programmes on accounting and auditing standards, practices and rules. Periodically, Companies Secretaries, External Auditors and Internal Auditor update the AC on changes to the relevant guidelines, laws and regulations and accounting standards to ensure the AC members are kept abreast with latest developments in the statutory and accounting requirements.

For effectiveness and independence conduct of the AC's functions, the AC have separate discussions with the External Auditors without the presence of the Executive Directors and employees of the Group as and when necessary to discuss matters that the AC or the auditors believe should be discussed privately or to have a discussion about any matters of significance that arose during the audit process.

Also, as part of the AC's review processes, the AC will obtain assurance from the External Auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements.

4.2 Assessment of External Auditors

Annually, the AC will review the appointment, performance and remuneration of the External Auditors before recommending them to the Board for approval for seeking shareholders' approval at the forthcoming annual general meeting for re-appointment. In assessing the External Auditors, the AC will take into consideration the adequacy of resources of the firm, quality of service and clarity of presentation of report produced, appropriateness of audit fees to perform audit, competency of the staffs assigned to the audit as well as the auditors' independence to determine the suitability and objectivity of the External Auditors.

5. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

5.1 Establishment of the Risk Management and Internal Control Framework

On 29 April 2024, a Board risk management and sustainability committee was established to assist the Board in providing an independent assessment of the effectiveness of the Group's Enterprise Risk Management as well as overseeing the sustainability matters of the Group. Following its establishment, all risk-related matters were subsequently tabled to the RMSC for further deliberation and oversight.

The Board is responsible for the overall risk management in the Group while the Executive Directors together with the senior management team are primary responsible for managing risks within the Group. Matters relating to risk management and certain internal control issues are reported to and deliberated by the RMSC during its sitting/meetings, whereas internal control matters falling within the purview of the AC are also presented and deliberated at the AC meetings.

Corporate Governance Overview Statement (Cont'd)

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

5. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK (CONT'D)

5.1 Establishment of the Risk Management and Internal Control Framework (Cont'd)

The Board opined that, supported by the board RMSC, the existing framework is suffice for the time being to oversees the Group's risk management framework and policies. Further details of Group's risk management and internal control framework covering the risk policy, risk appetite, risk assessment and the review process by the Board and RMSC and the key internal controls are set out in the Statement of Risk Management and Internal Control ("**SORMIC**") contained in this Annual Report.

The Board has commented in its SORMIC that they were satisfied with the effectiveness and adequacy the existing level of systems of risk management and internal control.

5.2 Effectiveness of Internal Audit

For the FYE 2025, the Internal Audit Function was outsourced to Resolve IR Sdn. Bhd, is an independent professional service provider whose principal responsibility is to undertake internal audits in accordance with the approved risk-based internal audit plan. The outsourced internal audit function was headed by Mr. Choo Seng Choon ("Mr. Choo"), who has diverse professional experience in internal audit, risk management and corporate governance advisory.

He is a Certified Internal Auditor and Chartered Member of the Institute of Internal Auditors with over 25 years of professional experience in multi discipline including internal audit, risk management, corporate governance, performance and business management, IPOs, taxation, due diligence and corporate finance. Mr. Choo is also a Fellow Chartered Certified Accountant, UK, Chartered Accountant of the Malaysian Institute of Accountants ("MIA") and Certified Public Accountant of the Malaysian Institute of Certified Public Accountants ("MICPA").

The team members who performed the internal audit assessment include an Executive Director and another two (2) to three (3) members who possess accounting qualifications and/or a university degree. The internal audits conducted are guided by the International Professional Practices Framework issued by the Institute of Internal Auditors Inc.

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

6. ENGAGEMENT WITH STAKEHOLDERS

The Company recognises the importance of keeping shareholders and investors informed of the Group's business and corporate developments. Such information is disseminated via the Company's annual reports, various disclosures to Bursa Securities including quarterly financial results and various announcements made from time to time.

The Group maintains a website at www.kerjayagroup.com where shareholders or investors may access information on the Group under "Investor Relations" link encompassing corporate information, latest financial results, annual reports, announcements to Bursa Securities, Board Charter, Terms of Reference of Board Committees, Corporate Code of Conduct and Code of Ethics, Whistleblowing Policy & Procedure, Anti-Bribery and Corruption Policy & Guidelines and Directors' Fit and Proper Policy.

The following personnel has been identified as the investor contact person of the Group:

Contact Person: Mr Tee Eng Tiong (Chief Executive Officer & Executive Director)
Tel : 603-8682 8232
Email : ir@kerjayagroup.com.my

Corporate Governance Overview Statement (Cont'd)

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

6. ENGAGEMENT WITH STAKEHOLDERS (CONT'D)

Periodically, the Group had also conducted analyst and media briefings during the year to provide detailed explanation and presentation about the business performance of the Group and its prospect.

Shareholders and investors are also encouraged to interact and feedback to the Chairman or any Executive Directors for opinions or concerns. The Board had also identified Mr. Chan Kam Chiew to act as the Independent Director to provide shareholders and investors with an alternative to convey their concerns and seek independent view.

Separately, the Company has also reported its Sustainability Statement in this Annual Report covering the aspects of governance, environment and social responsibility for stakeholders' reference.

7. CONDUCT OF GENERAL MEETINGS

The Company's general meeting remains the principal forum for dialogue with shareholders, in particular, private investors, whereby they are provided with an opportunity to participate, raise questions pertaining to issues in the Annual Report, Audited Financial Statements and corporate developments/proposals of the Group, the resolutions being proposed and/or on the business of the Group and communicate their expectations and possible concerns.

The Board had adopted the recommendation of MCCG for the notice of general meetings to be given to shareholders at least 28 days prior to the meetings. All Board members will ensure their attendance in the general meetings and the respective chairman of the Board Committees, Senior Management and the Group's external auditors as well as the Company's advisers shall attend to respond to shareholders' questions during the general meetings of the Company as the case may be.

Explanation for each proposed resolution is set out in the notice of general meetings to assist shareholders in making their decisions and exercising their voting rights. In line with Paragraph 8.29A (1) of the Main Market Listing Requirements, all resolutions set out in the notice of general meetings will be put to vote by poll. The Company will also appoint an independent scrutineer to validate the vote cast in the general meetings. The outcome of the general meetings will then be announced to Bursa Securities on the same meeting day while the summary of key matters of the annual general meeting, if any, discussed during the said general meetings will be posted on the Company website. Minutes of general meetings will be published on the Company's website no later than 30 business days after the general meeting to comply with the recommended Practice 13.6 of the MCCG.

The Company hold its general meetings at the time and venue which are convenient and easily accessible to all shareholders. The Company will also leverage technology for smooth conduct and/or broadcast of virtual general meetings (virtual, fully virtual or hybrid) to facilitate greater shareholders' participation and engagement with the Board as well as to enhance the proceedings of general meetings, including voting in absentia (i.e. without being physically present at general meetings) and remote shareholders' participation where shareholders are provided with sufficient opportunity to pose questions during the general meetings and receive meaningful responses.

General meetings of the Company remain important avenues for the Board and Management to have better engagement with the shareholders present.

Only shareholders whose names appear in the Record of Depositors as at the date determined are entitled to attend and vote at the General Meetings. Shareholders are encouraged to attend general meetings of the Company. Shareholders who are unable to attend the general meetings are advised that they can appoint proxy(ies) to attend and vote on their behalf.

This Statement is made in accordance with the resolution of the Board dated 15 April 2026.

Statement on Risk Management & Internal Control

The Board is pleased to present its Statement on Risk Management and Internal Control (“**SORMIC Statement**”) which outlines the risk management and internal control system of Kerjaya Group in accordance with paragraph 15.26(b) of the Main Market Listing Requirements.

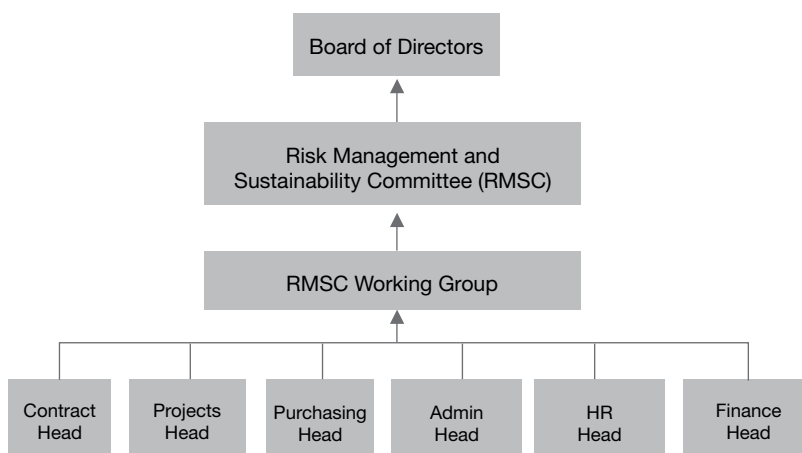
The Board is committed to maintain throughout the Group a sound system of risk management and internal control governed under Section 246(1) of the Companies Act 2016. In producing this SORMIC Statement, the Board has considered the recommended practices as set out in the Malaysian Code on Corporate Governance which relate to risk management and internal control framework and guided by the Statement on Risk Management and Internal Control : Guidelines for Directors of Listed Issuers issued by the Taskforce of Internal Control with the support and endorsement of Bursa Securities (“**Guidelines**”).

THE BOARD’S RESPONSIBILITIES

As Kerjaya Group operates in a dynamic business environment, sound risk management and internal control systems are essential in supporting the Group’s achievement of its business objectives. The Board acknowledges its responsibility for maintaining a sound system of risk management and internal control as well as good corporate governance practices throughout Kerjaya Group to safeguard shareholders’ investments and the Group’s assets.

RISK MANAGEMENT FRAMEWORK

Recognising the importance of Board leadership and a clear line of responsibilities in effective risk management and sustainability governance, the Risk Management and Sustainability Committee (“**RMSC**”) was established in 2024 to assist the Board in overseeing the Group’s risk management framework and sustainability matters. The composition and the line of reporting authority of the RMSC is set out in the ensuing paragraphs.



Essentially, the Board together with the Senior Management, is responsible for the overall risk management and sustainability governance of the Group including setting the strategies, priorities and targets for the Group taking into account the sustainability considerations when exercising its duties (including among others the development and implementation of strategies, business plans, major plans of action and risk management).

The composition of the RMSC, which comprises wholly Independent Non-Executive Directors, is as follows:-

Name of Directors	Membership
Chong Swee Ying (Independent Non-Executive Director)	Chairperson
Chan Kam Chiew (Independent Non-Executive Director)	Member
Maylee Gan Suat Lee (Independent Non-Executive Director)	Member
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof (Independent Non-Executive Director)	Member

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

RISK MANAGEMENT FRAMEWORK (CONT'D)

The RMSC oversees Kerjaya Group's overall risk management framework and processes to ensure their continued relevance and effectiveness, and monitors the implementation of risk treatment and mitigation measures to manage and control key risks. The RMSC's responsibility is guided by the Terms of Reference which is approved at the Board level.

In carrying out its responsibilities, the RMSC is supported by the RMSC Working Group, which comprises the Heads of Department of each operating unit. These designated personnel assist in implementing, coordinating and monitoring the Group's risk management and sustainability initiatives, including the integration of sustainability considerations into the Group's operations, data collection, performance monitoring and the preparation of sustainability disclosures.

These processes are in place for identifying, evaluating, monitoring and managing significant risks that may impede the achievement of Kerjaya Group's business and corporate objectives.

RISK MANAGEMENT PROCESS

Kerjaya Group has an ongoing process for identifying, evaluating and managing the significant risks faced by Kerjaya Group throughout the FYE 2025. This is to ensure that all high risks are adequately addressed at various levels within Kerjaya Group. Risk management is embedded in the Group's management system and it is the responsibility of every employee. Kerjaya Group firmly believes that risk management is critical for Kerjaya Group's continued profitability and the enhancement of shareholders' value. The risk profile of Kerjaya Group was established during risk mapping and assessment sessions. The risk responses and internal controls that the Management has taken and/or is taking are documented in the risk templates. For each of the risk identified, a risk owner is assigned to ensure appropriate risk response actions are carried out and the implementation of the actions are being closely monitored.

The Board regards risk management as an integral part of Kerjaya Group's business operations and has oversight over this critical area through the RMSC. The RMSC, supported by the Internal Audit team from outsourced independent professional service provider, Resolved IR Sdn. Bhd., provides an independent assessment of the effectiveness of Kerjaya Group's Enterprise Risk Management ("**ERM**") framework and shall reports to the RMSC/Board annually. Kerjaya Group's ERM is consistent with the ERM framework and involves systematically identifying, analysing, measuring, monitoring and reporting on the risks that may affect the achievement of its business objectives. This framework helps to reduce the uncertainties surrounding Kerjaya Group's internal and external environment.

The ERM process is based on the following principles:

- Consider and manage risks enterprise-wide;
- Integrate risk management into business activities;
- Manage risk in accordance with the Risk Management framework;
- Tailor responses to business circumstances; and
- Communicate risks and responses to Management

During the FYE 2025, the following risk management activities were carried out:-:

- Risk review and update by the respective Heads of Departments, where key risks identified were rated in terms of likelihood of the risk occurring and its impact should the risk occur;
- Update of Kerjaya Group's risk profile and risk register based on risk review and reassessment;
- The results of the risk review and reassessment represents the Management's view on the current operating conditions and key challenges, taking into consideration the prevailing business conditions, external market and industry sentiment, were reported to the RMSC; and
- RMSC reports to the Board.

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

RISK MANAGEMENT PROCESS (CONT'D)

The Board recognises the importance of effective ERM in enhancing shareholders' value while upholding a high standard of corporate governance. Combining a strong and sustained commitment from the Board and Senior Management with a clear direction and oversight from all levels of leadership, Kerjaya Group embraces a holistic risk management approach to achieve its business targets with minimal surprises. The abovementioned risk management practices of Kerjaya Group serve as the on-going process used to identify, evaluate and manage significant risks for FYE 2025 and up to the date of approval of this SORMIC Statement.

Monitoring Activities

During the FYE 2025, the following monitoring activities were undertaken by the RMSC/AC to provide assurance on the effectiveness of risk management and internal controls:

- (1) The Board through the RMSC/AC has reviewed the risk management updates as well as the progress of compliance status of the internal control and risk management system; and
- (2) The RMSC/AC has reviewed the process and compliance, including any exceptions identified by external auditors and internal auditor on a periodic basis. The implementation of the auditors' recommendations was tracked by the Management and progress updates were reported to the RMSC/AC on a periodic basis.

The Management has taken the necessary actions to remediate weaknesses identified during the year under review. The Board and senior leadership continue to assess the effectiveness of monitoring activities over risks and take appropriate measures to strengthen the Group's risk management and internal control environment.

INTERNAL AUDIT FUNCTION

The Board has engaged a professional service firm to assist the Board in reviewing and strengthening Kerjaya Group systems of internal control. The Internal Audit Function reports to the AC directly and has organised its work covering the conduct of the audit planning, execution, documentations, communication of findings and consultation with key stakeholders on the internal audit findings. AC approves the internal audit plan and monitors the progress of the audit periodically. The results of the internal audit reviews are reported to AC and AC will subsequently report to Board for further review. A follow-up review will also be conducted to ensure that recommendations for improvement are implemented by Management accordingly. Further details of the internal audit function are set out in the Audit Committee Report included in this Annual Report.

OTHER KEY ELEMENTS OF THE GROUP'S CONTROL ENVIRONMENT

Apart from risk management and internal audit, the Board has put in place the following pertinent measures to strengthen the internal control systems of Kerjaya Group:

- (1) Documented policies and procedures are in place for key operating processes;
- (2) Structured organisation chart and clear lines of reporting and responsibilities is maintained to enforce accountability. Line of authority is clearly defined and communicated to all staffs;
- (3) Quarterly meetings are held between AC and Management to review the financial results and to discuss new updates on regulatory, accounting and tax, if any;
- (4) Regular meetings between Executive Directors and Management to understand the achievements and challenges relating to productivity, progression of projects, quality control, defects, complains in order to decide on necessary action plans timely;
- (5) Budgeted project costing and cash flow are prepared to monitor the cost and to prevent any significant mismatch of cash inflows and outflows;

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

OTHER KEY ELEMENTS OF THE GROUP'S CONTROL ENVIRONMENT (CONT'D)

- (6) Review the annual budget by the Board and AC to enhance financial monitoring and accountability;
- (7) Review and approval of investment and corporate exercise by the Board and AC;
- (8) Review of related party transactions; and
- (9) AC's review of the quarterly financial reports, annual financial statements and internal audit reports. Discussions with Management were held to deliberate on actions to be taken to address internal control matters identified by the Internal Auditor.

Annually, the AC shall seek assurance from the management that the Company has implemented appropriate risk management framework; and there are effective and adequate systems of internal control to address these risks.

MANAGEMENT RESPONSIBILITIES AND ASSURANCE

In accordance with the Guidelines, Management is responsible to highlight risks relevant to the business of Kerjaya Group' in achieving its objectives and strategies; implementing and maintaining sound systems of risk management and internal control; and monitoring and reporting to the Board of significant control deficiencies and changes in risks that could significantly affect Kerjaya Group achievement of its objectives and performance. For FYE 2025, the Board has received assurance from Chief Executive Officer / Executive Director and General Manager that, to the best of their knowledge the risk management and internal control systems of the Group are operating adequately and effectively, in all material respects.

REVIEW OF THE SORMIC STATEMENT BY EXTERNAL AUDITORS

Pursuant to paragraph 15.23 of the Main Market Listing Requirements, the External Auditors have reviewed this SORMIC Statement for inclusion in the annual report for the FYE 2025. Their review was performed in accordance with Audit and Assurance Practice Guide 3: Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report ("AAPG 3") issued by the Malaysian Institute of Accountants. AAPG 3 does not require external auditors to form an opinion on the effectiveness of Kerjaya Group's risk management and internal control system.

The External Auditors have reported to the Board that nothing has come to their attention that causes them to believe that this SORMIC Statement is inconsistent with their understanding of the processes the Board has adopted in reviewing the adequacy and effectiveness of the risk management and internal control systems of Kerjaya Group.

BOARD ASSURANCE AND LIMITATION

For the FYE 2025, there was no material loss resulted from significant control weaknesses that would require disclosure in the Annual Report. The Board is satisfied that the existing level of systems of internal control and risk management are fairly effective to enable Kerjaya Group to achieve its business objectives. Nevertheless, the Board wishes to advise that systems of risk management and internal control are designed to manage risks to a reasonable level rather than to eliminate the risk of failure to achieve Kerjaya Group's business objectives. It can therefore only provide reasonable but not absolute assurance against material misstatement or financial losses or fraud.

This SORMIC Statement is made in accordance with the resolution of the Board dated 17 April 2026.

Audit Committee Report

The Board is pleased to present the report of its Audit Committee (“**AC Report**”) for FYE 2025 prepared in accordance with paragraph 15.15 of the Main Market Listing Requirements.

The primary objective of the AC is to assist the Board in discharging its statutory duties and responsibilities relating to the corporate accounting and financial reporting practices for Kerjaya Group and to ensure the adequacy and effectiveness of the Group’s system of internal control, and providing oversight of both external and internal audit functions. The roles and responsibilities of the AC are set out its terms of reference, a copy of which is made available at the Company’s website at www.kerjayagroup.com.

In this AC Report, the Board would be presenting to our shareholders the composition of the AC, the number of AC meetings held and attendance of each AC member, the summary of the work of the AC in the discharge of its functions and duties, the summary of the work of the internal audit function and the summary of any conflict of interest or potential conflict of interest situation reviewed by the AC pursuant to the Main Market Listing Requirements paragraph 15.15 (3)(f) (excluding a related party transaction) as well as the measures taken to resolve, eliminate, or mitigate such conflicts.

1. COMPOSITION AND MEETINGS HELD

The AC is established by the Board and comprises four (4) members, all of whom are Independent Non-Executive Directors. The Chairman of the AC is appointed by the Board and is an Independent Non-Executive Director. This meets the requirements of paragraphs 15.09 and 15.10 of the Main Market Listing Requirements.

The members of the AC and their attendance at the AC meetings held during the FYE 2025 are shown in the table below:-

Name of Directors	Membership	Number of Meetings Attended
Mr. Chan Kam Chiew (Independent Non-Executive Director)	Chairman	5/5
Ms. Maylee Gan Suat Lee (Independent Non-Executive Director)	Member	5/5
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof (Independent Non-Executive Director)	Member	5/5
Ms. Chong Swee Ying (Independent Non-Executive Director)	Member	5/5

There were five (5) AC sittings during the FYE 2025. A full agenda and comprehensive set of meeting papers were circulated to each AC member with sufficient notification prior to each meeting. At the invitation of the AC, the Internal Auditor attended two (2) meetings during the FYE 2025 whilst the External Auditors attended three (3) meetings to brief the AC on the agenda items which were relevant to them. As recommended in Bursa Corporate Governance Guide, two (2) private sessions between the AC and External Audit Partner (without the presence of the Management) were held to deliberate on matters such as management’s corporate reporting and control, resources and relationships.

The Group’s Chief Executive Director (CEO) and the representative from Finance Department were invited to attend the meetings to facilitate deliberations as well as to provide clarification on relevant matters arising during the AC meetings.

Proceedings of each AC meeting were recorded and minutes of meetings were tabled for confirmation at the next following AC meeting and subsequently presented to the Board at Board meeting for information. The Company Secretary is the Secretary to the AC.

Audit Committee Report (Cont'd)

2. WORK DONE BY THE AC DURING FYE 2025

In accordance with its Terms of Reference, the work undertaken by the AC during the FYE 2025 and reported to the Board for notation and/or approval, were:-

Annual Routine Activities

- (a) consideration and approval of the Company's quarterly financial report involving discussions with Management focusing particularly on financial reporting issues, significant judgements made by the Management, unusual events, and compliance with accounting standards and other legal requirements.
- (b) reviewed with the External Auditors on:
 - (i) the audit planning memorandum, independence, audit risks, strategy and scope of work in respect of the audit for FYE 2025, including the areas of audit emphasis, key audit matters and proposed audit fee;
 - (ii) the assessment and enquiries regarding fraud related matter and consideration/compliance with laws and regulations in the audit for FYE 2025;
 - (iii) the results of the annual audit and accounting issues arising from the audit in respect of FYE 2025, their audit report and management letter together with Management's responses to the findings of the External Auditors;
 - (iv) the requirements, compliances and approval pertaining to provision of non-assurance services prior to rendering of such services so that it would not create any threat or impair the External Auditor's independence.
- (c) reviewed with the Internal Auditor on:-
 - (i) the internal audit reports presented by the Internal Auditor on their findings and recommendations with respect to system and control weaknesses and Management's responses to these recommendations and actions taken to improve the system of internal control and procedures;
 - (ii) the follow-up of prior internal audit reports to assess the key internal controls used to manage the risk associated with operation processes; and
 - (iii) reviewed the approved Internal Audit Plan for FYE 2026 incorporating a specific review of anti-corruption practices to address emerging compliance risks.

(Further details on the internal audit works performed for FYE 2025 are set out in item 4 of this AC Report)
- (d) reviewed on a quarterly basis or as and when it arises, the related party transactions and conflict-of-interest situations within the Group to ensure they are not more favourable to the related parties than those generally available to the public and complied with the MMLR.
- (e) consideration and approval of the Audited Financial Statements of the Group for FYE 2025, focusing primarily on changes of accounting policies, significant matters highlighted including financial reporting issues, significant and unusual events/transactions and how these matters were addressed and compliance with the applicable approved accounting standards in Malaysia.
- (f) reviewed the Circular to Shareholders dated 30 April 2025 and 27 May 2025 in relation to the proposed renewal of the shareholders' mandate for recurrent related party transactions of a revenue or trading nature and the proposed new shareholders' mandate for additional recurrent related party transactions, which were tabled for shareholders' approval at the 41st AGM and the EGM of the Company, respectively.

Audit Committee Report (Cont'd)

2. WORK DONE BY THE AC DURING FYE 2025 (CONT'D)

In accordance with its Terms of Reference, the work undertaken by the AC during the FYE 2025 and reported to the Board for notation and/or approval, were:- (Cont'd)

- (g) reviewed the AC Report and Statement on Risk Management & Internal Control & Sustainability for inclusion of the same in the Company's 2024 Annual Report.
- (h) reviewed the status of compliance of the Company with regard to the Malaysian Code on Corporate Governance, which are within the scope and functions of the AC, for the purposes of disclosure in the Corporate Governance Overview Statement included in the Company's 2024 Annual Report pursuant to the requirements of paragraph 15.25 of Main Market Listing Requirements.
- (i) consideration and approval of the re-appointment of the External Auditors and proposed the same for shareholders' approval at the 41st AGM of the Company.
- (j) reviewed the annual budget for the FYE 2026
- (k) reported all significant matters discussed and addressed at the AC meetings.

Additional Work Done For FYE 2025

- (1) discussed on the legal status updates pertaining to the material litigations of the Group.

The AC recognises the important of transparency and integrity in corporate government. To proactively manage conflicts of interest, the AC has made it a standing agenda item in every meeting, ensuring timely identification and/or disclosed to the AC.

During the FYE 2025, there was no conflict of interest or potential conflict of interest situation involving Directors and Key Senior Management of the Group (excluding related party transactions) identified and/or disclosed to the AC.

3. INTERNAL AUDIT FUNCTION AND ITS ACTIVITIES DURING THE FYE 2025

The internal audit function is an integral part of the assurance mechanism in ensuring the Group's systems of internal control are adequate and effective. The internal audit function is outsourced to Resolve IR Sdn. Bhd. an external professional firm and the personnel handling the Group's audits are free from any relationship or conflict of interest, which could impair their objectivity and independence. The Internal Auditor report directly to the AC and assist the AC to discharge its duties and responsibilities.

The number of staff deployed for the internal audit reviews was three to four staff per cycle including the Engagement Director. The staff involved in the internal audit reviews possess professional qualification and/or a university degree. Most of them are members of the Institute of Internal Auditors Malaysia. All the staff involved in the internal audit were required to provide a conflict-of-interest declaration annually as well as the declaration on compliance of code of ethics from the Institute of Internal Auditors.

The Internal Auditor prepared and tabled the Internal Audit Plan for the consideration and approval of the AC. They conducted independent reviews of the key activities of the Group's operations based on audit plan approved by the AC.

Audit Committee Report (Cont'd)

3. INTERNAL AUDIT FUNCTION AND ITS ACTIVITIES DURING THE FYE 2025 (CONT'D)

The work undertaken by the Internal Auditor during the FYE 2025 were:-

- (1) performing field audit works covering the following operating processes to assess internal controls used to manage the key risks associated with the respective operating processes:-

Internal Audit	Operating Processes	Key Internal Audit Focus Areas
Cycle 1	Recurrent Related Party Transactions ("RRPT")	<ul style="list-style-type: none"> Determining if review procedures in respect of RRPTs are adhered to by reviewing RRPTs entered since the last AGM / EGM on a sampling basis. Assessing the adequacy and effectiveness of management's monitoring procedures of actual transactions as compared with the approved shareholders mandate to ensure compliance with the Bursa Malaysia's Listing Requirements
Cycle 2 (a development project site located in Batu Kawan)	Project Management	<ul style="list-style-type: none"> Monitoring of project critical milestone Manage the performance of contractors Monitoring the achievement of Quality Standards and resolution of Non-Conformance Report Budget and cost monitoring Monitoring of wastage of key materials Issuance and acceptance of variation order Monitoring of Extension of Time submission
	Healthy Safety Environment ("HSE")	<ul style="list-style-type: none"> HSE policies and compliance practices Emergency response and incident reporting Health and safety for foreign workers' hostel (where applicable)

- (2) conducted follow-up assessment on the prior internal audit observations.
- (3) reported to the AC on the above work done, providing the AC with independent views on the adequacy and effectiveness of the system of internal control and recommending appropriate actions to assist the Management to improve the Group's existing system of internal control and processes.

The internal audit was conducted using a risk-based approach and is guided by the International Professional Practices Framework (IPPF).

The costs incurred for the outsourced the internal audit function for the FYE 2025 was RM42,000.

4. OTHER INFORMATION

The NC had at its meeting held on 27 February 2025 reviewed the term of office of the AC Members and assessed the performance of the AC and its Members through an annual Board Committee effectiveness assessment. The NC is satisfied that the AC and its members discharged their functions, duties and responsibilities in accordance to the AC's Terms of Reference. The result of the assessment was reported to the Board and the Board is in concurrence with the NC with regard to the performance of the AC and its members.

On 5 March 2026, the NC conducted a similar review and assessment of the AC and its Members. As the composition of the NC and the AC is identical, the NC members abstained from the evaluation to avoid any conflict of interest. The outcome of the assessment was therefore reported to the Board for consideration, and the Board was satisfied that the AC and its Members had discharged their duties and responsibilities in accordance with the AC's Terms of Reference.

Nomination Committee Report

Paragraph 15.08A(3) of the Main Market Listing Requirements requires a listed issuer to provide in its annual report, a statement about the activities of the Nominating Committee (“**NC**”) in the discharge of its duties of the financial year.

Accordingly, the Board is pleased to present the report of its Nomination Committee Report (“**NC Report**”) for FYE 2025. Described in this report, is the NC’s statement reporting its activities for FYE 2025.

Others information on NC matters, board appointment and board performance evaluation can also be found in the Corporate Governance Overview Statement contained in this Annual Report.

1. COMPOSITION OF THE NC AND AUTHORITY

The present NC comprises four (4) Directors, all of whom are Independent Non-Executive Directors and is chaired by an Independent Non-Executive Director:-

Name of Directors	Membership
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof (Independent Non-Executive Director)	Chairman
Mr. Chan Kam Chiew (Independent Non-Executive Director)	Member
Ms. Maylee Gan Suat Lee (Independent Non-Executive Director)	Member
Ms. Chong Swee Ying (Independent Non-Executive Director)	Member

The NC’s terms of reference set out its roles and responsibilities. The NC is primarily responsible for assisting the Board in establishing board nomination policy and examining/recommending the skills and characteristics required of board candidates, assessing the recommended candidates to fill vacancies on the board which require the Board’s approval; assessing and evaluating the performance of the Board and individual directors’ effectiveness on an annual basis supports the Board in evaluating the fitness and propriety of the Directors, Chief Executive officer and other key responsible persons of the Group; and reviewing the independence element on the Board annually.

A copy of the NC’s terms of reference is made available at the Company’s website at www.kerjayagroup.com.

2. ACTIVITIES OF THE NC

The principal activities carried out by the NC during the FYE 2025 were:-

(a) Review of the Performance and Effectiveness of the Board, Board Committees and Individual Directors for FYE 2024

The Board assessment exercise began with distribution of the following assessment forms to the Directors for completion:-

- (i) Board’s Evaluation Form
- (ii) Directors’ Self & Peer Evaluation Form
- (iii) AC’s Evaluation Form
- (iv) RC’s Evaluation Form
- (v) NC’s Evaluation Form
- (vi) Evaluation Form for assessment by the NC on the AC
- (vii) Evaluation Form for assessment by the NC on the AC members
- (viii) Evaluation Form on Board Independence

Nomination Committee Report (Cont'd)

2. ACTIVITIES OF THE NC (CONT'D)

The principal activities carried out by the NC during the FYE 2025 were:- (Cont'd)

(a) Review of the Performance and Effectiveness of the Board, Board Committees and Individual Directors for FYE 2024 (Cont'd)

The effectiveness of the Board and Board Committees were assessed in the areas of board structure/mix, decision making and boardroom participation and activities, meeting administration and conducts, skill and competencies and role and responsibilities whilst the performance of the individual Directors were assessed in the areas of contribution and interaction with peers, quality of the input of the Directors and their understanding of their respective roles.

At the NC meeting held on 27 February 2025, the summary of performance results for the annual Board assessment for FYE 2024 was tabled to the NC for evaluation. The NC concluded that:-

- (i) the performance of the Board was satisfactory and effective;
- (ii) as regards the assessment of the effectiveness and performances of the NC, RC and AC, in view that the NC members are also members of the RC and the AC, the performance assessment on the NC, RC and AC were escalated to the Board for evaluation with members of the respective committees abstaining from deliberation.

(b) Annual Independence Assessment

On an annual basis, the NC had reviewed the independence of the Independent Directors. Criteria for assessment of independence are primarily based on the requirements and definition of "independent director" as set out in the Main Market Listing Requirements and the integrity and objectivity of the independent director in discharging his duties. Presently, none of the Independent Directors had served the Board for a cumulative term of beyond nine (9) years.

(c) Evaluation of Directors Standing for Re-Election at the Annual General Meeting

In recommending the Directors for re-election to the Board, of which resolutions pertaining to the re-election of Directors standing for retirement at the Company's 41th AGM held on 11 June 2025, the NC had considered and assessed the individual Directors' annual assessment results to ensure that feedback given and scoring achieved by the Directors concerned were satisfactory. The assessment also took into consideration the criteria set out in the Directors' Fit and Proper Policy, a copy of which is available on the Company's website at www.kerjayagroup.com.

(d) Review of the NC Report for Inclusion in the Annual Report for FYE 2024

The NC at the Board level had reviewed, considered and approved the NC Report included in the Company's 2024 Annual Report.

(e) Review the Annual Assessment Forms of the Board and its Committees

The NC reviewed the existing questionnaires used for the annual performance assessment of the Board and its Committees, including ways to improve the performance framework for Executive Directors.

The NC also reviewed a new assessment form for the Risk Management and Sustainability Committee (RMSC), established in 2024, to evaluate its performance for FY 2025.

Statement on Directors' Responsibilities

The Directors are required by the Companies Act 2016 to ensure that financial statements for each financial year which give a true and fair view of the state of affairs of the Group and the Company at the end of the financial year and of the financial performance and cash flows of the Group and of the Company for the financial year is in compliance with Companies Act 2016 and in accordance with the applicable approved accounting standards.

In preparing those financial statements, the Directors of the Company are required to:

- Adopt suitable accounting policies and then applied them consistently in accordance to approved accounting standards;
- Make judgment and estimates that are prudent and reasonable;
- Ensure applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the Company will continue in business.

The Directors are responsible for ensuring that the Company keeps accounting records which disclose with reasonable accuracy the financial position of the Group and of the Company and that the financial statements comply with the Companies Act 2016.

Sustainability Report

ABOUT THIS STATEMENT

The Sustainability Statement (this “Statement”) of Kerjaya Prospek Group Berhad (“Kerjaya” or the “Company”) is reporting and presenting the sustainability strategies, priorities, targets, and performance of Kerjaya and its subsidiaries (“Kerjaya Group” or the “Group”) for the financial year ended 31 December 2025 (“FY2025”). The outcomes and findings outlined in this Statement are presented to the Board of Directors (“the Board”) for their consideration, review, and approval.

For Kerjaya Group, sustainability integrates economic, environmental, including climate-related topics, social, and governance considerations, with an emphasis on ensuring the organisation's long-term viability while responsibly managing the impacts of its operations on stakeholders and the environment.

Scope

Kerjaya Group’s core operations are centered on the Construction segment, complemented by its activities in Property Development as well as the Manufacturing of premium kitchen cabinetry. All segments are strategically managed under the Kerjaya Group umbrella.



This year, we have expanded our sustainability reporting to include data from the Property Development and Manufacturing segments. Given the relatively smaller scale of these operations, their inclusion does not materially impact comparisons with prior years’ sustainability performance. With this broader scope, the Statement now encompasses all operating segments of the Group.

With the Construction segment contributing a dominant 85.6% of the Group’s FY2025 revenue, it remains the primary focus of our impact reporting. At the same time, we continue to embed sustainability principles across the Property Development and Manufacturing segments, which, while representing a smaller share of the business, are integral to our commitment to responsible management.

Basis of preparation

This Statement has been prepared in compliance with the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa”), including Practice Notes 9 and 9A.

In addition, the relevant provisions of IFRS S2 Climate-related Disclosures have been considered, as the Group works towards assessing the financial implications of climate-related risks and opportunities to achieve full alignment with global standards.

While the Statement has not yet undergone internal audit or independent third-party assurance, data integrity has been safeguarded through a structured internal verification process. All key sustainability metrics have been reviewed and validated by the Group’s management team to ensure the accuracy and reliability of the information presented.

Sustainability Report (Cont'd)

FY2025 Sustainability Highlights

In line with our transition toward IFRS S2 Climate-related Disclosures, which build upon and extend the recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”), the Group undertook proactive measures in FY2025 to strengthen climate resilience and assessment practices. We initiated internal discussions on climate scenario analysis, enabling us to identify potential physical and transitional risks as well as emerging opportunities across short-, medium-, and long-term horizons. These insights help ensure our business strategy remains resilient under varying global warming trajectories.

To strengthen climate and compliance awareness, an IFRS-related briefing was provided to key management personnel. This session equipped our leadership to anticipate forthcoming requirements and to make informed, climate-conscious strategic decisions.

Kerjaya Group has strengthened its governance framework by revising the Board Charter and the relevant Terms of Reference (“TOR”) to explicitly embed oversight of climate-related risks. This revision reinforces the Board’s accountability for monitoring environmental impacts and guiding initiatives to reduce the Group’s carbon footprint and greenhouse gas (“GHG”) emissions. Further details on IFRS S2 alignment are available in the Climate-related Financial Disclosures section of this Statement.

KPIs and Targets

Starting this year, we have set specific sustainability key performance indicators (“KPIs”) that serve as main metrics for the overall sustainability performance of the Group. These sustainability KPIs are reported to the Group on an annual basis.

Beginning this year, the Group has established specific sustainability key performance indicators (“KPIs”) as the primary benchmarks for measuring overall sustainability performance. These KPIs are reported to the Group on an annual basis.

Governance Performance			
KPI 1	KPI 2	KPI 3	KPI 4
Achieved: All 3 business segments and the headquarters of Kerjaya Group’s were assessed for corrupted-related risks	Achieved: 100% of Local employees communicated on the Group’s ABC Policy Target: 100%	Achieved: 0 confirmed incidents of corruption Target: 0 incident	Achieved: 14.3% of suppliers and contractors scored 4.1 or higher during annual assessment Target: 35% score \geq 4.1
Environmental Performance			
KPI 1	KPI 2	KPI 3	KPI 4
Electricity intensity (kWh/ RM1,000 revenue) (Construction Segment) Achieved: 2.43 kWh/ RM1,000 revenue Target: <3.00 kWh/ RM1,000 revenue	Scope 2 GHG emissions intensity (kg CO ₂ e/ RM1,000 revenue) (Construction Segment) Achieved: 1.80 kg CO ₂ e/ RM1,000 revenue Target: <2.50 kg CO ₂ e/ RM1,000 revenue	Proportion of the iron/ steel diverted from disposal against the amount of the iron/ steel generated Achieved: 100% Target: >95%	Water intensity (m ³ / RM1,000 revenue) (Construction Segment) Achieved: 0.11 m ³ / RM1,000 revenue Target: <0.20 m ³ / RM1,000 revenue (Construction Segment)

Sustainability Report (Cont'd)

KPIs and Targets (Cont'd)

Social Performance			
KPI 1	KPI 2	KPI 3	KPI 4
Achieved: 44% local female employees Target: 60: 40 (male: female) of local-based gender ratio	Achieved: 2,475 training hours for local employees with RM286,481.40 invested in training Target: 2,000 hours of training	Achieved: 2,360 of foreign manual workers have been briefed or trained on health and safety (general training, which includes safety) Target: 2,000 training hours	Achieved: 1 case of non-fatal serious injury Target: 0 cases of non-fatal serious injury
KPI 5			
Achieved: 0 cases of fatalities Target: 0 cases of fatalities			

COMMITMENT TO SUSTAINABLE DEVELOPMENT

Our Business	Our Mission	Our Vision
<ul style="list-style-type: none"> √ Construction √ Property Development √ Manufacturing <ul style="list-style-type: none"> • Lighting Solution • Kitchen Cabinetry Solution 	<ul style="list-style-type: none"> √ To pursue excellence in our business √ To deliver quality products and services to customers on a timely basis √ To develop human capital and be a caring employer √ To create value for shareholders √ To be a responsible corporate citizen 	<p>To be the trusted and preferred leader in providing products and services in the construction and property industry</p>

Kerjaya Group aspires to be a trusted leader in delivering products and services across the construction and property sectors. This vision is underpinned by our commitment to excellence, timely delivery of high-quality products, responsible employment practices, shareholder value creation, and corporate social responsibility.

Our Vision and Mission are designed to balance the interests of diverse stakeholders, reinforcing the Group's dedication to long-term value creation. In support of this, we have established a comprehensive Sustainability Policy that aligns with our corporate Vision and Mission, addressing the broad spectrum of factors influencing business sustainability. This includes managing both the positive and negative impacts of our operations on the economy, society, and environment.

Sustainability Report (Cont'd)

COMMITMENT TO SUSTAINABLE DEVELOPMENT (CONT'D)

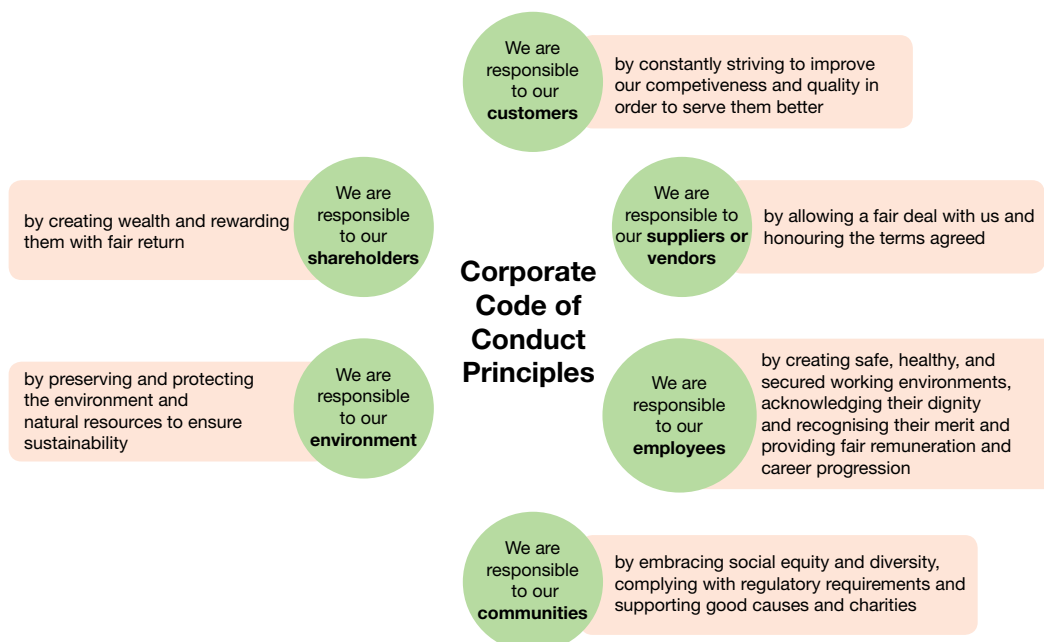


Our Corporate Code of Conduct

To formalise our ethical standards, the Board has adopted a Corporate Code of Conduct that defines the Group’s responsibilities toward its stakeholders, including customers, suppliers, employees, communities, the environment, and shareholders.

Kerjaya Group is committed to minimising environmental impact, safeguarding the well-being of individuals connected to its operations, and upholding sound corporate governance practices. Through effective management and accountability, the Group strives to be a responsible corporation that consistently delivers on its commitments to stakeholders.

The key principles of the Corporate Code of Conduct are summarised as follows:



The Group’s Code of Conduct is published on Kerjaya’s corporate website.

Sustainability Report (Cont'd)

GOVERNANCE FRAMEWORK

The Board retains ultimate responsibility for ensuring that the Group's business strategies integrate long-term sustainability objectives, including environmental, social, and governance ("ESG") considerations, with a growing emphasis on climate-resilient approaches. To operationalise these objectives, relevant policies, action plans, and measurable targets have been established and are executed by Management.

A robust governance structure is maintained, with the Board overseeing material sustainability matters ("MSMs") and embedding their management within the Group's risk framework to effectively identify and address sustainability and climate-related risks and opportunities. Regular assessments of critical sustainability issues including environmental, social, and climate-related matters are also ensured.

The Board is supported by the Risk Management and Sustainability Committee ("RMSC"), a dedicated committee tasked with monitoring MSMs, reviewing sustainability policies and initiatives, and providing recommendations for Board approval to ensure performance remains aligned with established targets.

At the operational level, sustainability strategies and initiatives are driven by Management under the oversight of the Sustainability Working Group ("SWG"). Chaired by the Chief Executive Officer, the SWG comprises key departmental heads and is supported by a Sustainability Coordinator, who facilitates collaboration across the Group.



Sustainability Report (Cont'd)

GOVERNANCE FRAMEWORK (CONT'D)

The responsibilities of the Board and the RMSC are summarised as follows:

Board	Risk Management and Sustainability Committee
<ul style="list-style-type: none"> • ensuring the Company's business strategies incorporate strategies to support long-term value creation and include ESG and climate matters; • reviewing and endorsing the MSMs of the Group, as identified by Management; • reviewing the sustainability strategies, initiatives, and targets proposed by Management, ensuring they are aligned with the long-term business strategies; • reviewing the sustainability and climate-related performance of the Management alongside other business performance and targets, and considering sustainability and climate performance in the performance assessment of the Management; • reviewing and endorsing the sustainability and climate-related financial disclosure included in the Group's Annual Report; and • ensuring strategies, priorities, targets, and performance of sustainability and climate matters are communicated to stakeholders. 	<ul style="list-style-type: none"> • overseeing the consideration of MSMs in the Group's risk management process and ensuring associated sustainability and climate-related risks and opportunities were identified and managed accordingly; • reviewing Management's progress and performance in relation to their management of MSMs and associated risks and opportunities; and • overseeing the adequacy and effectiveness of the Group's engagement with stakeholders.

The Group's approach to sustainability is fully embedded within its risk management and internal control systems, ensuring that material sustainability matters ("MSMs"), including climate considerations, are integrated into risk identification, assessment, and mitigation processes. This comprehensive integration enables the Group to manage sustainability and climate-related risks and opportunities holistically.

Beyond the RMSC, other governance bodies—including the Audit Committee, Nomination Committee, and Remuneration Committee also play important roles in overseeing sustainability and climate-related matters within their respective mandates. For instance, the Audit Committee evaluates internal controls related to sustainability and climate risks, while the Nomination Committee ensures that the Board and its Committees possess the necessary skills and competencies, including expertise in sustainability and climate governance.

Sustainability Report (Cont'd)

STAKEHOLDERS' ENGAGEMENT AND COMMUNICATION

Kerjaya Group recognises that its value creation is closely interconnected with stakeholders, reflecting both their interests and the Group's obligations toward them. As such, proactive stakeholder engagement remains a key priority, enabling us to gain meaningful insights into evolving expectations and concerns. We view effective engagement as the cornerstone of shared value creation and the foundation of long-term stakeholder relationships.

To support this, tailored communication channels have been established for each key stakeholder group. These channels allow us to address their expectations, interests, and concerns, while also serving as platforms to communicate important policies and information. They further provide mechanisms for raising and resolving expectation gaps or conflicts at an early stage.

Oversight of stakeholder engagement is maintained by the Board through the Risk Management and Sustainability Committee ("RMSC"), ensuring that engagement practices remain adequate and effective. Day-to-day engagement activities are carried out by the respective departments, ensuring that significant concerns are escalated for appropriate action and incorporated into decision-making processes.

Our engagement channels are designed to meet specific objectives and the unique needs of different stakeholder groups. The following table summarises the Group's key stakeholders, the channels used, and highlights of topics of interest.

KEY STAKEHOLDERS	ENGAGEMENT METHODS	TOPICS OF INTEREST
Shareholders	<ul style="list-style-type: none"> Annual & Extraordinary General Meetings Press releases Bursa announcements Quarterly report Annual report Timely update on the corporate website 	<ul style="list-style-type: none"> Financial and operational performance Dividend policy Return on investments
Government	<ul style="list-style-type: none"> Compliance with laws and regulations 	<ul style="list-style-type: none"> Operation regulations Bursa listing requirements Companies Act Labour law Taxations Department of Environment Construction Industry Development Board Occupational Safety and Health Act
Board of directors	<ul style="list-style-type: none"> Board meetings 	<ul style="list-style-type: none"> Corporate strategy Corporate governance

Sustainability Report (Cont'd)

STAKEHOLDERS' ENGAGEMENT AND COMMUNICATION (CONT'D)

KEY STAKEHOLDERS	ENGAGEMENT METHODS	TOPICS OF INTEREST
Employees	<ul style="list-style-type: none"> • Technical and skills training • Performance review • Departmental meetings • In-house newsletters/communications 	<ul style="list-style-type: none"> • Occupational safety & health • Remuneration policy • Career development • Performance review • Fair employment practices • Minimum housing standards
Financial Institutions	<ul style="list-style-type: none"> • Bursa announcements • Quarterly report • Annual report • Timely update on the corporate website 	<ul style="list-style-type: none"> • Financial and operational performance • Funding requirement
Customers	<ul style="list-style-type: none"> • Customer Relationship Management • Facilities management review • Marketing events, roadshows and sales galleries 	<ul style="list-style-type: none"> • Customer satisfaction • After-sales services • Quality assurance
Suppliers & Contractors	<ul style="list-style-type: none"> • New Supplier Form • Regular meetings • Quality audit on services and products • Contract negotiation 	<ul style="list-style-type: none"> • Services and product quality • Legal compliance
Communities	<ul style="list-style-type: none"> • Charity and welfare programs 	<ul style="list-style-type: none"> • Social contribution • Job opportunities • Donation and financial aid
Analyst / Media	<ul style="list-style-type: none"> • Annual & Extraordinary General Meetings • Press conferences and media releases 	<ul style="list-style-type: none"> • Financial and operational performance • General announcements

MATERIALITY ASSESSMENT

Kerjaya Group identifies its material sustainability matters (“MSMs”) through a structured materiality assessment process that evaluates both the potential impact of each issue on the business and the outward effects of the Group’s activities. This process considers how sustainability and climate-related matters may influence business performance, while also assessing their broader implications for the environment and society.

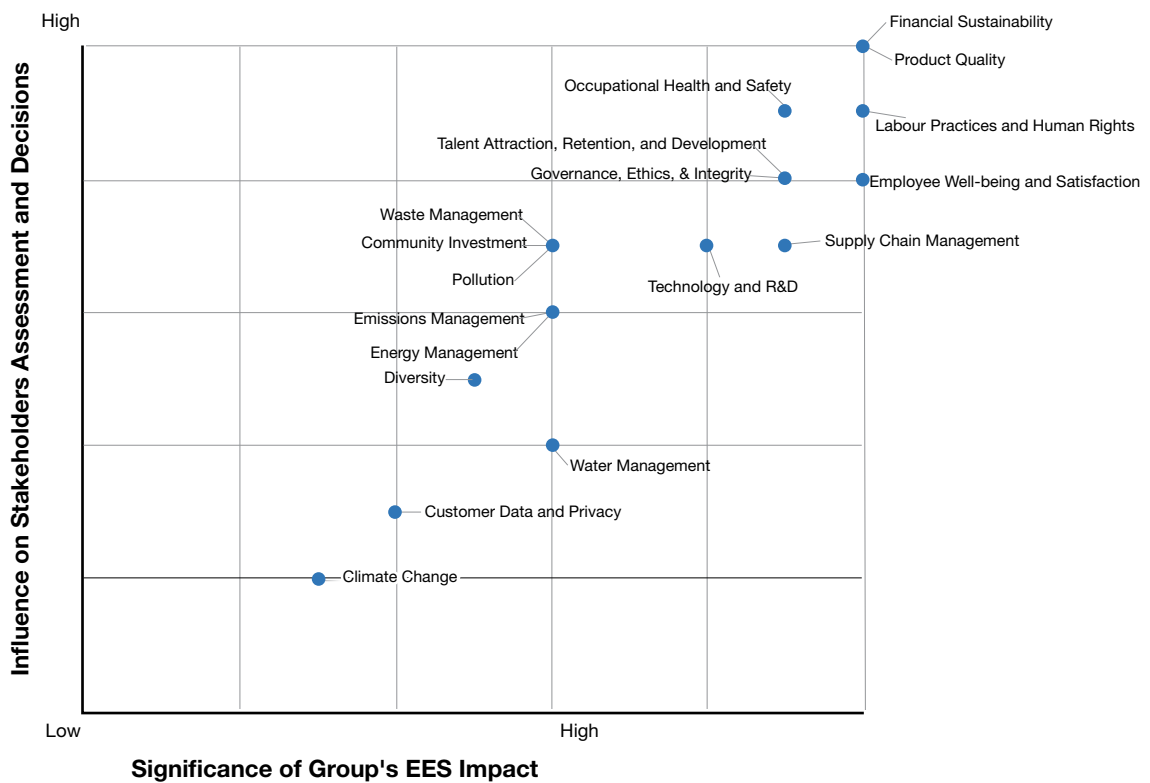
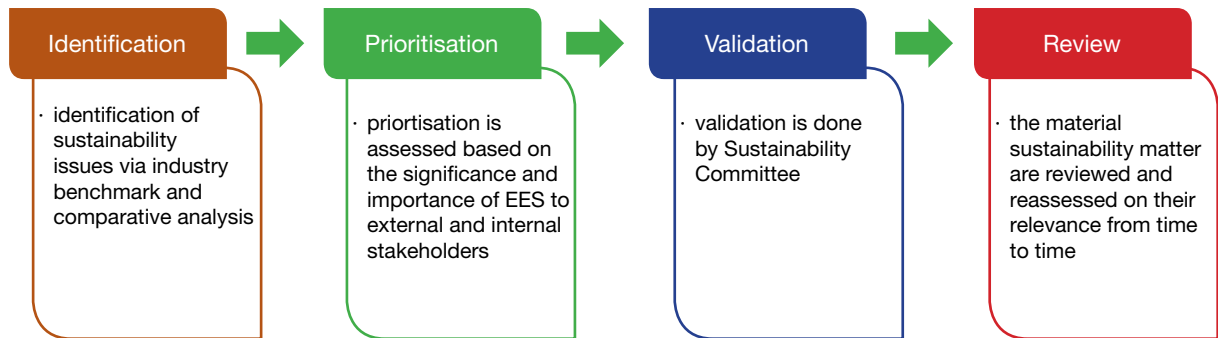
In FY2025, the Sustainability Working Group (“SWG”) reviewed and validated the materiality matrix, confirming that it remains reflective of the current operating environment. The findings were subsequently presented to the RMSC and the Board for review and endorsement.

Our materiality assessment is aligned with the MMLR definition, identifying MSMs based on their significant economic, environmental, or social impact on the Group, as well as their influence on stakeholders’ decisions and evaluations.

Sustainability Report (Cont'd)

MATERIALITY ASSESSMENT (CONT'D)

Kerjaya Group's materiality assessment process is illustrated as follows:

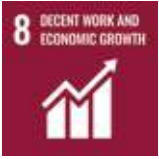










Materiality Matrix FY2025

Sustainability Report (Cont'd)

SUPPORTING GLOBAL DEVELOPMENTS

We are supportive of the 17 Sustainable Development Goals (“SDGs”) of the Agenda 2030 adopted by the 193 United Nations members in 2015, which aim to address global challenges and are common goals of the entire world.

	<p>The Group creates and distributes economic value by providing employment opportunities to local and foreign workers, contributing to the local economy through our supply chain, and paying our fair share of corporate taxes, among others.</p>
<p>Kerjaya supports quality property development projects for quality dwellings and built environments, contributing to the housing needs of a growing population. We construct high-quality buildings using quality materials and advanced technology.</p> <p>We employ IBS construction methods, which enable us to efficiently use materials and reduce waste generation.</p> <p>For instance, we use aluminium formworks in all our construction projects, eliminating the use of timber formwork structures that can only be used once. This technology enabled us to reduce the generation of timber waste and to maintain a cleaner project site.</p>	  
    	<p>We undertake ongoing efforts to protect the people and environment, including the people who work for us and with us, the environment around our operations, as well as the broader natural environment. We have in place safety and health management systems and environmental management systems to safeguard our people and environment.</p> <p>Kerjaya also acknowledges the importance of considering climate change risk in relation to our long-term business strategy. We are working towards understanding our greenhouse gas (“GHG”) emissions footprint and will work out solutions to support the global combat against climate change.</p>

Sustainability Report (Cont'd)

GOVERNANCE, ETHICS, AND INTEGRITY

Corporate Governance

The Group is committed to high standards of corporate governance, recognising it as the foundation for operational integrity and the safeguarding of our institutional assets. By prioritising transparency and ethical conduct, we ensure that the interests of our company and our diverse stakeholders are protected and aligned.

Our governance framework and process strictly adhere to the MMLR and are guided by the principles of the Malaysian Code on Corporate Governance (“MCCG”). Furthermore, as we carry out ongoing transition toward the adoption of IFRS S1 and S2 for future compliance, we are actively considering and aligning our governance frameworks with the standards and their underlying governance process.

The Group’s corporate governance practices are reported in the Corporate Governance Overview Statement, Statement on Risk Management & Internal Control, Audit Committee Report, and Nomination Committee Report, all included in the Company’s FY2025 Annual Report, along with the Corporate Governance Report.

Compliance

The Group is committed to full compliance with all applicable laws and regulations governing its business and operations. To stay ahead of an evolving regulatory landscape, we proactively monitor developments and integrate new requirements into our standard operating procedures (“SOPs”). By embedding compliance into daily workflows, accountability is shared across all functions and departments. These efforts are reinforced by internal controls to ensure that key compliance obligations are consistently met.

Compliance risk is incorporated into the Group’s annual risk management review to evaluate exposure and operational performance.

We are pleased to report that there have been no instances of non-compliance, including with environmental or social laws and regulations, resulting in significant fines or penalties

Kerjaya Group	FY2023	FY2024	FY2025 ¹
Non-compliance cases (including environmental or social non-compliance) which resulted in significant fines or penalties	0	0	0

¹ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

Business Ethics and Integrity

The Group is dedicated to maintaining high standards of business ethics and integrity, guided by the Group’s Code of Ethics (“COE”). This COE is established and overseen by the Board to ensure ethical conduct across all operations. The COE complements the Code of Conduct.

The Code of Ethics is available on Kerjaya’s corporate website.

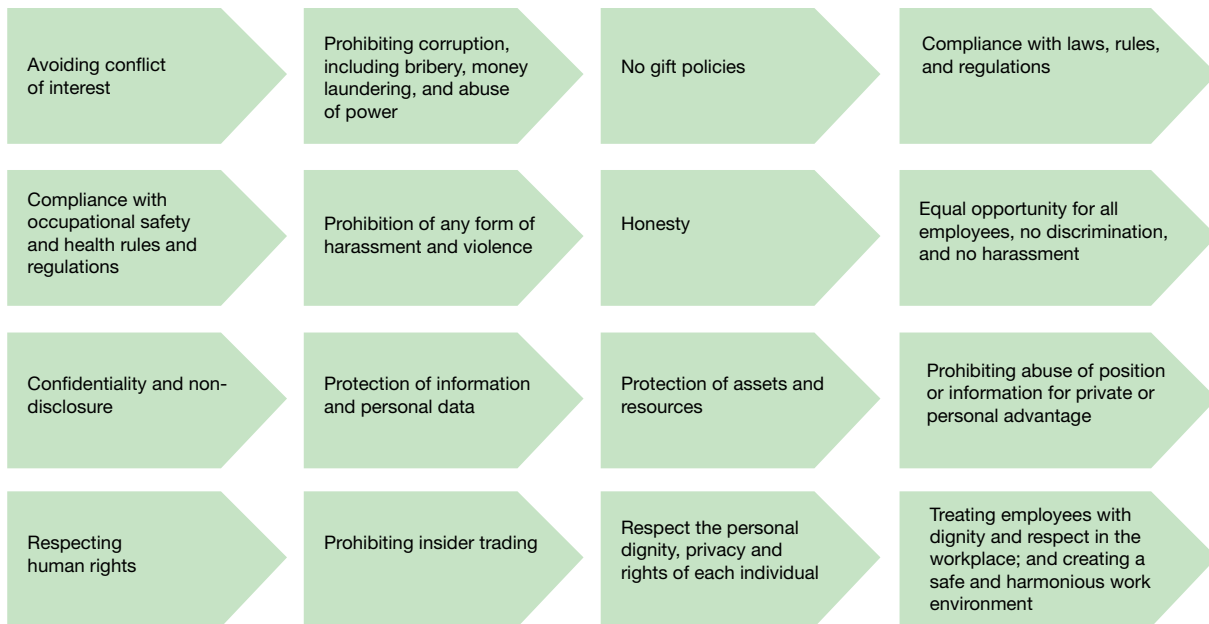
The COE applies to all employees and sets out the Group’s commitment, amongst others, to:

- Integrity – creating a business free of corruption;
- Human rights – a workplace free from harassment, discrimination, enslavement, child, or forced labour; and
- Safeguarding the key assets, data, and information of Kerjaya Group.

Sustainability Report (Cont'd)

GOVERNANCE, ETHICS, AND INTEGRITY (CONT'D)

The COE addresses the following key topics:



Our commitment to integrity extends across our entire value chain; we require that all third parties engaging with the Group align with our high standards of business ethics. These expectations are clearly communicated to business associates such as subcontractors, business partners, and suppliers through formal and informal channels, as appropriate.

To ensure alignment, we conduct due diligence and assessment of key business associates, assessing our subcontractors or key suppliers of products and services.

Anti-Corruption and Anti-Bribery

The Board maintains a zero-tolerance stance towards bribery and corruption, formalising this commitment through its Anti-Bribery and Corruption Policy & Guidelines (“ABC Policy”). By setting the tone at the top in relation to anti-corruption and bribery, the Board oversees the overall implementation of and adherence to the ABC Policy across all the Group’s operations and activities.

The ABC Policy is published on Kerjaya’s corporate website.

All Directors, employees, and third parties engaged in the Group’s business and operations are required to comply with the Anti-Bribery and Corruption (“ABC”) Policy. The Policy strictly prohibits all forms of bribery, including facilitation payments, which are classified as bribes. To mitigate risks, the Policy provides guidance on transactions most susceptible to abuse, such as gifts, entertainment, corporate hospitality, sponsorships, and donations.

Kerjaya Group adopts a risk-based approach to managing corruption risks, conducting corruption risk assessments to identify operational areas exposed to potential bribery or corruption. These areas are evaluated based on risk levels, and appropriate preventive, detective, and mitigative measures are implemented. Control measures include checks and balances, segregation of duties, continuous monitoring, and regular training and communication with relevant stakeholders.

Sustainability Report (Cont'd)

GOVERNANCE, ETHICS, AND INTEGRITY (CONT'D)

The corruption risk assessment is integrated into the Group's annual risk review, ensuring comprehensive coverage across all 3 business segments and the headquarters of the Group.

	FY2023	FY2024	FY2025
Percentage of operations assessed for corruption-related risks during the financial year	4 of 4 ² (100%)	4 of 4 (100%)	4 of 4 (100%)

² Operations recategorised to 3 operating segments and the headquarters of the Group.

One of the Kerjaya Group's subsidiaries, Kerjaya Bina BMK Sdn Bhd, has obtained ISO 37001: 2016 Anti-Bribery Management System certification, covering the provision of construction services, civil and infrastructural works, mechanical and electrical (M & E) installation, and project management.

On the other hand, the Group is also making efforts to apply for ISO 37001: 2016 certification for other construction companies within the Group.

Communication and Training

Communication serves as a cornerstone of our efforts to foster anti-corruption and anti-bribery awareness among Directors, employees, and business associates.

To ensure accountability, all Directors and employees are required to read, sign, and acknowledge their commitment to the ABC Policy, the Code of Conduct and COE, on a triennial basis.

	As at 31 December 2023	As at 31 December 2024	As at 31 December 2025 ³
Percentage of local employees communicated on the Group's ABC Policy	100%	100%	100%

The Group communicates its anti-corruption stance and relevant compliance expectations to key business associates. We also introduce the ABC Policy to business associates and refer them to the policy, which is available on our corporate website. We further reinforce this approach by incorporating ethical considerations into the due diligence and assessment processes for all key business associates.

To maintain alignment across the organisation, any updates to the ABC Policy are disseminated to all Directors, employees, and business associates.

Internally, the Group provides anti-corruption training or briefings to employees, focusing particularly on employees whose roles or functions involve a higher exposure to corruption risks. The training or briefings are designed to strengthen awareness by providing a clear understanding of what constitutes corruption, the types of corruption, how to avoid such corruption risks in daily operations, and the proper channels for reporting suspected corruption cases.

Furthermore, all our new Directors and employees are also briefed on the ABC policy during their induction, alongside other key policies of the Group.

Sustainability Report (Cont'd)

GOVERNANCE, ETHICS, AND INTEGRITY (CONT'D)

The following data represents the percentage of employees who have received anti-corruption training, and it covers all local office-based employees. Foreign manual workers are excluded from this scope due to the nature of their work and low exposure to corruption risks.

Percentage of local employees who have received training on anti-corruption (by employee category, for office-based employees only)	As at 31 December 2023	As at 31 December 2024	As at 31 December 2025 ⁴
Senior Management	100%	100%	100%
Management	85%	100%	100%
Executives	80%	100%	100%
Non-Executives	73%	100%	100%

³ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

⁴ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

Political contributions

Kerjaya Group generally does not make political donations or sponsorships, and there were none made in FY2023 to FY2025.

Whistleblowing Mechanism

Beyond promoting awareness and implementing control measures to uphold our expectations for business ethics, integrity, and anti-corruption expectations, Kerjaya Group has established a whistleblowing mechanism. This mechanism is designed to facilitate the reporting of serious misconduct or serious violations of the Group's ethical standards, including the Group Code of Conduct, COE, or ABC Policy.

The whistleblowing mechanism is formalised through the Whistleblowing Policy and Procedures ("Whistleblowing Policy") and is accessible to all, including Directors, employees, business associates, and the public. The mechanism provides a secure channel for raising concerns in confidence, ensuring they are escalated for thorough investigation. Where necessary, appropriate actions are taken to ensure every matter is resolved effectively.

The Group ensures that all reports are handled with confidentiality, and the mechanism does not prohibit anonymous reporting. The reporting mechanism also includes a channel to report to an Independent Director, such as in the event a senior management may be involved or conflicted in the reported incident. In addition, the Group provides employees who raise genuine concerns with protection against reprisal within the Group to ensure they will not be retaliated against for doing the right thing.

The Whistleblowing Policy is publicly accessible on Kerjaya's corporate website.

For FY2025, Kerjaya Group is pleased to report that there were no reported incidents of corruption or fines, penalties, or settlements received in relation to corruption. Additionally, no employees or staff were disciplined or dismissed for non-compliance with the ABC Policy.

Kerjaya Group	FY2023	FY2024	FY2025 ⁵
Confirmed incidents of corruption	0	0	0

⁵ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

Sustainability Report (Cont'd)

FINANCIAL SUSTAINABILITY

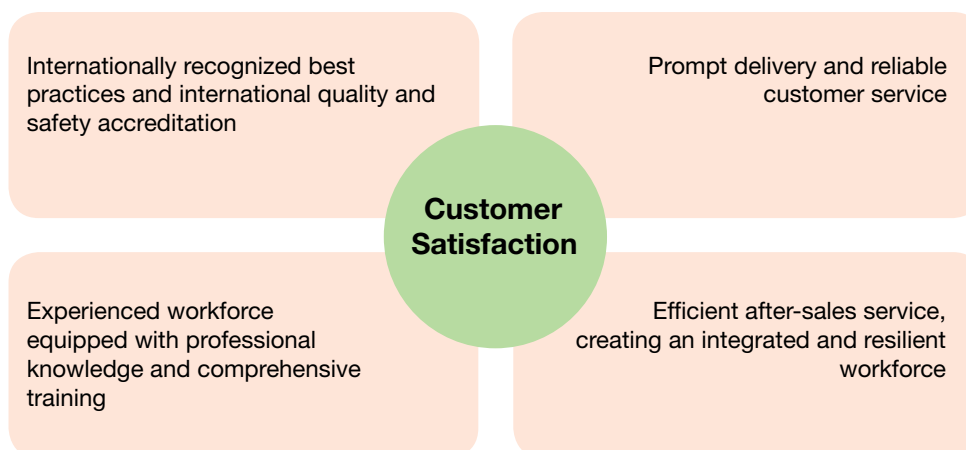
Financial stability remains an important factor of the Group's long-term sustainability and its ability to generate value for stakeholders. Under the leadership of the Directors and Senior Management, who bring expertise and experience, the Group is governed through diligent approaches that integrate strategic planning, budgeting, and performance monitoring.

For the details FY2025 financial performance of the Group, please refer to the Management Discussion and Analysis section of this Annual Report.

The adoption of IFRS S2-aligned practices, such as the conduct of climate scenario analysis and climate risk assessment, further provides additional perspectives across the short and long-term time horizons in relation to the Group's financial resilience and sustainability. Refer to the Climate-related Financial Disclosures for the relevant disclosures and considerations.

PRODUCT QUALITY

As one of Malaysia's most trusted builders, Kerjaya Group prioritises strong customer relationships to remain competitive in the market. We are committed to quality, placing the safety, well-being, and satisfaction of our customers at the heart of every project we build.



With almost 30 years of industry experience, we have established a solid track record in delivering high-end commercial and residential buildings. Our commitment to consistent quality is driven by a highly skilled team that is steadfast in its pursuit of excellence.

All subsidiaries within our Construction Segment are certified with the ISO 9001 Quality Management System ("QMS"), ISO 45001 Occupational Health and Safety Management System ("OHSMS"), and ISO 14001 Environmental Management System ("EMS"). In addition, our well-established SOPs support us in providing quality consistently and maintaining credibility in the construction industry, fostering trust with our customers.

Kerjaya Group's subsidiaries of the Construction Segment	Effective ISO certification as at 31 December 2025		
	QMS	OHSMS	EMS
Kerjaya Prospek (M) Sdn Bhd	ISO 9001:2015	ISO 45001:2018	ISO 14001: 2015
Permatang Bakti Sdn Bhd	ISO 9001:2015	ISO 45001:2018	ISO 14001: 2015
Ace Equity Sdn Bhd	ISO 9001:2015	ISO 45001:2018	ISO 14001: 2015
Future Rock Sdn Bhd	ISO 9001:2015	ISO 45001:2018	ISO 14001: 2015

Sustainability Report (Cont'd)

PRODUCT QUALITY (CONT'D)

Our building projects are assessed using the Quality Assessment System of Construction (“QLASSIC”), a benchmark tool that measures workmanship quality against the requirements of Construction Industry Standard (“CIS”) 7:2014.

We have set a target to achieve a QLASSIC score of at least 80 points for all our projects. In FY2025, Vivo @ Batu Kawan achieved 81 points, while Bangsar Hill Park @ Kuala Lumpur surpassed the target with 84 points.



Vivo @ Batu Kawan

TECHNOLOGY AND RESEARCH AND DEVELOPMENT (“R&D”)

Kerjaya Group leverages cutting-edge technology to advance construction processes. By consistently implementing Industrialised Building System (“IBS”) technology, we achieve greater operational efficiencies, enhance quality, and reduce environmental and social impacts. These benefits include the minimisation of concrete waste and a decreased on manual labour, ultimately fostering a safer and cleaner work environment for our workforce.

Kerjaya Group remains proactive in adopting emerging technologies, considering the incorporation of technology for monitoring and surveillance across its construction sites, and considering more effective monitoring and reporting of workforce management and delivery of supplies. The adoption is at an experimental stage, aimed at broader enhancement of site management and operational efficiency.

Sustainability Report (Cont'd)

SUPPLY CHAIN MANAGEMENT

In the construction industry, supply chains are frequently localised, with proximity to raw materials, technology, and manpower serving as key cost drivers. However, limitations in material quality, labor skills, and available building technologies may arise in certain regions. Achieving the right balance between cost efficiency and maintaining product quality is therefore critical.

Quality of Suppliers, Subcontractors, and Vendors

In the construction industry, operations depend on a diverse network of stakeholders, including suppliers, vendors, and subcontractors who provide specialised services in areas such as earthworks, structural work, drainage and sewerage, electrical systems, waste management, and more.

We place a high focus on selecting our business partners to ensure we collaborate with those who share our commitment to reliability and high-quality standards. This selection process ensures alignment with our core values, especially ethics, integrity, safety, health, environmental stewardship, social responsibility, and product excellence.

Our initiatives for working with suppliers, subcontractors, and service providers are rooted in fostering long-term partnerships built on consistent quality, productivity, efficiency, capability, and trust. By maintaining an open engagement, we gain a deep understanding of their operations, challenges, and perspectives. This collaborative approach enables us to identify opportunities that drive innovation and deliver sustainable value over time.

Assessment of contractors and suppliers

We ensure that all contractors and suppliers undergo a thorough assessment process before being engaged to ensure their business ethics, integrity, and performance align with our high standards. Central to this vetting is our New Supplier Form, an assessment tool designed to evaluate a contractor's and supplier's ability to meet our operational, environmental (including climate-related topics), and social objectives.

In our selection process, we prioritise those who demonstrate a proactive stance on environmental preservation, protection of endangered species, labour rights and welfare, equal opportunities, and ethical practices free from corruption or environmental violations.

Our oversight does not end at the contract signing, we maintain a culture of continuous improvement through periodic performance assessments. These assessments focus on how suppliers and contractors manage environmental, safety, and health risks, allowing us to address potential vulnerabilities in real-time.

To assess our contractors and suppliers, we conduct annual audits and assessments that measure the quality of products and services, pricing, delivery timelines, and payment terms. We use an audit scoring method to rate suppliers' and contractors' performance from 0 to 5, with a target of 35% of our suppliers to achieve a high-performance rating of 4.1 or above.

Through recurring assessments and annual audits, Kerjaya maintains strong partnerships with business associates who consistently uphold our high standards. We maintain a continuous dialogue to foster mutually beneficial relationships, prioritising the enhancement of product and service quality alongside the promotion of sustainable practices. This collaboration includes developing initiatives to minimise waste, enhancing recycling through improved waste separation, and implementing energy and water efficiency measures. Conversely, business associates whose performance falls short of expectations will be addressed, and underperforming business associates are subject to corrective measures and may face contract termination if they fail to meet our standards.

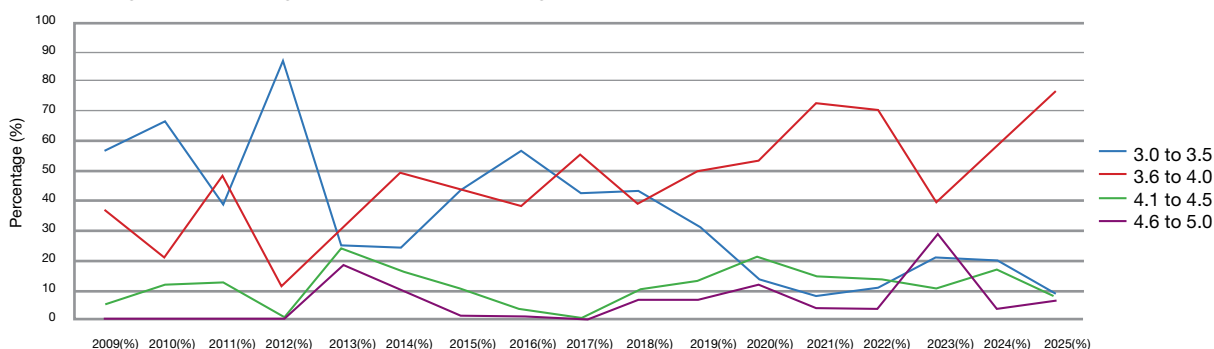
Sustainability Report (Cont'd)

SUPPLY CHAIN MANAGEMENT (CONT'D)

Assessment of contractors and suppliers (Cont'd)

In FY2025, 14.3% of our suppliers and contractors reached a score of 4.1 or higher. We will continue to collaborate with our suppliers to elevate quality standards and drive greater responsibility throughout our supply chain.

Progress of Existing Supplier Quality Grading (Period 2009-2025)



Kerjaya aims to promote and encourage better practices in its supply chain, with respect to the protection and preservation of the environment and respecting basic human rights and dignity, beyond the compliance obligations of Kerjaya.

Local Procurement

We recognise our vital role in supporting local job creation, fostering talent development, and contributing to economic growth through our supply chain. As part of our commitment, we aim to source at least 90% of our building materials from Malaysian suppliers. During the financial year under review, over 95% of our procurement spending on materials was from local suppliers.

	FY2023	FY2024	FY2025 ⁶
The proportion of procurement spending (on building materials) on local suppliers	>95%	>95%	>95%

⁶ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

CUSTOMER DATA AND PRIVACY

The Group maintains robust controls and measures to protect customer confidentiality alongside our internal business data and systems. This is supported by best practices for handling sensitive information and a COE that mandates employees to protect customer data.

Our Information Technology ("IT") function is essential to ensuring the operations, security, and integrity of the Group's IT systems. We have put in place a range of controls, including routine monitoring, testing, IT audits, and the deployment of various hardware, software, and security safeguards. These measures are frequently updated to remain effective and relevant.

Sustainability Report (Cont'd)

CUSTOMER DATA AND PRIVACY (CONT'D)

In FY2025, there were no reported incidents of significant IT breaches. Additionally, there were no substantiated complaints regarding violations of customer privacy or the loss of customer data.

	FY2023	FY2024	FY2025 ⁷
Number of incidents which resulted in significant IT breaches	0	0	0
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0

⁷ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

ENVIRONMENTAL MANAGEMENT

We understand the vital balance required between the built and natural environments, and we are committed to reducing our operational footprint. Kerjaya goes beyond all relevant environmental laws and regulations by proactively managing environmental impacts across all our project sites.

To achieve this and support global efforts to combat climate change, we have developed a Quality, Environment, Safety and Health ("QESH") Policy formalising our commitment to:

- continuous quality improvement and optimisation;
- preventing pollution and reducing environmental impact, including global warming, caused by the Group's operations;
- reduce wastage and optimise the use of natural resources; and
- ensuring a safe and healthy workplace in all its operations and construction projects managed by the Group.

At Kerjaya Group, our focus is to use resources efficiently, reduce consumption, and minimise waste generation. By adopting IBS, we have significantly reduced our environmental footprint while enhancing worker safety. We ensure that all waste and wastewater are handled and disposed of responsibly and in strict accordance with regulatory requirements, as we strive for zero pollution incidents across all sites.

The Group does not generally operate in water-stressed regions, and our withdrawal from natural sources remains minimal, with most of the supply sourced from municipal providers. While we acknowledge the importance of water availability, we are committed to using it responsibly, ensuring efficiency in consumption and avoiding unnecessary waste.

All of the Group's construction sites are overseen by our subsidiaries, which are ISO 14001 EMS certified and undergo annual audits or reviews. To maintain these standards, we collaborate with professional Environmental Consultants who monitor and evaluate our operational impact, focusing on areas such as marine water quality, air quality, and noise pollution, as applicable.

Sustainability Report (Cont'd)

ENVIRONMENTAL MANAGEMENT (CONT'D)

Development and Construction of Green Building

Our Construction Segment supports our clients to construct and delivery sustainable projects. Many of the projects we participate in apply for GreenRE, a notable Malaysian based green building certificate. The criteria for GreenRE certification covers environmental focuses including energy efficiency, water efficiency, waste management, indoor environmental quality, and others.

The following projects, where the Group served as main contractor, have successfully attained GreenRE certifications. The details are as follows:

Project Name	Type of Certification	Year of award
Arte Cheras Kuala Lumpur	GreenRE – Gold certification	2024
Maris	GreenRE – Platinum certification	2024
The Lume	GreenRE – Platinum certification	2024
The PEAK	GreenRE – Gold certification	2024
AVEA	GreenRE – Platinum certification	2025
Fera and Senna Phase 2	GreenRE – Platinum certification	2025
Laman Embun	GreenRE – Provisional Silver certification	2025
Residensi Seri Embun	GreenRE – Gold certification	2025
Bloomsvale Residences	GreenRE – Platinum certification	2026
Bloomsvale Menara Vista Petaling	GreenRE – Gold certification	2026
Bloomsvale Bloomsvale Shopping Gallery	GreenRE – Gold certification	2026
Bloomsvale Courtyard by Marriott KL South	GreenRE – Gold certification	2026

In addition, 11 of the Construction Segment's active projects are also seeking certification.

While our Construction Segment possesses the expertise to deliver projects capable of achieving GreenRE certification, we also take pride in our own developments through the Property Development Segment. Notably, our Papyrus North Kiara has been awarded a GreenRE Provisional Silver Certificate, underscoring our commitment to sustainable and responsible building practices in our development projects.

Project Name	Type of Certification	Year of award
Papyrus North Kiara	GreenRE – Provisional Silver certification	2025

Industry Collaborations

We are actively expanding our collaborative efforts with clients and business partners to foster innovation and improvements in environmental management across our construction sites. Apart from evaluating the environmental practices of our subcontractors and service providers, we engage closely with them to create solutions that not only enhance environmental performance but also mitigate our negative impacts at our sites.

To optimise resource recovery, we collaborate with our subcontractors to implement a centralised and standardised waste management system. This system integrates the segregation, measurement, storage, and ensures that all site waste is treated with maximum efficiency. By adopting this approach, we have enhanced our data accuracy in waste categorisation, ultimately driving a significant increase in our reuse and recycling rates and supporting a circular construction model.

Sustainability Report (Cont'd)

Industry Collaborations (Cont'd)

For example, to ensure our operations maintain high standards of environmental stewardship, we conduct periodic Environmental Impact Assessments (“EIAs”) for certain projects, such as the Seri Tanjung Pinang (“STP”) Project. These assessments, performed by independent consultants on a quarterly basis, specifically evaluate our impact on local biodiversity and ecosystem health. Through our close collaboration with local authorities and the project developer, we proactively manage and address any potential environmental or biodiversity risks. This oversight ensures that our operational controls remain robust, effectively minimising the environmental footprint of our construction activities.

Collaborations with clients and business partners continue to be important for the Group’s longer-term sustainability, especially with regard to the changing climate environment and uncertainties. The Group views industry collaboration as a crucial tool for developing climate resilience regardless of the transition to a low-carbon economy or adaptation to physical climate risks.

During the financial year under review, the Group’s environmental performance remained fully compliant with all applicable laws and regulations. In FY2025, there were no significant instances of non-compliance, fines, or penalties related to environmental issues.

ENERGY MANAGEMENT, EMISSIONS MANAGEMENT, AND CLIMATE CHANGE

Kerjaya Group aims to mitigate its environmental impact by prioritising the reduction of either GHG emissions or emissions intensity. To support our climate efforts, we optimise energy use, avoid unnecessary wastage of energy, and transition toward cleaner energy alternatives where practical. These efforts are aligned with our long-term GHG reduction objectives to drive measurable sustainability gains.

Energy and Emissions from Construction Activities

Our operational energy is mainly from fossil-based fuels, which consist of diesel and petrol used for vehicles and heavy machinery, including cranes, excavators, on-site power generator sets, backhoes, and others. To ensure the fuel efficiency of machinery and equipment and minimise emissions, they are subject to scheduled maintenance and replacement, where required.

We conduct periodic reviews of our machinery and equipment assets to assess their conditions and newer alternatives in the market. By benchmarking our current assets against newer, more fuel-efficient alternatives, we can develop asset maintenance or replacement plans. This management approach ensures that we systemically phase out older machinery or equipment in favour of modern technology, thereby enhancing our operational productivity while simultaneously lowering our carbon emissions.

Energy Savings and Efficiency Measures

Beyond our construction sites, we implement several energy conservation initiatives across our operations, including offices, to reduce our overall carbon footprint. The majority of our office lighting has transitioned to high-efficiency LED lighting systems, helping to lower electricity demand. Complementing these technical upgrades is a proactive energy-saving culture. We encourage our employees to optimise climate control by utilising natural ventilation and breezes, depending on the weather, and ensure that power-intensive systems, such as air-conditioning and lighting, are strictly deactivated during non-operational hours.

Renewable Energy

As part of our sustainability efforts to reduce the overall carbon emissions within our operations, we have invested in photovoltaic (“PV”) power generation systems to bolster our renewable energy capacity and reduce reliance on fossil fuel-based grid electricity. Currently, these systems are operational at our Ijok factory, powering our Manufacturing segment with clean energy.

In FY2025, the clean energy generated from these systems exceeded internal demand, allowing us to contribute 81,037 kWh of surplus electricity back to TNB’s grid. This not only supported the local energy ecosystem but also yielded significant cost-effectiveness, offsetting our utility expenditures by RM16,137.71.

Sustainability Report (Cont'd)

ENERGY MANAGEMENT, EMISSIONS MANAGEMENT, AND CLIMATE CHANGE (CONT'D)

Energy Consumption

We report energy consumption across all operations, including electricity used at construction sites managed by the Group. This data is derived directly from our electricity bills. In FY2025, diesel consumption increased significantly, driven by a higher volume of project activities carried out during the year. Meanwhile, petrol consumption recorded a decrease, as petrol consumed by non-company vehicles has been excluded from the current reporting boundary and is instead captured under Scope 3 emissions on Category 6 – Business Travel.

Energy consumption (MWh)	FY2023	FY2024	FY2025 ⁸
Fuel consumption			
Diesel	22,612	19,849	30,425
Petrol	232	720	455 ⁹
Electricity purchased from TNB			
Headquarters	362	786 ¹⁰	226
Construction Segment	4,243	3,996	4,686
Manufacturing Segment ¹¹	NA	NA	125
Total energy consumption	27,449	25,351	35,917

⁸ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

⁹ Petrol consumption for FY2025 has been restated to exclude petrol consumed by non-company vehicles.

¹⁰ Electricity consumption at the Headquarters increased in FY2024 due to the relocation to a greater floor space. This figure accounts for the expanded floor space and a period of concurrent billing for both the previous and current office locations.

¹¹ Begin to report electricity purchased for the Manufacturing segment in FY2025.

GHG Emissions

The GHG emissions reported by the Group are primarily driven by energy consumption. In alignment with the disclosure requirements of IFRS S2, we have expanded our reporting framework to include Scope 3 emissions on Category 6 – Business Travel. Our overall GHG emissions, spanning both internal operations and the value chain, are summarised in the table below.

GHG Emissions (tCO ₂ e)	FY2023	FY2024	FY2025 ¹²
Scope 1			
Diesel	5,688 ¹³	4,901 ¹⁴	7,512
Petrol	57 ¹⁵	180 ¹⁶	114
Scope 2			
Purchased electricity	3,564 ¹⁷	3,702 ¹⁸	3,727 ¹⁹
Scope 1 and Scope 2			
Total	9,309²⁰	8,783	11,353

GHG Emissions (tCO ₂ e)	FY2025 ²¹
Scope 3	
Category 6 – Business Travel ²²	102

¹² Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

¹³ For FY2023, GHG emissions for diesel were estimated based on the GHG Protocol's Calculation Tools, namely the Stationary Combustion Tool (version 4.1) and Transport Tool (version 2.6).

¹⁴ For FY2024, GHG emissions for diesel were estimated based on the GHG Protocol's Calculation Tools, namely the Stationary Combustion Tool (version 4.2) and Transport Tool (version 2.7).

Sustainability Report (Cont'd)

ENERGY MANAGEMENT, EMISSIONS MANAGEMENT, AND CLIMATE CHANGE (CONT'D)

GHG Emissions (Cont'd)

¹⁵ For FY2023, GHG emissions for petrol were estimated based on the GHG Protocol's Calculation Tools, namely the Stationary Combustion Tool (version 4.1) and Transport Tool (version 2.6).

¹⁶ For FY2024, GHG emissions for petrol were estimated based on the GHG Protocol's Calculation Tools, namely the Stationary Combustion Tool (version 4.2) and Transport Tool (version 2.7).

¹⁷ FY2023 GHG emissions from electricity consumption are restated using the latest information published by the Energy Commission of Malaysia. Estimation is based on 2022 Peninsula Malaysia's Grid Emission Factor of 0.774 tCO₂e/MWh (source: Grid Emission Factor (GEF) in Malaysia, 2017-2022, News & Resources - MyEnergyStats).

¹⁸ FY2024 GHG emissions from electricity consumption are estimated based on 2022 Peninsula Malaysia's Grid Emission Factor of 0.774 tCO₂e/MWh (source: Grid Emission Factor (GEF) in Malaysia, 2017-2022, News & Resources - MyEnergyStats).

¹⁹ FY2025 GHG emissions from electricity consumption are estimated based on 2024 Peninsula Malaysia's Grid Emission Factor of 0.740 tCO₂e/MWh (source: Grid Emission Factor (GEF) in Malaysia, 2022-2024 (Provisional)). The previous year's estimations will not be recalculated.

²⁰ Restated due to restatement in FY2023 Scope 2 GHG emissions.

²¹ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

²² GHG emissions for business travel were estimated based on the GHG Protocol's Calculation Tools, namely the Stationary Combustion Tool (version 4.2) and Transport Tool (version 2.7).

Energy and GHG Emissions Intensity

To accurately monitor our environmental performance within the Construction Segment, we track both electricity and GHG emissions intensity. Electricity intensity is calculated based on electricity consumption per RM1,000 of Construction revenue, while GHG emissions intensity is derived from the use of electricity.

We have set targets to keep electricity intensity to 3.00 kWh/ RM1,000 revenue or lower, and a GHG emissions intensity to 2.50 kgCO₂e / RM1,000 revenue or lower.

Electricity Use for the Construction Segment	FY2023	FY2024		FY2025	
		Target	Actual	Target	Actual
Electricity consumption ('000 kWh)	4,243		3,996		4,686
Electricity intensity (kWh/ RM1,000 revenue) i.e. electricity consumption/ RM'000 Construction Segment revenue	2.97	<3.00	2.30	<3.00	2.43
Scope 2 GHG emissions ('000 kgCO ₂ e) ²³	3,216		3,093		3,468
Scope 2 GHG emissions intensity (kg CO ₂ e/ RM1,000 revenue) i.e. Scope 2 GHG emissions/ RM'000 Construction Segment revenue	2.25	<2.50	1.78	<2.50	1.80

During the financial year under review, the Group recorded higher electricity consumption, as many projects are in active construction stages, which led to increased electricity usage. As a result, energy intensity rose to 2.43 kWh /RM1,000 revenue. Similarly, GHG emissions (Scope 2) increased to 1.80 kg CO₂e /RM1,000 revenue for the Construction Segment. Nonetheless, we continued to maintain our emission intensity for the segment within the target of 2.50 kg CO₂e /RM1,000 revenue.

²³ GHG emissions from electricity consumption for the Construction Segment is estimated based on: (i) for FY2023 and FY2024 – 2022 Peninsula Malaysia's Grid Emission Factor of 0.774 tCO₂e/MWh (source: Grid Emission Factor (GEF) in Malaysia, 2017-2022, News & Resources – MyEnergyStats; (ii) for FY2025 – 2024 Peninsula Malaysia's Grid Emission Factor of 0.740 (source: Grid Emission Factor (GEF) in Malaysia, 2022-2024 (Provisional))

Sustainability Report (Cont'd)

ENERGY MANAGEMENT, EMISSIONS MANAGEMENT, AND CLIMATE CHANGE (CONT'D)

Energy and GHG Emissions Intensity (Cont'd)

Currently, the Group has set a target to reduce emission intensity to below 5.00 tCO₂e/ RM million revenue by FY2030, measured using Group-wide Scope 1 and 2 emissions compared with the Group's total revenue.

Group-level GHG Emission performance and target	FY2025	FY2030
	Actual	Target
Scope 1 and 2 GHG emissions (tCO ₂ e)	11,353	
GHG emission intensity (tCO ₂ e/ RM1m revenue)	5.05	< 5.00

At the same time, the Management is also in the midst of developing a comprehensive strategy to address the Group's emissions, including practical and viable targets and action plans, which will be disclosed in future sustainability reports once it is finalised.

Climate Change

The Group continues to strengthen its climate resilience by integrating sustainability into its core business strategy, acknowledging that climate change presents both risks and opportunities across our operational landscape. The Group acknowledges the objectives of the Paris Agreement and the Malaysian Government's target to reduce emissions intensity by 45% by 2030.

The Group is in the midst of developing its climate change-related strategy. This includes aligning our reporting framework with IFRS S2 Climate-related Disclosures to ensure transparency and accountability. Under the oversight of the Board and the RMSC, we are embedding adaptation and transition strategies into our decision-making processes while conducting comprehensive climate assessments to evaluate impacts over the short, medium, and long-term.

For more detailed information regarding our specific climate-related risks and opportunities in accordance with IFRS S2, please refer to the Climate-related Financial Disclosures section of this Statement.

CLIMATE-RELATED FINANCIAL DISCLOSURES

This year marks the first year Kerjaya Group reports the Group's management of its climate-related risks and opportunities in alignment with the IFRS S2 Climate-related Disclosures. The Group has applied the transition reliefs provided by the Listing Requirements as well as the transition reliefs provided by the IFRS S2 Climate-related Disclosures.

This Climate-related Financial Disclosure discloses the Group's governance, strategies, risk management, and metric and targets in relation to the Group's climate-related risks and opportunities. It is important to note that the scenario analysis, climate risk assessment, and resulting quantitative data reported in this section are based on hypothetical assumptions in an effort to quantify possible future financial and non-financial impacts, and should not be interpreted as forecasts or guarantees of future outcomes.

Governance

Kerjaya's Board of Directors are ultimately responsible for ensuring sustainability matters are incorporated in the Group's business strategies. This includes incorporating climate-related considerations in the Group's corporate strategy and business planning, amongst others, to ensure business sustainability and climate-resilience in the short and long term. The Board is further supported by the RMSC, which oversees the Group's overall process for risk identification, assessment, management, and monitoring.

Sustainability Report (Cont'd)

CLIMATE-RELATED FINANCIAL DISCLOSURES (CONT'D)

Governance (Cont'd)

At the Management level, the SWG identifies and assesses climate-related risks and opportunities via scenario analysis and climate risk assessment exercises. The scenario analysis and climate risk assessment help Management to identify specific areas where climate-related risks or opportunities may arise and assess their potential impact on the Group's businesses. The SWG also spearheads the management of the material climate-related risks and opportunities which leverages the Group's existing sustainability management and risk management processes, as relevant. The management and performance of sustainability and climate-related risks and opportunities are reported to the Board at least once a year. The climate risk and opportunity assessment aligns with a risk-based process, similar to the Group's internal control and risk management system.

The skills and competencies required of Directors to carry out their responsibilities are considered in the Board composition, such as assessing if sustainability or climate-related skills, competency, or experience are considered in nomination of Directors. From time to time, the Executive Directors attend industry events and exhibitions, which keep them updated with the latest industry and technological developments, including product and business sustainability and climate resilience considerations. Sustainability and climate-related topics are also considered when scheduling training for Directors.

Sustainability and climate-related risks and opportunities are broadly considered in the Board's review of the Group's business strategies and progress, including targets, supported by group-wide policies on material topics such as safety and health, energy efficiency, and emission reduction that guide the Group's day-to-day operations. Generally, business strategies and key decisions, such as major transactions, take into consideration the balanced interests of stakeholders, the sustainability and resilience of the business in the short and long term, as well as the trade-offs between risks, opportunities, and the resources of the Group.

The Group has yet to explicitly link climate-related performance to executive remuneration. It is currently developing internal processes to align with IFRS S1 and S2, as well as to ensure future compliance with the Listing Requirements. The Group believes that incorporating climate-related performance into executive remuneration will be more reasonable and meaningful once these processes are established and have reached a greater level of maturity.

Climate-related Risks and Opportunities and Strategies

The Group carried out a climate scenario analysis during FY2025 to identify the climate-related risks and opportunities to the business under different possible climate scenarios. The climate-related risks and opportunities identified are further assessed for their impact or risk levels to evaluate the resilience of the business under the climate scenarios. The scenario analysis aims to enable strategic planning and risk management, with an aim to develop business resilience and sustainability in the longer term.

The analysis considered 3 scenarios, as follows:

- **Scenario I** – represents “Paris Agreement-aligned” scenario characterised by proactive policies, market initiatives and behaviours, and technological development that support transition towards a low-carbon economy. This scenario is expected to lead to the achievement of controlling warming below 2°C by 2100. Transition risks are assumed to be high, while physical risks are assumed to be low.
- **Scenario II** – represents a “current trajectory” pathway in which global warming continues to be addressed at a moderate pace, reflective of existing policies and prevailing trends. In this scenario, policies are not expected to support the achievement of the “2°C or below” target. Instead, projected warming is expected to be 2 - 3°C by 2100. Both transition risks and physical risks are assumed to be present but moderate.
- **Scenario III** – represents a “warmer climate” scenario where policies addressing global warming become less aggressive, providing fewer incentives for global reduction of GHG emissions. This scenario is expected to result in much greater warming of 3 – 5°C at 2100. Physical risks are assumed to be high while transition risks are assumed to be low.

Sustainability Report (Cont'd)

CLIMATE-RELATED FINANCIAL DISCLOSURES (CONT'D)

Climate-related Risks and Opportunities and Strategies (Cont'd)

The Group believes that the chosen scenarios represent diverse and practical climate change pathways, including pathways towards both ends of the spectrum compared to the current trajectory, and are currently adequate for the Group to conduct a basic understanding of the transition and physical risks and opportunities of the Group.

The scenario analysis serves as our basis to identify relevant climate-related risks and opportunities which may be faced by our business and their potential financial effects, considering both physical and transition risks. Transition risks are risks associated with transitioning to a lower-carbon economy, including policy, legal, technology, and market risks; on the other hand, physical risks are related to shifts in climate patterns or the occurrence of climate change events. These risks are managed via mitigation, transition, or adaptation efforts.

We applied scenario analysis to the Group's Construction Segment, which represents the main revenue-generating segment of the Group, and activities at the corporate office. Scenario analysis is considered in the context of the construction segment's business model and value chain. We present climate-related risks and opportunities across the following topics, considering climate effects and areas of our business model and value chain.

Topics	Description of Topics
Environmental regulations	<ul style="list-style-type: none"> The industry is subject to various environmental regulations that have been evolving over time. Increasing regulation and compliance requirements will increase operating costs in terms of time and resources. Energy-related regulations are expected to be stricter in Scenario I, followed by Scenario II.
Availability of raw materials	<ul style="list-style-type: none"> The Construction Segment's key materials include steel/iron, cement, and others. The availability of these materials, including at affordable prices, is crucial for the construction progress. Raw material cost is one of the key components of input cost. Raw material availability is expected to be affected by stricter environmental regulations and energy-related policies, in turn affecting material prices, such as in Scenario I. On the other hand, higher energy prices (such as in Scenario III) are also expected to increase the price of energy-intensive materials such as iron and steel.
Technical capabilities	<ul style="list-style-type: none"> Construction activities require skills, experience, and knowledge pertaining to project management, construction and engineering, operating equipment and machinery, etc. In addition, building technology evolves across time according to the availability of technology, market needs, as well as regulatory requirements. Climate change considerations, including regulations, energy policies, and climate conditions, may change the capabilities required, such as the introduction of new building technology, usage of advanced equipment/machinery, etc.
Energy cost and carbon cost/price	<ul style="list-style-type: none"> Construction activities consume energy in the form of fuel and electricity to support their operations, offices, the operation of equipment and machinery, etc. Energy-related policies and prices, such as fuel price, electricity price, and the introduction of carbon price, are expected to affect the cost structure of projects directly and indirectly via the supply chain. A major portion of the construction activities of the Group's projects is carried out by the Group. Carbon cost/price is expected to be highest for Scenario I, followed by Scenario II. No carbon price is expected for Scenario III. Energy cost is expected to rise moderately in Scenario I, assuming the Malaysian government removes subsidies to discourage the use of fossil-based fuels. In Scenario III, energy cost is expected to rise more notably, driven by high market demand globally.

Sustainability Report (Cont'd)

CLIMATE-RELATED FINANCIAL DISCLOSURES (CONT'D)

Climate-related Risks and Opportunities and Strategies (Cont'd)

Topics	Description of Topics
Frequent extreme weather conditions	<ul style="list-style-type: none"> Weather conditions affect construction activities such as the delivery and storage of materials, whether working conditions are safe, and site management. These factors affect construction progress. More frequent extreme weather conditions are expected for Scenario III.
Higher average surface temperature	<ul style="list-style-type: none"> Surface temperature affects work conditions as workers are required to work outdoors and semi-outdoors. Suboptimal temperature may cause an impact on workplace safety and health and site management (such as controlling the breeding of Aedes mosquitoes). All construction operations are in Malaysia, which, on average, has hot weather throughout the year. A higher average surface temperature is expected for Scenario III.

The scenario analysis adopts the following time horizons.

- **Short term** – 1 to 3 years. This timeframe reflects the annual and near-term monitoring and planning of construction and development projects.
- **Medium term** – more than 3 years to 5 years. This timeframe reflects the interim period for the review of projects.
- **Long term** – more than 5 years. This timeframe reflects the full duration typically required from project planning and design through construction to completion.

Selected risks identified from the scenario analysis are further assessed, including quantification where possible, for the financial impacts.

The outcome of the scenario analysis and the assessment of selected climate risks and/or opportunities are further considered in the Group's risk management processes, business strategies or business decisions, as relevant. Climate-related risks and opportunities with significant impact on the business are further managed via strategies, initiatives, and action plans developed by the Management.

Sustainability Report (Cont'd)

CLIMATE-RELATED FINANCIAL DISCLOSURES (CONT'D)

Climate-related Risks and Opportunities

A summary of the key climate-related risks and opportunities identified is as follows.

Scenario	Topic	Risk categories	Transition risk, physical risk, or opportunity	Time horizon	Description and potential impacts
Scenario I	Environmental regulations	<ul style="list-style-type: none"> Transition risk 	<ul style="list-style-type: none"> More stringent environmental regulations 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> Risk: Operating and compliance costs are expected to rise, particularly in relation to waste management, reducing profit margins Opportunity: The Group has an established network of capable and compliant contractors that are better positioned to comply with possible future regulations, supporting sustainable contract orders
	Availability of raw materials	<ul style="list-style-type: none"> Transition risk 	<ul style="list-style-type: none"> Increase in raw material price (arising from more stringent regulations or carbon-related cost on upstream activities such as extraction and logistics) 	<ul style="list-style-type: none"> Short and medium 	<ul style="list-style-type: none"> Risk: Input costs expected to increase, reducing profit margins Opportunity: The Group maintains close relationships with longstanding developer clients and has a diversified portfolio of projects, enabling it to have greater bargaining power in the supply chain
	Technical capabilities	<ul style="list-style-type: none"> Transition risk 	<ul style="list-style-type: none"> More advanced technology (such as construction or waste management technology) may be required to fulfil market expectations for sustainable buildings 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> Risk: Investments may be required to acquire new assets, develop new processes, and train employees in the process of adopting advanced technologies Opportunity: The Group has experience in green building and building technologies such as IBS
	Energy cost and carbon cost/price	<ul style="list-style-type: none"> Transition risk 	<ul style="list-style-type: none"> Introduction of carbon price and removal of fuel subsidy 	<ul style="list-style-type: none"> Short and medium 	<ul style="list-style-type: none"> Risk: Direct and indirect operating costs expected to increase, reducing profit margin

Sustainability Report (Cont'd)

CLIMATE-RELATED FINANCIAL DISCLOSURES (CONT'D)

Climate-related Risks and Opportunities (Cont'd)

Scenario	Topic	Risk categories	Transition risk, physical risk, or opportunity	Time horizon	Description and potential impacts
Scenario II	Availability of raw materials	<ul style="list-style-type: none"> Transition risk 	<ul style="list-style-type: none"> Increase in raw material price (arising from more stringent regulations or carbon-related cost on upstream activities such as extraction and logistics) 	<ul style="list-style-type: none"> Short and medium 	<ul style="list-style-type: none"> Risk: Input costs expected to increase moderately, reducing profit margins
	Energy cost and carbon cost/ price	<ul style="list-style-type: none"> Transition risk 	<ul style="list-style-type: none"> Introduction of carbon price 	<ul style="list-style-type: none"> Short and medium 	<ul style="list-style-type: none"> Risk: Direct and indirect operating costs expected to increase, reducing profit margin
	Frequent extreme weather conditions	<ul style="list-style-type: none"> Physical risk 	<ul style="list-style-type: none"> Climate events causing disruptions or delays in projects Frequent extreme weather conditions increase risks relating to site management and safety 	<ul style="list-style-type: none"> Medium and long 	<ul style="list-style-type: none"> Risk: Project durations may need to extend to buffer for project delays from more frequent climate events (e.g. storm or flash flood, especially for non-high-rise projects)
	Higher average surface temperature	<ul style="list-style-type: none"> Physical risk 	<ul style="list-style-type: none"> Site management challenges and lower productivity from warmer and wetter climate conditions 	<ul style="list-style-type: none"> Medium and long 	<ul style="list-style-type: none"> Risk: Increased site management challenges (e.g. pest control, site hygiene) expected to reduce productivity and dampen project progress Risk: Expected moderately lower manual work productivity due to a less comfortable work environment for workers
Scenario III	Availability of raw materials	<ul style="list-style-type: none"> Physical risk 	<ul style="list-style-type: none"> Increase in raw material price (arising from higher energy cost, especially for energy-intensive materials) 	<ul style="list-style-type: none"> Short and medium 	<ul style="list-style-type: none"> Risk: Input costs expected to increase, reducing profit margins
	Energy cost	<ul style="list-style-type: none"> Physical risk 	<ul style="list-style-type: none"> Increase in energy price (due to higher market demand for fossil fuel) 	<ul style="list-style-type: none"> Short and medium 	<ul style="list-style-type: none"> Risk: Direct and indirect operating costs expected to increase, reducing profit margin

Sustainability Report (Cont'd)

CLIMATE-RELATED FINANCIAL DISCLOSURES (CONT'D)

Climate-related Risks and Opportunities (Cont'd)

Scenario	Topic	Risk categories	Transition risk, physical risk, or opportunity	Time horizon	Description and potential impacts
Scenario III	Frequent extreme weather conditions	<ul style="list-style-type: none"> Physical risk 	<ul style="list-style-type: none"> Climate events causing disruptions or delays in projects Frequent extreme weather conditions increase risks relating to site management and safety 	<ul style="list-style-type: none"> Medium and long 	<ul style="list-style-type: none"> Risk: Project durations may be significantly affected by frequent climate events (e.g., storms, flash floods) Risk: Significant increase in site safety risks
	Higher average surface temperature	<ul style="list-style-type: none"> Physical risk 	<ul style="list-style-type: none"> Site management challenges and lower productivity from warmer and wetter climate conditions Site safety and health risks 	<ul style="list-style-type: none"> Medium and long 	<ul style="list-style-type: none"> Risk: Increased site management challenges (e.g. pest control, site hygiene) expected to reduce productivity and dampen project progress Risk: Expected notable decrease in manual work productivity due to a less comfortable work environment for workers Risk: Site safety and health risks expected to rise

Assessment of Climate-related Risks

Based on the outcome of the climate scenario analysis, we conducted further assessment on selected climate-related risks, focusing on the potential impact of carbon price and rising energy cost, given the close relationship between energy use, emissions, and climate change. This assessment aims to estimate the potential direct financial effects of carbon pricing and energy costs on selected areas of our business.

The outcomes of the assessment do not represent the full financial effects of the scenarios considered, nor should they be construed as a guaranteed financial impacts arising from the factors considered.

The assessment considered the changes in energy cost, the introduction of carbon price, and their impact on the Construction segment and the Group's overall financials.

Based on the various scenarios assessed, an introduction of carbon price of RM15 per tCO₂e (carbon price is applicable for Scenario I and II only), which reaches a maximum price of RM35 per tCO₂e in the long term (by FY2030 in Scenario I) is expected to increase expenses by less than RM0.5 million, or less than 4-5% of the Group's FY2025 expense related to the purchase of energy and electricity (i.e. Scope 1 and Scope 2 emissions). Furthermore, after factoring in an increase in energy cost (including fuel and electricity) of between an annual rate of 2-4%, the Group's energy-related expenses, including for the purchase of fuel, electricity, and carbon expenses, may potentially increase by 8-13% in the medium term and 15-22% in the long term.

Sustainability Report (Cont'd)

CLIMATE-RELATED FINANCIAL DISCLOSURES (CONT'D)

Assessment of Climate-related Risks (Cont'd)

Based on the Group's FY2025 performance, energy-related expenses, covering the purchase of fuel and electricity for project and non-project purposes, are less than 0.5% of the revenue of the Group and the Construction Segment, respectively. The Group does not expect increases in direct energy-related expenses to significantly impact the Group's business model, amid risks of a slightly lower profit margin.

While we have yet to quantify the indirect impact of increasing energy cost and the introduction of carbon price to the supply chain, such as raw materials, logistics services, and other services, the Group expects significant changes in energy prices to be reflected in these elements, potentially driving up input cost. The combined effects of these considerations may lead to higher expenses, which, in the long term, are expected to be reflected in the costing of project contract bidding and subsequently higher revenue. Working capital requirements may also increase to cater for higher input costs, overall.

Our assessment focused on energy price changes arising from changes in energy policies, the introduction of carbon prices, and the resulting average market demand and supply responses; other factors affecting energy prices and input costs, such as geopolitical risks and conflict, global logistics bottleneck, other government policies, etc., are not considered.

Nonetheless, input cost volatility has always been a key pricing factor in the construction business, where the costing for project bidding has taken into account potential volatility in input costs across the project period. The Management is constantly aware of market prices of key costing items, and such considerations impact day-to-day business decisions, including project bidding and project management of ongoing projects. The Group will continue to practice close monitoring of market prices and upcoming policies that may affect business, including policies on energy prices and carbon prices, and consider them in the short, medium, and long-term decisions of the business.

Apart from physical risks associated with rising energy costs due to higher market demand in Scenario III, we have yet to quantify the financial impact of physical risks associated with weather conditions and higher average surface temperature due to their indirect nature and impacts, which relate to productivity and project progress. Their associated impacts on the balance sheet have not been identified as material. That said, the Group adopts strong project management practices incorporating established safety and health management systems and environmental management systems. We believe that these management systems and practices enable us to ensure workplace safety as well as efficient operations. Close monitoring of relevant measures such as site safety indicators, weather conditions, site management SOPs, as well as ongoing improvement will continue to be carried out.

Operational efficiency is part of the Group's business strategies, supported by policies surrounding sustainability topics such as waste reduction, energy saving, and efficient cost management. The focus on operational efficiency will continue to be the Group's main approach in addressing the climate-related risks and opportunities above. In addressing future climate-related transition and physical risks in relation to energy and carbon price, the Group views reducing emissions as a key strategy, as GHG emissions are practically unavoidable in our industry in the short and medium term at least. In this regard, the Group sets energy and emission intensity reduction targets, aiming to reduce its relative emissions across time.

The Group does not have specific investment plans or allocation, but will continue to commit to pursuing energy efficiency and emission efficiency in its operations.

Sustainability Report (Cont'd)

CLIMATE-RELATED FINANCIAL DISCLOSURES (CONT'D)

Climate Resilience and Business Strategy

The Group is of the view that its construction business will remain resilient in relation to the factors considered in the assessment above, across the 3 scenarios selected, across short, medium, and long term. In addition, the Group has a strong financial position to support the increase in working capital requirement associated with the climate-related risks assessed, with cash and cash balances of RM377million, low bank borrowings amounting to only RM18 million, and a gearing ratio of 1.5%.

The long-term business resilience of the Group's Construction Segment is supported by the Group's robust client relationships, supply chain relationships, and integration of industries among its related group of companies. The Group has a strategy to pursue high margin project contracts that focus on medium to premium projects, and it competes in the market for quality development and quality construction. The Group believes that this market segment will lead the market in responding to the climate-related risks and opportunities in the climate scenarios assessed. Continued presence in the market segment would give the Group a lead in either adaptation or transition-related initiatives.

In addressing climate-related risks and opportunities, the Group is aware of the intricate balance between transitioning too early and too late, where the right timing is crucial for the Group to remain competitive in the market, to safeguard market positioning, while supporting the gradual, sustainable transition of the industry towards a lower-carbon economy. In this regard, the Group leverages its network of relationships with clients and suppliers, through products and technology supporting sustainable construction, such as IBS systems and 'green' cement and is regularly involved in the construction of green buildings that gradually transform the building landscape of new developments in Malaysia.

Metric and Targets

The Group currently sets targets for electricity intensity and electricity-related emission intensity for the Construction Segment, which we have achieved in FY2025.

Electricity Use for the Construction Segment	FY2025		FY2026
	Target	Actual	Target
Electricity intensity (kWh/ RM1,000 revenue) i.e. electricity consumption/ RM'000 Construction Segment revenue	< 3.00	2.43	< 3.00
GHG emissions intensity (kg CO ₂ e/ RM1,000 revenue) i.e. GHG emissions/ RM'000 Construction Segment revenue	< 2.50	1.80	< 2.50

We have also set a target to keep the Group's emission intensity, covering Scope 1 and Scope 2 emissions for the entire Group, below 5.0 tCO₂e/RM million revenue by FY2030.

Group-level GHG Emissions	FY2025	FY2030
	Actual	Target
Emission intensity (tCO ₂ e/RM1m revenue)	5.05	< 5.00

The Group is in the midst of considering its climate-related strategies, including the development of a comprehensive strategy to address the Group's emissions, including practical and viable targets and action plans, which will be disclosed in future sustainability reports once it is finalised. The strategies, action plans, and targets are expected to be reviewed and disclosed on annual sustainability reports in the future.

Sustainability Report (Cont'd)

CLIMATE-RELATED FINANCIAL DISCLOSURES (CONT'D)

Metric and Targets (Cont'd)

Other metrics required to be disclosed in accordance with the IFRS S2 standards are as follows:

Disclosure items	Reference or explanation
GHG emissions (including Scope 1, 2, and 3)	Disclosed in Energy Management, Emissions Management, and Climate Change Section of the Sustainability Statement
Climate-related transition risks	Disclosed in Assessment of Climate-related Risks Section of Climate-related Financial Disclosures The transition risks assessed include risks associated with increasing energy prices and the introduction of carbon price.
Climate-related physical risks	Disclosed in Assessment of Climate-related Risks Section of Climate-related Financial Disclosures The physical risks assessed are the risk associated with increasing energy prices in relation to Scenario III.
Climate-related opportunities	Not quantified at the moment
Capital deployment	No specific investment planned at the moment
Remuneration	The Group has yet to explicitly link climate-related performance to executive remuneration.

Risk Management

Kerjaya Group uses climate scenario analysis to identify climate-related risks and opportunities. The identified risks and opportunities are then prioritised based on a preliminary assessment, while the prioritised risks and opportunities are then assessed in detail via climate risk assessment. In the conduct of the climate risk assessment, the Group used its existing risk management processes and methodology to assess the likelihood and magnitude of the selected climate risks.

This year marks the first year the Group conducts its climate scenario analysis, and we prioritised the assessment of climate risks, which are related to the topics of energy, emissions, and carbon price, to understand their financial impacts, especially their impact on direct expenses.

The risk management process of the Group takes into consideration the outcome of the scenario analysis and climate risk assessment to enable significant climate-related risks to be prioritised, monitored, and managed via systematic risk management processes alongside other enterprise-level risks.

Internal Carbon Price

The Group has yet to set an internal carbon price. Nonetheless, the Management takes into consideration carbon price risk, where relevant, in its key business decisions such as tender pricing and cost management strategies.

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT

Kerjaya Group integrates resource optimisation and waste management into our project and cost management frameworks, ensuring that sustainability is embedded from the planning stage. Continuous efforts are made to monitor resource consumption, implement waste segregation, and manage waste effectively.

Our operations are supported by skilled teams of engineers and quantity surveyors who assist in material planning and scheduling activities. To further enhance efficiency, we proactively adopt the latest technological developments and innovations and consider undertaking new technologies that promote sustainable business practices. The implementation of IBS technology has allowed us to significantly reduce on-site concrete usage and waste, thereby improving our overall operational efficiency.

Beyond our internal processes, we actively collaborate with suppliers and service providers to explore solutions that enhance our site operations, including more efficient construction methods, resource utilisation, and waste management. By staying at the forefront of technological developments and fostering value-chain partnerships, we continue to refine our resource utilisation and promote long-term sustainable business practices.

Managing Wastes

In strict compliance with waste management laws and regulations, the Group is committed to the responsible management of waste and wastewater, maintaining a target of zero pollution incidents across all sites. To achieve this, we have implemented proper waste segregation practices and management systems aligned with ISO14001 standards and best industry practices. These approaches are operationalised at all project sites through the provision of facilities and bins designed for effective waste segregation.

The Group is aiming to minimise the volume of waste disposal to landfills or incineration wherever possible. In addition, we also provide training to employees and workers to ensure that the waste segregation process is clear and executed effectively on the ground.

Hazardous Waste

The management of hazardous or scheduled waste is strictly governed by the Department of Environment (“DOE”) regulations. To ensure full compliance, the Group engage only licensed contractors for the collection and transport of these wastes. Monitoring systems are in place to track the movement of waste from our sites to approved treatment facilities, ensuring certified processing before final disposal.

Non-Hazardous Waste

Iron and steel represent a significant portion of our non-hazardous waste, which requires high energy consumption in production. After on-site segregation, these wastes are sold to third parties for reuse or recycling, which also generates income for Kerjaya.

Furthermore, we have transitioned from traditional timber formwork in favour of aluminium formwork. This shift significantly enhances our resource efficiency, as aluminium can be reused across multiple project cycles. Currently, timber formwork is only used minimally in areas where aluminium formwork lacks flexibility.

To ensure continuous improvement, the Group periodically evaluates its construction and waste management processes. By leveraging waste data, we identify opportunities for further waste reduction, cost savings, and enhanced material reuse or recycling. Our ongoing objective remains the minimisation of waste that requires final disposal.

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Non-Hazardous Waste (Cont'd)

The following table summarises our non-hazardous waste generated for FY2025, detailing the volume diverted through recycling, reused or disposed of.

Non-hazardous waste ²⁴	FY2023 (t)			FY2024 (t)			FY2025 (t) ²⁵		
	Generated	Diverted from disposal	Directed to disposal	Generated	Diverted from disposal	Directed to disposal	Generated	Diverted from disposal	Directed to disposal
Iron or steel	1,775	1,775	0	1,810	1,810	0	2,051	2,051	0
Total	1,775	1,775	0	1,810	1,810	0	2,051	2,051	0

²⁴ "Diverted from disposal" include recovery, reuse, or recycling activities. "Directed to disposal" includes incineration (regardless of whether it is used for power generation) and disposal to landfill.

²⁵ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

To support our approach above, the Group has set a target to reuse and recycle at least 95% of the iron and steel waste generated, and we successfully achieved a 100% recycling rate for FY2025. This waste was sold to third-party recycling service providers. Beyond the environmental benefits, this initiative also provided financial gains, with the Group earning approximately RM 3.1 million in revenue from the sale of scrap iron and steel during the financial year.

Reuse and recycling rates (i.e. the proportion of the amount diverted from disposal against the amount generated)	Target	FY2023	FY2024	FY2025 ²⁶
	Iron/ steel ²⁷	>95%	100%	100%

²⁶ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

²⁷ Recycling and reuse rate for iron and steel is calculated using the amount sold to third parties.

Noise, Dust, and Seawater

Our STP project, located at the sea of the state of Penang, involves ongoing monitoring of marine water quality, particularly in areas identified as risk zones in the project's EIA report. Through regular water sampling, we ensure strict adherence to regulatory standards, thereby safeguarding marine biodiversity.

In addition to marine conservation, we proactively manage air quality on-site to minimise and prevent significant disturbances to the surrounding community. We maintain stringent air quality controls on-site to mitigate the effects of dust and machinery emissions generated during earthworks and equipment operation, as well as dust generated from the surface and soil due to activities at the site.

Similarly, while noise pollution is an inherent challenge in construction activities, as it is often generated by heavy machinery, tools, and equipment, it may cause disturbances or even affect the physical or mental health of workers and surrounding communities. However, noise generation can be managed and minimised through a 'mitigation-at-source' approach, such as the installation of noise barriers and the restriction of high-impact activities during sensitive night hours. We ensure all noise levels remain below regulatory limits and conduct regular community engagement sessions. This feedback loop allows us to address local concerns promptly and refine our mitigation initiatives in real-time.

In FY2025, there were zero material pollution incidents recorded. Minor dust and noise exceedances were observed on some sites during routine monitoring but were promptly addressed with mitigation measures.

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Environmental Performance

To ensure compliance with environmental standards and regulatory limits, we continuously monitor marine water quality, air quality, and noise levels throughout the year. This proactive oversight ensured that all environmental parameters remained within acceptable thresholds during FY2025.

As a result, the Group continuously maintained these environmental factors within acceptable thresholds. Importantly, there were no significant fines or penalties imposed by authorities for non-compliance with environmental management regulations, including waste management or pollution control.

Water Management

The Group's operations are primarily located in non-water-stressed areas, with municipal supplies serving as our principal water source. While certain projects may involve minor groundwater withdrawals, these activities are conducted in strict accordance with local regulations.

We maintain a proactive approach to monitoring and assessing our water usage, withdrawal, and discharge, with a particular focus on high-usage activities. At headquarters and office locations, water use is largely domestic, whereas our construction sites utilise water for essential operational needs such as mortar mixing, worker consumption, and site cleaning.

To enhance water security and minimise our reliance on freshwater, the Group actively explores alternative sources such as water recycling and reuse. For instance, in the STP project, we have successfully substituted freshwater with seawater for dust control. In other project locations, we have implemented circular water systems where water treated through silt traps is reused for dust control and road work cleaning. We are also exploring rainwater harvesting as an alternative water source for future developments.

Currently, wastewater is primarily managed through municipal drainage and sewerage systems, with occasional surface water discharge at construction sites. These discharge volumes are not yet measured.

Our water performance data for FY2025 is summarised below.

	FY2023 (MI)	FY2024 (MI)	FY2025 (MI) ²⁸
Water withdrawal			
Surface water from rivers, lakes, and natural ponds	N/A	N/A	N/A
Sea water, water extracted from the sea or the ocean	Not measured	Not measured	Not measured
Groundwater from wells, boreholes	Not significant	Not significant	Not significant
Used quarry water collected in the quarry	N/A	N/A	N/A
Municipal water	125.74	313.07	221.91
External wastewater	N/A-	N/A-	N/A-
Total water withdrawal	125.74	313.07	221.91
Water discharged			
Municipal sewerage	Not measured	Not measured	Not measured
Ground surface	Not measured	Not measured	Not measured
Total water discharged	Not measured	Not measured	Not measured

²⁸ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Water Intensity for Construction Projects

We assess the water efficiency of our Construction Segment using a revenue-based intensity metric, i.e. total water withdrawal per RM1,000 of Construction revenue. Our current performance target is to maintain a water intensity of 0.20 m³/ RM1,000 revenue or lower.

For FY2025, we recorded a water intensity of 0.11 m³/ RM1,000 Construction revenue, reflecting a reduction compared to the previous year. This improvement was primarily driven by a decrease in overall water withdrawal.

Water withdrawn for the Construction Segment	FY2023	FY2024		FY2025	
		Target	Actual	Target	Actual
Water withdrawn (m ³)	118,687 ²⁹		311,104 ³⁰		213,019
Water intensity (m ³ / RM1,000 revenue) i.e. water withdrawn/ RM'000 Construction Segment revenue	0.07	<0.20	0.18	<0.20	0.11

²⁹ FY2023 water withdrawn has been restated to reflect only the Construction Segment.

³⁰ FY2024 water withdrawn has been restated to reflect only the Construction Segment.

Labour Practices and Human Rights

Kerjaya Group is committed to upholding the fundamental human rights and strives to prevent violations within our business operations. The Group's commitment in relation to human rights and labour standards is embedded in its COE.

The Code of Ethics is available on Kerjaya's corporate website.

During the year, the Group has also formalised a Human Rights Policy stipulating the Group's commitment to equal opportunities and no discrimination, addressing harassment or abuses, no forced labour, safety and health, and safeguarding the rights of children and no child labour, working hours and minimum wage, and respecting freedom of association and collective bargaining rights of employees in accordance with applicable laws and regulations.

The Group maintains a zero-tolerance stance toward all forms of child and forced labour. We are committed to providing a safe and healthy work environment for all employees while strictly adhering to legal requirements on minimum wage and working hours. Similarly, we expect the same from our key business associates, especially subcontractors. To ensure these expectations are met, we communicate and conduct assessments of our key business associates' compliance history, including their adherence to labour laws and regulations, before engagement.

To safeguard these standards, the Group's internal audit activities include periodic reviews of our labour practices and standards, including safety and health.

In the course of our operations, we frequently collaborate with various business associates, including contractors and service providers. To ensure high standards across our value chain, regular engagements such as project progress meetings are in place to incorporate discussions on safety and health and labour practices. We foster a culture of transparency through open engagement channels, such as performance appraisal sessions, which serve as a platform for employees to raise concerns regarding their work environment and the Group's employment practices. We will collaborate closely with our workforce to proactively address and resolve any concerns raised regarding the workplace and employment practices.

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Labour Practices and Human Rights (Cont'd)

The Group is committed to ensuring fair compensation and preventing excessive working hours. At our construction sites, we maintain records of working hours and other labour practices, including safety performance and employee training. By periodically analysing this data, the Group is enabled to monitor compliance with applicable laws and regulations, assess operational effectiveness, and identify areas for continuous improvement.

In compliance with applicable local laws and regulations, the Group also respects and upholds the rights of employees to freedom of association and collective bargaining, without imposing any restrictions.

The COE is communicated to all employees when they join the Group as part of their induction process. Besides, any subsequent revisions or updates to the COE are promptly communicated to employees to ensure we are in the same direction. Apart from our workforce, we take proactive steps to ensure that our key business associates, including subcontractors, are fully communicated and informed of the expected ethical business practices in business conduct.

The Group is also in line with the Employees' Minimum Standards of Housing, Accommodations and Amenities Act 1990, including all subsequent updates under the Workers' Minimum Standards of Housing and Amenities (Amendment) Act 2019 (Act 446), to ensure proper living conditions for workers provided with accommodation. As an industry pioneer, Kerjaya adopts modular construction for workers' accommodation, which ensures workers live with sufficient space, amenities, and facilities. Our workers' accommodation at our sites is guided according to a set of established SOPs.

The Group's Human Resources has procedures to guide the grievance reporting and resolution process involving employees. We treat all employee reports and concerns with the utmost seriousness, ensuring that individuals are protected at the workplace.

To uphold a culture of accountability, the Group maintains a dedicated whistleblowing channel. This platform is accessible to all internal stakeholders, such as employees and Directors, and external stakeholders, to report any suspected breaches of the COE, including human rights issues. In addition, serious violations or breaches of labour practices or human rights can be reported through the Whistleblowing/ grievance mechanism. This mechanism does not prohibit anonymous reporting.

In FY2025, no substantiated complaints or incidents of human rights violations or instances of labour standards non-compliance within the Group.

	FY2023	FY2024	FY2025 ³¹
Number of substantiated complaints concerning human rights violations	0	0	0

³¹ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

People and Diversity

At Kerjaya Group, we value workforce diversity and embrace the varied demographics across age, gender, cultural background, and beyond. Diversity is embedded at every level of the organisation, from employees to the Board, as we recognise that it fosters broader perspectives, encourages open dialogue, and drives innovation in problem-solving. To sustain this culture, the Group upholds an equal-opportunity stance, reinforced by non-discrimination policies and a zero-tolerance approach to workplace harassment and bullying.

While operating within industries that are traditionally male-dominated, we remain proactive in promoting balanced gender representation. For our local workforce, we have set a target ratio of 60% male to 40% female.

As at 31 December 2025, our locally based gender ratio stands at 56: 44, successfully meeting our internal target. Furthermore, our local workforce continues to reflect a balanced representation of ethnicities, ensuring that our corporate culture remains representative of the communities in which we operate.

Kerjaya Group's local employees (office-based employees and manual workers) by gender and age	As at 31 December 2025 ³²				
	Gender		Age		
	Male	Female	<30	30 - 50	>50
Directors					
Directors	5 (63%)	3 (37%)	0 (0%)	2 (25%)	6 (75%)
Local employees (office-based employees and manual workers)					
Senior Management	4 (80%)	1 (20%)	0 (0%)	2 (40%)	3 (60%)
Management	32 (73%)	12 (27%)	4 (9%)	27 (61%)	13 (30%)
Executives	94 (49%)	99 (51%)	86 (45%)	97 (50%)	10 (5%)
Non-Executives	198 (58%)	144 (42%)	259 (76%)	69 (20%)	14 (4%)
Subtotal	328 (56%)	256 (44%)	349 (60%)	195 (33%)	40 (7%)
Total	584		584		

Kerjaya Group local employees (office-based employees and manual workers) breakdown by ethnicity	As at 31 December 2023	As at 31 December 2024	As at 31 December 2025 ³³
Malay	387	407	406
Chinese	166	152	154
Indian	24	20	23
Others	2	1	1
Total	579	580	584

³² Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

³³ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

The Group is a dedicated equal-opportunity employer, upholding a strict non-discrimination stance across all operations. We prohibit discrimination based on race, religion, gender, sexual orientation, disability, age, nationality, culture, and background. To ensure fairness, this principle is embedded in all the Group's employment practices, including recruitment, performance evaluation, promotions, disciplinary actions, etc, which are determined based on merit.

As at 31 December 2025, Kerjaya Group employed a total of 2,944 employees, comprising both local and foreign employees. Of this total, 584 are local employees, consisting of office-based employees and manual workers.

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

People and Diversity (Cont'd)

The remaining 2,360 are foreign manual workers, all of whom are engaged solely as manual workers at our construction sites.

The number of foreign manual workers in FY2025 has decreased mainly due to operational adjustments and streamlining to enhance efficiency throughout the year.

Of our 584 local employees, approximately 22% are employed on a contract basis. These contract-based employees cover professionals such as engineers and quantity surveyors, who are engaged to support the Group's projects. Their roles are specifically aligned with the Group's business nature, which is primarily focused on construction projects. To ensure a steady pipeline of expertise, we maintain highly competitive remuneration packages for our contract-based employees, enabling us to attract and retain skilled talent in the industry.

Local employees (office-based employees and manual workers)	FY2023	FY2024	FY2025 ³⁴
Full-time permanent employees	439	441 (76%)	455 (78%)
Full-time contract-based employees	140	139 (24%)	124 (21%)
Part-time permanent employees	–	–	2 (0%)
Part-time contract-based employees	–	–	3 (1%)
Total local employees (office-based employees and manual workers)	579	580	584
Foreign workers			
Manual workers	3,148	3,110	2,360
Total number of employees (local and foreign)	3,727	3,690	2,944

³⁴ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

Support for Youngsters and Internships

Beyond our core workforce, the Group is also fostering the next generation of professionals through internships or short-term employment opportunities. These initiatives provide students or new graduates with invaluable industry exposure and practical, hands-on experience within a live corporate environment. By involving students or new graduates in our daily operations, we provide them with an understanding of the property and construction industry during their academic breaks.

Through these initiatives, we aim to nurture future generations of talent and cultivate passion amongst youngsters to contribute to a sustainable future. While these positions are generally not crucial to our operations, they represent the Group's dedication to social responsibility and the development of a sustainable future for the industry.

As at 31 December 2025, we have approximately 121 interns. To maintain the accuracy of our core workforce data, these Interns are accounted for separately and are excluded from the employee headcount statistics disclosed above.

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Talent Attraction, Retention & Development

Human capital management is a cornerstone of the Group's corporate strategy. We recognise that our people form the essential foundation for a talent pipeline, providing the necessary skills to achieve both our short and long-term business objectives. To maintain this foundation, we employ a continuous review process of our human capital strategies. This allows us to identify the talents and skills required by the business, the existing gaps, and development needs. Our approach effectively balances three key pillars: attraction, development, and retention.

By considering various time horizons, we ensure that sufficient succession planning is in place, safeguarding the Group's leadership continuity and operational stability. Moreover, we also actively encourage all employees to pursue continuous development that contributes to their personal growth and professional advancement.

Development of Employees, Talents, and Leadership

The Group conducts annual performance appraisals for all employees, serving as a vital initiative for evaluating yearly performance and achievements and fostering open dialogue. These sessions facilitate discussion between the supervisors and employees, aimed at resolving work-related challenges, strengthening relationships, and identifying specific training needs at both the employees and the functions of the Group.

The Group considers the overall skill sets and talents across various functions when developing training programmes for employees. In response to the evolving business landscape, we have prioritised critical regulatory and strategic areas, including anti-corruption, sustainability, and climate change.

To ensure our workforce remains well-informed, relevant training is consistently provided to our employees. Training is delivered both in-house and externally, covering a broad range of topics including technical skills and soft skills. Regular training sessions on anti-corruption, safety and health, SOPs, and other essential topics are provided to our employees to ensure that all employees possess the knowledge and skills required to perform their roles effectively while remaining aligned with our long-term strategic goals.

During the financial year under review, the training attended by our employees is summarised as follows:

- Empowering Construction Work Design and Management (CDM) Regulations 2024;
- The 3 keys of Execution Foundation Program;
- Microsoft Excel Intermediate;
- Pam Contract 2018;
- Mandatory Accreditation;
- Lifting Supervisor Competency Training;
- Seminar Tax Expansion;
- The HR IR Summit 2025;
- Seminar for Labor Management and Welfare in Construction;
- Webinar on Service Tax Understanding the New service Tax;
- AI for Secretarial and Administrative Professionals;
- QLASSIC Awareness Course;
- Route to Professional Site Supervisor;
- ISO 9001:2015 and ISO 14001:2015 Awareness Training;
- 2nd Digital Construction Summit (DCS 2025); and
- Health and safety-related training (please refer to the Safety Training section for details).

To support the Group's succession planning objectives, our HR Department actively manages the human resources plan, which includes the succession management framework and activities. This plan also integrates key human resources initiatives such as job and salary reviews and the annual manpower budget, to ensure our leadership pipeline remains well-resourced. These efforts are reinforced by a specialised training programme tailored for identified Management personnel, focusing on developing future leaders and nurturing talents within the Group.

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Development of Employees, Talents, and Leadership (Cont'd)

By leveraging various engagement channels, we work closely with our employees to conduct employee training and succession planning activities. This collaborative approach not only drives mutual growth but also develops a culture of open, honest, and transparent communication across all levels of the organisation.

Overall Training Hours

In FY2025, the Group met its training target of 2,000 training hours, with local employees attending a total of 2,475 training hours, reflecting a consistent investment in essential professional upskilling. On average, each local employee attended 4.2 training hours (0.53 training days) during the financial year.

Training for local employees (office-based employees and manual workers)	FY2023		FY2024		FY2025 ³⁵	
	Total training hours	Average training hours	Total training hours	Average training hours	Total training hours	Average training hours
Senior Management	19.0	3.8	46.0	7.7	70.0	14.0
Management	197.0	4.8	298.0	7.8	425.0	9.7
Executives	1,703.0	5.6	1,155.0	5.7	1,550.5	8.0
Non-Executives	1,015.0	4.4	847.0	2.6	429.0	1.3
Total	2,934.0	5.1	2,346.0	4.0	2,474.5	4.2

	Target	FY2023	FY2024	FY2025 ³⁶
Total training hours attended by local employees (office-based employees and manual workers)	2,000	2,934	2,346	2,475

³⁵ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

³⁶ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

Occupational Health & Safety

Occupational health and safety (“OHS”) remains a cornerstone of Kerjaya’s corporate responsibility, reflecting our commitment to the well-being of our employees and workers. We are dedicated to maintaining a conducive, safe, healthy and supportive work environment for employees and workers, especially at our construction sites.

Apart from that, we have a safety and health policy that highlights our commitment to:

- ensuring compliance with laws and regulations in relation to occupational safety and health;
- setting targets and measures to drive occupational safety and health performance across the Group; and
- promoting a culture where all employees share the commitment to prevent harm to the safety and health of our employees, contractors, and the general public.

We expect all Kerjaya-managed construction sites, including those operated by our contractors and subcontractors, to strictly adhere to our OHS commitment and stance. This initiative ensures that our necessary safety actions are upheld at every stage of project execution.

In the following sections, “Kerjaya” and “we” refers to the Construction Segment

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Management System for Occupational Health and Safety

We also ensure that our projects are compliant with applicable land codes, including those of Federal, State, and council levels, regarding site safety, health, and management, as well as:

- the relevant laws, in particular the Construction Industry Development Board (“CIDB”) Act and the Prevention and Control of Infectious Diseases Act 1988;
- regulations issued by local authorities; and
- other SOPs issued by the CIDB, the Malaysian National Security Council, the Ministry of Health, and other relevant ministries or government agencies.

Our approach to OHS is implemented in a structured and systematic initiative. Beyond ensuring compliance with relevant local laws and regulations, such as OSHA, we proactively align our operations with internationally recognised best practices. We maintain occupational safety and health management systems in accordance with the internationally recognised ISO 45001, which governs the policies, risk management, procedures and controls, auditing, and process improvement, amongst others, in relation to occupational safety and health. Besides, all our construction sites are managed by subsidiaries that are ISO 45001 OHSMS certified. Through ISO-certified safety management, we maintain a proactive safety culture that prioritises the well-being of all personnel across every level of our operations.

Governance and Management Structure for OHS

As a key component of our governance structure, we have established Environmental and Occupational Health and Safety (“EOHS”) Committees to oversee and review OHS management across all our operations, including conducting risk assessments, reviewing work-related incidents or accidents to identify root causes. By implementing appropriate action plans and monitoring progress and safety performance targets, such as the industrial accident injury rate, the EOHS Committees ensure that safety remains a measurable and managed priority throughout the Group.

To maintain real-time responsiveness and a culture of continuous improvement, the EOHS Committees conduct bi-weekly reviews of safety performance at all project sites. This frequent monitoring allows for the immediate identification of OHS-related process improvement opportunities and ensures that safety measures are being strictly upheld on the ground. A summary of safety performance is presented to the Board annually.

The EOHS Committee comprises qualified Safety Officers who are registered with the Department of Occupational Safety and Health (“DOSH”) and have received specialised training on relevant OHS knowledge and skills to oversee OHS controls and performance. Operational-level employees are also members of the EOHS Committees who provide practical views on any OHS challenges faced by employees and understand the feasibility of OHS risk mitigation measures.

To ensure that OHS concerns or feedback shared by employees are promptly addressed, effective communication has been facilitated by the executive-level employees on the EOHS Committee. Apart from that, we actively promote worker consultation and participation across all stages of the QESH management system, from development, planning, implementation, to performance evaluation. These efforts are aligned with the Group’s QESH Policy, fostering a culture of continuous improvement.

The EOHS Committee is also tasked with ensuring that timely support is provided to the employees affected by workplace incidents.

The Group’s internal audit also covers workplace safety, particularly project safety, and is carried out periodically.

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Risk-Based Approach for OHS

Adopting a proactive risk-based approach towards OHS, the EOHS Committee ensures that regular OHS risk assessments are carried out to identify, assess, manage, and monitor the OHS risks at our construction sites. These assessments are conducted across all existing construction sites and will be undertaken for every new project to ensure comprehensive safety management and rigorous hazard identification and monitoring.

OHS-related controls are directly integrated into our SOPs, which undergo continuous review and are improved to reflect evolving safety standards. To reinforce this approach, appropriate personal protective equipment is provided to all our employees and workers. Apart from that, safety audits and internal audits are carried out periodically to ensure compliance with safety procedures.

In addition, an Emergency Response Team is in place at every construction site to ensure a swift and structured response to any unforeseen incidents.

Safety Training

Kerjaya prioritises personnel competency as a vital part of our safety culture, ensuring that every individual, regardless of their role, is equipped before stepping onto a project site. New employees and workers are provided with comprehensive Safety Induction Training to ensure that they have knowledge pertaining to OHS risks, safety controls on the site, and emergency response procedures. Furthermore, all visitors and contractors are required to undergo a mandatory safety briefing before entering our site, ensuring they are familiar with necessary safety awareness and have a basic understanding of safety controls to protect themselves and others.

Relevant OHS training is provided regularly to employees and workers, particularly in response to updates in safety protocols, significant changes to the site conditions, or shifts in project phases. Awareness and training remain the main aspects of our OHS management approach across our operations. We are committed to continuously providing OHS training to employees and workers and enhancing relevant OHS controls to maintain a safe working environment.

Our OHS training, conducted both virtually and physically, cover various safety and health standards, including but not limited to the following:

- Basic, Intermediate, and Advance Scaffolder Inspector;
- Basic Occupational First Aid, CPR & AED and Activities & Tools for Occupational Safety & Health;
- New Requirements of OSHA 1994 & Its Impacts to Industries;
- Plant & Machinery Inspection Course;
- National Industrial Hygiene Virtual Conference;
- PPE Inspection Training Course;
- Working Safely at Height;
- Seminar Building Beyond Safety;
- 17th NRG-SHE OSH conference 2025;
- OSH Revolution in Construction;
- 2025 Communiting Safety: Road Safety Heroes;
- Safety Site Supervisor;
- Procedures & Safe Work Procedures in ISO 45001:2018;
- Occupational Safety & Health Coordinator;
- NIOSH-Tenaga Safety Passport; and
- Fire Drill and First Aid Training at Construction.

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Safety Training (Cont'd)

During FY2025, all our foreign manual workers at construction sites underwent general OHS training, and 104 local employees at construction sites received training on OHS standards. To ensure relevant and effective safety education, OHS training also considers the specific risks associated with employees' job roles and the nature of their work.

	FY2023	FY2024	FY2025
Number of local employees trained on health and safety standards	44 employees	45 employees	104 employees
Number of foreign manual workers briefed or trained on health and safety (general training, which includes safety)	All foreign manual workers at our project sites	All foreign manual workers at our project sites	All foreign manual workers at our project sites (i.e. 2,360 foreign manual workers)

To bolster our operational resilience, we maintained a rigorous schedule of Safety Induction Training, Weekly Toolbox meetings and Safety training, CIDB Accreditation, QLASSIC Assessment, First Aid Course training, and Fire Drill training for our construction workers. We prioritise these efforts and training programmes because we recognise that in the high-risk environment of construction work, safety is a non-negotiable value. These measures enable us to comply with legal requirements and enhance the overall safety culture within the Group.

By continuously updating and enhancing our OHS training and safety programs, we aim to mitigate risks, reduce accidents, and foster a culture of safety at all levels of Kerjaya.

Safety Performance

We actively monitor the safety performance of our employees, including Kerjaya's manual workers who drive our project sites. The Group's safety target is to maintain zero major accidents within our in-Scope operations, i.e., no accidents resulting in serious injuries or fatalities.

However, in FY2025, one non-fatal serious injury was recorded within our construction operations, involving incidents related to manual cutting work. Upon occurrence, the affected workers were given immediate medical attention. Thorough investigation was conducted and corrective actions, including conducting retraining and refresher programmes on proper work procedures and emergency response procedures, machinery handling, and safe lifting operations, are undertaken. Additionally, the Group also enhanced its Permit to Work ("PTW") system, enforced pre-work PPE checks and workplace inspections, and implemented training to reinforce safe work practices. We ensure a continuously improved workplace safety and prevent the recurrence of similar incidents across our operations.

Safety performance (local and foreign employees)	FY2023	FY2024		FY2025 ³⁷	
		Target	Actual	Target	Actual
Non-fatal serious injuries	0	0	1	0	1
Fatalities	0	0	0	0	0
Lost-time incident rate ^{38 39}	0.0	0	0.2	0	0.64

³⁷ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

³⁸ Calculated based on the assumption that every employee worked 8 hours for 200 days during the year.

³⁹ Lost-time incident rate = lost-time incidents/ total number of hours worked during the year x 200,000

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Safety Performance (Cont'd)

The Group also monitors the safety performance of its contractors to ensure compliance with health and safety standards across all operations. This monitoring includes tracking their safety performance metrics such as fatalities rate. The relevant data is presented as follows.

Safety performance (contractors)	FY2023	FY2024	FY2025
Fatalities	1	0	0

Employee Wellbeing and Satisfaction

At Kerjaya, we are dedicated to fostering a supportive and conducive work environment built on the foundation of a mutually beneficial relationship between the Group and our workforce. Recognising that employee wellbeing and satisfaction are primarily key to both individual success and overall organisational growth, we have implemented diverse engagement channels to facilitate open, ongoing, active communication with our employees. By promoting a culture of transparency, we encourage our employees at all levels to share their perspectives and recommendations. This communication method not only strengthens employee relations but also serves as a vital method for the continuous improvement of our operations.

Employee Retention

Apart from adhering to all statutory requirements and regulations regarding wages and benefits, including the minimum wage order, Employee Provident Fund, and Social Security Organisation, Kerjaya Group also provides additional welfare benefits. We provide a diverse range of benefits to our employees, such as travel allowances, subsidies for hospitalisation and surgical insurance coverage and group personal insurance, and uniform.

The Group actively supports and motivates our workforce through benefits and welfare that are designed to enhance their continued well-being and personal growth.

We monitor the new hire and turnover rates, which reflect and guide our human capital management performance and strategies.

Local employees (office-based employees and manual workers)	FY2023		FY2024		FY2025 ⁴⁰	
	No.	Rate	No.	Rate	No.	Rate
New hire						
Senior Management	0	0%	0	0%	0	0%
Management	15	37%	6	16%	8	18%
Executives	135	45%	56	27%	34	18%
Non-Executives	119	52%	209	63%	125	37%
Total	269	46%	271	47%	167	29%
Turnover						
Senior Management	0	0%	0	0%	0	0%
Management	13	32%	13	34%	9	21%
Executives	109	36%	102	50%	73	38%
Non-Executives	94	41%	117	35%	107	31%
Total	216	37%	232	40%	189	32%

⁴⁰ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Community Engagement and Contributions

We recognise the importance of creating value for our stakeholders, including shareholders and employees, and vulnerable communities that may require assistance and support.

Our community engagement and contribution activities focus on assisting and empowering vulnerable communities, especially children, the elderly, and people with disabilities. Among these, we place a particular emphasis on championing children's rights and supporting child-related activities, recognising that investing in children today lays the foundation for a stronger and more equitable society tomorrow. We believe that everyone should have the opportunity to participate in society and not be marginalised, and we also believe that greater inclusion empowers individuals to realise their potential, contribute meaningfully to society, and enhance the community as a whole. This belief is especially close to our hearts when it comes to children, as we actively support initiatives such as educational programmes, recreational activities, and welfare efforts that directly benefit the younger generation. To achieve this, we actively encourage our employees to participate in volunteering and provide support to these communities we serve through a spirit of active inclusion.

To align with our efforts, we have established an annual target of contributing at least RM100,000 towards community-focused activities that uplift and empower those in need. This year, Kerjaya Group has contributed about RM 575,434 to the community.

	Target	FY2023	FY2024	FY2025 ⁴¹
Amount invested in the community where the target beneficiaries are external to KPG Group (RM)	100,000	152,672	260,640	575,434

⁴¹ Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.



In FY2025, the Group has contributed to various community initiatives (summarised below) in order to enhance their quality of life and strengthening community bonds. With a particular focus on nurturing the younger generation, the Group extended its support to children in need through donations aimed at improving their welfare, education, and overall well-being. The Group also contributed to elderly care homes, recognising the importance of caring for the senior members of our community. We remain dedicated to this ongoing approach, constantly seeking new opportunities to expand our reach and deepen our impact.

Sustainability Report (Cont'd)

RESOURCE, WASTE, AND POLLUTION MANAGEMENT (CONT'D)

Community Engagement and Contributions (Cont'd)

Community initiatives	Description	Amount (RM) ⁴²
Sponsorship to schools	Sponsorship to install air conditioning, subscribe weekly paper, building and development fund, canteen day & educare carnival 2025	123,019
Donation to the temple	Donation to Koon Loon Kong	9,000
Contribution to Suara	Contribution to Suara Kejasa	3,000
Contribution to children home and elderly homes	Contribution to the charity children home & victory elderly home	1,138
Sponsorship to charity or annual dinner	Sponsorship to 2025 annual dinner and contribution for the charity dinner in conjunction with the ghost festival	25,000
Sponsorship for sport-related	Sponsorship to medal & banner of football friendly match, football field for friendly match, jersey & squadra short & stoking of football friendly match, basketball jersey & medal, and spastic fun run 2025	9,214
Sponsorship for safety-related	Sponsorship for the safety campaign achievement celebration	4,750
Contribution to housekeeping maintenance	Contribution to housekeeping maintenance (780 Damai)	9,000
Sponsorship of other activities	Sponsorship of Esum Engineering Faculty, JMB Megah Rise CNY event, platinum package for Bufori Evie competition of team 'evie racing', and bronze for program CIDB half marathon Putrajaya 2025	32,000
Contribution	Contribution to Lembu For Hariraya Korban Tahun 2025, Csr Penanaman Pokok Di Frim 2025, Pesta Tanglung 2025 Peringkat Kadun Bukit Tambun, Sempena Program Karnival Kokurikulum Kokothon Tahun 2025, Hospital Seberang Jaya Usage, and Ecoworld Foundation For 2022-2024	359,313
Total		575,434

⁴²Sustainability data for FY2025 has been expanded to include the Property Development and Manufacturing segments.

This year, the Group organised a tree-planting initiative in collaboration with the Forest Research Institute Malaysia ("FRIM") to support sustainability goals and employee engagement. Employees were encouraged to participate in this programme, which fostered teamwork and physical well-being while promoting environmental awareness and corporate responsibility. The initiative also served to mobilise our employees in contributing meaningfully to the restoration and protection of local ecosystems.



Sustainability Report
(Cont'd)

BURSA MALAYSIA PRESCRIBED TABLE - IFRS S2

Date & Time: 2026-04-16 14:26:08
FYE 31/12/2025

KERJAYA PROSPEK GROUP BERHAD

IFRS S2

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	7626	-	No assurance	
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	3727	-	No assurance	
GHG emissions	Scope 3 Cat.6: Business travel	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	102	-	No assurance	
GHG emissions	Group-level GHG Emission Intensity	Metric tonnes of carbon dioxide equivalents per Rm1 million of revenue (tCO ₂ e/Rm1m revenue)	5.05	<5.00 by 2030	No assurance	Group's emission intensity, covering Scope 1 and Scope 2 emissions for the entire Group
GHG emissions	The amount and percentage of assets or business activities vulnerable to climate-related transition risks	Percentage of the Group's revenue	<0.5%	-	No assurance	Limited to the assessment disclosed in the Climate-related Financial Disclosures

Sustainability Report (Cont'd)

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (“SASB”) INDEX

Engineering & Construction Services

The metrics reported in the following table are in accordance with the SASB Engineering & Construction Service Industry framework and have been identified as relevant to Kerjaya Group. As this is our first year of reporting, certain metrics have been identified as not applicable or are currently being developed for future disclosure.

Topic	SASB Metric	Code	Unit of Measure	Reference	Response
Environmental Impacts of Project Development	Number of incidents of non-compliance with environmental permits, standards and regulations	IF-EN-160a.1	Number	Page 67, Governance, Ethics, and Integrity – Compliance	Zero incidents of non-compliance with environmental permits, standards and regulations.
	Discussion of processes to assess and manage environmental risks associated with project design, siting and construction	IF-EN-160a.2	n/a	Page 77, Environmental Management-Industry Collaborations Page 90, Resource, Waste, and Pollution Management, Page 92, Water Management	Environmental risks are managed through environmental impact assessment (“EIA”), site inspections, and mitigation measures, including dust suppression, noise control, and proper waste management practices.
Structural Integrity & Safety	Amount of defect- and safety-related rework costs	IF-EN-250a.1	Presentation currency	Not disclosed for business reasons	n/a Data is currently not tracked at Group level.
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	IF-EN-250a.2	Presentation currency	Nil	No monetary losses as a result of legal proceedings associated with defect- and safety-related incidents

Sustainability Report (Cont'd)

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (“SASB”) INDEX (CONT'D)

Engineering & Construction Services (Cont'd)

Topic	SASB Metric	Code	Unit of Measure	Reference	Response
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-EN-320a.1	Rate	Page 101-102, Occupational Health & Safety – Safety Performance	(1) TRIR: 1 (2)(a) Fatality rate for direct employees: 0 (2)(b) Fatality rate for contract employees: 0
Lifecycle Impacts of Buildings & Infrastructure	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	IF-EN-410a.1	Number	(1) Page 76, Development and Construction of Green Building (2) Page 76, Development and Construction of Green Building	(1) 1 out of 2 development projects under the Property Development Segment 12 construction projects under the Construction Segment (2) 11 active projects under Construction Segment seeking certification
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	n/a	Page 77-79, Energy Management, Emissions Management, and Climate Change – Energy and GHG Emissions Intensity Page 92-93, Water Management – Water Intensity for Construction Projects	Energy and water efficiency is considered in general in Construction operations.

Sustainability Report (Cont'd)

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (“SASB”) INDEX (CONT'D)

Engineering & Construction Services (Cont'd)

Topic	SASB Metric	Code	Unit of Measure	Reference	Response
Climate Impacts of Business Mix	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	IF-EN-410b.1	Presentation currency	n/a	n/a The Group does not undertake hydrocarbon or renewable energy-specific projects
	Amount of backlog cancellations associated with hydrocarbon-related projects	IF-EN-410b.2	Presentation currency	n/a	n/a
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	Presentation currency	n/a	n/a Currently, there are no projects identified as associated with climate change mitigation.
Business Ethics	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	F-EN-510a.1	Number, Presentation currency	n/a	n/a As the Group's operations are primarily based in Malaysia and are not exposed to countries with high corruption risk as defined by Transparency International.
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	IF-EN-510a.2	Presentation currency	Page 70, Governance, Ethics, and Integrity – Whistleblowing Mechanism	(1) no monetary losses as a result of legal proceedings associated with charges of bribery or corruption (2) no monetary losses as a result of legal proceedings associated with charges of anti-competitive practices

Sustainability Report (Cont'd)

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (“SASB”) INDEX (CONT'D)

Engineering & Construction Services (Cont'd)

Topic	SASB Metric	Code	Unit of Measure	Reference	Response
Business Ethics	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behaviour in the project bidding processes	IF-EN-510a.3	n/a	Pg 67-70, Governance, Ethics, and Integrity	Refer to the reference for detailed

Activity Metrics

Activity Metric	Code	Unit of Measure	Response
Number of active projects	IF-EN-000.A ⁴³	Number	24
Number of commissioned projects	IF-EN-000.B ⁴⁴	Number	7
Total backlog	IF-EN-000.C ⁴⁵	Presentation currency	Not disclosed for business reason

⁴³ Note to **IF-EN-000.A** – Active projects are defined as buildings and infrastructure projects under development to which the entity was providing services as of the close of the reporting period, which may include both the design and construction stages. Active projects exclude projects commissioned during the reporting period.

⁴⁴ Note to **IF-EN-000.B** – Commissioned projects are defined as projects completed and deemed ready for service during the reporting period. The scope of commissioned projects shall include only projects to which the entity provided construction services.

⁴⁵ Note to **IF-EN-000.C** – Backlog is defined as the value of projects not completed as of the close of the reporting period (revenue contractually expected in the future but that has not been recognised), or is defined by the entity, consistent with its existing disclosure of backlog. Backlog also may be referenced as revenue backlog or unsatisfied performance obligations. The scope of the disclosure is limited to buildings and infrastructure projects in which the entity provides engineering, construction, architecture, design, installation, planning, consulting, repair or maintenance services, or other similar services.

Additional Compliance Information

1. AUDIT AND NON-AUDIT FEES

The amount of audit fees incurred for statutory audit services rendered to the Group by the external auditors for the financial year ended 31 December 2025 amounted to RM392,300 of which RM88,000 was incurred by Kerjaya Prospek Group Berhad, including the review of SORMIC Statement.

The amount of the non-audit fees incurred for services rendered to the Group's auditors for the financial year ended 31 December 2025 were RM15,000. The services were for due diligence.

2. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

The recurrent related party transactions of a revenue or trading nature of the Group conducted pursuant to the shareholders' mandate during the financial year ended 31 December 2025 are as follow:

Transacting Parties	Interested Related Parties	Nature of Transactions	Aggregate value (RM'000)
Kerjaya Prospek Group Berhad and its subsidiaries Desanda Development Sdn Bhd Dekad Intelek Sdn Bhd Coco Mart (M) Sdn Bhd	Dato' Seri Tee Eng Ho Dato' Tee Eng Seng Datin Seri Toh Siew Chuon Egovision Sdn Bhd Amazing Parade Sdn Bhd Desanda Development Sdn Bhd Dekad Intelek Sdn Bhd Coco Mart (M) Sdn Bhd	Supply of light fittings, kitchen cabinetry, provision of interior design works and masonry works, provision of general building and construction works and other related services, which including but not limited to secondment of staffs, renting of machineries, rental of premises, supply of groceries and general supplies by Desanda Development Sdn Bhd, Dekad Intelek Sdn Bhd and Coco Mart (M) Sdn Bhd to Kerjaya Prospek Group Berhad and its subsidiaries and vice versa	154
Kerjaya Prospek Group Berhad and its subsidiaries Eastern & Oriental Berhad and its subsidiaries	Dato' Seri Tee Eng Ho Dato' Tee Eng Seng Datin Seri Toh Siew Chuon Egovision Sdn Bhd Amazing Parade Sdn Bhd Eastern & Oriental Berhad and its subsidiaries Jawawana Sdn Bhd	Supply of lighting fittings, kitchen cabinetry, provision of interior design works and masonry works, provision of general building and construction works, utilities charges, maintenance charges and other related services, which including but not limited to secondment of staffs, provision of hospitality expenses, renting of machineries, and renting of premises by Kerjaya Prospek Group Berhad and its subsidiaries to Eastern & Oriental Berhad and its subsidiaries and vice versa.	893,527
Kerjaya Prospek Group Berhad and its subsidiaries Kerjaya Prospek Property Berhad and its subsidiaries	Dato' Seri Tee Eng Ho Dato' Tee Eng Seng Datin Seri Toh Siew Chuon Egovision Sdn Bhd Amazing Parade Sdn Bhd Kerjaya Prospek Property Berhad and its subsidiaries Jawawana Sdn Bhd	Supply of lighting fittings, kitchen cabinetry, provision of interior design works and masonry works, provision of general building and construction works, utilities charges, maintenance charges and other related services, which including but not limited to secondment of staffs, provision of hospitality expenses, renting of machineries, renting of premises and provision of hospitality expenses by Kerjaya Prospek Group Berhad and its subsidiaries to Kerjaya Prospek Property Berhad and its subsidiaries and vice versa.	466,487

Additional Compliance Information (Cont'd)

2. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE (CONT'D)

The recurrent related party transactions of a revenue or trading nature of the Group conducted pursuant to the shareholders' mandate during the financial year ended 31 December 2025 are as follow: (Cont'd)

Transacting Parties	Interested Related Parties	Nature of Transactions	Aggregate value (RM'000)
Kerjaya Prospek Group Berhad and its subsidiaries YHH Sales and Marketing Sdn Bhd	Dato' Seri Tee Eng Ho Dato' Tee Eng Seng Datin Seri Toh Siew Chuon Egovision Sdn Bhd Amazing Parade Sdn Bhd YHH Sales and Marketing Sdn Bhd	Supply of hardware and all sorts of construction and building materials to Kerjaya Prospek Group Berhad and its subsidiaries.	5
Kerjaya Prospek Group Berhad and its subsidiaries Bina BMK Sdn Bhd	IR. Abdul Aziz Bin Dato'M. Khalid Bina BMK Sdn Bhd	Supply of lighting fittings, kitchen cabinetry, provision of interior design works and masonry works, provision of general building and construction works, utilities charges, maintenance charges and other related services, which including but not limited to secondment of staffs, renting of machineries, renting of premises and provision of hospitality expenses by Kerjaya Prospek Group Berhad and its subsidiaries to Bina BMK and its subsidiaries and vice versa.	-
Kerjaya Prospek Group Berhad and its subsidiaries Aspen (Group) Holdings Limited and its subsidiaries	Dato' Seri Tee Eng Ho Dato' Tee Eng Seng Datin Seri Toh Siew Chuon Egovision Sdn Bhd Amazing Parade Sdn Bhd Dato' Murly A/L Manokharan Aspen (Group) Holdings Limited and its subsidiaries Aspen Vision Group Sdn Bhd	Supply of lighting fittings, kitchen cabinetry, provision of interior design works and masonry works, provision of general building and construction works, utilities charges, maintenance charges and other related services, which including but not limited to secondment of staffs, renting of machineries, and renting of premises and provision of hospitality expenses by Kerjaya Prospek Group Berhad and its subsidiaries to Aspen (Group) Holdings Limited and its subsidiaries and vice versa.	-

3. MATERIAL CONTRACTS

There is no material contract entered into by the Company or its subsidiaries involving directors' and major shareholders' interest which was entered into since the end of previous financial year and/or still subsisting at the end of the financial year.

Additional Compliance Information (Cont'd)

4. 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	
	2025 RM'000	2024 RM'000
Total Income		
Revenue	2,266,632	1,835,469
Other Income	29,138	32,842
Total	2,295,770	1,868,310
Total Assets	2,359,448	2,224,812

(b) Business Activities

	Group	
	2025 RM'000	2024 RM'000
Shariah Non-Compliance Activities		
Interest Income	9,760	5,629
Rental Income from Shariah Non-Compliance	1,767	1,578
Total	11,527	7,207

(c) Component of Financial Position

(i) Cash Components

	Group	
	2025 RM'000	2024 RM'000
Islamic Account/Instruments		
Cash at bank (exclude cash in Hand)	13,032	63,923
Cash held under Housing Development Accounts	45,653	7,153
Short Term Fund Investment	13,608	65,060
Deposits with Licensed Banks	5,565	5,450
Total	77,858	141,586

Additional Compliance Information (Cont'd)

4. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

(c) Component of Financial Position (Cont'd)

(i) Cash Components (Cont'd)

	Group	
	2025 RM'000	2024 RM'000
Conventional Account/Instruments		
Cash In Hand	32	59
Cash at bank (exclude cash in Hand)	53,512	49,664
Cash held under Housing Development Accounts	12,236	13,647
Short Term Fund Investment	202,430	66,190
Deposits with Licensed Banks	35,334	23,537
Total	303,543	153,097


(ii) Debt Components

	Group	
	2025 RM'000	2024 RM'000
Islamic Financing		
Current	N/A	N/A
Non-Current	N/A	N/A
Total	-	-

	Group	
	2025 RM'000	2024 RM'000
Conventional Borrowing		
Current		
Term Loan	10,000	10,000
Overdraft	8,317	11,954
Non-Current	N/A	N/A
Total	18,317	21,954

FINANCIAL STATEMENTS

115	Directors' Report
121	Statements of Financial Position
123	Statements of Profit or Loss and Other Comprehensive Income
124	Statements of Changes in Equity
126	Statements of Cash Flows
129	Notes to the Financial Statements
191	Statement by Directors
191	Statutory Declaration
192	Independent Auditors' Report



Directors' Report

for the financial year ended 31 December 2025

The Directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The Company is principally an investment holding company. The principal activities of the subsidiaries are disclosed in Note 7 to the financial statements. There have been no significant changes in the activities during the financial year.

FINANCIAL RESULTS

	Group RM	Company RM
Profit before taxation	308,909,369	201,720,634
Taxation	(81,279,401)	(706,170)
Profit for the year	<u>227,629,968</u>	<u>201,014,464</u>
Profit attributable to:		
Owners of the Company	227,035,104	201,014,464
Non-controlling interests	594,864	–
	<u>227,629,968</u>	<u>201,014,464</u>

DIVIDENDS

The Company declared and paid the following dividends since the end of the previous financial year:

	Company RM
Fourth interim single tier dividend of 3.0 sen per share on 1,260,550,200 ordinary shares, declared on 28 February 2025 and paid on 28 March 2025 in respect of the financial year ended 31 December 2024.	37,816,506
First interim single tier dividend of 3.0 sen per share on 1,258,608,000 ordinary shares, declared on 28 May 2025 and paid on 30 June 2025 in respect of the financial year ended 31 December 2025.	37,758,240
Second interim single tier dividend of 3.0 sen per share on 1,257,339,200 ordinary shares, declared on 25 August 2025 and paid on 26 September 2025 in respect of the financial year ended 31 December 2025.	37,720,176
Third interim single tier dividend of 3.0 sen per share on 1,257,339,200 ordinary shares, declared on 26 November 2025 and paid on 26 December 2025 in respect of the financial year ended 31 December 2025.	37,720,176
	<u>151,015,098</u>

The Directors recommended and approved the fourth interim single tier dividend of 3.5 sen per share on 1,257,339,200 ordinary shares, declared on 26 February 2026 and paid on 26 March 2026 in respect of the financial year ended 31 December 2025 amounting to RM44,006,872.

Directors' Report (Cont'd)

RESERVES AND PROVISIONS

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

ISSUE OF SHARES AND DEBENTURES

There were no issuance of shares or debentures by the Company during the financial year.

TREASURY SHARES

Details of the treasury shares are disclosed in Note 17 to the financial statements.

OPTIONS GRANTED OVER UNISSUED SHARES

During the financial year, no options were granted by the Company to any person to take up any unissued shares in the Company.

DIRECTORS

The Directors in office during the financial year and up to the date of this report are:

Dato' Seri Tee Eng Ho*
 Dato' Tee Eng Seng*
 Datin Seri Toh Siew Chuon*
 Tee Eng Tiong*
 Chan Kam Chiew
 Maylee Gan Suat Lee
 Prof Datuk Dr Nik Mohd Zain Bin Nik Yusof
 Chong Swee Ying

The directors who served in the subsidiaries during the financial year and up to the date of this report are:

Tee Eng Han	
Dato' Seri Nazir Ariff Bin Mushir Ariff	
Dato' Murly A/L Manokharan	(Appointed on 16 April 2025)
Ir Anilarasu A/L Amaranazan	(Appointed on 16 April 2025)
Mak Tuck Onn	(Appointed on 16 April 2025)
Ramlee Bin Ismail	(Appointed on 2 March 2026)
Siti Nur Asma Binti Mat Keri	(Appointed on 2 March 2026)
Muhammad Naim Bin Abd Aziz	(Appointed on 6 April 2026)
Ir. Abdul Aziz Bin Dato' M. Khalid	(Resigned on 19 March 2026)

* Director who also holds office in certain subsidiaries.

Directors' Report (Cont'd)

DIRECTORS' INTERESTS

According to the Register of Directors' Shareholdings, particulars of interests in the shares of the Company and its related corporations during the financial year of those Directors who held office at the end of the financial year were as follows:

	Number of ordinary shares in the Company			At 31.12.2025
	At 1.1.2025	Additions	Disposals	
Direct interest in the Company:				
Datin Seri Toh Siew Chuon	5,988,607	–	–	5,988,607
Chong Swee Ying	10,000	–	–	10,000
Indirect interest in the Company:				
Dato' Seri Tee Eng Ho*	852,999,321	–	–	852,999,321
Dato' Tee Eng Seng*	852,999,321	–	–	852,999,321
Datin Seri Toh Siew Chuon*	852,999,321	–	–	852,999,321
Tee Eng Tiong^	16,161,000	–	–	16,161,000

* Deemed interested by virtue of their interest in Egovision Sdn. Bhd. and Amazing Parade Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

^ Deemed interested by virtue of his interest in One Permatang Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

Datin Seri Toh Siew Chuon is the spouse of Dato' Seri Tee Eng Ho. In accordance with the Companies Act 2016, the interest and deemed interest of Dato' Seri Tee Eng Ho in the shares of the Company and of its related corporations shall also be treated as the interest of Datin Seri Toh Siew Chuon and vice versa.

Dato' Seri Tee Eng Ho, Datin Seri Toh Siew Chuon, Dato' Tee Eng Seng and Tee Eng Tiong by virtue of their interest in ordinary shares in the Company are also deemed interested in shares of all the Company's subsidiaries to the extent the Company has an interest.

Other than the above, the other Directors in office at the end of the financial year did not have any interest in ordinary shares in the Company or its related corporations during the financial year.

DIRECTORS' BENEFITS

In respect of the Directors or past Directors of the Company, no fees and other benefits distinguished separately, have been paid or receivable by them from the Company or its related corporations as remuneration for their services to the Company or any other related corporation, other than Directors' remuneration, as disclosed below.

The details of the remuneration paid to or receivable by the Directors of the Group and of the Company in respect of the financial year ended 31 December 2025 are as follows:

	Group RM	Company RM
Fees	268,140	268,140
Salaries and other emoluments	7,320,650	44,000
Contributions to defined contribution plan	858,808	–
Social security contributions	6,465	–
	8,454,063	312,140

Directors' Report (Cont'd)

DIRECTORS' BENEFITS (CONT'D)

Since the end of the previous financial year, no Director has received or become entitled to receive any benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by the Directors shown above) 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 as disclosed in Note 34 of the financial statements.

Neither during nor at the end of the financial year was the Company or any related corporation a party to any arrangements whose object was to enable the Directors to acquire benefits by means of the acquisition of shares or debentures of the Company or any other body corporate.

INDEMNITY AND INSURANCE COSTS FOR DIRECTORS, OFFICERS AND AUDITORS

(a) Directors and Officers

During the financial year, the total amount of indemnity sum insured and annual premium paid for Directors of the Company were RM20,000,000 and RM12,000 respectively.

(b) Auditors

Any indemnity given to or insurance effected for the auditors of the Company is to be made to the extent as permitted under Section 289 of the Companies Act 2016. To the extent permitted by law, the Company has agreed to indemnify its auditors, Nexia SSY PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit for an unspecified amount. No payment has been made to indemnify Nexia SSY PLT during the financial year and up to the date of this report. There were no insurance effected for its auditors.

SUBSIDIARIES

The details of the Company's subsidiaries are disclosed in Note 7 to the financial statements.

The auditors' reports on the financial statements of the subsidiaries did not contain any qualification.

OTHER STATUTORY INFORMATION

Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:

- (a) to ascertain that proper action had been taken in relation to the writing off of bad debts, the making of allowance for doubtful debts and have satisfied themselves that there were no known bad debts and adequate allowance had been made for doubtful debts; and
- (b) to ensure that any current assets which were unlikely to realise their book value in the ordinary course of business had been written down to an amount which they might be expected so to realise.

Directors' Report (Cont'd)

OTHER STATUTORY INFORMATION (CONT'D)

At the date of this report, the Directors are not aware of any circumstances:

- (a) which would render the amounts written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent;
- (b) which would render the values attributed to the current assets in the financial statements of the Group and of the Company misleading;
- (c) which have arisen which would render adherence to the existing methods of valuation of assets or liabilities in the financial statements of the Group and of the Company misleading or inappropriate; and
- (d) not otherwise dealt with in this report or in the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

At the date of this report, there does not exist:

- (a) any charge on the assets of the Group and of the Company that has arisen since the end of the financial year which secures the liabilities of any other person; or
- (b) any contingent liability in respect of the Group and of the Company that has arisen since the end of the financial year.

No contingent liability or other liabilities of the Group and of the Company has become enforceable, or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Directors, will or may substantially affect the ability of the Group or of the Company to meet their obligations when they fall due, except as disclosed in Note 37 to the financial statements.

In the opinion of the Directors:

- (a) the results of the operations of the Group and of the Company for the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature; and
- (b) 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.

MATERIAL LITIGATIONS

The details of material litigations during the financial year are disclosed in Note 36 to the financial statements.

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

The details of significant events during the financial year are disclosed in Note 43 to the financial statements.

SIGNIFICANT EVENTS SUBSEQUENT TO THE FINANCIAL YEAR END

The details of significant events subsequent to the financial year end are disclosed in Note 44 to the financial statements.

Directors' Report (Cont'd)

AUDITORS

- (a) The auditors, Nexia SSY PLT, have indicated their willingness to continue in office.
- (b) The auditors' remuneration of the Group and of the Company for the financial year ended 31 December 2025 are as follows:

	Group RM	Company RM
Auditors' remuneration:		
- statutory audit	404,600	88,000
	<hr/>	<hr/>

Signed on behalf of the Board in accordance with a resolution of the Directors dated 17 April 2026.

Datin Seri Toh Siew Chuon
Director

Dato' Tee Eng Seng
Director

Statements of Financial Position

as at 31 December 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
ASSETS					
Non-current assets					
Property, plant and equipment	4	87,785,879	92,431,366	900	4,500
Right-of-use assets	5	6,192,526	4,980,475	-	-
Investment properties	6	8,138,197	5,668,989	-	-
Investment in subsidiaries	7	-	-	548,815,702	543,814,602
Other investments	8	193,000	193,000	150,000	150,000
Intangible assets	9	227,876,249	227,893,224	-	-
		330,185,851	331,167,054	548,966,602	543,969,102
Current assets					
Inventories	10	243,918,189	249,639,764	-	-
Trade and other receivables	11	1,114,583,435	1,125,264,587	166,903,020	72,155,012
Contract cost assets	12	33,608,309	19,613,806	-	-
Contract assets	13	254,945,590	204,132,429	-	-
Tax recoverable		476,484	311,459	-	-
Short term investments	14	211,713,291	121,414,949	25,795,715	68,829,720
Cash and bank balances	15	169,687,439	173,267,648	7,989,411	22,087,234
		2,028,932,737	1,893,644,642	200,688,146	163,071,966
TOTAL ASSETS		2,359,118,588	2,224,811,696	749,654,748	707,041,068

The accompanying notes form an integral part of these financial statements.

Statements of Financial Position (Cont'd)

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
EQUITY AND LIABILITIES					
Equity attributable to equity holders of the Company					
Share capital	16	683,040,706	683,040,706	683,040,706	683,040,706
Treasury shares	17	(14,335,816)	(6,914,445)	(14,335,816)	(6,914,445)
Reserves	18	853,211	1,582,770	-	-
Retained earnings		533,934,790	457,914,784	79,303,152	29,303,786
		1,203,492,891	1,135,623,815	748,008,042	705,430,047
Non-controlling interests		947,747	735,303	-	-
TOTAL EQUITY		1,204,440,638	1,136,359,118	748,008,042	705,430,047
Non-current liabilities					
Deferred tax liabilities	19	2,217,937	3,370,127	-	-
Lease liabilities	20	1,660,944	3,812,270	-	-
		3,878,881	7,182,397	-	-
Current liabilities					
Trade and other payables	21	369,153,092	429,785,214	1,403,749	1,468,394
Contract liabilities	13	737,518,366	616,451,311	-	-
Lease liabilities	20	839,821	2,195,673	-	-
Income tax payable		24,970,573	10,883,800	242,957	142,627
Revolving credit	22	10,000,000	10,000,000	-	-
Short term borrowing	23	8,317,217	11,954,183	-	-
		1,150,799,069	1,081,270,181	1,646,706	1,611,021
TOTAL LIABILITIES		1,154,677,950	1,088,452,578	1,646,706	1,611,021
TOTAL EQUITY AND LIABILITIES		2,359,118,588	2,224,811,696	749,654,748	707,041,068

The accompanying notes form an integral part of these financial statements.

Statements of Profit or Loss and Other Comprehensive Income

for the financial year ended 31 December 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Revenue	24	2,249,340,512	1,835,468,578	196,989,500	185,540,000
Cost of sales	25	(1,896,260,547)	(1,589,278,686)	-	-
Gross profit		353,079,965	246,189,892	196,989,500	185,540,000
Other operating income	26	28,323,362	32,841,589	5,721,157	5,059,296
Administrative expenses		381,403,327	279,031,481	202,710,657	190,599,296
Other operating expenses (Allowance for)/reversal of impairment loss on financial assets – net		(59,601,306)	(49,896,009)	(960,143)	(970,302)
		(330,364)	(137,489)	(42,787)	(34,689)
	28	(11,443,531)	(11,639,702)	12,907	(9,428)
Profit from operations		310,028,126	217,358,281	201,720,634	189,584,877
Finance costs	27	(1,118,757)	(1,204,248)	-	-
Profit before taxation	28	308,909,369	216,154,033	201,720,634	189,584,877
Taxation	31	(81,279,401)	(55,871,278)	(706,170)	(894,080)
Profit after taxation		227,629,968	160,282,755	201,014,464	188,690,797
Other comprehensive income: Item that is or may be reclassified subsequently to profit or loss - Foreign currency translation	18	(729,559)	(1,040,114)	-	-
Total comprehensive income for the year		226,900,409	159,242,641	201,014,464	188,690,797
Profit for the year attributable to: Owners of the Company		227,035,104	160,240,880		
Non-controlling interest		594,864	41,875		
		227,629,968	160,282,755		
Total comprehensive income attributable to: Owners of the Company		226,305,545	159,200,766		
Non-controlling interest		594,864	41,875		
		226,900,409	159,242,641		
Earnings per share attributable to owners of the Company					
- Basic (sen)	32	18.04	12.71		
- Diluted (sen)	32	18.04	12.71		

The accompanying notes form an integral part of these financial statements.

Statements of Changes in Equity

for the financial year ended 31 December 2025

Group	Note	<-----Non-distributable----->			<-----Distributable----->			Total equity RM
		Share capital RM	Treasury shares RM	Reserves RM	Retained earnings RM	Non-controlling interests RM		
At 1 January 2025		683,040,706	(6,914,445)	1,582,770	457,914,784	735,303	1,136,359,118	
Profit for the year		-	-	-	227,035,104	594,864	227,629,968	
Other comprehensive expenses	18(b)	-	-	(729,559)	-	-	(729,559)	
Total comprehensive (expenses)/ income for the year		-	-	(729,559)	227,035,104	594,864	226,900,409	
Transactions with owners:								
Incorporation of a subsidiary with non-controlling interest	7(e)	-	-	-	-	80	80	
Dividends paid/declared		-	-	-	(151,015,098)	(382,500)	(151,397,598)	
Shares repurchased	17	-	(7,421,371)	-	-	-	(7,421,371)	
Total transactions with owners		-	(7,421,371)	-	(151,015,098)	(382,420)	(158,818,889)	
At 31 December 2025		683,040,706	(14,335,816)	853,211	533,934,790	947,747	1,204,440,638	
At 1 January 2024		683,040,706	(6,914,445)	2,622,884	474,220,924	693,383	1,153,663,452	
Profit for the year		-	-	-	160,240,880	41,875	160,282,755	
Other comprehensive expenses	18(b)	-	-	(1,040,114)	-	-	(1,040,114)	
Total comprehensive (expenses)/ income for the year		-	-	(1,040,114)	160,240,880	41,875	159,242,641	
Transactions with owners:								
Incorporation of a subsidiary with non-controlling interest		-	-	-	-	45	45	
Dividends paid/declared	33	-	-	-	(176,547,020)	-	(176,547,020)	
Total transactions with owners		-	-	-	(176,547,020)	45	(176,546,975)	
At 31 December 2024		683,040,706	(6,914,445)	1,582,770	457,914,784	735,303	1,136,359,118	

The accompanying notes form an integral part of these financial statements.

Statements of Changes in Equity (Cont'd)

	Note	<--Non-distributable--> Share capital RM	Treasury shares RM	<--Distributable--> Retained earnings RM	Total equity RM
Company					
At 1 January 2025		683,040,706	(6,914,445)	29,303,786	705,430,047
Profit for the year, representing total comprehensive income for the year		-	-	201,014,464	201,014,464
Transactions with owners:					
Dividend paid/declared	33	-	-	(151,015,098)	(151,015,098)
Shares repurchased	17	-	(7,421,371)	-	(7,421,371)
Total transactions with owners		-	(7,421,371)	(151,015,098)	(158,436,469)
At 31 December 2025		683,040,706	(14,335,816)	79,303,152	748,008,042
At 1 January 2024		683,040,706	(6,914,445)	17,160,009	693,286,270
Profit for the year, representing total comprehensive income for the year		-	-	188,690,797	188,690,797
Transactions with owners:					
Dividend paid/declared	33	-	-	(176,547,020)	(176,547,020)
Total transactions with owners		-	-	(176,547,020)	(176,547,020)
At 31 December 2024		683,040,706	(6,914,445)	29,303,786	705,430,047

The accompanying notes form an integral part of these financial statements.

Statements of Cash Flows

for the financial year ended 31 December 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit before taxation		308,909,369	216,154,033	201,720,634	189,584,877
Adjustments for:					
Allowance for/(reversal of) impairment loss on:					
- trade receivables		11,366,745	11,962,759	-	-
- other receivables		159,177	(344,532)	-	-
- cash and bank balances		(82,391)	21,475	(12,907)	9,428
Amortisation of intangible assets		16,975	31,297	-	-
Depreciation of property, plant and equipment		13,662,946	14,232,465	3,600	3,600
Depreciation of investment properties		146,000	111,120	-	-
Depreciation of right-of-use assets		4,687,750	2,490,759	-	-
Dividend income		-	-	(196,989,500)	(185,540,000)
Fair value gain on redemption of short term investments		(180,639)	(152,552)	(171,602)	(145,593)
Fair value loss on redemption of short term investments		-	9,867	-	9,867
Gain on disposal of property, plant and equipment		(131,453)	(22,500)	-	-
Interest expenses		1,118,757	1,204,248	-	-
Interest income		(12,829,427)	(8,783,891)	(5,533,152)	(4,892,078)
Property, plant and equipment written-off		5,200	-	-	-
Rental income		(1,097,143)	(830,531)	-	-
Reversal of amount written-down for inventories		-	(237,951)	-	-
Operating profit/(loss) before working capital changes		325,751,866	235,846,066	(982,927)	(969,899)
Decrease/(increase) in inventories		5,721,575	(33,420,537)	-	-
(Increase)/decrease in trade and other receivables		(844,770)	(285,741,563)	(94,748,008)	18,088,213
Increase in contract cost assets		(13,994,503)	(19,613,806)	-	-
Increase in contract assets		(50,813,161)	(160,466,975)	-	-
(Decrease)/increase in trade and other payables		(60,632,122)	39,623,954	(64,645)	(4,537,176)
Increase in contract liabilities		121,067,055	593,823,775	-	-
Cash generated from/(used in) operations		326,255,940	370,050,914	(95,795,580)	12,581,138
Interest received		12,829,427	8,783,891	5,533,152	4,892,078
Interest paid		(1,074,503)	(1,176,408)	-	-
Income taxes paid - net		(68,509,843)	(53,738,273)	(605,840)	(722,233)
Net cash generated from/(used in) operating activities		269,501,021	323,920,124	(90,868,268)	16,750,983

The accompanying notes form an integral part of these financial statements.

Statements of Cash Flows (Cont'd)

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS (USED IN)/FROM INVESTING ACTIVITIES					
Purchase of property, plant and equipment	4	(11,722,265)	(14,398,883)	-	-
Incorporation of subsidiaries	7	-	-	(1,100)	-
Incorporation of a subsidiary by non-controlling interest		80	45	-	-
Increase in investment in a subsidiary through subscription of new shares	7	-	-	(5,000,000)	-
(Placement)/uplift of deposits pledged in licensed banks		(6,781,583)	312,896	(112,812)	(108,603)
Uplift/(placement) of fixed deposits with tenure more than 3 months		379,773	(18,025,136)	-	-
Proceeds from disposal of property, plant and equipment		215,851	113,434	-	-
(Placement)/withdrawal of short term investments		(90,117,703)	(29,652,276)	43,205,607	15,620,170
Rental income received	26	1,097,143	830,531	-	-
Dividend received, net	24	-	-	196,989,500	185,540,000
Net cash (used in)/generated from investing activities		(106,928,704)	(60,819,389)	235,081,195	201,051,567
CASH FLOWS USED IN FINANCING ACTIVITIES					
Dividend paid		(151,397,598)	(201,768,024)	(151,015,098)	(201,768,024)
Repayment of revolving credit	C	-	(10,000,000)	-	-
Shares repurchased	17	(7,421,371)	-	(7,421,371)	-
Repayment of lease liabilities	B	(9,451,233)	(2,211,854)	-	-
Net cash used in financing activities		(168,270,202)	(213,979,878)	(158,436,469)	(201,768,024)
Net (decrease)/increase in cash and cash equivalents		(5,697,885)	49,120,857	(14,223,542)	16,034,526
Effect of changes in foreign exchange rates		(729,559)	(1,040,114)	-	-
Changes in expected credit losses ("ECL") for cash and cash equivalents		82,391	(21,475)	12,907	(9,428)
Cash and cash equivalents at beginning of the year		122,492,099	74,432,831	16,697,301	672,203
Cash and cash equivalents at end of the year	A	116,147,046	122,492,099	2,486,666	16,697,301

The accompanying notes form an integral part of these financial statements.

Statements of Cash Flows (Cont'd)

NOTES

A. CASH AND CASH EQUIVALENTS

Cash and cash equivalents included in the statements of cash flows comprise the following amounts in the statements of financial position:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash and bank balances (Note 15)	169,687,439	173,350,039	7,989,411	22,100,141
Less: - Allowance for ECL (Note 15)	-	(82,391)	-	(12,907)
- Fixed deposits pledged with licensed banks (Note 15)	(27,577,813)	(20,796,230)	(5,502,745)	(5,389,933)
- Fixed deposits with tenure more than 3 months	(17,645,363)	(18,025,136)	-	-
- Short term borrowing (Note 23)	(8,317,217)	(11,954,183)	-	-
	(53,540,393)	(50,857,940)	(5,502,745)	(5,402,840)
	116,147,046	122,492,099	2,486,666	16,697,301

B. CASH OUTFLOWS FOR LEASES AS A LESSEE

	Group	
	2025 RM	2024 RM
Included in net cash from financing activities		
- Interest on lease liabilities (Note 20)	44,254	27,840
- Payment of lease liabilities (Note 20)	9,406,979	2,184,014
	9,451,233	2,211,854

C. RECONCILIATION OF MOVEMENT OF LIABILITIES TO CASHFLOWS ARISING FROM FINANCING ACTIVITIES

	At	Net changes from	At	Net changes from	At
	1.1.2024 RM	financing cash flows RM	31.12.2024/ 1.1.2025 RM	financing cash flows RM	31.12.2025 RM
Revolving credit (Note 22)	20,000,000	(10,000,000)	10,000,000	-	10,000,000

The accompanying notes form an integral part of these financial statements.

Notes to the Financial Statements

for the financial year ended 31 December 2025

1. CORPORATE INFORMATION

The Company is a public limited company incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office of the Company is located at 802, 8th Floor, Block C, Kelana Square, 17 Jalan SS7/26, 47301 Petaling Jaya, Selangor Darul Ehsan.

The principal place of business of the Company is located at C-32-01 & C-33-01, Menara Vista Petaling, No. 137, Jalan Puchong, 58200 Kuala Lumpur, Wilayah Persekutuan, Malaysia.

The Company is principally an investment holding company. The principal activities of the subsidiaries are disclosed in Note 7. There have been no significant changes in the activities during the financial year other than as disclosed in Note 7.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 17 April 2026.

2. BASIS OF PREPARATION

The financial statements for the financial year ended 31 December 2025 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.

(a) Changes in Accounting Policies and Effects Arising from Adoption of New and Revised Standards and Amendments

The accounting policies adopted by the Group and the Company are consistent with those adopted in the previous financial year except for the adoptions of the following new, revised MFRSs and amendments which are effective for annual period beginning on or after 1 January 2025.

Title	Effective Date
Amendments to MFRS 121: The Effects of Changes in Foreign Exchange Rates	1 January 2025

Adoption of the above Standard did not have any material effect on the financial performance or financial position of the Group and of the Company.

(b) Standards and Amendments Issued But Not Yet Effective

At the date of authorisation for issue of the financial statements, the new and revised Standards and Amendments issued but not yet effective for the Group and the Company and not early adopted by the Group and the Company are as listed below:

Title	Effective Date
Amendments to MFRS 1: First time Adoption of Malaysian Financial Reporting Standards	1 January 2026
Amendments to MFRS 7: Financial Instruments: Disclosures	1 January 2026
Amendments to MFRS 9: Financial Instruments	1 January 2026
Amendments to MFRS 10: Consolidated Financial Statements	1 January 2026
Amendments to MFRS 107: Statement of Cash Flows	1 January 2026
MFRS 18: Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121: The Effects of Changes in Foreign Exchange Rates	1 January 2027
Amendments to MFRS 10: Consolidated Financial Statements	Deferred
Amendments to MFRS 128: Investment in Associates and Joint Ventures	Deferred

The Group and the Company are expected to apply the abovementioned pronouncements beginning of the respective dates the pronouncements become effective. The initial application of the abovementioned pronouncements is not expected to have any material impact to financial statements of the Group and of the Company.

Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION (CONT'D)

(c) Basis of Measurement

The financial statements of the Group and of the Company have been prepared under the historical cost convention, unless otherwise indicated in the material accounting policy information (Note 3).

The financial statements are presented in Ringgit Malaysia ("RM") which is the Group's functional currency.

3. MATERIAL ACCOUNTING POLICY INFORMATION

Unless otherwise stated, the following material accounting policy information have been applied consistently to all the financial years presented in the financial statements of the Group and of the Company.

(a) Basis of Consolidation

Subsidiaries and Business Combinations

The Group applies the acquisition method to account for business combinations from the acquisition date when the acquired set of activities meets the definition of a business and control is transferred to the Group.

(b) Property, Plant and Equipment and Depreciation

All items of property, plant and equipment are initially recorded at cost.

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

Freehold land has an unlimited useful life and is therefore not depreciated.

Included in property, plant and equipment are right-of-use assets which comprise leasehold land and buildings.

Leasehold land are depreciated over the remaining period of their leases ranging from 43 to 84 years (2024: 44 to 85 years). Depreciation of buildings on these land are disclosed below.

Capital work-in-progress comprise buildings under construction. Capital work-in-progress is not depreciated until the assets are ready for their intended use.

Depreciation of other property, plant and equipment is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Buildings	2.00%
Plant, machinery and site equipment	7.50% - 20.00%
Vessel and equipment	10.00%
Office equipment, furniture, fittings, motor vehicles, renovations, solar system and signboard	10.00% - 33.33%

Notes to the Financial Statements (Cont'd)

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(c) Intangible Assets

(i) Goodwill

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less accumulated impairment losses, if any.

(ii) Computer Software

Computer software is measured initially at cost. Following initial acquisition, computer software is measured at cost less any accumulated amortisation and accumulated impairment losses, if any.

The useful life of computer software is assessed to be finite. Computer software is amortised on a straight-line basis over the estimated economic useful lives at an annual rate of 20.00% to 33.33% and assessed for impairment whenever there is an indication that it may be impaired.

(d) Investment Properties

Investment properties are initially measured at cost, including transaction costs. Subsequent to initial recognition, investment properties are measured at cost less accumulated depreciation and accumulated impairment losses.

Freehold buildings are depreciated over a period of 50 years.

(e) Financial Instruments

Financial assets

(i) Financial Assets Fair Valued Through Profit or Loss

The financial assets are initially measured at fair value. Subsequent to initial recognition, the financial assets are remeasured to their fair value at the reporting date with any fair value changes recognised in profit or loss. The fair value changes do not include interest and dividend income.

(ii) Financial Assets at Amortised Cost

The financial assets are initially measured at fair value plus transaction costs except for trade receivables without a significant financing component which are measured at the transaction price only. Subsequent to the initial recognition, all financial assets are measured at amortised cost less any impairment losses.

(iii) Financial Assets Fair Valued Through Other Comprehensive Income

The financial assets are initially measured at fair value plus transaction costs. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes taken up in other comprehensive income and accumulated in the fair value reserve, except for the recognition of impairment, interest income and foreign exchange difference of a debt instrument which are recognised directly in profit or loss. The fair value changes do not include interest and dividend income.

Notes to the Financial Statements (Cont'd)

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(e) Financial Instruments (Cont'd)

Financial liabilities

(i) Financial Liabilities Fair Valued Through Profit or Loss

The financial liabilities are initially measured at fair value. Subsequent to the initial recognition, the financial liabilities are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest expense.

(ii) Financial Liabilities at Amortised Cost

The financial liabilities are initially measured at fair value less transaction costs. Subsequent to the initial recognition, the financial liabilities are measured at amortised cost.

Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantee contracts issued are initially measured at their fair value and, if not designated as at fair value through profit or loss and do not arise from a transfer of a financial asset, are subsequently measured at the higher of:

- a. the loss allowance determined in accordance with MFRS 9; and
- b. the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance to the principles of MFRS 15: Revenue from Contracts with Customers.

Liabilities arising from financial guarantees are presented together with other provisions.

(f) Investment in Subsidiaries

A subsidiary is an entity over which the Group has the power to govern the financial and operating policies so as to obtain benefits from its activities.

In the Company's separate financial statements, investment in subsidiaries are accounted for at cost less impairment losses, if any.

(g) Inventories

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

(i) Land held for property development

Land held for property development consists of land where no development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle. Such land is classified within non-current assets and is stated at cost less any impairment losses.

Land held for property development is reclassified as inventories – properties under development at the point when development activities have been commenced and where it can be demonstrated that the development activities can be completed within the normal operating cycle.

Cost associated with the acquisition of land includes the purchase price of the land, professional fees, stamp duties, commission, conversion fees and other relevant levies.

Notes to the Financial Statements (Cont'd)

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(g) Inventories (Cont'd)

(ii) Property development cost

Property development cost comprise all costs associated with the acquisition of land and all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such activities. Borrowing costs are capitalised in accordance with the accounting policy on borrowing costs.

When the financial outcome of a development activity can be reliably estimated, property development revenue and expenses are recognised in the profit or loss by using the stage of completion method. The stage of completion is determined by the proportion of property development costs incurred for the work performed up to the reporting date over the estimated total property development costs to completion. Under this method, profits are recognised as the property development activity progresses.

Where the financial outcome of a development activity cannot be reliably estimated, property development revenue is recognised only to the extent of property development costs incurred that is probable will be recoverable, and property development costs on properties sold are recognised as an expense in the period in which they are incurred.

Any foreseeable loss on a development project, including costs to be incurred over the defects liability period, is recognised as an expense immediately in the profit or loss.

Cost of properties under development not recognised as an expense is recognised as an asset and is stated at the lower of cost and net realisable value.

The excess of revenue recognised in the profit or loss over billings to purchasers is classified as accrued billings under current assets and the excess of billings to purchasers over revenue recognised in the profit or loss is classified as progress billings under current liabilities.

(iii) Completed development properties

Units of development properties completed and held for sale are stated at the lower of cost and net realisable value. Costs comprise costs of acquisition of land including all related costs incurred subsequent to the acquisition necessary to prepare the land for intended use, related development costs to projects and direct buildings costs.

(iv) Others

Costs incurred in bringing the inventories to their present location and condition are accounted for as follows:

- Raw materials: purchase costs on a weighted average basis.
- Finished goods and work-in-progress: costs of direct materials and labour and a proportion of manufacturing overheads based on normal operating capacity. These costs are assigned on a weighted average basis.

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

Notes to the Financial Statements (Cont'd)

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(h) Right-of-use Assets and Leases

(i) Short-term Leases and Leases of Low-value Assets

The Group and the Company apply the “short-term lease” and “lease of low-value assets” recognition exemption. For these leases, the Group and the Company recognise the lease payments as an operating expense on a straight-line method over the term of the lease unless another systematic basis is more appropriate.

(ii) Right-of-use Assets

Right-of-use assets are initially measured at cost. Subsequent to the initial recognition, the right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.

The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term.

(iii) Lease Liabilities

Lease liabilities are initially measured at the present value of lease payments that are not paid at the commencement date, discounted using the entity's incremental borrowing rate. Subsequent to initial recognition, lease liabilities are measured at amortised cost and are adjusted for any lease reassessments or modifications.

(i) Revenue Recognition

Revenue from a contract with a customer is recognised when control of the goods or services are transferred to the customer. Revenue is measured based on the consideration specified in the contract to which the entity expects to be entitled in exchange for transferring the goods or services to the customer, excluding amounts collected on behalf of third parties.

If a contract with a customer contains more than one performance obligation, the total consideration is collected to each performance obligation based on the relative stand-alone selling prices of the goods or services promised in the contract.

(i) Construction Contracts

Revenue from construction contracts is recognised over time in the period in which the services are rendered using the input method, determined based on the proportion of construction costs incurred for work performed to date over the estimated total construction costs. Transaction price is computed based on the price specified in the contract and adjusted for any variable consideration such as incentives and penalties. Past experience is used to estimate and provide for the variable consideration, using most likely method and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur.

A receivable is recognised when the construction services are rendered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due. If the construction services rendered exceed the payment received, a contract asset is recognised. If the payments exceed the construction services rendered, a contract liability is recognised.

Notes to the Financial Statements (Cont'd)

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(i) Revenue Recognition (Cont'd)

(ii) Property Development

Revenue is recognised progressively when property development services are rendered and such services do not create an asset with an alternative's use to the Group, and the Group has a present right to payment for services rendered to date. The progress towards complete satisfaction of the performance obligation is measured based on a method that best depicts the Group's performance in satisfying the performance obligation of the contract. The Group recognises revenue over time using the input method, which based on the actual cost incurred to date on the property development project as compared to the total budgeted cost for the respective development projects.

When the services rendered exceed the billings to customers, a contract asset is recognised. If the billings exceed the services rendered, a contract liability is recognised.

(iii) Sale of Goods or Services

Revenue from sale of goods or services is measured at the fair value of the receivable consideration and is recognised when performance obligation is satisfied. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of goods or services.

(iv) Hotel Activities

Revenue from hotel activities comprise rental of rooms and other related hotel services such as car park activities and sale of food and beverage, and are recognised based on accrual basis, net of sales and services tax and discounts. Included under hotel activities are car park activities which comprise parking income and is recognised elsewhere other than revenue.

(v) Rental Income

Rental income is recognised as and when the services are performed.

(vi) Interest Income

Interest income is recognised on an accrual basis using the effective interest method.

(vii) Dividend Income

Dividend income is recognised when the right to receive payment is established.

Notes to the Financial Statements (Cont'd)

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(j) Foreign Currencies

The principal closing rates used in translation of foreign currency amounts are as follows:

	2025 RM	2024 RM
1 Singapore Dollar (SGD)	3.1572	3.4264

(k) Significant Accounting Judgements and Estimates

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

(i) Judgements Made in Applying Accounting Policies

In the process of preparing the financial statements, there were no other significant judgements made in applying the accounting policies of the Group which may have significant effects on the amounts recognised in the financial statements.

(ii) Key Sources of Estimation Uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

(a) Impairment of Investment in Subsidiaries

The Management determines whether the carrying amounts of its investments are impaired at reporting date. This involves measuring the recoverable amounts which includes fair value less costs to sell and valuation techniques. Valuation techniques include amongst others, discounted cash flows analysis and in some cases, based on current market indicators and estimates that provide reasonable approximations to the detailed computation or based on total shareholders' equity of the subsidiaries.

The carrying amount of investment in subsidiaries as at 31 December 2025 was RM548,815,702 (2024: RM543,814,602). Further details are disclosed in Note 7. Based on Management's review, no further adjustment for impairment is required for the investment in subsidiaries by the Company during the current year.

(b) Impairment of Goodwill

The assessment of whether goodwill is impaired requires an estimation of the value in use of the cash-generating unit to which the goodwill is allocated. Estimating a value in use amount requires management to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The carrying amount of goodwill as at the reporting date is disclosed in Note 9.

Notes to the Financial Statements (Cont'd)

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(k) Significant Accounting Judgements and Estimates (Cont'd)

(ii) Key Sources of Estimation Uncertainty (Cont'd)

(c) Useful Lives of Property, Plant and Equipment

The cost of property, plant and equipment are depreciated on a straight-line basis over the assets' estimated economic useful lives. Management estimates the useful lives of these property, plant and equipment and investment properties to be within 3 to 50 years. These are common life expectancies applied in the manufacturing industry. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amount of the Group's property, plant and equipment at the reporting date is disclosed in Note 4.

(d) Impairment of Property, Plant and Equipment

The Group carries out the impairment test based on a variety of estimation including the value-in-use of the cash generating unit (CGU) to which the property, plant and equipment are allocated. Estimating the value-in-use requires the Group to make an estimate of the expected future cash flows from the CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

(e) Write-down of Inventories

Reviews are made periodically by Management on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories.

(f) Impairment of Financial Assets

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables and contract assets. The contract assets are grouped with trade receivables for impairment assessment because they have substantially the same risk characteristics as the trade receivables for the same types of contracts. 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 the expectation is different from the estimation, such difference will impact the carrying values of trade receivables and contract assets.

Where there is objective evidence of impairment, the amount and timing of future cash flows are estimated based on historical loss experience for assets with similar credit risk characteristics. The carrying amount of the Group's financial assets at the reporting date is disclosed in Note 39.

Notes to the Financial Statements (Cont'd)

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(k) Significant Accounting Judgements and Estimates (Cont'd)

(ii) Key Sources of Estimation Uncertainty (Cont'd)

(g) Construction Contracts and Property Development

The Group recognises construction contracts and property development revenue and expenses in the statement of profit or loss and other comprehensive income by using the stage of completion method. The stage of completion is determined by the proportion that costs incurred for work performed to date bear to the estimated total costs, respectively or by reference to physical stage of completion.

Significant judgement is required in determining the stage of completion, the extent of the costs incurred, the estimated total revenue and costs, the physical completion, as well as the recoverability of the costs. In making the judgement, the Group evaluates based on past experience and by relying on the work of specialists.

(h) Income Taxes

Significant judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

(i) Contingent Liabilities

The recognition and measurement for contingent liabilities are based on Management's view of the expected outcome on contingencies after consulting legal counsel for litigation cases and experts, for matters in the ordinary course of business. Furthermore, Management is of the view that the chances of the financial institutions to call upon the corporate guarantees issued by the Group is remote.

Notes to the Financial Statements
(Cont'd)

4. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land RM	Right-of-use assets RM	Plant, machinery and site equipment RM	Vessel and equipment RM	Other assets RM	Capital work-in-progress RM	Total RM
Cost							
At 1 January 2025	10,011,110	34,931,645	263,330,030	83,000	26,314,486	1,710,155	336,380,426
Additions	-	-	7,946,092	-	2,800,816	975,357	11,722,265
Transfer to investment properties (Note 6)	-	-	-	-	-	(2,615,208)	(2,615,208)
Disposals	-	-	(1,205,000)	-	(137,000)	-	(1,342,000)
Write-offs	-	-	-	-	(6,500)	-	(6,500)
At 31 December 2025	10,011,110	34,931,645	270,071,122	83,000	28,971,802	70,304	344,138,983
Accumulated depreciation							
At 1 January 2025	-	3,716,177	224,695,524	26,257	15,511,102	-	243,949,060
Charge for the year	-	590,986	10,806,527	8,292	2,257,141	-	13,662,946
Disposals	-	-	(1,120,602)	-	(137,000)	-	(1,257,602)
Write-offs	-	-	-	-	(1,300)	-	(1,300)
At 31 December 2025	-	4,307,163	234,381,449	34,549	17,629,943	-	256,353,104
Carrying amount							
At 31 December 2025	10,011,110	30,624,482	35,689,673	48,451	11,341,859	70,304	87,785,879

Notes to the Financial Statements (Cont'd)

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

Group	Freehold land RM	Right-of- use assets RM	Plant, machinery and site equipment RM	Vessel and equipment RM	Other assets RM	Capital work-in -progress RM	Total RM
Cost							
At 1 January 2024	10,011,110	34,889,844	258,929,248	83,000	18,421,355	524,920	322,859,477
Additions	-	41,801	5,069,782	-	8,102,065	1,185,235	14,398,883
Disposals	-	-	(669,000)	-	(208,934)	-	(877,934)
At 31 December 2024	10,011,110	34,931,645	263,330,030	83,000	26,314,486	1,710,155	336,380,426
Accumulated depreciation							
At 1 January 2024	-	3,125,191	213,195,848	17,965	14,164,591	-	230,503,595
Charge for the year	-	590,986	12,077,742	8,292	1,555,445	-	14,232,465
Disposals	-	-	(578,066)	-	(208,934)	-	(787,000)
At 31 December 2024	-	3,716,177	224,695,524	26,257	15,511,102	-	243,949,060
Carrying amount							
At 31 December 2024	10,011,110	31,215,468	38,634,506	56,743	10,803,384	1,710,155	92,431,366

Notes to the Financial Statements (Cont'd)

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

Company	Office equipment RM	Furniture and fittings RM	Signboard RM	Total RM
Cost				
At 1 January 2025/ 31 December 2025	57,022	2,376	36,000	95,398
Accumulated depreciation				
At 1 January 2025	57,022	2,376	31,500	90,898
Charge for the year	-	-	3,600	3,600
At 31 December 2025	57,022	2,376	35,100	94,498
Carrying amount				
At 31 December 2025	-	-	900	900
Cost				
At 1 January 2024/ 31 December 2024	57,022	2,376	36,000	95,398
Accumulated depreciation				
At 1 January 2024	57,022	2,376	27,900	87,298
Charge for the year	-	-	3,600	3,600
At 31 December 2024	57,022	2,376	31,500	90,898
Carrying amount				
At 31 December 2024	-	-	4,500	4,500

- (a) The Group's right-of-use assets comprise 4 (2024: 4) leasehold land and buildings with original lease periods between 75 and 94 years. Three (3) leasehold land and buildings have an unexpired lease period of more than 50 years, and one (1) leasehold land and building with a carrying amount of RM3,538,300 (2024: RM3,624,600) has an unexpired lease period of less than 50 years.

The leasehold land and buildings with carrying amount of RM6,389,529 (2024: RM6,560,546) have been pledged for bank's short term borrowing facility, as disclosed in Note 23.

- (b) Other assets comprise office equipment, furniture, fittings, motor vehicles, renovations, solar system and signboard.
- (c) Capital work-in-progress comprise leasehold buildings under constructions.

Notes to the Financial Statements (Cont'd)

5. RIGHT-OF-USE ASSETS

	2025 RM	Group 2024 RM
Cost		
At beginning of the year	6,989,166	4,038,187
Additions	6,433,976	6,107,938
Lease modification	(459,457)	–
Write-offs	–	(3,156,959)
At end of the year	12,963,685	6,989,166
Accumulated depreciation		
At beginning of the year	2,008,691	2,674,891
Charge for the year	4,687,750	2,490,759
Lease modification	74,718	–
Write-offs	–	(3,156,959)
At end of the year	6,771,159	2,008,691
Net carrying amount	6,192,526	4,980,475

The Group leases a number of residential units for staff accommodation that have an average tenure of two years with additional two years renewal option.

6. INVESTMENT PROPERTIES

Group	Freehold property RM	Leasehold properties RM	Total RM
Cost			
At 1 January 2025	943,601	4,924,624	5,868,225
Transfer from property, plant and equipment (Note 4)	–	2,615,208	2,615,208
At 31 December 2025	943,601	7,539,832	8,483,433
Accumulated depreciation			
At 1 January 2025	100,704	98,532	199,236
Charge for the year	12,588	133,412	146,000
At 31 December 2025	113,292	231,944	345,236
Carrying amount			
At 31 December 2025	830,309	7,307,888	8,138,197

Notes to the Financial Statements (Cont'd)

6. INVESTMENT PROPERTIES (CONT'D)

Group	Freehold property RM	Leasehold properties RM	Total RM
Cost			
At 1 January 2024/31 December 2024	943,601	4,924,624	5,868,225
Accumulated depreciation			
At 1 January 2024	88,116	–	88,116
Charge for the year	12,588	98,532	111,120
At 31 December 2024	100,704	98,532	199,236
Carrying amount			
At 31 December 2024	842,897	4,826,092	5,668,989
		Group	
		2025	2024
		RM	RM
Fair value:			
Freehold property		750,550	750,850
Leasehold properties		7,990,458	4,981,830
		8,741,008	5,732,680

Freehold property consist of one (2024: one) apartment. Leasehold properties consist of seven (2024: four) apartments and condominiums.

(a) Fair value basis of investment properties

Fair values of the investment properties are within level 2 of the fair value hierarchy and are arrived at by reference to market evidence of transaction prices for similar properties, location and category of properties. The most significant input into this valuation approach is the price per square foot of comparable properties.

(b) Income and expenses recognised in profit of loss

The Group did not disclosed the above information as the amounts involved are considered immaterial to the financial statements of the Group.

Notes to the Financial Statements (Cont'd)

7. INVESTMENT IN SUBSIDIARIES

	Company	
	2025 RM	2024 RM
Unquoted shares, at cost		
At beginning of the year	571,808,895	571,808,895
Additions	5,001,100	–
At end of the year	576,809,995	571,808,895
Less: Accumulated impairment losses		
At beginning/end of the year	(27,994,293)	(27,994,293)
Carrying amount	548,815,702	543,814,602

Details of the subsidiaries as at 31 December 2025 and 2024 are as below:

Name	Country of Incorporation	Principal Activities	Proportion (%) of Ownership Interest	
			2025	2024
<i>Held by the Company:</i>				
Advance Industries Sdn. Bhd.	Malaysia	Construction, sub-contracted works, manufacturing, assembly, installation and sales of light fittings, kitchen cabinetry, furniture and related products.	100	100
Acumen Marketing Sdn. Bhd.	Malaysia	Supply of lightings, light fittings, outdoor fittings and advertising point-of-sale, furniture and related products.	100	100
Lighting Louvres Manufacturing Sdn. Bhd.	Malaysia	Manufacture of electric lighting equipment.	100	100
Futumed Sdn.Bhd.	Malaysia	Contractors, sub-contractors and other building and construction work.	100	100
Bazarbayu Sdn. Bhd.	Malaysia	Property development activities.	100	100
FutuProp Sdn.Bhd.	Malaysia	Real estate activities with own or leased property N.E.C. and has not commenced business since the date of incorporation.	100	100

Notes to the Financial Statements (Cont'd)

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries as at 31 December 2025 and 2024 are as below: (Cont'd)

Name	Country of Incorporation	Principal Activities	Proportion (%) of Ownership Interest	
			2025	2024
<i>Held by the Company: (Cont'd)</i>				
Aurizon Investments Limited	British Virgin Islands	Investment holding.	100	100
Kerjaya Prospek (M) Sdn. Bhd. ("KPM")	Malaysia	Building construction and property development.	100	100
Permatang Bakti Sdn. Bhd.	Malaysia	Building construction and money lending.	100	100
Kerjaya Bina BMK Sdn. Bhd.	Malaysia	Building construction.	49	49
KP Equity Ventures Sdn. Bhd. ("KEV") @	Malaysia	Investment holding.	100	–
Kintel System Sdn. Bhd. ("KS") @	Malaysia	Software development and Information technology solutions.	100	–
<i>Held by Advance Industries Sdn. Bhd.:</i>				
Ace Equity Sdn. Bhd.	Malaysia	Supply and installation of aluminium and glazing works, stones works, interior fixtures, fittings, lightings, cabinetry and related products and the provision of contract workmanship and other related services.	100	100
Kerjaya Machinery & Equipment Sdn. Bhd.	Malaysia	Provision of services relating to application/renewal of permits, operation services, maintenance and leasing for heavy machineries.	90	90
<i>Held by FutuProp Sdn. Bhd.:</i>				
Senandung Raya Sdn. Bhd.	Malaysia	Property development activities.	100	100
Rivanis Ventures Sdn. Bhd.	Malaysia	Property development activities.	55	55
<i>Held by Kerjaya Prospek (M) Sdn. Bhd.:</i>				
Future Rock Sdn. Bhd.	Malaysia	Building construction and marine engineering works.	100	100

Notes to the Financial Statements (Cont'd)

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries as at 31 December 2025 and 2024 are as below: (Cont'd)

Name	Country of Incorporation	Principal Activities	Proportion (%) of Ownership Interest	
			2025	2024
<i>Held by Bazarbayu Sdn. Bhd.:</i>				
Yakin Land Sdn. Bhd.	Malaysia	Property development activities.	100	100
Le Vert Sdn. Bhd.	Malaysia	Provision of hotel management and/or hotel operation.	100	100
<i>Held by KP Equity Ventures Sdn. Bhd.:</i>				
Kerjaya Prospek Ventures Sdn. Bhd. ("KPV") @	Malaysia	Investment holding.	100	–
Batu Kawan IP Sdn. Bhd. ("BKl") ^	Malaysia	Property development activities.	100	–
<i>Held by Kerjaya Prospek Ventures Sdn. Bhd.:</i>				
Tanjung Bungah Development Sdn. Bhd. ("TBD") @	Malaysia	Property development activities.	60	–

^ New subsidiary incorporated on 5 November 2025 with its first financial period ending 31 December 2026 for approximately 14 months, hence no audited financial statements is necessary for the financial year ended 31 December 2025. An auditor has not been appointed to date.

@ Incorporated during the financial year.

All of the above subsidiaries were audited by Nexia SSY PLT, a member of Nexia International.

The Group considers that it controls Kerjaya Bina BMK Sdn. Bhd. even though it owns less than fifty percent (50%) of the voting rights. This is due to the Group having control over the Board and the power to govern the relevant activity of this entity.

During the financial year, the Company performed an impairment review of its investments in certain subsidiaries, where the carrying amount of investments exceeded the share of net assets in the respective subsidiaries at the reporting date. After considering the future prospects and profitability of the subsidiaries, the Management is of the opinion that no additional impairment in the value of the investment is required to be made in respect of investment in subsidiaries in the financial statements of the Company during the financial year.

In the current and previous financial years, no further impairment losses on investment in subsidiaries had been recognised.

Notes to the Financial Statements (Cont'd)

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

During the current financial year, the Group and the Company have completed the following:

- (a) The Company incorporated a wholly-owned subsidiary, KEV, with a subscription price of RM100 for 100 ordinary shares at RM1 each.
- (b) The Company incorporated a wholly-owned subsidiary, KS, with a subscription price of RM100 for 100 ordinary shares at RM1 each. Subsequently, the Company subscribed for an additional 900 ordinary shares for a cash consideration of RM900.
- (c) The Company through its subsidiary, KEV, incorporated a wholly-owned subsidiary, KPV, with a subscription price of RM100 for 100 ordinary shares at RM1 each.
- (d) The Company through its subsidiary, KEV, incorporated a wholly-owned subsidiary, BKI, with a subscription price of RM100 for 100 ordinary shares at RM1 each.
- (e) The Company through its indirect subsidiary, KPV incorporated a wholly-owned subsidiary, TBD, with a subscription price of RM100 for 100 ordinary shares at RM1 each. Subsequently, TBD issued 100 ordinary shares at RM1 each for total consideration of RM100 to KPV and Aspen Vision Tanjung Sdn. Bhd., based on their subscriptions of 20 ordinary shares and 80 ordinary shares, respectively, resulting in KPV's equity interest in TBD diluted to 60%.
- (f) The Company subscribed to an additional 5,000,000 ordinary shares in its subsidiary, KPM for a total cash consideration of RM5,000,000. The percentage of shareholdings remains the same.

Material partly-owned subsidiaries

Set out below is the Group's subsidiaries which have a material non-controlling interests:

Name of subsidiary	Effective equity interest		Profit/(loss) allocated to non-controlling interests		Equity of non-controlling interests	
	2025	2024	2025	2024	2025	2024
	%	%	RM	RM	RM	RM
Kerjaya Bina BMK Sdn. Bhd.	51	51	667,764	36,194	1,001,253	715,989
Other immaterial subsidiaries			(72,900)	5,681	(53,506)	19,314
			594,864	41,875	947,747	735,303

Notes to the Financial Statements (Cont'd)

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

Summarised financial information for each subsidiary that has non-controlling interests that are material to the Group is set out below. The summarised financial information below represents amounts before inter-company eliminations.

i Summarised statement of financial position

	Kerjaya Bina BMK Sdn. Bhd.	
	2025 RM	2024 RM
Non-current assets	227,600	–
Current assets	25,959,971	57,277,819
Non-current liabilities	–	–
Current liabilities	(24,224,329)	(55,873,918)
Net assets	1,963,242	1,403,901
Equity attributable to owners of the Company	961,989	687,912
Non-controlling interest	1,001,253	715,989
	1,963,242	1,403,901

ii Summarised statement of profit or loss and other comprehensive income

	Kerjaya Bina BMK Sdn. Bhd.	
	2025 RM	2024 RM
Revenue	60,382,387	116,689,424
Profit before taxation	1,722,819	415,338
Taxation	(413,477)	(344,369)
Profit for the year, representing total comprehensive income for the year	1,309,342	70,969
Profit attributable to owners of the Company	641,578	34,775
Non-controlling interest	667,764	36,194
	1,309,342	70,969

Notes to the Financial Statements (Cont'd)

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

iii Summarised statements of cash flows

	Kerjaya Bina BMK Sdn. Bhd.	
	2025 RM	2024 RM
Net cash generated from/(used in) operating activities	389,279	(18,414,851)
Net cash used in investing activities	(227,600)	–
Net cash used in financing activities	(750,000)	–
	<hr/>	<hr/>
Net decrease in cash and cash equivalents	(588,321)	(18,414,851)

The details of the joint operations included in the Company's subsidiary, Kerjaya Prospek (M) Sdn. Bhd. are as follows:

Name of joint operation	Principal Activities	Proportion (%) of Ownership Interest	
		2025	2024
<i>Joint operation unincorporated in Malaysia:</i>			
Kerjaya Gamuda Joint Venture	Undertake the construction work of Gurney Marine Bridge	50	50
Samsung-KP Joint Venture	Undertake the construction work of TIEM2 New Bump/Probe/AT Factory	30	30

The Group's involvement in joint arrangements are structured through separate vehicles which provide the Group rights to the assets, and obligations for the liabilities of the entities. Accordingly, the Group has classified these investments as joint operation.

8. OTHER INVESTMENTS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Club membership, at cost				
Cost	95,000	95,000	–	–
Less: Allowance for impairment	(52,000)	(52,000)	–	–
	<hr/>	<hr/>	<hr/>	<hr/>
	43,000	43,000	–	–
Unquoted shares in Malaysia, at cost				
	150,000	150,000	150,000	150,000
	<hr/>	<hr/>	<hr/>	<hr/>
	193,000	193,000	150,000	150,000

Notes to the Financial Statements (Cont'd)

9. INTANGIBLE ASSETS

Group	Goodwill RM	Computer software RM	Total RM
Cost			
At 1 January 2025	227,876,351	100,998	227,977,349
Write-offs	-	(1,800)	(1,800)
At 31 December 2025	227,876,351	99,198	227,975,549
Accumulated amortisation			
At 1 January 2025	4,082	80,043	84,125
Charge for the year	-	16,975	16,975
Write-offs	-	(1,800)	(1,800)
At 31 December 2025	4,082	95,218	99,300
Carrying amount			
At 31 December 2025	227,872,269	3,980	227,876,249
Cost			
At 1 January 2024/31 December 2024	227,876,351	100,998	227,977,349
Accumulated amortisation			
At 1 January 2024	4,082	48,746	52,828
Charge for the year	-	31,297	31,297
At 31 December 2024	4,082	80,043	84,125
Carrying amount			
At 31 December 2024	227,872,269	20,955	227,893,224

Impairment of Goodwill

The Group has assessed the recoverable amounts of goodwill allocated and determined that no additional impairment is required. The recoverable amounts of the cash-generating units are determined using the value in use approach, and this is derived from the present value of the future cash flows from each cash-generating unit computed based on the projections of financial budgets approved by Management covering a period of 5 years. The key assumptions used in the determination of the recoverable amounts are as follows:-

	Gross Margins		Growth Rates		Discount Rates	
	2025 %	2024 %	2025 %	2024 %	2025 %	2024 %
Kerjaya Prospek (M) Sdn. Bhd.	14.00	10.00	5.00	5.00	13.87	13.34
Permatang Bakti Sdn. Bhd.	20.00	15.00	5.00	5.00	15.90	16.96

Notes to the Financial Statements (Cont'd)

9. INTANGIBLE ASSETS (CONT'D)

Impairment of Goodwill (Cont'd)

- (i) Budgeted gross margins Average gross margin achieved in 2025: 14% to 20% (2024: 10% to 15%) financial years immediately before the budgeted period increased for expected efficiency improvements and cost saving measures.
- (ii) Growth rates Based on the expected projection of the construction segment.
- (iii) Discount rates (pre-tax) The rate reflects specific risks relating to the relevant cash-generating unit.

The values assigned to the key assumptions represent management's assessment of future trends in the cash-generating units and are based on both external sources and internal historical data.

10. INVENTORIES

	Group	
	2025 RM	2024 RM
Property development costs	185,650,750	189,895,118
Completed properties	56,966,468	58,059,669
Others	1,300,971	1,684,977
	243,918,189	249,639,764
(a) Property development costs		
<u>Freehold and leasehold land held for development</u>		
At beginning of the year	66,106,216	78,932,520
Additions	118,425,039	–
Recognised in cost of sales	(57,830,340)	(12,826,304)
At end of the year	126,700,915	66,106,216
<u>Development costs</u>		
At beginning of the year	123,788,902	89,273,320
Costs incurred	161,178,965	114,011,426
Recognised in cost of sales	(226,018,032)	(79,495,844)
At end of the year	58,949,835	123,788,902
	185,650,750	189,895,118
(b) Completed properties		
At beginning of the year	58,059,669	45,151,068
Additions	–	14,441,800
Sales (Note 25)	(1,093,201)	(1,771,150)
Reversal of amount written down for inventories (Note 26)	–	237,951
	56,966,468	58,059,669

Notes to the Financial Statements (Cont'd)

10. INVENTORIES (CONT'D)

	2025 RM	Group 2024 RM
(c) Others, at cost		
Raw materials	934,250	1,053,084
Work-in-progress	330,826	600,432
Finished goods	35,895	31,461
	1,300,971	1,684,977

Included in the property development costs of RM185,650,750 (2024: RM189,895,118) is leasehold land and development costs amounting to RM3,941,758 (2024: RM52,500,211) and RM89,937,924 (2024: RM110,774,715) respectively, which are in respect of a Joint Venture Agreement (“JVA”) entered into by a subsidiary, Yakin Land Sdn. Bhd. (“YLSB”) with a group of landowners. YLSB is obliged to progressively pay the landowners’ entitlement in accordance with the JVA. During the previous financial year, YLSB and the landowners agreed to settle the entitlement in form of properties as landowners’ entitlement.

	2025 RM	Group 2024 RM
Recognised in the profit or loss:		
Inventories recognised as cost of sales	274,146,377	79,080,808
Reversal of amount written down for inventories	-	(237,951)

Notes to the Financial Statements (Cont'd)

11. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade Receivables				
Retention sum	424,968,016	385,887,834	-	-
Third parties	634,398,493	669,313,889	-	-
	1,059,366,509	1,055,201,723	-	-
Less: Allowance for impairment losses	(45,735,013)	(34,368,268)	-	-
	1,013,631,496	1,020,833,455	-	-
Other Receivables				
Amount due from subsidiaries	-	-	162,882,520	72,134,512
Other receivables	68,033,230	79,489,809	16,000	16,000
Deposits	33,196,729	25,362,079	4,000,000	-
Prepayments	396,058	94,145	4,500	4,500
	101,626,017	104,946,033	166,903,020	72,155,012
Less: Allowance for impairment losses - Other receivables	(674,078)	(514,901)	-	-
	(674,078)	(514,901)	-	-
	100,951,939	104,431,132	166,903,020	72,155,012
Total trade and other receivables	1,114,583,435	1,125,264,587	166,903,020	72,155,012

(a) Trade Receivables

Trade receivables are non-interest earning and are generally on 30 to 90 (2024: 30 to 90) days credit term. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Retention sum receivables are monies withheld by contract customers and will be released to the Group upon expiry of 30 to 60 (2024: 30 to 60) months from the date of completion of construction contracts.

Notes to the Financial Statements (Cont'd)

11. TRADE AND OTHER RECEIVABLES (CONT'D)

(a) Trade Receivables (Cont'd)

Ageing analysis of trade receivables

The ageing analysis of the Group's trade receivables is as follows:

	2025 RM	Group 2024 RM
Not past due	610,608,746	662,412,306
1 to 30 days past due	17,856,138	58,085,132
31 to 60 days past due	17,804,959	52,024,629
61 to 90 days past due	91,374,932	32,810,761
More than 90 days past due	321,721,734	249,868,895
	448,757,763	392,789,417
Impaired	1,059,366,509 (45,735,013)	1,055,201,723 (34,368,268)
	1,013,631,496	1,020,833,455

Receivables that are not past due

Trade receivables that are not past due relate to customers with good track records with the Group. Based on past experience, the Board believes that no further allowance for impairment is necessary in respect of those balances.

None of the Group's trade receivables that are not past due have been renegotiated during the financial year.

Receivables that are past due

The Group has trade receivables amounting to RM448,757,763 (2024: RM392,789,417) that are past due at the reporting date. Based on their payment history, the Group believes that allowance for impairment has been adequately made. These receivables are not secured by any collateral or credit enhancements.

Notes to the Financial Statements (Cont'd)

11. TRADE AND OTHER RECEIVABLES (CONT'D)

(a) Trade Receivables (Cont'd)

Receivables that are impaired

The Group's trade receivables that are impaired as at the reporting date and the movement of the allowance for impairment accounts are as follows:

	2025 RM	Group 2024 RM
At beginning of the year	34,368,268	22,405,509
Charge for the year – net (Note 28)	11,366,745	11,962,759
At end of the year	45,735,013	34,368,268

Impairment loss for trade receivables are collectively and individually assessed using the simplified approach, by reference to historical credit loss experience and observable data such as current changes and future forecasts in economic conditions.

(b) Other Receivables

The Group's other receivables that are impaired as at the reporting date and the movement of the allowance for impairment accounts are as follows:

	2025 RM	Group 2024 RM
At beginning of the year	514,901	859,433
Charged/(reversal) for the year - net (Note 28)	159,177	(344,532)
At end of the year	674,078	514,901

(c) Amount Due From Subsidiaries

The amount due from subsidiaries is unsecured, bears interest rate at 4.00% (2024: 4.00%) per annum and is repayable on demand. The credit risk in respect of these amounts is considered low but is individually assessed for impairment at the reporting date.

The Group recognised the loss allowance measured at an amount equal to lifetime expected credit losses.

Notes to the Financial Statements (Cont'd)

12. CONTRACT COST ASSETS

	2025 RM	Group 2024 RM
Contract Cost Assets		
Incremental costs of obtaining contracts	4,789,704	2,331,621
Costs to fulfil a contract	28,818,605	17,282,185
	33,608,309	19,613,806

The incremental costs of obtaining contracts primarily comprise sales commission and other incremental costs paid to secure sales contracts for the Company's property development activities. The costs are to be amortised over the period when the related revenue is recognised.

The costs to fulfil a contract represent cost incurred that is used to fulfil the contract in future. The costs are to be amortised on a straight-line method over the term of the specific contract it relates to, consistent with the pattern of recognition of the associated revenue.

13. CONTRACT ASSETS/(LIABILITIES)

	2025 RM	Group 2024 RM
Contract Assets		
Amount due from customers for contract works	254,945,590	204,132,429
Contract Liabilities		
Amount due to customers for contract works	(737,518,366)	(616,451,311)

The contract assets relate to the Group's rights to consideration for work performed but not yet billed at the reporting date for its construction activities. The contract assets will be transferred to trade receivables when the rights become unconditional.

The contract liabilities relate to the payments received from customers for construction contracts, where revenue is recognised over time during the construction activities.

Notes to the Financial Statements (Cont'd)

13. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

The changes to contract assets and contract liabilities balances during the financial year are summarised below:

	2025 RM	Group 2024 RM
At beginning of the year	(412,318,882)	21,037,918
Revenue recognised in statements of profit or loss and other comprehensive income	2,243,466,030	1,829,397,254
Billings to customers during the financial year	(2,313,719,924)	(2,166,280,554)
Properties entitlement to landowners	-	(96,473,500)
	<u>(482,572,776)</u>	<u>(412,318,882)</u>
Represented by:		
Contract assets	254,945,590	204,132,429
Contract liabilities	(737,518,366)	(616,451,311)
	<u>(482,572,776)</u>	<u>(412,318,882)</u>

As at the end of the reporting period, the transaction price allocated to the unsatisfied or partially unsatisfied performance obligations of long-term contracts for the Group is RM3,644,568,172 (2024: RM4,000,938,955). The remaining performance obligations are expected to be recognised as below:

	2025 RM	Group 2024 RM
Within 1 year	1,582,395,395	2,084,346,639
Between 1 and 5 years	2,062,172,777	1,916,592,316
	<u>3,644,568,172</u>	<u>4,000,938,955</u>

The amount disclosed above does not include variable consideration which is constrained.

14. SHORT TERM INVESTMENTS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Money market fund and unit trust fund, at fair value*	211,713,291	121,414,949	25,795,715	68,829,720

* Money market fund and unit trust fund represent short term investment in highly liquid money market. These deposits are readily convertible to cash. The proceeds of the withdrawal of the money market fund and unit trust fund can be recovered on the following business day, after a notice of withdrawal is made.

Notes to the Financial Statements (Cont'd)

15. CASH AND BANK BALANCES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash in hand and at bank	123,365,721	134,037,305	1,388,124	16,218,840
Cash at securities account	1,098,542	491,368	1,098,542	491,368
Fixed deposits with licensed banks	45,223,176	38,821,366	5,502,745	5,389,933
	169,687,439	173,350,039	7,989,411	22,100,141
Less: Allowance for ECL (MFRS 9)	-	(82,391)	-	(12,907)
	169,687,439	173,267,648	7,989,411	22,087,234

The deposits with licensed banks with interest rates ranging from 1.75% to 3.05% (2024: 2.00% to 3.75%) per annum, have average maturities ranging from 30 to 365 (2024: 31 to 365) days.

Included in fixed deposits with licensed banks of the Group and of the Company at the end of the reporting period was an amount of RM27,577,813 and RM5,502,745 (2024: RM20,796,230 and RM5,389,933) which have been pledged to licensed banks as security for banking facilities granted to the Group and to the Company.

16. SHARE CAPITAL

	Group and Company			
	2025 Unit	2024 Unit	2025 RM	2024 RM
Issued and paid-up ordinary shares				
At beginning/end of the year	1,267,207,766	1,267,207,766	683,040,706	683,040,706

The holders of ordinary shares (except treasury shares) are 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 regard to the Company's residual assets.

Notes to the Financial Statements (Cont'd)

17. TREASURY SHARES

	2025 Unit	Group and Company 2024 Unit	2025 RM	2024 RM
At beginning of the year	6,157,566	6,157,566	6,914,445	6,914,445
Repurchased during the year	3,711,000	–	7,421,371	–
At end of the year	9,868,566	6,157,566	14,335,816	6,914,445

During the financial year, the Company repurchase 3,711,000 (2024: Nil) ordinary shares from the open market at an average price of RM2.00 (2024: RMNil) per share. The total consideration paid for the repurchase including transaction costs was RM7,421,371 (2024: RMNil).

Subsequent to the financial year end and up to the date of this report, the Company did not repurchase any share from the open market.

The repurchased transaction were financed by internally generated funds. The shares repurchased are being held as treasury shares in accordance with Section 127 of the Companies Act 2016 in Malaysia.

18. RESERVES

	2025 RM	Group 2024 RM
(a) Other reserve	475,000	475,000
(b) Foreign currency translation reserve	378,211	1,107,770
	853,211	1,582,770

(a) Other reserve

The other reserve is in respect of capitalisation of retained profits by a subsidiary for a bonus issue.

(b) Foreign currency translation reserve

	2025 RM	Group 2024 RM
At beginning of the year	1,107,770	2,147,884
Change during the year	(729,559)	(1,040,114)
At end of the year	378,211	1,107,770

The foreign currency translation reserve represents foreign exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

Notes to the Financial Statements (Cont'd)

19. DEFERRED TAX LIABILITIES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
At beginning of the year	(3,370,127)	(2,188,512)	–	(1,944)
Transfer to statements of profit or loss and other comprehensive income (Note 31)	1,152,190	(1,181,615)	–	1,944
At end of the year	(2,217,937)	(3,370,127)	–	–
Presented after appropriate offsetting as follows:				
Deferred tax assets	3,829,350	3,944,309	216	1,080
Deferred tax liabilities	(6,047,287)	(7,314,436)	(216)	(1,080)
	(2,217,937)	(3,370,127)	–	–

The components and movements of deferred tax liabilities and deferred tax assets during the financial year prior to offsetting are as follows:

Deferred tax liabilities

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Temporary difference between depreciation and capital allowance				
At beginning of the year	(7,314,436)	(6,765,061)	(1,080)	(1,944)
Transfer to statements of profit or loss and other comprehensive income	1,267,149	(549,375)	864	864
At end of the year	(6,047,287)	(7,314,436)	(216)	(1,080)

Deferred tax assets

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Provision and others				
At beginning of the year	3,944,309	4,576,549	1,080	–
Transfer to statements of profit or loss and other comprehensive income	(114,959)	(632,240)	(864)	1,080
At end of the year	3,829,350	3,944,309	216	1,080

Notes to the Financial Statements (Cont'd)

19. DEFERRED TAX LIABILITIES (CONT'D)

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
The deferred tax (liabilities)/assets recognised is in respect of the followings:				
- Temporary difference between depreciation and capital allowance	(6,047,287)	(7,314,436)	(216)	(1,080)
- Provision and others	3,829,350	3,944,309	216	1,080
	(2,217,937)	(3,370,127)	-	-

20. LEASE LIABILITIES

	Group	
	2025 RM	2024 RM
At beginning of the year	6,007,943	2,084,019
- Additions	6,433,976	6,107,938
- Modification	(534,175)	-
- Interest expenses recognised in profit or loss (Note 27)	44,254	27,840
- Advance payment	(4,395,851)	-
- Repayment of principal	(5,011,128)	(2,184,014)
- Repayment of interest expenses	(44,254)	(27,840)
At end of the year	2,500,765	6,007,943
Analysed by:		
Current	839,821	2,195,673
Non-current	1,660,944	3,812,270
	2,500,765	6,007,943
	Group	
	2025 RM	2024 RM
Minimum lease payments		
- not later than 1 year	901,200	2,457,481
- later than 1 year and not later than 5 years	2,111,681	3,813,195
Total minimum lease payments	3,012,881	6,270,676
Less: Future finance charges on lease liabilities	(512,116)	(262,733)
Present value of lease liabilities	2,500,765	6,007,943

The effective interest rates of the finance lease liabilities are between 3.36% and 4.36% (2024: 3.13% and 4.36%) per annum.

Notes to the Financial Statements (Cont'd)

21. TRADE AND OTHER PAYABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade Payables				
Third parties	152,047,285	217,799,221	-	-
Retention sum	197,637,731	188,664,894	-	-
	349,685,016	406,464,115	-	-
Other Payables				
Accruals	11,808,008	7,173,699	397,140	372,600
Amount due to subsidiaries	-	-	996,000	1,006,000
Amount due to related parties	-	49,022	-	-
Other payables	6,719,998	15,955,016	10,609	89,794
Deposits received	940,070	143,362	-	-
	19,468,076	23,321,099	1,403,749	1,468,394
Total trade and other payables	369,153,092	429,785,214	1,403,749	1,468,394

(a) Trade Payables

Trade payables are non-interest bearing and are normally settled between 30 and 90 (2024: 14 and 90) days.

Retention sum payables are monies withheld by the Group and will be released to contractors upon expiry of 1 to 30 months from the date of completion of work.

(b) Other Payables

- (i) Other payables are non-interest bearing and are normally settled on an average term of 90 (2024: 90) days.
- (ii) The non-trade amount due to subsidiaries is unsecured, interest free and is repayable on demand.
- (iii) The non-trade amount due to related parties is unsecured, interest free and is repayable on demand.

22. REVOLVING CREDIT

	Group	
	2025 RM	2024 RM
Revolving credit	10,000,000	10,000,000

The revolving credit is secured by a corporate guarantee granted by the Company and bears interest at the rate of 4.17% (2024: 4.25%) per annum.

Notes to the Financial Statements (Cont'd)

23. SHORT TERM BORROWING

	Group	
	2025 RM	2024 RM
Bank overdraft	8,317,217	11,954,183

The bank overdraft is secured by charges on certain properties of the Group, as disclosed in Note 4(a) and a corporate guarantee granted by the Company, and bears interests at 4.35% (2024: 4.36% and 4.60%) per annum.

24. REVENUE

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Revenue from contracts with customers				
(i) Recognised over time:				
- Construction activities	1,922,647,933	1,733,793,250	-	-
- Property development activities	320,818,097	95,604,004	-	-
	2,243,466,030	1,829,397,254	-	-
(ii) Recognised at a point in time:				
- Sale of completed properties	1,050,000	1,520,000	-	-
- Rendering of services	2,014,670	1,819,607	-	-
- Hotel activities	2,809,812	2,731,717	-	-
Dividend income	-	-	196,989,500	185,540,000
	5,874,482	6,071,324	196,989,500	185,540,000
	2,249,340,512	1,835,468,578	196,989,500	185,540,000

25. COST OF SALES

	Group	
	2025 RM	2024 RM
Construction costs	1,622,313,179	1,512,019,397
Property development costs	269,853,869	72,708,342
Cost of completed properties (Note 10)	1,093,201	1,771,150
Rendering of services	1,499,714	1,552,228
Hotel activities	1,500,584	1,227,569
	1,896,260,547	1,589,278,686

Notes to the Financial Statements (Cont'd)

26. OTHER OPERATING INCOME

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Fair value gain on redemption of short term investments	180,639	152,552	171,602	145,593
Gain on disposal of property, plant and equipment	131,453	22,500	-	-
Insurance claims	136,852	4,821,246	-	-
Interest income from fixed deposits and current account	12,829,427	8,783,891	3,158,415	2,299,345
Interest income from amount due from subsidiaries	-	-	2,374,737	2,592,733
Miscellaneous	1,660,170	4,330,396	-	-
Other income	1,131,100	752,538	16,403	21,625
Penalty income	7,523,567	9,034,659	-	-
Realised foreign exchange gain	-	8	-	-
Rental income	1,097,143	830,531	-	-
Reversal of amount written down for inventories (Note 10)	-	237,951	-	-
Sales of scrap	3,633,011	3,875,317	-	-
	28,323,362	32,841,589	5,721,157	5,059,296

27. FINANCE COSTS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Bank overdraft interest	651,161	441,682	-	-
Revolving credit interest	421,537	734,726	-	-
Bank guarantee charges	1,805	-	-	-
Lease interest (Note 20)	44,254	27,840	-	-
	1,118,757	1,204,248	-	-

Notes to the Financial Statements (Cont'd)

28. PROFIT BEFORE TAXATION

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before taxation is arrived at after charging/(crediting):				
Auditors' remuneration:				
(i) Statutory:				
- current year	404,600	369,600	88,000	84,000
- underprovision in prior years	13,450	-	4,000	-
(ii) Non statutory:				
- current year	-	55,000	-	55,000
Allowance for/(reversal of) impairment loss on:				
- trade receivables (Note 11)	11,366,745	11,962,759	-	-
- other receivables (Note 11)	159,177	(344,532)	-	-
- cash and bank balances (Note 15)	(82,391)	21,475	(12,907)	9,428
Amortisation of intangible assets (Note 9)	16,975	31,297	-	-
Depreciation of property, plant and equipment (Note 4)	13,662,946	14,232,465	3,600	3,600
Depreciation of investment properties (Note 6)	146,000	111,120	-	-
Depreciation of right-of-use assets (Note 5)	4,687,750	2,490,759	-	-
Directors' remuneration (Note 30)	8,454,063	8,024,534	312,140	287,600
Dividend income (Note 24)	-	-	(196,989,500)	(185,540,000)
Employee benefits expense (Note 29)	60,280,332	55,836,566	-	-
Fair value gain on redemption of short term investments (Note 26)	(180,639)	(152,552)	(171,602)	(145,593)
Fair value loss on redemption of short term investments	-	9,867	-	9,867
Finance costs (Note 27)	1,118,757	1,204,248	-	-
Gain on disposal of property, plant and equipment (Note 26)	(131,453)	(22,500)	-	-
Interest income from:				
- fixed deposits and current account (Note 26)	(12,829,427)	(8,783,891)	(3,158,415)	(2,299,345)
- amount due from subsidiaries (Note 26)	-	-	(2,374,737)	(2,592,733)
Property, plant and equipment written-off (Note 4)	5,200	-	-	-
Realised foreign exchange gain (Note 26)	-	(8)	-	-
Realised foreign exchange loss	143	-	-	-
Rental expenses (short term)				
- Premises	140,740	298,857	-	-
Rental income (Note 26)	(1,097,143)	(830,531)	-	-
Reversal of amount written-down for inventories (Notes 10 and 26)	-	(237,951)	-	-

Notes to the Financial Statements (Cont'd)

29. EMPLOYEE BENEFITS EXPENSE

	Group	
	2025 RM	2024 RM
Wages and salaries	51,645,549	47,956,900
Contributions to defined contribution plan	4,881,257	4,329,266
Social security contributions	1,799,990	1,607,963
Other benefits	1,953,536	1,942,437
	60,280,332	55,836,566

30. DIRECTORS' REMUNERATION

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Executive				
- salaries and other emoluments	4,881,900	4,581,900	-	-
- contributions to defined contribution plan	571,438	535,440	-	-
- social security contributions	5,572	3,651	-	-
Total executive Directors' remuneration	5,458,910	5,120,991	-	-
Non-executive				
- salaries and other emoluments	2,438,750	2,360,750	44,000	26,000
- contributions to defined contribution plan	287,370	280,170	-	-
- social security contributions	893	1,023	-	-
- fees	268,140	261,600	268,140	261,600
Total non-executive Directors' remuneration	2,995,153	2,903,543	312,140	287,600
Total Directors' remuneration (Note 28)	8,454,063	8,024,534	312,140	287,600

Notes to the Financial Statements (Cont'd)

30. DIRECTORS' REMUNERATION (CONT'D)

The number of Directors of the Company whose total remuneration during the year fell within the following bands is analysed below:

	Number of Directors	
	2025	2024
Executive Directors		
- RM1,400,001 - RM1,500,000	-	1
- RM1,600,001 - RM1,700,000	1	-
- RM1,800,001 - RM1,900,000	-	2
- RM1,900,001 - RM2,000,000	2	-
Non-executive Directors		
- below RM100,000	4	4
- RM2,600,001 - RM2,700,000	1	1

31. TAXATION

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
<u>Malaysian income tax</u>				
- current year	81,517,991	55,388,102	707,791	726,702
- under/(over) provision in prior years	900,106	(698,439)	(1,621)	169,322
- real property gain tax	13,494	-	-	-
	82,431,591	54,689,663	706,170	896,024
<u>Deferred tax (Note 19)</u>				
- relating to origination and reversal of temporary differences	781,081	24,996	-	(1,944)
- (over)/underprovision in prior years	(1,933,271)	1,156,619	-	-
	(1,152,190)	1,181,615	-	(1,944)
	81,279,401	55,871,278	706,170	894,080

Notes to the Financial Statements (Cont'd)

31. TAXATION (CONT'D)

The reconciliations of income tax expense applicable to the profit before taxation of the Group and of the Company at the statutory income tax rate to income tax expense at the effective income tax rate of the Group and of the Company are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before taxation	308,909,369	216,154,033	201,720,634	189,584,877
Tax at Malaysian statutory tax rate of 24% (2024: 24%)	74,138,249	51,876,968	48,412,952	45,500,370
Tax effects of:				
- income not subject to tax	(941,728)	(470,649)	(47,941,319)	(45,016,902)
- expenses not deductible for tax purposes	9,319,286	4,674,747	238,392	240,107
- deferred tax assets not recognised during the financial year	54,424	252,410	-	1,183
- utilisation of deferred tax assets previously not recognised	(271,159)	(920,378)	(2,234)	-
- real property gain tax	13,494	-	-	-
Under/(over) provision of income tax in prior years	900,106	(698,439)	(1,621)	169,322
(Over)/underprovision of deferred tax in prior years	(1,933,271)	1,156,619	-	-
Tax expense for the year	81,279,401	55,871,278	706,170	894,080

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024: 24%) of the estimated assessable profit for the year.

Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

Subject to the agreement by Inland Revenue Board, the amount of temporary differences as at the end of the reporting year are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Unutilised capital allowances	13,875,883	13,875,883	-	-
Unutilised reinvestment allowances	-	5,787,500	-	-
Unabsorbed tax losses	6,219,139	6,195,210	705,781	705,781
Others deductible temporary differences	21,831,013	23,236,998	-	12,906
	41,926,035	49,095,591	705,781	718,687

Notes to the Financial Statements (Cont'd)

31. TAXATION (CONT'D)

Subject to the agreement by Inland Revenue Board, the amount of temporary differences as at the end of the reporting year are as follows: (Cont'd)

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Deferred tax assets in respect of the above temporary differences due to uncertainties of realisation of profits	10,062,248	11,782,942	169,387	172,485
Less: Deferred tax assets recognised (Note 19)	(3,829,350)	(3,944,309)	(216)	(1,080)
Deferred tax assets not recognised	6,232,898	7,838,633	169,171	171,405

The unabsorbed tax losses and unutilised reinvestment allowances are allowed to be utilised for 10 (2024: 10) and 7 (2024: 7) consecutive years of assessment respectively, while the unutilised capital allowances are allowed to be carried forward indefinitely.

The unabsorbed tax losses and unutilised reinvestment allowances are available for utilisation up to the following financial years:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Unabsorbed tax losses				
Financial year				
2028	5,669,160	5,669,160	705,781	705,781
2029	39,323	39,323	-	-
2030	35,725	35,725	-	-
2031	32,787	32,787	-	-
2032	119,140	119,140	-	-
2033	273,833	273,833	-	-
2034	25,242	25,242	-	-
2035	23,929	-	-	-
	6,219,139	6,195,210	705,781	705,781
Unutilised reinvestment allowances				
Financial year				
2025	-	5,787,500	-	-

Notes to the Financial Statements (Cont'd)

32. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing profit for the year, net of tax, attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year.

(a) Basic

	2025	Group 2024
Earnings attributable to owners of the Company (RM)	227,035,104	160,240,880
Weighted average number of ordinary shares in issue:		
Weighted average number of ordinary shares at beginning of the year	1,261,050,200	1,261,050,200
Effect of shares buy back during the year	(2,376,420)	–
Weighted average number of ordinary shares at end of the year	1,258,673,780	1,261,050,200
Basic earnings per share (sen)	18.04	12.71

(b) Diluted

The Company has not issued any dilutive potential ordinary shares during the year and hence, the diluted earnings per share is equal to the basic earnings per share.

33. DIVIDENDS

Group and Company

	No. of shares	Net dividend per share sen	Total amount RM	Declaration date	Payment date
2025					
In respect of the financial year ended 31 December 2024:					
Single tier interim	1,260,550,200	3.0	37,816,506	28.2.2025	28.3.2025
In respect of the financial year ended 31 December 2025:					
Single tier interim	1,258,608,000	3.0	37,758,240	28.5.2025	30.6.2025
Single tier interim	1,257,339,200	3.0	37,720,176	25.8.2025	26.9.2025
Single tier interim	1,257,339,200	3.0	37,720,176	26.11.2025	26.12.2025
			151,015,098		
2024					
In respect of the financial year ended 31 December 2023:					
Single tier interim	1,261,050,200	2.0	25,221,004	29.2.2024	5.4.2024
In respect of the financial year ended 31 December 2024:					
Single tier interim	1,261,050,200	2.5	31,526,251	29.5.2024	5.7.2024
Single tier interim	1,261,050,200	2.5	31,526,251	27.8.2024	9.10.2024
Single tier interim	1,261,050,200	3.0	37,831,506	27.11.2024	20.12.2024
Special single tier	1,261,050,200	4.0	50,442,008	27.11.2024	20.12.2024
			176,547,020		

Notes to the Financial Statements (Cont'd)

34. RELATED PARTY DISCLOSURES

(a) Significant related party transactions

In addition to the related party information disclosed elsewhere in the financial statements, the related parties and their relationships with the Group are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Rental expense of office premise	(4,137,181)	(1,359,511)	-	-
Revenue from construction contracts	1,050,556,606	557,835,055	-	-
Dividend income	-	-	196,989,500	185,540,000
Interest income from amount due from subsidiaries	-	-	2,374,737	2,592,733
Purchase of goods/ services	(9,925)	(31,483)	-	-
Expenses recharged	208,002	9,339,993	-	-
Other expenses*	(4,858,627)	(2,067,053)	-	-

* Other expenses comprise facilities chargeable, sewerage charges, season parking, management fee, utilities charges and maintenance of properties and motor vehicles.

The significant related parties comprise Kerjaya Prospek Property Berhad and its subsidiaries, and Eastern & Oriental Berhad and its subsidiaries, in which certain Directors of the Company have either common Directorship and/or substantial equity interest in these related parties.

Related party transactions have been entered into in the normal course of business under negotiated terms.

(b) Compensation of key management personnel

The key management personnel comprised mainly executive Directors of the Group and of the Company. Their remuneration is disclosed in Note 30.

35. FINANCIAL GUARANTEES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial guarantees given to:				
- customers/suppliers of subsidiaries	295,934,684	308,442,464	295,934,684	308,442,464
- financial institutions for credit facilities granted to subsidiaries	-	-	44,507,970	64,365,912
	295,934,684	308,442,464	340,442,654	372,808,376

The financial guarantees provided by the Company to financial institutions have not been recognised in the financial statements since the fair value on initial recognition was not material.

Notes to the Financial Statements (Cont'd)

36. MATERIAL LITIGATIONS

There were no material litigations against the Group as at the reporting date save as follows:

(a) Pembinaan Yeng Tong Sdn. Bhd. vs Kerjaya Prospek (M) Sdn. Bhd.

On 11 September 2020, the Group announced that its wholly owned subsidiary, Kerjaya Prospek (M) Sdn. Bhd. ("KPM"), had received a letter dated 10 September 2020 from Messrs. Wong & Partners, the solicitors acting for Pembinaan Yeng Tong Sdn. Bhd. ("PYT"), accompanied by Writ of summons dated 7 September 2020 and Statement of Claim dated 7 September 2020 issued by the Kuala Lumpur High Court demanding inter-alia, payment of works done, expenses and loss and damages totalling RM35,861,133.95.

KPM denies the claim in totality and counterclaimed a sum of RM4,161,872.05 against PYT, in addition to general damages to be assessed.

The trial of the matter concluded on 6 February 2026. The Court has directed parties to file their respective written submissions. The matter is now fixed for oral submissions on 11 June 2026.

(b) Kerjaya Prospek (M) Sdn. Bhd. vs BCM Holdings Sdn. Bhd.

On 17 November 2023, the Group announced that KPM, had received a letter from BCM Holdings Sdn. Bhd. ("BCM") dated 15 November 2023 in relation to the Letter of Award dated 8 June 2023 and Supplemental Letter of Award dated 15 June 2023 (collectively referred to as the "LA") in respect of a contract for main building and external works for a proposed residential development project at Lot 5 & PT62, Seksyen 92, Bandar Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, where BCM informed KPM that BCM does not consider itself to be bound by the terms of the same ("BCM Letter").

On 7 December 2023, the Group announced that KPM, had via Messrs Kheng Hoe & Lee Yuen Advocates & Solicitors, the solicitors acting on behalf of KPM, served a Writ of Summons and Statement of Claim dated 6 December 2023 on BCM and sought RM20,000,000.00 in liquidated damages pursuant to the Clause 14 of the Supplemental Letter of Award dated 15 June 2023.

BCM has filed its defence and counterclaim against KPM, and has included Dato' Tiong Kwing Hee as second defendant and Tan You Tiong as third defendant, alleging that KPM had conspired with BCM's directors, and BCM seeks, inter alia, for a declaration that the LA is invalid and unenforceable, and damages for alleged conspiracy between KPM and previous BCM directors.

Dato' Tiong Kwing Hee had filed an application seeking to recuse the High Court Judge from hearing and determining the suit (the "Recusal Application") pertaining to the case between Dato' Tiong Kwing Hee and BCM. The Recusal Application was dismissed on 9 December 2025. Dato' Tiong Kwing Hee and Tan You Tiong have filed an appeal against the dismissal of the Recusal Application.

The parties have filed their respective Witness Statements (including Expert Reports) by 9 March 2026. The trial dates have been fixed on 14,15,17 and 18 September 2026.

Notes to the Financial Statements (Cont'd)

36. MATERIAL LITIGATIONS (CONT'D)

There were no material litigations against the Group as at the reporting date save as follows (Cont'd):

(c) Kerjaya Prospek (M) Sdn. Bhd. vs Apple 99 Development Sdn. Bhd.

On 22 August 2024, the Group announced that KPM, had filed a Writ of Summons and Statement of Claim at the High Court of Malaya at Shah Alam against Apple 99 Development Sdn. Bhd. ("Apple 99").

The Writ of Summons and Statement of Claim seeks, inter alia:-

- (i) A declaration that Apple 99 is in breach of the Settlement Agreement ("SA") dated 25 February 2020;
- (ii) An order for specific performance of the SA and the Hotel Sales and Purchase Agreement ("Hotel SPA");
- (iii) Alternatively, payment of RM105,135,885.20 or such other sum as may be determined by the Court being the outstanding residual contract sum together with the interest; and
- (iv) costs and such further as the Court deems fit.

The claim arises from the alleged outstanding sum of RM105,135,885.20 due and payable by Apple 99 to KPM.

KPM contends that Apple 99's failure to pay the outstanding Residual Contract Sum of RM105,135,885.20, and coupled with the fact that there was no sale of the Hotel to a third party purchaser by the Expiry Period, KPM is now entitled under the SA to proceed with the Hotel SPA, for which purpose Apple 99 had represented and warranted pursuant to Clause 10.2.11 of the SA to execute all memorandum, agreement, forms, documents, and steps necessary to put the Hotel SPA into effect.

Subsequent to KPM's filing of the Writ and Statement of Claim whereupon the same were served upon Apple 99, Apple 99 entered appearance on 5 September 2024 and filed its Defence and Counterclaim on 11 October 2024. KPM filed its Reply and Defence to Counterclaim on 26 November 2024, whereupon pleadings were deemed closed. The trial of the suit has been fixed for 15, 16, 17, 18 and 21 December 2026.

On 27 November 2024, KPM commenced adjudication proceedings under the Construction Industry Payment and Adjudication Act 2012 ("CIPAA") against Apple 99 for the sum of RM105,135,885.20 together with interest of RM12,917,792.09 due and payable to KPM by Apple 99.

On 9 May 2025, the Adjudicator allowed KPM's claim in part and ordered, inter alia, that:

- (a) Apple 99 shall pay to KPM the sum of RM75,460,851.16 together with interest at Maybank Base Lending Rate + 1% per annum;
- (b) Apple 99 shall pay to KPM, KPM's costs in the sum of RM108,702.00;
- (c) Apple 99 shall pay and bear the adjudicator's fee and expenses in the sum on RM90,790.20 and AIAC's administrative fee and tax in the sum of RM19,356.84.

On 27 May 2025, Apple 99 filed an application to set aside and stay the Adjudication Decision. KPM filed a corresponding application to enforce the Adjudication Decision.

On 17 October 2025, the High Court at Shah Alam:

- (a) allowed Apple 99's application to set aside the Adjudication Decision dated 9 May 2025 with costs of RM15,000.00 payable by KPM; and
- (b) dismissed KPM's application to enforce the Adjudication Decision with costs of RM5,000.00 payable by KPM. The grounds for setting aside are:

Notes to the Financial Statements (Cont'd)

36. MATERIAL LITIGATIONS (CONT'D)

There were no material litigations against the Group as at the reporting date save as follows (Cont'd):

(c) Kerjaya Prospek (M) Sdn. Bhd. vs Apple 99 Development Sdn. Bhd. (Cont'd)

The High Court held, among others,

1. The SA removed the payment issues from the construction contract and that Apple 99 is expressly relieved from its contractual duty to make further payments to KPM under the construction contract post the SA;
2. The adjudicator lacked jurisdiction under CIPAA as the dispute was not a "payment dispute" within CIPAA; and
3. KPM's recourse under the SA was to take a transfer of the Hotel.

KPM has filed its notice of appeal against the aforementioned Shah Alam High Court decision on 21 October 2025. Based on the Case Management outcome on 15 January 2026, the parties are to file their respective written submissions by 10 August 2026 and submissions in reply by 24 August 2026. The appeal has been fixed for hearing on 8 September 2026.

(d) Kerjaya Prospek (M) Sdn. Bhd. vs Yong Tai Berhad and Datuk Wira Boo Kuang Loon

The Settlement Agreement dated 25 February 2020 entered into by KPM and Apple 99 was guaranteed by Yong Tai Berhad ("Yong Tai") pursuant to a Corporate Guarantee and by Datuk Wira Boo Kuang Loon ("Datuk Wira Boo") pursuant to a Personal Guarantee, both dated 25 February 2020.

Following the alleged failure by Apple 99 to satisfy the outstanding residual contract sum of RM105,135,885.20 by 17 December 2023, KPM issued letters of demand to Yong Tai and Datuk Wira Boo pursuant to the Corporate and Personal Guarantees. The letter of demand was served on Yong Tai on 28 August 2024, and deemed served on Datuk Wira Boo on 2 October 2024.

However, Yong Tai and Datuk Wira Boo failed, refused and/or neglected to pay the demanded sum. Therefore, KPM filed a Writ of Summons and Statement of Claim on 4 October 2024 in the High Court at Shah Alam against Yong Tai and Datuk Wira Boo (collectively, "the Guarantors"), seeking, inter alia:

- (i) payment of RM105,135,885.20 subject and without prejudice to KPM's claims in the Apple 99 Suit;
- (ii) interest;
- (iii) costs; and
- (iv) such further relief as the Court deems fit.

The Writ of Summons and Statement of Claim were served upon Yong Tai and Datuk Wira Boo on 10 October 2024. The Guarantors filed their Defence and Counterclaim on 15 November 2024. Subsequently, KPM filed its Reply and Defence to Counterclaim on 29 November 2024, whereupon pleadings were deemed closed.

On 6 March 2025, KPM filed an application to consolidate this suit with the Apple 99 suit as mentioned in Note 36(c). On 2 May 2025, both suits were consolidated by virtue of a Consent Order ("Consolidated Suits"). The trial dates for the Consolidated Suits are fixed for 15, 16, 17, 18 and 21 December 2026, being the trial dates fixed in respect of the Apple 99 suit.

Notes to the Financial Statements (Cont'd)

37. CONTINGENT LIABILITIES

	2025 RM	Group 2024 RM
Material litigation (Note 36(a))	31,699,262	31,699,262

The Directors are of the view that based on the advice by the solicitors, KPM will not suffer any material liability from the litigation, as disclosed in Note 36(a). Therefore, no provision is necessary in respect of the Claims.

38. FAIR VALUE INFORMATION

(a) Financial Instruments Not Carried at Fair Value

The following are financial instruments that are not carried at fair value:

	Note
Trade and other receivables (excluding prepayments)	11
Cash and bank balances	15
Lease liabilities	20
Trade and other payables	21
Revolving credit	22
Short term borrowing	23

The carrying amounts of these financial instruments are reasonable approximate of their fair values, either due to their short-term nature or that they are re-priced to market interest rates on or near the reporting date.

(b) Financial Instruments Carried at Fair Value

Certain other investments and short term investments

Fair value of money market funds and unit trusts are derived from quoted price (unadjusted) in active markets for identical financial assets that the entity can access at the reporting date.

Notes to the Financial Statements (Cont'd)

39. CLASSIFICATION OF FINANCIAL INSTRUMENTS

The financial assets and financial liabilities of the Group and of the Company are measured on an ongoing basis at either fair value or at amortised cost based on their respective classification. The material accounting policy information as disclosed in Note 3 describes how the classes of financial instruments are measured, and how income and expenses, including fair value gains and losses, are recognised.

The table below provides an analysis of financial instruments categorised under MFRS 9 as follows:

- (a) Amortised cost ("AC"); and
(b) Fair value through profit or loss ("FVTPL")

	Carrying amount RM	AC RM	FVTPL RM
Group			
2025			
Non-derivative financial assets			
Trade and other receivables (excluding prepayments)	1,114,187,377	1,114,187,377	-
Short term investments	211,713,291	-	211,713,291
Cash and bank balances	169,687,439	169,687,439	-
	1,495,588,107	1,283,874,816	211,713,291
Non-derivative financial liabilities			
Trade and other payables	369,153,092	369,153,092	-
Lease liabilities	2,500,765	2,500,765	-
Revolving credit	10,000,000	10,000,000	-
Short term borrowing	8,317,217	8,317,217	-
	389,971,074	389,971,074	-
2024			
Non-derivative financial assets			
Trade and other receivables (excluding prepayments)	1,125,170,442	1,125,170,442	-
Short term investments	121,414,949	-	121,414,949
Cash and bank balances	173,267,648	173,267,648	-
	1,419,853,039	1,298,438,090	121,414,949
Non-derivative financial liabilities			
Trade and other payables	429,785,214	429,785,214	-
Lease liabilities	6,007,943	6,007,943	-
Revolving credit	10,000,000	10,000,000	-
Short term borrowing	11,954,183	11,954,183	-
	457,747,340	457,747,340	-

Notes to the Financial Statements (Cont'd)

39. CLASSIFICATION OF FINANCIAL INSTRUMENTS (CONT'D)

	Carrying amount RM	AC RM	FVTPL RM
Company			
2025			
Non-derivative financial assets			
Trade and other receivables (excluding prepayments)	166,898,520	166,898,520	–
Short term investments	25,795,715	–	25,795,715
Cash and bank balances	7,989,411	7,989,411	–
	200,683,646	174,887,931	25,795,715
Non-derivative financial liabilities			
Trade and other payables	1,403,749	1,403,749	–
	1,403,749	1,403,749	–
2024			
Non-derivative financial assets			
Trade and other receivables (excluding prepayments)	72,150,512	72,150,512	–
Short term investments	68,829,720	–	68,829,720
Cash and bank balances	22,087,234	22,087,234	–
	163,067,466	94,237,746	68,829,720
Non-derivative financial liabilities			
Trade and other payables	1,468,394	1,468,394	–
	1,468,394	1,468,394	–

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, interest rate risk and foreign currency risk.

The Board of Directors reviews and agrees policies and procedures for the management of these risks. The Audit Committee provides independent oversight to the effectiveness of the risk management process.

During the current and previous financial years, the Group's policy is not to enter into any derivatives.

The following sections provide details regarding the exposure of the Group and of the Company to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Credit Risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including cash and bank balances), the Group minimises credit risk by dealing exclusively with high credit rating counterparties.

Notes to the Financial Statements (Cont'd)

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) Credit Risk (Cont'd)

Trade and other receivables

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

Exposure to credit risk

At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

Information regarding credit enhancements, if any, for trade and other receivables is disclosed in Note 11.

Credit Risk Concentration Profile

The Group determines concentrations of credit risk by monitoring the business segment of its trade receivables on an ongoing basis. The credit risk concentration profile of the Group's trade receivables at the reporting date are mainly arising from the construction segment.

The Group seeks to maintain strict control over its outstanding receivables and has a credit control department to minimise credit risk. The Group's concentration of credit risk relates to the amount owing by five (2024: two) major customers which constituted 54% (2024: 26%) of its trade receivables at the end of the reporting year.

Cash and bank balances

The Group considers the licensed banks have low credit risks. At the reporting date, the Group's maximum exposure to credit risk is represented by the carrying amounts recognised in the statements of financial position.

Financial guarantees

The Group and the Company provides corporate guarantees which are financial guarantee contracts, to customers/suppliers of subsidiaries and licensed banks in respect of banking facilities granted to the subsidiaries.

The maximum exposure to credit risk of the Group and of the Company amounts to RM295,934,684 and RM340,442,654 (2024: RM308,442,464 and RM372,808,376) respectively, representing the outstanding financial guarantee as at end of the reporting year, as disclosed in Note 35.

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

Notes to the Financial Statements (Cont'd)

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(b) Liquidity Risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. 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 the use of stand-by credit facilities.

Analysis of Financial Instruments by Remaining Contractual Maturities

The table below summarises the maturity profile of the Group's and of the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations.

Group	Effective interest rate %	Carrying amount RM	Contractual undiscounted cash flow RM	Maturity	
				Less than 1 year RM	Between 2 and 5 years RM
2025					
Trade and other payables	–	369,153,092	369,153,092	369,153,092	–
Lease liabilities	3.36 - 4.36	2,500,765	3,012,881	901,200	2,111,681
Revolving credit	4.17	10,000,000	10,000,000	10,000,000	–
Short term borrowing	4.35	8,317,217	8,317,217	8,317,217	–
Financial guarantees* (Note 35)	–	–	295,934,684	–	–
		389,971,074	686,417,874	388,371,509	2,111,681
2024					
Trade and other payables	–	429,785,214	429,785,214	429,785,214	–
Lease liabilities	3.13 - 4.35	6,007,943	6,270,676	2,457,481	3,813,195
Revolving credit	4.25	10,000,000	10,000,000	10,000,000	–
Short term borrowing	4.36 - 4.60	11,954,183	11,954,183	11,954,183	–
Financial guarantees* (Note 35)	–	–	308,442,464	–	–
		457,747,340	766,452,537	454,196,878	3,813,195

Notes to the Financial Statements (Cont'd)

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(b) Liquidity Risk (Cont'd)

Company	Effective interest rate %	Carrying amount RM	Contractual undiscounted cash flow RM	Maturity
				Less than 1 year RM
2025				
Trade and other payables	-	1,403,749	1,403,749	1,403,749
Financial guarantees* (Note 35)	-	-	340,442,654	-
		1,403,749	341,846,403	1,403,749
2024				
Trade and other payables	-	1,468,394	1,468,394	1,468,394
Financial guarantees* (Note 35)	-	-	372,808,376	-
		1,468,394	374,276,770	1,468,394

* These financial guarantee contracts are allocated to the earliest period in which the guarantees could be called. However, based on circumstances at the end of the financial year, the Directors do not foresee the guarantees will be called upon.

(c) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and of the Company's financial instruments will fluctuate because of changes in market interest rates. The Group's exposure to interest rate risk arises mainly from borrowings with variable rates. The Group's policy is to obtain the most favourable interest rates available and by maintaining a balances portfolio mix of fixed and floating rate borrowings.

As the Group has no significant interest-bearing financial assets, the Group's income and operating cash flows are substantially independent of changes in market interest rates. The Group's interest-bearing financial assets are mainly short term in nature and have been mostly placed in fixed deposits or occasionally, in short term commercial papers.

As at the reporting date, the Group has short term borrowing facility which is bank overdraft, that may expose to interest rate risk as the bank overdraft interest rate is calculated based on cost of fund of the lending bank that is subject to fluctuation plus a fixed spread. However, the fluctuation of the cost of fund is remote and the impact is not material.

Notes to the Financial Statements (Cont'd)

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(d) Foreign Currency Risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group is exposed to transactional currency risk primarily through sales and purchases that are denominated in a currency other than the functional currency of the operations to which they relate. The currencies giving rise to this risk are primarily Singapore Dollar ("SGD"). Foreign exchange exposures in these transactional currencies other than functional currencies of the operating entities are kept to an acceptable level.

The Group has one (2024: one) foreign subsidiary, of which is dormant. The Group did not undertake any hedging for these investments and is therefore exposed to a foreign currency risk. However, the impact on the foreign currency risk is immaterial as exhibited in the sensitivity analysis for foreign currency risk below.

The unhedged financial assets of the Group that are not denominated in the functional currency are as follows:

	2025 RM	Group	2024 RM
Singapore Dollar ("SGD")			
Cash and bank balances	17,654,077		19,033,947

As at the reporting date, the Group has no unhedged financial liabilities that are not denominated in the functional currency.

The following table demonstrates the sensitivity of the Group's profit to a reasonably possible change in the SGD exchange rate against the respective functional currencies of the Group entities, with all other variables held constant.

	2025 RM	Group	2024 RM
Effects on profit after taxation:			
SGD/RM			
- strengthened by 10% (2024: 10%)	1,341,710		1,446,580
- weakened by 10% (2024: 10%)	(1,341,710)		(1,446,580)

Notes to the Financial Statements (Cont'd)

41. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. No changes were made in the objectives, policies or processes during the financial years ended 31 December 2025 and 2024.

The debts to equity ratios as at 31 December 2025 and 2024 were as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash and bank balances (Note 15)	169,687,439	173,267,648	7,989,411	22,087,234
Less:				
Revolving credit (Note 22)	(10,000,000)	(10,000,000)	-	-
Short term borrowing (Note 23)	(8,317,217)	(11,954,183)	-	-
	(18,317,217)	(21,954,183)	-	-
Net cash position	151,370,222	151,313,465	7,989,411	22,087,234
Total equity	1,204,440,638	1,136,359,118	748,008,042	705,430,047
Debt-to-equity ratio	N/A	N/A	N/A	N/A

N/A - Not applicable as the cash and cash equivalent of the Group and of the Company are sufficient to settle all the outstanding debts of the Group and of the Company as at the financial year end.

There were no changes in the Group's approach to capital management during the financial year.

Notes to the Financial Statements (Cont'd)

42. SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on their products and services, and has five reportable operating segments as follows:

- (i) Construction - Main building construction works, provision of contract workmanship and other related services.
- (ii) Manufacturing - Manufacturing, assemble, installation and sale of light fitting, furniture and kitchen cabinetry and related products.
- (iii) Properties - Development of residential and/or commercial properties.
- (iv) Hospitality - Hotel activities.
- (v) Others - Investment holding companies, software development and information technology solutions, money lending services and others dormant companies.

Information about major customers

The following are major customers with revenue equal or more than 10% of the Group's total revenue:

	Revenue		Segment
	2025 RM	2024 RM	
Customer A	964,722,686	469,174,518	Construction
Customer B	274,053,339	374,823,917	Construction
Customer C	Not applicable	194,075,632	Construction

Customer A represents a group of companies with revenue more than 10% of the Group's total revenue.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements. Group financing (including finance costs) and income taxes are managed on a group basis and are not allocated to operating segments.

Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

Notes to the Financial Statements (Cont'd)

42. SEGMENT INFORMATION (CONT'D)

	Construction RM	Manufacturing RM	Properties RM	Hospitality RM	Others RM	Adjustments/ elimination RM	Total RM
2025							
Revenue							
External revenue	1,942,829,794	174,259	320,818,097	2,809,812	-	(17,291,450)	2,249,340,512
Intersegment revenue	441,660,340	5,382,922	-	-	*197,489,500	(644,532,762)	-
Total revenue	2,384,490,134	5,557,181	320,818,097	2,809,812	197,489,500	(661,824,212)	2,249,340,512
Results							
Segment results	309,553,471	3,881,093	49,639,317	427,552	228,215,241	(281,688,548)	310,028,126
Finance costs							(1,118,757)
Profit before taxation							308,909,369
Taxation							(81,279,401)
Profit for the year							227,629,968
Other information							
Allowance for/ (reversal of) impairment losses on:							
- Trade receivables	11,366,745	-	-	-	-	-	11,366,745
- Other receivables	159,177	-	-	-	-	-	159,177
- Cash and bank balances	(45,547)	(564)	(11,925)	-	(24,355)	-	(82,391)
Amortisation of intangible assets	16,975	-	-	-	-	-	16,975
Depreciation of right-of-use assets	4,687,750	-	-	626,005	-	(626,005)	4,687,750
Depreciation of property, plant and equipment	12,850,015	242,532	4,140	12,328	553,931	-	13,662,946
Depreciation of investment properties	146,000	-	-	-	-	-	146,000

Notes to the Financial Statements
(Cont'd)

42. SEGMENT INFORMATION (CONT'D)

	Construction RM	Manufacturing RM	Properties RM	Hospitality RM	Others RM	Adjustments/ elimination RM	Total RM
2025							
Other information (cont'd)							
Fair value gain on redemption of short term investments	(9,037)	-	-	-	(171,602)	-	(180,639)
Finance costs	1,143,736	-	2,349,757	5,959	-	(2,380,695)	1,118,757
Gain on disposal of property, plant and equipment - net	(152,149)	-	-	-	-	20,696	(131,453)
Insurance claims	(109,626)	-	-	-	(27,226)	-	(136,852)
Interest income	(7,201,878)	(125,622)	(1,866,846)	(31,915)	(5,977,903)	2,374,737	(12,829,427)
Assets							
Segment assets	2,012,732,135	25,817,359	390,942,960	1,363,207	895,363,004	(967,100,077)	2,359,118,588
Unallocated assets	-	-	-	-	-	-	-
Consolidated total assets							<u>2,359,118,588</u>
Liabilities							
Segment liabilities	1,321,300,527	4,295,639	288,989,952	502,907	68,907,910	(529,318,985)	1,154,677,950
Unallocated liabilities	-	-	-	-	-	-	-
Consolidated total liabilities							<u>1,154,677,950</u>

Notes to the Financial Statements (Cont'd)

42. SEGMENT INFORMATION (CONT'D)

	Construction RM	Manufacturing RM	Properties RM	Hospitality RM	Others RM	Adjustments/ elimination RM	Total RM
2024							
Revenue							
External revenue	1,737,132,857	-	95,604,004	2,731,717	-	-	1,835,468,578
Intersegment revenue	376,626,497	6,888,416	-	-	*185,540,000	(569,054,913)	-
Total revenue	2,113,759,354	6,888,416	95,604,004	2,731,717	185,540,000	(569,054,913)	1,835,468,578
Results							
Segment results	218,764,317	2,550,824	20,923,381	674,381	189,180,554	(214,735,176)	217,358,281
Finance costs							(1,204,248)
Profit before taxation							216,154,033
Taxation							(55,871,278)
Profit for the year							160,282,755
Other information							
Allowance for/ (reversal of) impairment losses							
- Trade receivables	11,765,725	197,034	-	-	-	-	11,962,759
- Other receivables	(344,532)	-	-	-	-	-	(344,532)
- Cash and bank balances	2,480	177	9,695	-	9,123	-	21,475
Amortisation of intangible assets	31,297	-	-	-	-	-	31,297
Depreciation of right-of-use assets	2,490,759	-	-	676,168	-	(676,168)	2,490,759
Depreciation of property, plant and equipment	13,570,503	214,877	80,528	9,579	3,600	353,378	14,232,465
Depreciation of investment properties	111,120	-	353,378	-	-	(353,378)	111,120

Notes to the Financial Statements
(Cont'd)

42. SEGMENT INFORMATION (CONT'D)

	Construction RM	Manufacturing RM	Properties RM	Hospitality RM	Others RM	Adjustments/ elimination RM	Total RM
2024							
Other information (cont'd)							
Fair value loss on redemption of short term investments	-	-	-	-	9,867	-	9,867
Fair value gain on redemption of short term investments	(6,959)	-	-	-	(145,593)	-	(152,552)
Finance costs	1,809,810	-	2,219,928	27,670	-	(2,853,160)	1,204,248
Gain on disposal of property, plant and equipment - net	(21,000)	-	-	-	(1,500)	-	(22,500)
Insurance claims	(4,821,846)	-	-	-	-	-	(4,821,846)
Interest income	(5,495,258)	(38,594)	(575,890)	(30,438)	(5,469,201)	2,825,490	(8,783,891)
Reversal of inventories written down to net realisable value	(237,951)	-	-	-	-	-	(237,951)
Assets							
Segment assets	1,719,438,797	33,253,831	362,460,611	2,404,224	726,428,157	(619,173,924)	2,224,811,696
Unallocated assets	-	-	-	-	-	-	-
Consolidated total assets							<u>2,224,811,696</u>
Liabilities							
Segment liabilities	1,090,508,304	5,475,867	169,853,370	1,386,293	42,219,786	(220,991,042)	1,088,452,578
Unallocated liabilities	-	-	-	-	-	-	-
Consolidated total liabilities							<u>1,088,452,578</u>

* Comprises mainly dividend income from subsidiaries, which will be eliminated upon consolidation.

Notes to the Financial Statements (Cont'd)

43. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

- (a) On 11 November 2024, one of the Company's wholly-owned subsidiary, Futuprop Sdn. Bhd. has entered into a Joint Venture Cum Shareholders' Agreement with Aspen Vision Development Sdn. Bhd. and Rivanis Ventures Sdn. Bhd. ("RVSB"), a subsidiary of the Company in relation to a joint venture to undertake the development of the lands comprising part of land held under HSD 28162 known as Lot 286, lands held under GRN 157615 and GRN 157616 known as Lot 65 and Lot 67 respectively, all within town of Prai, Seberang Perai Tengah, Pulau Pinang respectively and measuring a total land area of approximately 36.025 acres ("Said Land") via RVSB, a special purpose vehicle incorporated under the laws of Malaysia for the purpose of the aforesaid joint venture. The Agreement Period have been mutually agreed by both parties to extend and to execute the Definitive Agreement until 30 April 2026, to allow more time for the parties to finalise the terms within.
- (b) On 6 January 2025, one of the Company's wholly-owned subsidiary, Kerjaya Prospek (M) Sdn. Bhd. ("KPM") accepted a letter of award dated 6 January 2025 amounting to RM256.36 million from Eastern & Oriental Express Sdn. Bhd. ("E&OE"), an indirect subsidiary of Eastern & Oriental Berhad, in respect of the execution and completion of a building contract works for the proposed development at No. 4, Jalan Shorea U15/36, Elmina West, Seksyen U16, 40170 Shah Alam, Selangor Darul Ehsan.
- (c) On 10 March 2025, KPM accepted a letter of award dated 10 March 2025 amounting to RM51.03 million from Persada Mentari Sdn. Bhd. ("PMSB"), in respect of the execution and completion of a piling and earthworks contract for the proposed service apartment at Bandar Tanjung Pinang, Pulau Andaman, Daerah Timur Laut, Pulau Pinang.
- (d) On 12 March 2025, 3 April 2025, 8 April 2025, 9 April 2025, 10 April 2025, 11 April 2025, 19 June 2025, 31 July 2025, 1 August 2025 and 6 August 2025, the Company repurchased a total of 3,711,000 of its issued ordinary shares from the open market at an average price of RM2.00 per share. The total consideration paid for the purchase was RM7.42 million including transaction costs.
- (e) On 13 March 2025, KPM accepted a letter of award dated 12 March 2025 amounting to RM11.36 million from Tanjung Pinang Development Sdn. Bhd. ("TPDSB") in respect of the execution and completion of a Gurney pedestrian ramp, access to Gurney and all associated works at Bandar Tanjung Pinang, Pulau Andaman, Daerah Timur Laut, Pulau Pinang.
- (f) On 7 April 2025, KPM accepted a letter of award dated 7 April 2025 amounting to RM291.43 million from PMSB, in respect of the execution and completion of a building contract at Bandar Tanjung Pinang, Pulau Andaman, Daerah Timur Laut, Pulau Pinang.
- (g) On 15 April 2025, KPM accepted a letter of award dated 15 April 2025 amounting to RM98.09 million from PMSB, in respect of the execution and completion of a building contract at Bandar Tanjung Pinang, Pulau Andaman, Daerah Timur Laut, Pulau Pinang.
- (h) On 8 May 2025, KPM accepted a letter of award dated 7 May 2025 amounting to RM162.00 million from Majestic Gen Sdn. Bhd. ("MGSB"), in respect of the execution and completion of a building contract works at Lot 2897, Lot 10578 and Lot 10579, Jalan Tenteram, Bandar Johor Bahru, Daerah Johor Bahru, Johor Darul Ta'zim.

Notes to the Financial Statements (Cont'd)

43. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR (CONT'D)

- (i) On 26 May 2025, Kerjaya Prospek Ventures Sdn. Bhd. ("KPV"), an indirect wholly-owned subsidiary of the Company, entered into a Subscription and Shareholders' Agreement ("SSHA") with three wholly-owned subsidiaries of Aspen (Group) Holdings Berhad, namely Aspen Vision Land Sdn. Bhd. ("AVL"), Aspen Vision Development Sdn. Bhd. and Aspen Vision All Sdn. Bhd., pursuant to which KPV will subscribe for 4,410,000 new ordinary shares and 935,900 new redeemable preference shares in the capital of AVL for a total consideration of RM98.00 million.

On 26 August 2025, the parties entered into a Supplemental Agreement to the SSHA to extend the cut-off date for fulfilment of the Conditions Precedent to 25 October 2025, with all other terms remaining unchanged.

On 17 November 2025, the parties entered into a Second Supplemental Agreement to the SSHA.

On 27 November 2025, the parties confirmed that all applicable Conditions Precedent to the SSHA have been fulfilled. Consequently, the SSHA has become unconditional and the parties will proceed with the completion of the proposed investment. As at the date of this report, the completion of the proposed investment is still in progress.

- (j) On 1 July 2025, Senandung Raya Sdn. Bhd. ("SRSB"), an indirect wholly-owned subsidiary of the Company, entered into two separate Sale and Purchase Agreements with Top Up Properties Sdn. Bhd. for the acquisition of two pieces of freehold land at 9th Mile, Kuchai Road, Kuala Lumpur, for purchase prices of RM26,296,232.13 and RM27,426,443.70, respectively.
- (k) On 1 July 2025, SRSB, entered into a Sale and Purchase Agreement with Sunrise Bright City Sdn. Bhd. for the acquisition of a piece of freehold land at 9th Mile, Kuchai Road, Kuala Lumpur, for a purchase price of RM59,076,107.64.
- (l) On 1 July 2025, KPV and Tanjung Bungah Development Sdn. Bhd. ("TBD"), both wholly-owned subsidiaries of KP Equity Ventures Sdn. Bhd. ("KPEV"), an indirect wholly-owned subsidiary of the Company, entered into a conditional Joint Venture Agreement ("JVA") and SSHA with Aspen Vision Tanjung Sdn. Bhd. to jointly develop two parcels of freehold land (Lot 2601 and Lot 3603) in Bandar Tanjung Bungah, Pulau Pinang, via a special purpose vehicle, TBD, in which the parties will hold 60% and 40% equity, respectively.

On 23 January 2026, the Board of Directors resolved that additional time is required to facilitate the registration of the land titles to the special purpose vehicle ("SPV"). Accordingly, the parties have mutually agreed to extend the unconditional date to 28 February 2026. Save for the aforementioned, all other terms and conditions of the JVA and SSHA remain unchanged and in full force and effect.

On 27 February 2026, the Board of Directors announced that the parties have confirmed that all applicable conditions precedent under the JVA and SSHA have been fulfilled. Accordingly, the JVA and SSHA have become unconditional and the parties have proceeded with the joint venture in accordance with the terms of the JVA and SSHA.

- (m) On 17 September 2025, Permatang Bakti Sdn. Bhd. ("PBSB"), a wholly-owned subsidiary of the Company, provided financial assistance of RM1.50 million to a third party in the ordinary course of its business.
- (n) On 5 November 2025, KPM accepted a letter of award dated 5 November 2025 amounting to RM87.66 million from E&OE, in respect of the execution and completion of a building contract at PT 52005, Persiaran Ficus, Elmina, Seksyen U15, 47000 Shah Alam, Selangor Darul Ehsan.
- (o) On 11 November 2025, PBSB accepted a letter of award dated 11 November 2025 amounting to RM100.22 million from Serta Usaha Sdn. Bhd. in respect of the execution and completion of a building contract works at No. 4 (Lot 10460), Jalan Tukul Q15/Q, Seksyen 15, 40200 Shah Alam, Selangor Darul Ehsan.

Notes to the Financial Statements (Cont'd)

43. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR (CONT'D)

- (p) On 11 November 2025, KPM accepted a letter of award dated 11 November 2025 amounting to RM97.49 million from TPDSB in respect of the execution and completion of five (5) canal bridges, connecting Fasa 2A to 2B and Fasa 2C on reclaimed land at Seksyen 2, Bandar Tanjung Pinang, Pulau Andaman, Daerah Timur Laut, Pulau Pinang.
- (q) On 12 November 2025, KPM accepted a letter of award dated 11 November 2025 amounting to RM56.40 million from Jabatan Ketua Menteri Pulau Pinang in respect of the construction of steel roof structures including hawker center at Jalan Gurney, Pulau Pinang.
- (r) On 26 November 2025, KPM accepted a letter of award dated 26 November 2025 amounting to RM350.62 million from Pixel Valley Sdn. Bhd. in respect of the execution and completion of a building contract works at Lot PT 6025 (Lot Lama Plot 24), Persiaran Cassia Barat 3, Mukim 13, Batu Kawan, Seberang Perai Selatan, Pulau Pinang.
- (s) On 3 December 2025, KPEV incorporated E&O KP Synergy Sdn. Bhd. together with a related party, with a subscription price of RM100 for 100 ordinary shares at RM1 each in which it holds a 50% equity interest, equivalent to RM50. The financial effect of this incorporation is not material to the Group for the current financial year.
- (t) On 12 December 2025, KPM accepted a letter of award dated 11 December 2025 amounting to RM225.00 million from MGSB in respect of the execution and completion of a building contract at PTB 24999 (formerly Lot 2907), Jalan Lepas, Bandar Johor Bahru, Daerah Johor Bahru, Johor Darul Ta'zim.

The above mentioned entities who are parties to all agreements and letters of award entered into with the Group are related parties, except for those parties mentioned in (h), (k), (m), (q) and (t).

44. SIGNIFICANT EVENTS SUBSEQUENT TO THE FINANCIAL YEAR END

- (a) On 15 January 2026, KPM accepted a letter of award dated 15 January 2026 amounting to RM201.25 million from Greencove Sdn. Bhd. ("GCSB") in respect of the execution and completion of a building contract works at Lot 87285, Jalan PJU 10/1C, Damansara Damai, Mukim Sungai Buloh, Daerah Petaling, Selangor Darul Ehsan.
- (b) On 23 February 2026, one of the Company's wholly-owned subsidiary, Future Rock Sdn. Bhd. accepted a letter of award dated 23 February 2026 amounting to RM502.27 million from TPDSB, for execution and completion of reclamation and dredging works for Seri Tanjung Pinang (Phase 2B and 2C) Development (STP2) Penang.
- (c) On 3 April 2026, KPM accepted a letter of award dated 3 April 2026 amounting to RM98.78 million from Sena Letrik (M) Sdn. Bhd., for main building, mechanical & electrical and external works for a proposed private hospital construction project at Bandar Seremban Utama, Seremban 2, Negeri Sembilan Darul Khusus.

The above mentioned entities who are parties to all letters of award entered into with the Group are related parties, except for the party mentioned in (c).

Statement by Directors

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

We, Datin Seri Toh Siew Chuon and Dato' Tee Eng Seng, being two of the Directors of Kerjaya Prospek Group Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 121 to 190 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 31 December 2025 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 17 April 2026.

Datin Seri Toh Siew Chuon
Director

Dato' Tee Eng Seng
Director

Statutory Declaration

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

I, Datin Seri Toh Siew Chuon, being the director primarily responsible for the financial management of Kerjaya Prospek Group Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 121 to 190 are drawn up, 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 Datin Seri Toh Siew Chuon
at Petaling Jaya in the State of Selangor
on 17 April 2026.

Datin Seri Toh Siew Chuon
Director

Before me,
Ng Say Hung
License No. B185
Commissioner of Oaths
Selangor

Independent Auditors' Report

To the Members of Kerjaya Prospek Group Berhad

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Kerjaya Prospek Group Berhad, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 121 to 190.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and their cash flows for the 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 Auditor's 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 Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International 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 (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.

1. Impairment assessment of goodwill

As at 31 December 2025, the carrying amount of goodwill recognised by the Group amounted to RM227,872,269 as disclosed in Note 9 to the financial statements. The Group is required to perform annual impairment assessment of the cash-generating units ("CGU") or groups of CGUs to which goodwill has been allocated.

Key audit matter	Our response
<p>The Group estimated the recoverable amounts of the CGUs to which the goodwill is allocated based on value in use ("VIU"). Estimating the VIU involves discounting the estimated future cash inflows and outflows expected to be derived from the CGUs to its present value using an appropriate discount rate.</p> <p>We determined this to be a key audit matter as the VIU determined using discounted cash flows is complex and involves significant judgement and estimates by the management, specifically the key assumptions on the revenue growth rate, operating profit margin, long-term growth rate and discount rate.</p>	<p>Our audit procedures included, among others:</p> <ul style="list-style-type: none"> (i) Compared prior period budgets to actual outcomes to assess reliability of management's forecasting process; (ii) Assessed and evaluated key assumptions used in forecasting revenue growth rates, operating profit margins and long-term growth rates; (iii) Assessed the appropriateness of pre-tax discount rates used by management by comparing to the market data, weighted average cost of capital of the Group and relevant risk factors; (iv) Assessed and evaluated sensitivity analysis performed by management on the cash flow projections to evaluate the impact on the impairment assessment; and (v) Assessed the adequacy of disclosures in the financial statements in relation to the key assumptions used in the impairment assessment.

Independent Auditors' Report (Cont'd)

Key Audit Matters (Cont'd)

2. Impairment of trade receivables

As at 31 December 2025, the Group has trade receivables with carrying amount of RM1,013,631,496, as disclosed in Note 11 to the financial statements.

Key audit matter	Our response
<p>The Group assessed on a forward-looking basis the expected credit loss ("ECL") associated with the trade receivables using the simplified approach.</p> <p>We determined this to be a key audit matter because it requires management to exercise significant judgments in determining the probability of default by trade receivables and appropriate forward-looking information.</p>	<p>Our audit procedures included, among others:</p> <ul style="list-style-type: none"> (i) Reviewed and assessed the reasonableness of management's expected credit losses model and assumptions used in determining the impairment losses of trade receivables; (ii) Recomputed the probability of default using historical data and forward-looking information adjustment applied by the Group; (iii) Recomputed the correlation coefficient between the forward-looking factors used by the Group and historical credit losses to determine the appropriateness of the forward-looking information used by the Group; and (iv) Assessed the adequacy of disclosures in the financial statements in relation to the impairment of trade receivables.

Independent Auditors' Report (Cont'd)

Key Audit Matters (Cont'd)

3. Recoverability of the carrying amounts of property development cost and completed properties held as inventories

As at 31 December 2025, carrying value of property development cost and completed properties held as inventories by the Group amounted to RM185,650,750 and RM56,966,468 respectively, as disclosed in Note 10 to the financial statements.

Key audit matter	Our response
<p>Management assessed the net realisable values of the completed properties based on estimates derived from recent transacted prices or revised selling prices in light of the current economic condition and future market outlook, net of expected discounts to be given which were approved by the Directors.</p> <p>For property development costs, management has also considered the costs yet to be incurred to complete the development project before comparing them to the net realisable value.</p> <p>We determined this to be a key audit matter due to significant management's estimates are involved in determining the net realisable value.</p>	<p>Our audit procedures included, among others:</p> <p>(i) For property development cost and completed properties which have recent sale transactions, we compared the carrying amounts of these development units (including costs yet to be incurred for property development costs), on a sample basis, to the selling prices stated in the signed sale and purchase agreements, net of discounts given; and</p> <p>(ii) For property development cost and completed properties which did not have recent sale transactions, we compared the carrying amounts of these development units (including costs yet to be incurred for property development costs), on a sample basis, to the latest market value or recent transacted prices of comparable development units in similar or nearby locations, and where applicable, prices were adjusted for the size of the units.</p>

Independent Auditors' Report (Cont'd)

Key Audit Matters (Cont'd)

4. Revenue recognition from construction contracts and property development activities

The amount of revenue of the Group's construction contracts and property development activities is recognised over the period of the contract with reference to the progress towards complete satisfaction of that performance obligation amounting to RM2,243,466,030 for the financial year ended 31 December 2025, as disclosed in Note 24 to the financial statements.

Key audit matter	Our response
<p>The progress towards complete satisfaction of performance obligation is determined with reference to the proportion of construction costs and property development progress billings cost incurred for works performed to date over the estimated total construction costs and property development progress billings cost for each project (input method).</p> <p>We determined this to be a key audit matter because significant estimates and judgements are required, in particular with regards to determining the progress towards satisfaction of a performance obligation, the extent of the construction costs and property development progress billings cost incurred, the estimated total construction contracts and property development contracts revenue and costs, as well as the recoverability of the construction contracts and property development contracts projects. The estimated total revenue and costs are affected by a variety of uncertainties which are dependent on the outcome of future events.</p>	<p>Our audit procedures included, among others:</p> <ul style="list-style-type: none"> (i) Obtained an understanding based on the Standard Operating Procedures ("SOP") from securing the contract till completion; (ii) Obtained and read relevant construction contracts and property development contracts to gain an understanding of the specific terms and conditions impacting revenue recognition in evaluating management's identification and assessment of the performance obligations; (iii) Identified, evaluated and assessed the reasonableness of estimates and judgements used in recognising costs and revenue arising from construction activities; (iv) Re-computed the measurement used, this includes the verification of total revenue, total costs, percentage or stages of completion and provision, if required, amongst others; (v) Compared the assessment on the potential deduction to revenue or additional costs such as delays resulting to liquidated and ascertained damages against the contractual delivery dates and estimated delivery dates; and (vi) Verified other supporting evidences and corroborative evidences such as review progress reports, interview relevant project personnel, obtain confirmations and correspondences from project owners, subcontractors and solicitors, and conduct site visitations.

Independent Auditors' Report (Cont'd)

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

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

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with 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 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 and the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

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

Independent Auditors' Report (Cont'd)

Auditors' Responsibilities for the Audit of the Financial Statements (Cont'd)

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

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

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.

Independent Auditors' Report (Cont'd)

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiary of which we have not acted as auditors, are disclosed in Note 7 to the financial statements.

Other Matters

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.

Nexia SSY PLT

201906000679 (LLP0019490-LCA) & AF 002009
Chartered Accountants

Shah Alam
17 April 2026

Michelle Yong Voon Sze

No. 02864/07/2026 J
Chartered Accountant

Top 10 List of Properties

as at 31st December, 2025

No	Address/Location"	Tenure	Area	Description/ Existing use	Approximate Age of Building	Net Carrying Amount RM'000	Date of Acquisition
1	Geran Mukim 1601, Lot 478, 9th Mile Kuchai Road, Mukim Petaling, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur	Freehold	1.5681 hectare	Vacant	1	59,076	1/7/2025
2	Geran Mukim 541, Lot 3397, 9th Mile Kuchai Road, Mukim Petaling, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur	Freehold	0.7280 hectare	Vacant	1	27,426	1/7/2025
3	Geran Mukim 503, Lot 3396, 9th Mile Kuchai Road, Mukim Petaling, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur	Freehold	0.6980 hectare	Vacant	1	26,296	1/7/2025
4	GM3564, Lot 698, Mukim Serendah, Daerah Hulu Selangor	Freehold	3.1869 hectare	Vacant	6	7,398	2/1/2020
5	Parcel No. J-31-01, Block J, Empire City @ Damansara	Leasehold expiring on 08/06/2104	11,496 sq ft	Vacant	2	6,990	5/2/2024
6	Parcel No. J-32-01, Block J, Empire City @ Damansara	Leasehold expiring on 08/06/2104	11,496 sq ft	Vacant	2	6,990	5/2/2024
7	P-01-01, Vista Residence, Genting Permai Avenue, 69000 Genting Highlands Pahang	Leasehold expiring in 2116	9,666 square feet	Hotel	7	4,633	3/1/2019
8	Lot 12068, Pekan Klebang Seksyen 111, Melaka (Land)	Leasehold expiring in 2109	20,234 square metre	Vacant	10	4,521	1/6/2015
9	P-02-01, Vista Residence, Genting Permai Avenue, 69000 Genting Highlands Pahang	Leasehold expiring in 2116	9,666 square feet	Hotel	7	4,076	3/1/2019
10	Unit No.10, Lot 9625 Sungai Buloh Batu 11, Jalan Kuala Selangor.	Leasehold expiring in 2068	918.77 square metre	Workshop	12	3,538	31/5/2013

Analysis of Shareholdings

as at 31 March 2026

Class of Shares	:	Ordinary Share (“Shares”)
Issued Share Capital	:	1,267,207,766 Shares
Treasury shares	:	9,868,566 treasury shares held by the Company
Voting Rights of Share	:	One vote per shareholder on a show of hands or one vote per Share on a poll

ANALYSIS OF LISTED SECURITIES BY SIZE OF HOLDINGS AS AT 31 MARCH 2026 (WITHOUT AGGREGATING SECURITIES FROM DIFFERENT SECURITIES ACCOUNT BELONGING TO THE SAME PERSON)

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares*	% of Issued Share Capital*
Less than 100	769	16.45	23,435	0.00
100 to 1,000	959	20.51	513,347	0.04
1,001 to 10,000	2,013	43.05	7,900,000	0.63
10,001 to 100,000	684	14.63	19,889,367	1.58
100,001 to less than 5% of issued shares	247	5.28	389,542,773	30.98
5% and above of issued shares	4	0.09	839,470,278	66.77
Total	4,676	100.00	1,257,339,200*	100.00

Note:

* Exclude a total of 9,868,566 treasury shares retained by the Company as per record of depositors as at 31 March 2026

THE 30 LARGEST SECURITIES ACCOUNT HOLDERS AS AT 31 MARCH 2026 (WITHOUT AGGREGATING SECURITIES FROM DIFFERENT SECURITIES ACCOUNT BELONGING TO THE SAME PERSON)

No.	Holder Name	No. of Shares	% of Issued Share Capital*
1.	EGOVISION SDN BHD	451,675,278	35.92
2.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT- AMBANK (M) BERHAD FOR AMAZING PARADE SDN BHD (SMART)	221,975,000	17.65
3.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR EGOVISION SDN.BHD. (SMART)	102,820,000	8.18
4.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR EGOVISION SDN BHD (BDA)	63,000,000	5.01
5.	VISTA CONTRACTING AND INVESTMENT GLOBAL PTE LTD	25,239,000	2.01
6.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD.	18,725,300	1.49
7.	ONE PERMATANG SDN BHD	16,161,000	1.29
8.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD URUSHARTA JAMAAH SDN BHD (2)	14,407,262	1.15

Analysis of Shareholdings (Cont'd)

THE 30 LARGEST SECURITIES ACCOUNT HOLDERS AS AT 31 MARCH 2026 (WITHOUT AGGREGATING SECURITIES FROM DIFFERENT SECURITIES ACCOUNT BELONGING TO THE SAME PERSON) (CONT'D)

No.	Holder Name	No. of Shares	% of Issued Share Capital*
9.	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM MALAYSIA 3 PERMODALAN NASIONAL BERHAD	11,686,700	0.93
10.	PEMODALAN NASIONAL BERHAD INVESTMENT PROCESSING DEPT	11,667,600	0.93
11.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD - KENANGA GROWTH FUND	11,048,100	0.88
12.	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM BUMIPUTERA 3 – DIDIK PERMODALAN NASIONAL BERHAD	11,000,000	0.87
13.	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR EASTSPRING INVESTMENTSSMALL-CAP FUND	10,560,258	0.84
14.	HLB NOMINEES (TEMPATAN) SDN BHD PLEGDED SECURITIES ACCOUNT FOR EGOVISION SDN. BHD. (ESS2. 7189-9)	9,891,457	0.79
15.	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM BUMIPUTERA 2 PERMODALAN NASIONAL BERHAD	9,661,900	0.77
16.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ABERISLAMIC)	8,821,800	0.70
17.	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR ALLIANZ LIFE INSURANCE MALAYSIA BERHAD (MEF)	8,698,700	0.69
18.	CITIGROUP NOMINEES (ASING) SDN BHD CBNY FOR NORGE BANK (FI 17)	6,921,167	0.55
19.	CARTABAN NOMINEES (TEMPATAN) SDN BHD PAMB BERHAD FOR PRULINK DANA UNGGUL	6,750,100	0.54
20.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA SHARIAH GROWTH OPPORTUNITIES FUND (50156 TR01)	6,499,300	0.52
21.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (KENANGA)	6,400,700	0.51
22.	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR PRINCIPAL DALI EQUITY GROWTH FUND	6,166,200	0.49
23.	CARTABAN NOMINEES (TEMPATAN) SDN BHD PBTB FOR TAKAFULINK DANA EKUITI	6,028,400	0.48

Analysis of Shareholdings (Cont'd)

THE 30 LARGEST SECURITIES ACCOUNT HOLDERS AS AT 31 MARCH 2026 (WITHOUT AGGREGATING SECURITIES FROM DIFFERENT SECURITIES ACCOUNT BELONGING TO THE SAME PERSON) (CONT'D)

No.	Holder Name	No. of Shares	% of Issued Share Capital*
24.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEGDED SECURITIES ACCOUNT FOR TOH SIEW CHUON	5,988,607	0.48
25.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	5,941,100	0.47
26.	MAYBANK NOMINEES (TEMPATAN) SDN BHD NATIONAL TRUST FUND (IFM KENANGA) (410196)	5,841,502	0.46
27.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ISLAMIC)	4,812,930	0.38
28.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD LEMBAGA TABUNG HAJI (EASTSPRING)	4,803,500	0.38
29.	MAYBANK NOMINEES (TEMPATAN) SDN BHD MTRUSTEE BHD FOR AIIMAN TNB RBTF (EQ) (433139)	4,520,100	0.36
30.	CITIGROUP NOMINEES (ASING) SDN BHD UBS AG	4,436,703	0.35
TOTAL		1,082,149,664	86.07

Note:

* Exclude a total of 9,868,566 treasury shares retained by the Company as per record of depositors as at 31 March 2026.

Analysis of Shareholdings (Cont'd)

DIRECTORS' SHAREHOLDINGS IN THE COMPANY (AS PER REGISTER OF DIRECTORS' SHAREHOLDINGS AS AT 31 MARCH 2026)

Name of Directors	No. of Shares held			
	Direct	%*4	Indirect	%*4
Dato' Seri Tee Eng Ho	–	–	*1852,999,321	*167.84
Dato' Tee Eng Seng	–	–	*1852,999,321	*167.84
Datin Seri Toh Siew Chuon	5,988,607	0.48	*1852,999,321	*167.84
Tee Eng Tiong	–	–	*216,161,000	*21.29
Chan Kam Chiew	–	–	–	–
Maylee Gan Suat Lee	–	–	–	–
Professor Datuk Dr. Nik Mohd Zain Bin Nik Yusof	–	–	–	–
Chong Swee Ying	10,000	*30.00	–	–

Notes:-

- *1 Deemed interested by virtue of their interest in Egovision Sdn. Bhd. and Amazing Parade Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016
- *2 Deemed interested by virtue of his interest in One Permatang Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016
- *3 Negligible
- *4 Exclude a total of 9,868,566 treasury shares retained by the Company as per record of depositors as at 31 March 2026

SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS (AS PER REGISTER OF SUBSTANTIAL SHAREHOLDERS AS AT 31 MARCH 2026)

Name of Substantial Shareholdings	No. of Shares Held			
	Direct	%*3	Indirect	%*3
Amazing Parade Sdn. Bhd.	225,612,586	17.94	–	–
Egovision Sdn. Bhd.	627,386,735	49.90	–	–
Dato' Seri Tee Eng Ho	–	–	*1858,987,928	*168.32
Dato' Tee Eng Seng	–	–	*2852,999,321	*267.84
Datin Seri Toh Siew Chuon	5,988,607	0.48	*2852,999,321	*267.84

Notes:-

- *1 Deemed interested by virtue of his spouse's direct shareholding and his interest in Egovision Sdn. Bhd. and Amazing Parade Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016.
- *2 Deemed interested by virtue of their interest in Egovision Sdn. Bhd. and Amazing Parade Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016.
- *3 Exclude a total of 9,868,566 treasury shares retained by the Company as per record of depositors as at 31 March 2026.

Notice of The 42nd Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the 42nd Annual General Meeting (“42nd AGM”) of the Company will be held at Ballroom 2, Level 3, Courtyard by Marriott Kuala Lumpur South, No. 137, Jalan Puchong, 58200 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur on **Friday, 12 June 2026 at 11.00 a.m.** or at any adjournment thereof to transact the following businesses:-

AGENDA

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 and the Reports of Directors and Auditors thereon.
2. To approve the payment of Directors’ fees to the Independent Non-Executive Directors of RM268,140 in respect of the financial year ended 31 December 2025. *Ordinary Resolution 1*
3. To approve the payment of Directors’ benefits (excluding Directors’ fees) to the Independent Non-Executive Directors up to an amount of RM50,000 from 13 June 2026 until the next annual general meeting of the Company. *Ordinary Resolution 2*
4. To re-elect the following Directors who retire by rotation pursuant to Article 91(1) of the Company’s Constitution:-
 - (i) Dato’ Seri Tee Eng Ho *Ordinary Resolution 3*
 - (ii) Dato’ Tee Eng Seng *Ordinary Resolution 4*
 - (iii) Chan Kam Chiew *Ordinary Resolution 5*
5. To appoint Nexia SSY PLT as Auditors of the Company and authorise the Directors to determine their remuneration. *Ordinary Resolution 6*
6. To consider and if thought fit, to pass the following Ordinary Resolutions, with or without modifications:-

(A) AUTHORITY TO ALLOT SHARES

“THAT subject always to the approvals of the relevant governmental and/or regulatory authorities, the Directors be and are hereby authorised pursuant to Section 75 of the Companies Act 2016 to allot and issue shares in the Company at any time until the conclusion of the next Annual General Meeting upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit provided that the aggregate number of shares to be allotted pursuant to this Resolution does not exceed 10% of the total number of issued shares of the Company for the time being.”

Ordinary Resolution 7

Notice of the 42nd Annual General Meeting (Cont'd)

(B) PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY

“THAT subject always to the Companies Act 2016 (“**Act**”), provisions of the Company’s Constitution and the requirements of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) and any other relevant approvals, the Directors of the Company be and are hereby authorised to purchase the Company’s ordinary shares (“**Shares**”) through Bursa Securities, subject to the following:-

Ordinary Resolution 8

- (a) The maximum number of Shares which may be purchased by the Company shall not exceed ten per centum (10%) of the total number of issued Shares of the Company at any point in time;
- (b) The maximum fund to be allocated by the Company for the purpose of purchasing its Shares shall not exceed the retained profits of the Company;
- (c) The authority conferred by this resolution will be effective upon passing of this resolution and will continue in force until:-
 - (i) the conclusion of the next Annual General Meeting (“**AGM**”) of the Company, at which time it will lapse, unless by ordinary resolution passed at that meeting, the authority is renewed; or
 - (ii) the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extensions as may be allowed pursuant to Section 340(4) of the Act); or
 - (iii) the authority is revoked or varied by an ordinary resolution passed by the shareholders in general meeting;whichever occurs first;
- (d) Upon completion of the purchase(s) of the Shares by the Company, the Shares shall be dealt with in the following manner as the Directors of the Company may decide:-
 - (i) cancel the Shares so purchased; or
 - (ii) retain the Shares so purchased as treasury shares; or
 - (iii) retain part of the Shares so purchased as treasury shares and/ or cancel the remainder of the Shares/ treasury shares; or
 - (iv) distribute the treasury shares as dividends to shareholders; or
 - (v) resell the treasury shares or any of the treasury shares on Bursa Securities in accordance with the relevant rules of Bursa Securities; or

Notice of the 42nd Annual General Meeting (Cont'd)

- (vi) transfer the treasury shares or any of the treasury shares for the purposes of or under an employees' share scheme; or
- (vii) transfer the treasury shares or any of the treasury shares as purchase consideration; or
- (viii) sell, transfer or otherwise use the treasury shares for such other purposes as the Minister charged with the responsibility for companies may by order prescribe.

THAT the Directors of the Company be and are hereby authorised to take all such steps and enter into all agreements, arrangements and guarantees with any party or parties as are necessary to implement, finalise and give full effect to the aforesaid purchase with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities from time to time to implement or to effect the purchase of its own shares."

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

"THAT, subject to the Companies Act 2016 ("**Act**"), the Constitution of the Company and the Bursa Malaysia Securities Berhad Main Market Listing Requirements, approval be and is hereby given to the Company and its subsidiaries ("**Kerjaya Group**") to enter into all transactions involving the interests of Directors, major shareholders or persons connected with Directors and/or major shareholders of the Group ("**Related Parties**") as specified in Section 2.2.2 of Part B of the Circular to Shareholders dated 30 April 2026 in relation to the Proposed Renewal of the Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature ("**RRPTs**") provided that such transactions are:-

Ordinary Resolution 9

- (i) recurrent transactions of a revenue or trading nature;
 - (ii) necessary for the 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) are not to the detriment of the minority shareholders,
- ("RRPT Mandate").

Notice of the 42nd Annual General Meeting (Cont'd)

AND THAT such approval shall continue to be in force until:-

- (a) the conclusion of the next Annual General Meeting (“**AGM**”) of the Company, at which time it will lapse, unless by ordinary resolution passed at that meeting, the authority is renewed; or
- (b) the expiration of the period within which the next AGM of the Company 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
- (c) the authority is revoked or varied by ordinary resolution passed by the shareholders in general meeting; or

whichever is earlier; and the aggregate value of the Recurrent RPTs be disclosed in the annual report of the Company.

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things as they may consider expedient or necessary to give full effect to the RRPT Mandate.”

7. To transact any other business of which due notice shall have been received.

BY ORDER OF THE BOARD

SEOW FEI SAN (SSM Practising Certificate No. 201908002299)
MOK MEE KEE (SSM Practising Certificate No. 201908002288)
Secretaries

Petaling Jaya
30 April 2026

Notes:-

1. 42nd AGM

- 1.1 *For the purposes of determining a member who shall be entitled to attend and vote at the forthcoming 42nd AGM, the Company shall be requesting the Record of Depositors as at 29 May 2026. Only depositors whose names appear in the Record of Depositors as at 29 May 2026 shall be regarded as members and entitled to attend, speak and vote at the 42nd AGM.*

2. Proxy

- 2.1 A member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his stead. A proxy need not be a member of the Company and there is 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 speak at the meeting.
- 2.2 A member may appoint not more than two (2) proxies to attend the meeting. Where a member appoints two (2) proxies, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.

Notice of the 42nd Annual General Meeting (Cont'd)

Notes:- (Cont'd)

2. Proxy (Cont'd)

- 2.3 Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- 2.4 Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds.
- 2.5 The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing (or if such appointor is a corporation, either under its Common Seal or under the hand of an officer or attorney duly authorised or in some other manner approved by Directors).
- 2.6 The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the appointment proposes to vote:

In hard copy

The instrument appointing a proxy must be deposited at the Share Registrar's office at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia.

By Electronic form

The proxy form shall be electronically lodged via fax to +603-20949940 or by email to info@sshsb.com.my.

Last date and time for lodging the proxy form is **Wednesday, 10 June 2026 at 11.00 a.m.**

3. Audited Financial Statements for the financial year ended 31 December 2025

The audited financial statements are laid before the members pursuant to Section 340(1) of the Companies Act 2016 ("**Act**"). The members' approval on the audited financial statements is not required and the same is for discussion only, hence, the matter will not be put for voting.

4. Ordinary Resolutions 1 and 2: Directors' fees and benefits payable to the Independent Non-Executive Directors

Pursuant to Section 230(1) of the Act, the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. In this respect, the Board agreed that the shareholders' approval shall be sought at the 42nd AGM on the Directors' fees and benefits payable to the Independent Non-Executive Directors in two (2) separate resolutions as below:-

- Ordinary Resolution 1 on payment of Directors' fees in respect of the financial year ended 31 December 2025; and
- Ordinary Resolution 2 on payment of Directors' benefits (excluding Directors' fees) from 13 June 2026 to the next AGM ("**Mandated Period**"). These are essentially the meeting allowance for attendance at Board meetings/Board Committee meetings/general meetings of the Company. The Board estimated that the fees to be incurred in respect of these Directors' benefits for the Mandated Period would not to exceed RM50,000 ("**2026 Directors' Benefits Mandate Limit**").

In the event the amount of the 2026 Directors' Benefits Mandate Limit is insufficient to pay the Independent Non-Executive Directors for their services for the Mandated Period due to an increase in frequency of meetings and/or increase in Board size, the Board will seek the shareholders' approval in respect of the excess amount at the next AGM in 2027.

Notice of the 42nd Annual General Meeting (Cont'd)

Notes:- (Cont'd)

5. Ordinary Resolutions 3 to 5: Re-election of Directors

Article 90(1) of the Company's Constitution provides that at the annual general meeting ("AGM") in every year, one-third of the Directors of the Company for the time being, or if the number is not a multiple of three, then the number nearest to one-third shall retire from office so that all Directors shall retire from office once at least in each three (3) years. A retiring Director shall retain office until the close of the meeting at which he retires. Also, a retiring Director shall be eligible for re-election pursuant to Article 91 of the Constitution.

The Board endorsed the Nomination Committee ("NC")'s assessment in determining the eligibility of the Directors standing for re-election at the 42nd AGM and having satisfied with the Directors' performances, accepted the NC's recommendation to seek shareholders' approval for the re-election of the retiring Directors at the 42nd AGM. The retiring Directors, being eligible for re-election, have given their consent for re-election.

6. Ordinary Resolution 7: Authority to Allot Shares

The proposed Ordinary Resolution 7, if passed, will empower the Directors of the Company to allot and issue shares not exceeding 10% of the total number of the issued shares of the Company, subject to the approvals of all the relevant governmental and/or other regulatory bodies and for such purposes as the Directors consider would be in the interest of the Company.

The authority, if granted, will provide flexibility to the Company for any possible fundraising activities, including but not limited to further placing of shares, for purpose of funding future business expansion and investment activities / projects, working capital, repayment of bank borrowing and/or acquisitions.

As at the date of issuance of this Annual Report 2025, no new shares in the Company were issued pursuant to the authority granted to the Directors at the last AGM held on 11 June 2025 and which will lapse at the conclusion of the 42nd AGM.

7. Ordinary Resolution 8: Proposed Renewal of Share Buy-back Authority

The proposed Ordinary Resolution No. 8, if passed, will empower the Directors of the Company to purchase the Company's ordinary shares of up to ten percent (10%) of the total number of issued shares of the Company by utilising the funds allocated which shall not exceed the total retained earnings of the Company. Further information on the proposed renewal of share buy-back authority is set out in the Circular to Shareholders dated 30 April 2026, which is despatched together with the Notice of the 42nd AGM.

8. Ordinary Resolution 9: Proposed Renewal of the Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature

The proposed Ordinary Resolution 9, if passed, will enable the Company and/or its subsidiaries to enter into recurrent transactions involving the interests of Related Parties, which are of a revenue or trading nature and necessary for the Group's day-to-day operations, subject to the transactions being carried out in the ordinary course of business and on terms not to the detriment of the minority shareholders of the Company. Further information on the proposed renewal of the shareholders' mandate for recurrent related party transactions of a revenue or trading nature is set out in the Circular to Shareholders dated 30 April 2026, which is despatched together with the Notice of the 42nd AGM.

KERJAYA PROSPEK GROUP BERHAD

Registration No. 198401010054 (122592-U)

(Incorporated in Malaysia)

CDS Account No.:

PROXY FORM

I/We _____
(FULL NAME IN CAPITAL LETTER AND I/C NO./COMPANY NO.)

of _____
(ADDRESS)

being a member/members of **KERJAYA PROSPEK GROUP BERHAD** (the "Company") hereby appoint _____

_____ of
(FULL NAME IN CAPITAL LETTER AND I/C NO.)

or failing him/her, _____
(ADDRESS)

of _____
(FULL NAME IN CAPITAL LETTER AND I/C NO.)

of _____
(ADDRESS)

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 42nd Annual General Meeting of the Company to be held at Ballroom 2, Level 3, Courtyard by Marriott Kuala Lumpur South, No. 137, Jalan Puchong, 58200 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur on **Friday, 12 June 2026 at 11.00 a.m.**, or at any adjournment thereof and to vote as indicated below:-

NO.	ORDINARY RESOLUTIONS	FOR	AGAINST
1	To approve the Directors' fees		
2	To approve the Directors' benefits		
3	To re-elect Dato' Seri Tee Eng Ho as a Director of the Company		
4	To re-elect Dato' Tee Eng Seng as a Director of the Company		
5	To re-elect Chan Kam Chiew as a Director of the Company		
6	To appoint Nexia SSY PLT as Auditors of the Company		
7	To approve authority to allot shares		
8	To approve the proposed renewal of share buy-back authority		
9	To approve the proposed renewal of the shareholders' mandate for recurrent related party transactions of a revenue or trading nature		

Please indicate with an "X" in the space above on how you wish to cast your vote. In the absence of specific directions, your proxy will vote or abstain as he/she thinks fit.

Dated this _____ day of _____ 2026

No. of ordinary shares held

For appointment two proxies, percentage of shareholdings to be represented by the proxies:-

	No. of shares	Percentage
Proxy 1		
Proxy 2		
Total		

Signature of Member / Common Seal _____

1. 42nd AGM

1.1 For the purposes of determining a member who shall be entitled to attend and vote at the forthcoming 42nd AGM, the Company shall be requesting the Record of Depositors as at **29 May 2026**. Only depositors whose names appear in the Record of Depositors as at **29 May 2026** shall be regarded as members and entitled to attend, speak and vote at the 42nd AGM.

2. Proxy

2.1 A member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his stead. A proxy need not be a member of the Company and there is 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 speak at the meeting.

2.2 A member may appoint not more than two (2) proxies to attend the meeting. Where a member appoints two (2) proxies, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.

2.3 Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.



2. **Proxy (Cont'd)**

- 2.4 Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds.
- 2.5 The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing (or if such appointor is a corporation, either under its Common Seal or under the hand of an officer or attorney duly authorised or in some other manner approved by Directors).
- 2.6 The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the appointment proposes to vote:

In hard copy

The instrument appointing a proxy must be deposited at the Share Registrar's office at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia.

By Electronic form

The proxy form shall be electronically lodged via fax to +603-20949940 or by email to info@sshshb.com.my.

Last date and time for lodging the proxy form is **Wednesday, 10 June 2026 at 11.00 a.m.**

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AFFIX
STAMP

The Share Registrar
KERJAYA PROSPEK GROUP BERHAD
Registration No. 198401010054 (122592-U)
Level 7, Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
Damansara Heights
50490 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia

2nd Fold Here

Fold This Flap For Sealing

TOGETHER,
WE CAN.

KERJAYA
PROSPEK
GROUP
BERHAD

198401010054 (122592-U)

C-32-01 & C-33-01, Menara Vista Petaling
No, 137, Jalan Puchong
58200 Kuala Lumpur
Malaysia
Tel : +603-8682 8232
Web : www.kerjayagroup.com