

Energising True Growth

Kinergy Advancement Berhad KAB Group of Companies Annual Report 2024

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Energising True Growth

This concept synergises elements of the Sun (solar) and water (hydroelectric) to stimulate growth. In harnessing the new focus of KAB, it fuels growth for the organisation. The Sun thaws the ice to form water, freeing the plant while watering it simultaneously. This concept is a literal representation of the 2 focal points of KAB while being a metaphorical representation of its own growth. As the book progresses, the ice continues to thaw, revealing a sprout growing gradually growing stronger, transforming into a mighty tree.

Financial Statements

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Other Information List of Properties Shareholdings Statistics Notice of Annual General Meeting Administrative Guide Proxy Form





Corporate Overview

• Established on 24 February 1997.

1998 - 2008

- Registered with Energy Commission Malaysia as a Class A electrical contractor.
- Registered with the CIBD as a Grade 'G7' license holder.
- Accredited with the BS EN ISO 9001: 2008 certificate by NQA Certification Services (M) Sdn. Bhd.

2017

• Listed on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") on 17 November 2017.

2018

• Ventured into Sustainable Energy Solutions ("SES") business via Energy Efficient Solutions.

2020

- Transferred to the Main Market of Bursa Securities on 28 August 2020.
- Market cap hits MYR 1 billion during its transfer listing to the Main Market of Bursa Securities.

2018 - 2025

SES Development

1. Energy Segment Diversification:

- KAB's Sustainable Energy Solutions ("SES") unit diversified on 17 November 2022.
- Diversified SES portfolio with expanded presence across ASEAN region.
- 2. Expanded Renewable Energy Accreditations & ESG Portfolio SOLAR POWER
 - Secured 15,814 kilowatt-peak ("kWp") Malaysia and Thailand Solar PV Systems Projects.
 - A 3.4 megawatt ("MW") solar project with Nextgreen Pulp & Paper Sdn. Bhd. to kickstart the development of a green technology park at Pekan, Pahang,
 - Matahari Suria Sdn. Bhd. (MSSB) with a Renewable Energy Power Purchase Agreement (REPPA) to supply solar power to Tenaga Nasional Berhad until 2037.
- Awarded as one (1) of twenty-two (22) solar power producers among the seventy-one (71) total applicants of Corporate Green Power Programme (CGPP) via the consortium of Salcon Berhad and KAB Smart Solar Energy Sdn. Bhd., for an allocated export capacity of 7.0 megawatt alternating current (MWac).

HYDROPOWER

• PT Inpola Mitra Elektrindo, a 11.0 MW mini-hydroelectric power plant unit located in North Sumatra, Indonesia.

BIOGAS

- A 2.4 MW biogas power plant through Future Biomass Gasification Sdn Bhd (EBG) located in Kedah, Malavsia,
- 3. Clean Energy Portfolio: Dynagen Power (M) Sdn. Bhd. to supply 2.2 MW power plant.

4. Sector Reclassification on Bursa Malaysia:

Kinergy Advancement Berhad confirms Sector Reclassification into Renewable Energy under Bursa Malaysia's new Energy sector on 13 January 2025.

5. Investment into Independent Power Producer ("IPP") Entity for Repowering of At Least 650 Megawatt:

KAB proposed the acquisition of a 47.5% equity stake in Jati Cakerawala Sdn. Bhd. (Jati Cakerawala), a wholly-owned subsidiary of Pesaka Ventures Sdn. Bhd. (PVSB) to assume the role as a Project Developer and drive the repowering of a power plant with at least 650.0 MW.

Recognitions

- 1. Energy Industry Recognition Recognised as one (1) of the Top 10 Energy Sustainability Solutions Providers in APAC 2024 by Energy Business Review.
- Occupational Health & Safety Management ISO 45001: 2018: Dated since 6 February 2023.
- 3. Environmental Management System ISO 14001: 2015: Dated since 17 February 2023.

4. ESG Index Recognition:

- Listed on FTSE Bursa Malaysia EMAS Index since July 2021. Secured three (3) stars in
- FTSE Russell ESG Ratings since 2021.
- Listed as one (1) of eleven (11) new inclusions to FTSE4Good Bursa Malaysia (F4GBM) and FTSE4Good Bursa Malaysia Shariah (F4GBMS) Indexes.

5. Anti-Bribery Management System ISO 37001: 2016: Dated since 8 March 2024.

Strategic Collaborations

PETRONAS Gas Berhad 1. ("PGB")'s Local Technical Partner: KAB Energy Holdings Sdn. Bhd.

("KABEH") has assumed the role of technical partner to co-own and co-develop the Sipitang Utilities Sdn. Bhd. (SUSB) power plant.

2. Sustainability Initiative **Collaboration with Bursa** Malaysia:

Selected as one of the few early adopters for Bursa Malaysia's CSI Platform Early Adoption Programme as part of Mah Sing's Supply Chain Sustainability Improvement Program.

3. Green Technological Innovation Development: Joined forces with Alliance Bank Malavsia Berhad (ABMB) to collaboratively drive sustainable energy and green technological innovation development in Malaysia.

4. Bioenergy Initiatives: Established a strategic partnership with the top two (2) leading fertiliser supplier, Agromate Holdings Sdn. Bhd. (Agromate), to spearhead bioenergy generation across palm oil mills in Malaysia.

5 Appointment of Seasoned **Professionals:** KAB bolstered its corporate leadership by appointing two (2) seasoned energy professionals Gs. Ts. Dr. Amanda Lee Sean Peik and Mr. Jonathan Wu. Jo-Han On 29 April, Datuk Wira Mubarak Hussain bin Akhtar Husin was appointed as a Non-Independent Non-Executive Director of the

Board

6. Partnership with Johor Corporation ("JCorp"): KAB partnered with JCorp to pursue energy initiatives. Interests include Energy Efficient (EE), Renewable Energy (RE), and Clean Energy (CE) solutions for energyrelated facilities and engineering projects for JCorp affiliated data centres or its other related facilities

7. Kinergy Supports Perak's Aspiring Plan for State's **Energy and Infrastructure** Development:

Established strategic collaboration with Perbadanan Kemajuan Negeri Perak (PKNPk) to support the development of twenty-nine (29) potential renewable energy projects in Perak, with the aim of generating over 1,800.0 MW power.

Prominent **Project Awards**

1. EPCC contract from Sipitang Utilities Sdn. Bhd.:

A wholly owned subsidiary of PGB and KABEH to jointly develop Malaysia's single largest 72.0 MW gas engine power plant in Sabah.

2. Second Contract Awarded by PGB in 2024:

KABEH assumes the technical role for supporting utility expansion and improving infrastructure for the conversion of Liquefied Natural Gas (LNG) carriers into Floating Storage Units (FSUs) at the Pengerang Regasification Terminal.

3. Contract Awarded: 14th by Mah Sing Group Berhad: Strengthening a decade long partnership with project announced on 30 May 2024.

Featured **News & Events**

1. Featured as a Thought Leader in Nanyang 2024 & 2025 **Budget Wishlist:**

Featured in Nanyang Budget Wishlist article as one of the few Malaysian companies addressing the industry expectations for economic growth and active involvement.

2. Media Presence:

Expanded presence in the SES segment has been highlighted by several prominent media outlets, including The Edge, The Star, New Straits Times, and Focus Malavsia among others.

3. Spotlight in Research:

Special mention of KAB's Clean Energy Generation - a waste heat recovery site in a research report generated by the Datametrics Research and Information Centre (DARE): A Comparative Analysis of Renewable and Sustainable Energy Platforms in Malaysia.

4. The Edge Bumper Issue December 2023 Annual Edition

KAB Strengthens Waves of Growing Energy Demand: Created an Enriched Energy Avenue with Alternative Sustainable Solutions.

5. A Landmark Achievement:

Among the 10 featured energy companies represented by Japan, Australia, Indonesia, Vietnam, China, and Germany–KAB has been recognised as one (1) of the TOP 10 in this edition's cover story. This milestone has garnered widespread coverage across prominent media outlets. cementing KAB's position as a global energy leader.

IGEM 2024's Pocket Talk:

KAB demonstrated its expanding capabilities which highlights its portfolio of sustainable energy solutions and advanced technologies, driven by the primary objective of enhancing supply chain resilience in climate mitigation efforts.

7. TIME Magazine: 1st Special Report on Malaysia by The Intelligent Investor:

Featured in TIME's Person of the Year edition under The Intelligent Investor's 1st special report on Malaysia (page 28-29): "Malaysia - Attracting Sustainable Business", showcasing Malaysia as a leading destination for global investment.



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Rebranding Exercise

A Successful **Transformational Journey**

- KAB renewed its corporate identity on 2 June 2023.
- Transition from traditional engineering services to pioneering as an innovative **One-Stop Sustainable Energy Solutions Provider** in Malaysia.

CORPORATE **MILESTONES 1997 to Present** (as at 2 April 2025)

Who We Are

About Kinergy Advancement Berhad

Kinergy Advancement Berhad (KAB) (KLSE:0193) is a Presently, we are registered under the Construction Industry Malaysian energy company with over twenty-seven (27) Development Board (CIDB) with a Grade 7 Contractor years of industrial experience in Sustainable Energy Solutions Grade and a Class A certification under Suruhanjaya Tenaga. (SES) and Engineering solutions. Recognised as a "Top Energy Sustainability Solutions Provider" in Asia-Pacific 2024 (APAC Being a constituent of FTSE4Good Bursa Malaysia Index and 2024), the company operates with twenty-seven (27) SES FTSE4Good Bursa Malaysia Shariah Index, we were awarded projects and has an expanding geographical presence in a 3-star ESG Ratings from the FTSE Russell Assessment for Southeast Asia (SEA), namely in Thailand and Indonesia.

As a "One-Stop Energy and Engineering Solutions Provider", 2030 and 90.0% in 2050, using 2021 as our base year. we offer a comprehensive range of energy and engineering solutions, including Clean Energy (CE) Generation, Renewable Energy (RE) Generation, and Energy Efficient (EE) Solutions. Notably, our corporation owns a suite of sustainable energy assets such as Co-Generation, Waste Heat Recovery, Solar, Biogas, and Hydroelectric Power. Our engineering segment covers all aspects of electrical, For more information visit: mechanical, and associated engineering services for https://www.kinergyadvancement.com industrial, commercial, and residential infrastructure.

2021, 2022, 2023, and 2024 with our primary objective being to reduce Scope One and Two emissions by 42.0% in





Vision

To excel as a One-Stop Energy & Engineering Solutions Provider in Malaysia.

Mission

To continuously improve our engineering competencies to new heights while reducing global carbon footprint by providing a cleaner and greener alternative which promotes a more efficient use of energy.

Corporate Information

Corporate Directory

Board of Directors

Datuk Dr. Ong Peng Su Independent Non-Executive Chairman **Company Director**

Dato' Lai Keng Onn Executive Deputy Chairman cum Group Managing Director **Company Director**

Choong Gaik Seng Executive Director (Competent/QC Division) **Company Director**

Jonathan Wu Jo-Han Executive Director (SES Chief Operating Officer) **Company Director**

Lu Chee Leong Independent Non-Executive Director **Chartered Accountant**

Tong Siut Moi Independent Non-Executive Director

Chartered Governance Officer

Datin Alicia Chan Pey Kheng Executive Director (Group Chief Operating Officer) **Company Director**

Datuk Wira Mubarak Hussain bin Akhtar Husin Non-Independent Non-Executive Director **Company Director**

Gs. Ts. Dr. Amanda Lee Sean Peik Independent Non-Executive Director

Company Director

Corporate Directory

	Name	Designation	Directorship
[]	Lu Chee Leong	Chairman	Independent Non-Executive Director
AUDIT COMMITTEE	Tong Siut Moi	Member	Independent Non-Executive Director
	Gs. Ts. Dr. Amanda Lee Sean Peik	Member	Independent Non-Executive Director
REMUNERATION	Tong Siut Moi	Chairperson	Independent Non-Executive Director
COMMITTEE	Lu Chee Leong	Member	Independent Non-Executive Director
NOMINATING	Tong Siut Moi	Chairperson	Independent Non-Executive Director
NOMINATING COMMITTEE	Lu Chee Leong	Member	Independent Non-Executive Director
RISK	Lu Chee Leong	Chairman	Independent Non-Executive Director
MANAGEMENT COMMITTEE	Dato' Lai Keng Onn	Member	Executive Deputy Chairman cum Group Managing Director
	Tong Siut Moi	Member	Independent Non-Executive Director
	Lu Chee Leong	Chairman	Independent Non-Executive Director
SUSTAINABILITY COMMITTEE	Datin Alicia Chan Pey Kheng	Member	Executive Director (Group Chief Operating Officer)
	Tong Siut Moi	Member	Independent Non-Executive Director

COMPANY SECRETARIES

Chua Siew Chuan SSM PC No. 201908002648 (MAICSA 0777689)

Cheng Chia Ping SSM PC No. 202008000730 (MAICSA 1032514)

REGISTERED OFFICE

Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan, Malaysia. Tel No. +603 2084 9000 Fax No. +603 2094 9940 Email info@sshsb.com.my

HEAD / MANAGEMENT OFFICE

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Kreston John & Gan (AF: 0113) Unit B-10-8 Megan Avenue II, Jalan Yap Kwan Seng, 50450 Kuala Lumpur, Wilayah Persekutuan, Malaysia. Tel No. +603 2381 2828 Email assurance@kreston.com.my

AUDITORS

PRINCIPAL BANKERS

Hong Leong Bank Berhad Menara Hong Leong Bank, 6, Jalan Damanlela, 50490 Kuala Lumpur, Wilayah Persekutuan, Malaysia.

Tel No. +603 2081 8888

Alliance Bank Malaysia Berhad 29th Floor, Menara Multi-Purpose, Capital Square, 8 Jalan Munshi Abdullah, 50100 Kuala Lumpur, Wilayah Persekutuan, Malaysia.

Tel No. +603 5516 9988

AmBank (M) Berhad Level 36, Menara AmBank, No. 8, Jalan Yap Kwan Seng, 50450 Kuala Lumpur, Wilayah Persekutuan, Malaysia.

Tel No. +603 2167 3000

Level 7, Menara UOB, Jalan Raja Laut, 50350 Kuala Lumpur, Wilayah Persekutuan, Malaysia. Tel No. +603 2772 6575

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United Overseas Bank (Malaysia) Berhad

STOCK EXCHANGE

Main Market of Bursa Malaysia Securities Berhad Stock Name KAB Stock Code 0193 Sector Energy

SHARE REGISTRAR

Securities Services (Holdings) Sdn. Bhd. Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan, Malaysia.

Tel No.	+603 2084 9000
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Corporate Structure

Kinergy Advancement Berhad (KAB) KAB Technologies (Thai) Co., Ltd. 100% KAB Technologies Sdn. Bhd. 89% 100% Econergy Plus Sdn. Bhd. 80% KABT Unified Engineering Solutions Sdn. Bhd. 60% TVT Link Tech Solutions Sdn. Bhd. **SUSTAINABLE 100%** KAB Energy 100% KAB Core Connect O&M Services Sdn. Bhd. ENERGY Holdings Sdn. Bhd. SOLUTIONS 100% KAB Smart Solar Energy Sdn. Bhd. • Mayang Hijau Sdn. Bhd. 80% 100% KAB Gree Solar Sdn. Bhd. 30% Mentari Kamuning Sdn. Bhd. Genplan Advisory & Management Sdn. Bhd. 49% 100% Comtest Electrical Services Sdn. Bhd. Sipitang Utilities Sdn. Bhd. 10% 100% Matahari Suria Sdn. Bhd. 100% PT Inpola Mitra Elektrindo 100% Future Biomass Gasification Sdn. Bhd. Ultimate Green Energy Sdn. Bhd. 49% Tunjang Tenaga Sdn. Bhd. 80% SDF Hydro Sdn. Bhd. 100% PKB KABEH Sustainable Energy Solutions 80% Sdn. Bhd. 100% KAB Energy Power Sdn. • 100% KAB Carewell O&M Services Sdn. Bhd. Bhd. KIEV CRG Sdn. Bhd. 100% Dynagen Power (M) Sdn. Bhd. 100% 100% KAB TGreen Energy Sdn. Bhd. KAB Bina Jaya Sdn. Bhd. (Formerly known as KAB 100% **ENGINEERING** M&E Sdn. Bhd.) Fortune Electrical 51% Services Sdn. Bhd. KAB Integrated Networks Sdn. Bhd. **TELECOMMUNICATION** 100% KAB Telco Sdn. Bhd. 100% Significant Technologies Sdn. Bhd. 40% 70% KAB Robotic and Automation Solutions Sdn. Bhd.



KAB (HK) Investment Co., Ltd. - 100% V-Tez Intelligent Solutions (V) Co., Ltd.

OTHERS

100% Eliq Management Sdn. Bhd.

Sdn. Bhd.

KAB Signature Management

100%

100%



30.003% iTrans Green Energy Thai Co., Ltd. iTrans Green Energy Thai Co., Ltd. is 49.997% owned by KAB

49.997%

Technologies (Thai) Co., Ltd. while 30.003% is owned by Energy Optimization Co., Ltd.



The Management

Directors' Profile

Independent Non-Executive Chairman Datuk Dr. Ong Peng Su

Malaysian, aged 71, Male

Date of appointment as Director 15 April 2021

Length of service as Director since appointment 4 Years

Datuk Dr. Ong initially began his career at Lembaga Elektrik Negara, now known as Tenaga Nasional Berhad (TNB) from 1974 to 1990. In 1990, he joined Tanjong PLC Group as a Technical Manager and was later seconded to Usaha Tegas Sdn. Bhd. Group as the Head of Corporate Planning and Investment from 1995 to 2001. Since 1993, Datuk Dr. Ong was appointed to the Board of Powertek Berhad and served as an Executive Director from 2001 until 2009. In 2009, he assumed the role of Chief Executive Officer and Executive Director of Powertek Energy Sdn. Bhd. He resigned as Executive Director from Powertek Energy Sdn. Bhd. in 2012 but remained as the Chief Executive Officer until retiring in 2015.

Prior, Datuk Dr. Ong had sat on the board of several associated companies of Powertek Energy Group while holding various non-executive directorships in those companies that were located within and outside of Malaysia.

Having been the President of the Independent Power Producers, Datuk Dr. Ong was awarded numerous accolades such as in 2005, when he was awarded The Asia Business Leader Award by CNBC. From 15th March 2016 to 31 August 2016 and 1 November 2018 to 6 May 2020, he served as a Commissioner of the Energy Commission Malaysia.

In 2021, Datuk Dr. Ong joined the corporate board of Kinergy Advancement Berhad as an Independent Non-Executive Chairman with over thirty-six (36) years of accumulated local and global experience and operational leadership.

Time Committed:

Board meeting attendance in the year 2024: 5/5

Board Committee(s) Membership

None

Academic/Professional Qualification(s)

Datuk Dr. Ong graduated with a First Class Honours Bachelor of Science in Electrical and Electronic Engineering from the University of Strathclyde, Scotland in 1976. Subsequently, he was conferred the degree of Doctor of Philosophy (Ph.D.) in 1982.

Present Directorship(s) in Other Public Companies and Listed Companies

Datuk Dr. Ong does not hold any directorship in other public companies and listed corporations.

Executive Deputy Chairman cum Group Managing Director Dato' Lai Keng Onn

Dato' Lai founded Kinergy Advancement Berhad on 24 February 1997. His leading role as the Group Managing Director has elevated the Company from KLSE ACE Market, listed on 17 November 2017 to the Main Market of Bursa Malaysia Securities Berhad on 28 August 2020. On 1 June 2023, he was concurrently appointed as Executive Deputy Chairman.

Following the decision to expand the Company, Dato' Lai spearheaded the establishment of the Sustainable Energy Solutions ("SES") segment as the new division within the KAB Group of Companies in 2018. Leveraging its twenty-eight (28) years of expertise as an energy specialist, the SES business has proven instrumental in fostering sustainable growth in the Company as a result of Dato' Lai's visionary approach and strategic initiatives. His committed aspirations and exceptional management has since drove KAB to become a holistic One-Stop Energy and Engineering Solutions Provider with a unique position in the energy industry.

In June 2023, Dato' Lai led the Company on a transformative course, whereby KAB underwent a strategic rebranding, transitioning from Kejuruteraan Asastera Berhad to the current Kinergy Advancement Berhad as a result of his exceptional business acumen in adopting forward thinking business strategies.

On January 2025, KAB, under his watchful supervision, solidified its position as a dynamic and rapidly evolving player in the energy industry with a landmark achievement: its successful reclassification into the renewable sector, accomplished in just six (6) years after embarking on its expansion journey.

Time Committed:

Board meeting attendance in the year 2024: 5/5

Board Committee(s) Membership

Member of the Risk Management Committee

Academic/Professional Qualification(s)

Dato' Lai obtained a Bachelor of Science in Construction Management from Greenwich University, Australia in 2002

Present Directorship(s) in Other Public Companies and Listed Companies

Avangaad Berhad (formerly known as E.A. Technique (M) Berhad)

Family Relationship with any Director and/or Major Shareholder of the Company

Dato' Lai is a major shareholder of the Company. He is also the spouse of Datin Alicia Chan Pey Kheng, the Executive Director (Group Chief Operating Officer) of the Company.

Malaysian, aged 56, Male

Date of appointment as Director 24 February 1997

Length of service as Director since appointment 28 Years and 1 Month



Executive Director (Group Chief Operating Officer) Datin Alicia Chan Pey Kheng

Malavsian. aged 52, Female

Date of appointment as Director 1 March 2018

Length of service as Director since appointment 7 Years and 1 Month

Datin Alicia, a member of Kinergy Advancement Berhad since August 1997, has consistently been a trusted and faithful right-hand to KAB's Executive Deputy Chairman cum Group Managing Director, Dato' Lai Keng Onn.

Having orchestrated pivotal decisions across multiple departments, Datin Alicia showcases agile advisory skills in strategising for the entire organisation for over twenty-six (26) years. Serving as Executive Director cum Group Chief Operating Officer, she has earned multiple recognitions for her comprehensive capabilities, effectively overseeing overall operational development. This includes her active engagement in the Company's divisions, most notably, contributing proactively to the new segment's business development, while simultaneously closely overseeing the organisation's overall growth.

Datin Alicia equally holds a crucial role in evaluating and assessing the finances, capacity, managerial aspects of projects, and the entire organisational workflow and performance. Her voice holds paramount significance throughout the organisation, leading to her nomination in 2022 as an integral member of the Sustainability Committee. In this role, she champions the cause of integrating environmentally sustainable practices and digitalisation initiatives into operational workflows, emphasising their critical importance across the organisation's supply chain, thereby driving efficiency, resilience, and long-term value creation.

In 2023, she witnessed KAB's triumph in earning extensive recognition from the FTSE4Good Bursa Malaysia Index and FTSE4Good Bursa Malaysia Shariah Index.

Time Committed:

Board meeting attendance in the year 2024: 5/5

Board Committee(s) Membership

Member of the Sustainability Committee

Academic/Professional Qualification(s)

Datin Alicia obtained her Sijil Pelajaran Malaysia (SPM) certification in 1990.

Present Directorship(s) in Other Public Companies and Listed Companies

Datin Alicia does not hold any directorship in other public companies and listed corporations but holds directorships in several other private limited companies.

Family Relationship with any Director and/or Major Shareholder of the Company

Datin Alicia is a shareholder of the Company. She is also the spouse of Dato' Lai Keng Onn, the Executive Deputy Chairman cum Group Managing Director of the Company.

Executive Director (Competent/QC Division) **Choong Gaik Seng**

Mr. Choong began his career as a purchaser for Limamas Sawmill Sdn. Bhd. in 1981. He joined Eden Catering Sdn. Bhd. in 1985 prior to moving to Eden Food Industry in 1989. In 1991, Mr. Choong joined Tan Choong Industrial Equipment Sdn. Bhd. as a sales representative, followed by his employment at Ikhtiar Bersatu Letrik Sdn. Bhd. in 1992 as a site supervisor before joining Prinsip Serasi Sdn. Bhd. in 2004.

Eventually, Mr. Choong became affiliated with KAB in 2007 as a Project Coordinator before becoming Executive Director in 2013.

Time Committed:

Board meeting attendance in the year 2024: 5/5

Board Committee(s) Membership

None

Academic/Professional Qualification(s)

Mr. Choong completed his secondary school education at Penang Free School, Malaysia, in 1976.

He is a certified chargeman and wireman by profession, having been registered with the Energy Commission Malaysia.

In 2002, he obtained a chargeman AO qualification from Institut Latihan Perindustrian, Malaysia. Subsequently in 2003, he obtained a wireman PW4 gualification from Institut Kemahiran Belia Negara, Malaysia. In 2008, he obtained a chargeman A4 qualification from Pusat Latihan Teknologi Tinggi, Malaysia.

Present Directorship(s) in Other Public Companies and Listed Companies

Mr. Choong does not hold any directorship in other public companies and listed corporations but holds directorships in several other private limited companies.

Family Relationship with any Director and/or Major Shareholder of the Company

Mr. Choong is a shareholder of the Company.



Malavsian. aged 64, Male

Date of appointment as Director 1 March 2013

Length of service as Director since appointment 12 Years and 1 Month



Executive Director cum Chief Operating Officer of SES Division Jonathan Wu Jo-Han

Malavsian. aged 32, Male

Date of appointment as Director 18 March 2024

Length of service as Director since appointment 1 Year

Mr. Jonathan has been an integral part of KAB Technologies Sdn. Bhd. since 2018, having graduated with First Class Honours in Bachelor of Mechanical Engineering from the University of Portsmouth, United Kingdom in 2016 and holds a Certified Energy Manager certification from AEMAS since 2019.

With an impressive background in engineering, Jonathan started his career as a graduate project engineer at Mitraland Group, Malaysia, being responsible for liaising and coordinating with consultants, contractors, and authorities in resolving technical matters while ensuring delivery objectives were met. Following, he became the Lead Data Analyst at TecAlliance Malaysia, where he identified and implemented solutions on improving data coverage via gap analysis across multiple data sources.

Joining KAB Technologies Sdn. Bhd., Jonathan was appointed as a Director and has since played a pivotal role in conducting successful negotiations of key acquisitions and setting up the MYR 500 million Sukuk Programme. Simultaneously, he has also been a part of the working committee responsible for KAB's successful transition to the Main Market.

Presently, Jonathan is responsible for setting up several subsidiary companies and the Sustainable Energy Solutions Division, holding various directorships of several subsidiary companies under KAB; managing overall operations including setting up the division's overall strategy, structure of operations, business development, project execution, operation of assets, feasibility assessment of projects, negotiation & execution of key contracts, financial planning, and financial projections.

Time Committed:

Board meeting attendance in the year 2024: 4/5 (appointed with effect from 18 March 2024)

Board Committee(s) Membership

None

Academic/Professional Qualification(s)

Mr. Jonathan obtained a First Class Honours Bachelor of Mechanical Engineering from the University of Portsmouth, United Kingdom in 2016 and a Certified Energy Manager certification under AEMAS since 2019.

Present Directorship(s) in Other Public Companies and Listed Companies

Mr. Jonathan does not hold any directorship in other public companies and listed corporations but holds directorships in several other private limited companies.

Family Relationship with any Director and/or Major Shareholder of the Company

Mr. Jonathan has no family relationship with any director and/or major shareholder of the Company.

Non-Independent Non-Executive Director Datuk Wira Mubarak Hussain Bin Akhtar Husin

Datuk Wira Mubarak Hussain bin Akhtar Husin commenced his career as Managing Director in several companies, starting with Seri Jaya Perkasa Sdn. Bhd. since 11 May 2000, which was mainly involved in construction and property developments. On 18 October 2005, he founded MN Millennium Security Sdn. Bhd., which primarily offers security services. On 3 October 2014, he ventured into investment holdings under a company known as Voultier Sdn. Bhd.

Throughout his business career, he has had numerous experiences in strategic thinking and risk management, having successfully managed several projects, from planning, design, construction, and setting-up, to day-to-day operations. Additionally, he is also dedicated to adopting and promoting business organisations with policies and practices that aim to achieve continuous growth in both companies' returns along with products and services offered. Datuk Wira Mubarak also holds several directorships and shareholdings in private companies.

Time Committed:

Board meeting attendance in the year 2024: 4/5 (appointed with effect from 29 April 2024)

> Board Committee(s) Membership None

Academic/Professional Qualification(s)

Datuk Wira Mubarak holds an Executive Master of Applied Management of Science certification from Asia E University, Malaysia.

Present Directorship(s) in Other Public Companies and Listed Companies

Avangaad Berhad (formerly known as E.A. Technique (M) Berhad)

Family Relationship with any Director and/or Major Shareholder of the Company

Datuk Wira Mubarak has no family relationship with any director and/or major shareholder of the Company.

Malaysian. aged 48, Male

Date of appointment as Director 29 April 2024

Length of service as Director since appointment Less Than 1 Year

Independent Non-Executive Director

Lu Chee Leong

Malavsian. aged 60, Male

Date of appointment as Director 30 May 2017

Length of service as **Director since appointment** 7 Years and 11 Months

In 1990, Mr. Lu joined Kassim Chan & Co., Kota Kinabalu (now known as Deloitte Malaysia) as an Audit Assistant. In 1995, he left as an Audit Senior and subsequently joined Luyang Recreation Club Sdn. Bhd. as an Accountant. In 1997, he joined DiGi Telecommunications Sdn. Bhd. as an Accountant. In his last position at DiGi Telecommunications Sdn. Bhd., Mr. Lu was the Head of Section (GTM) for the Sabah region, under the company's sales division before finally leaving at the end of 2014.

Soon after, in 2015, he started his own corporate services firm, Johan Corporate Services, which offers its customers bookkeeping and related services.

Time Committed: Board meeting attendance in the year 2024: 5/5

Board Committee(s) Membership

- Chairman of the Audit Committee
- Chairman of the Risk Management Committee
- Member of the Nominating Committee
- Member of the Remuneration Committee
- Chairman of the Sustainability Committee

Academic/Professional Qualification(s)

Mr. Lu obtained his Association of Chartered Certified Accountants (ACCA) qualification in 1989. This was followed by him becoming a member of it in 1995. He was also a Chartered Accountant of the Malaysian Institute of Accountants since 1996.

Present Directorship(s) in Other Public Companies and **Listed Companies**

Mr. Lu does not hold any directorship in other public companies or listed corporations.

Independent Non-Executive Director Tong Siut Moi

Ms. Tong possesses more than twenty-nine (29) years of working experience in the corporate secretarial advisory field and senior management level, gathered from her background in both commercial and advisory environments. Currently, she is an Executive Director of CKM Advisory Sdn. Bhd., a company that focuses on providing specialised training to the Board of Directors, senior management of public listed companies, investment bankers, and company secretaries, concerning to Bursa Securities' Main and ACE Markets Listing Requirements.

Time Committed:

Board meeting attendance in the year 2024: 5/5

Board Committee(s) Membership

- Chairman of the Nominating Committee
- Chairman of the Remuneration Committee
- Member of the Audit Committee
- Member of the Risk Management Committee
- Member of the Sustainability Committee

Academic/Professional Qualification(s)

Ms. Tong obtained her professional secretarial degree from the Institute of Chartered Secretaries and Administrators (United Kingdom) before subsequently becoming a qualified Chartered Secretary in 1998. Presently, Ms. Tong is a Fellow of the Malaysian Association of Institute of Chartered Secretaries and Administrators ("MAICSA"). In December 2015, Ms. Tong completed the Advanced Women Directors' Programme and is now a member of the Institute of Corporate Directors Malaysia (ICDM).

Present Directorship(s) in Other Public Companies and Listed Companies

- Niche Capital Emas Holdings Berhad
- Paragon Union Berhad
- Avangaad Berhad (formerly known as E.A. Technique (M) Berhad).

Malavsian. aged 55, Female

Date of appointment as Director 30 May 2017

Length of service as Director since appointment 7 Years and 11 Months



Independent Non-Executive Director Gs. Ts. Dr. Amanda Lee Sean Peik

Malavsian. aged 40, Female

Date of appointment as Director 18 March 2024

Length of service as Director since appointment 1 Year

Gs. Ts. Dr. Amanda Lee began her professional career in 2009 as a Junior Engineer at RPM Engineers Sdn. Bhd. She then transitioned to the role of Software Developer at C&S Software Solutions Sdn. Bhd. before pursuing her postgraduate studies at the University of Nottingham (Malaysian branch campus). During her academic tenure, she also served as a Lab Demonstrator and Teaching Assistant at the University of Nottingham (Malaysian branch campus) from June 2011 to December 2014.

From 2015 to 2018, a significant turning point in her career came during her tenure as Senior Water Resources Engineer at Angkasa Consulting Services Sdn. Bhd., where she began handling major hydropower projects. Her role expanded significantly as Deputy Head of Water Resources at DHI Water and Environment (M) Sdn. Bhd. (2018-2021), before assuming her current position as Managing Partner at Atlas Informatics PLT.

In the hydropower sector, she has demonstrated exceptional capability in handling projects of varying scales and complexity. Her portfolio includes comprehensive feasibility studies for major installations like the Run-Off-River Hydro Scheme at Hulu Sg. Padas in Sabah, where she conducted detailed hydropower production estimates and developed sophisticated hvdraulic models.

Her expertise extends to mini hydropower schemes, such as the Kg. Teluk Temperah project, where she assessed both hydropower potential and flood impacts. Some of her international experience includes the Karakurt Dam and HEPP Project in Turkey.

Time Committed:

Board meeting attendance in the year 2024: 4/5 (appointed with effect from 18 March 2024)

Board Committee(s) Membership

Member of the Audit Committee

Academic/Professional Qualification(s)

Gs. Ts. Dr. Amanda Lee currently holds a Bachelor of Engineering with Honours degree from Universiti Kebangsaan Malaysia, awarded to her in 2009. She further pursued her academic journey, earning a Ph.D. in Civil Engineering from the University of Nottingham (Malaysian branch campus) in 2017. Gs. Ts. Dr. Amanda Lee is presently a registered graduate engineer with the Board of Engineers Malaysia, a certified professional technologist under the Malaysia Board of Technologists (MBOT), and a professional member of the Institution of Geospatial and Remote Sensing Malaysia (IGRSM). Additionally, she holds a senior graduate membership with the Institution of Engineers, Malaysia.

Present Directorship(s) in Other Public Companies and **Listed Companies**

Niche Capital Emas Holdings Berhad

Other Information

Family Relationship

Except for Datin Alicia Chan Pey Kheng, the spouse of Dato' Lai Keng Onn, none of the Directors have any family relationship with any other Director and/or major shareholder of Kinergy Advancement Berhad ("KAB" or "the Company").

Conflict of Interest

None of the Directors have any conflict of interest or potential conflict of interest, including interest in any competing business they have with the Company or its subsidiaries.

Conviction of Offences

Other than traffic offences, none of the Directors have been convicted for any offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

> **Directorship in Other Public Companies and Listed Issuers** Except for Dato' Lai Keng Onn, Datuk Wira Mubarak Hussain bin Akhtar Husin, Ms. Tong Siut Moi, and Gs. Ts. Dr. Amanda Lee Sean Peik, none of the Directors hold any directorships in other public companies and listed issuers.

Directors' Attendance for Board Meetings for the Financial Year Ended 31 December 2024 (FY2024)

The Directors' attendance for the Board Meetings for the FY2024 is presented on page 92 of the Annual Report.

Directors' Shareholdings

Except for Dato' Lai Keng Onn, Datin Alicia Chan Pey Kheng, and Mr. Choong Gaik Seng, none of the Directors hold any shares, direct or indirect in the Company. The shareholdings of Dato' Lai Keng Onn, Datin Alicia Chan Pey Kheng, and Mr. Choong Gaik Seng, are disclosed on page 232 of the Annual Report.





Profile Of Key Senior Management

Group Chief Financial Officer

Chin Sze How

Malaysian, aged 35, Male

Date first appointed to the **Key Senior Management** position:

1 March 2022

Mr. Chin started his career in 2013 as an auditor at Grant Thornton Malaysia. Throughout his career as an auditor for more than seven (7) years, he had gained vast exposure in audit and assurance, listings, corporate exercises, business advisory, and consulting involving both local and international companies, private and public listed companies covering a broad spectrum of industries including construction, manufacturing, trading, energy, logistics, agriculture, education, public utility, real estates, automotive, tourism, brokers, services, printing, packaging, and digital.

Thereafter, he led the Business Process Services and Global Mobility Services Division at Grant Thornton Malaysia as a Director in 2019, which he specialised in financial reporting advisory, outsourcing, budgeting, cost management, business operation management, and global mobility services.

Mr. Chin joined KAB in March 2022 as a Financial Controller and was subsequently promoted to Divisional Chief Financial Officer in October 2022, then to Group Chief Financial Officer in March 2024. He oversees reporting and compliance, corporate finance, corporate exercise, mergers & acquisitions, strategy, and business planning.

Disclosure on Conflict of Interest and Convictions for Offences (if any):

Mr. Chin does not hold any shares, direct or indirect in the Company. He has had no conviction for any offences within the past five (5) years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Academic/Professional Qualification(s):

Mr. Chin is a certified professional Chartered Accountant, a member of the Malaysian Institute of Accountants ("MIA"), and a fellow of the Association of Chartered Certified Accountants (FCCA) with a degree qualification in Accounting and Finance obtained from Sheffield Hallam University, United Kingdom.

Present Directorship(s) in Other Public Companies and **Listed Companies**

Mr. Chin does not hold any directorship in other public companies or listed corporations.

Family Relationship with any Director and/or Major Shareholder of the Company:

Mr. Chin has no family relationship with any director and/or major shareholder of the Company.

General Manager (Finance and Account)

Chin Fay Fay

Ms. Chin began her career in March 2006 with KL Tan Logistics Resources as an Account cum Human Resource Officer where she was responsible for handling accounts and undertaking human resource management roles.

From 2010 to 2015, Ms. Chin joined a few companies and was primarily responsible for overseeing accounting matters, consolidation, cash management, credit control, and financial reporting.

Ms. Chin joined KAB in August 2015 as a Senior Account Executive and was subsequently promoted to the position of General Manager (Finance & Account) in 2019, where she was responsible for overseeing the preparation of accounts and financial reporting. She was actively involved in contributing to KAB's IPO on the ACE Market in 2017, as well as the transfer listing to the Main Market in 2020. Additionally, Ms. Chin is also a member of KAB's working group for corporate exercises.

Disclosure on Conflict of Interest and Convictions for Offences (if any):

Ms. Chin is a shareholder of KAB. She has had no conviction for any offences within the past five (5) years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Academic/Professional Qualification(s):

Ms. Chin obtained her LCCI in 2001.

Present Directorship(s) in Other Public Companies and **Listed Companies**

Ms. Chin does not hold any directorship in other public companies or listed corporations.

Family Relationship with any Director and/or Major Shareholder of the Company:

Ms. Chin has no family relationship with any director and/or major shareholder of the Company.

Malaysian, aged 44, Female

Date first appointed to the **Key Senior Management** position: 1 June 2019



Group Manager Corporate Affairs & Communication

Corporate Strategic Planning, Branding Communication, Public Relations (PR), Investor Relations (IR)

Lai Yiew Kar

Malaysian, aged 29, Female

Date first appointed to the Key Senior Management position: 23 January 2025



Ms. Lai's editorial journey in 2016 with a UK-based charity, where she honed her skills in content editing and proofreading services for an eclectic range of book genres. In 2018, she gained hands-on experience as an in-house intern translator for a national consulting firm, contributing to strategic initiatives for global market entry. Graduating in 2019, she launched her career in Malaysia at TimeTec Computing Sdn. Bhd. as a copywriter. She has since grown into a key communication professional, leading strategic initiatives, and working closely with management. Her work centers on creating impactful messaging and campaigns, ensuring alignment with organisational objectives, and driving effective communication across platforms.

Ms. Lai joined KAB in October 2020 as a strategic planner and copywriter, reporting directly to the Group Managing Director. Over the past four (4) years, she has taken the lead in managing strategic communication, external stakeholder engagement, event development, corporate action item coordination, and crisis management. In her role, Ms. Lai has promoted quality communication, led the organisation's PR direction, ensured the transparent distribution of news, and navigating through the challenges of corporate coverage in the digital age. Her active involvement in corporate initiatives reflects her experience in supporting the Group's Corporate Affairs ("CA").

Ms. Lai has also successfully expanded KAB's group branding by leading the growth of the CA department into a more comprehensive scope of communication efforts, including PR and IR collaterals, press and media context, and corporate event management, to name a few. Her role has evolved from strategic content production and managing creative works to leading external stakeholder engagement, further solidifying her expertise in strategy development, strategic communication, and corporate branding.

With fluency in multiple languages, she combines dynamic communication skills with a strong understanding of organisational goals, translating strategies to engage and connect with diverse stakeholders. Her experience in Communication positions her as a key support to the Group Managing Director in delivering strategic communication.

Disclosure on Conflict of Interest and Conviction for Offences (if any):

Ms. Lai does not hold any shares, direct or indirect in the Company. She has had no conviction for any offences within the past five (5) years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

ESG/Sustainability Initiatives:

• A Member of the Sustainability Team

Academic/Professional Qualification(s):

Ms. Lai holds a first-class honours degree in BA (Hons) Applied Languages, specialising in Spanish, English, and Mandarin, with distinction in English, from the University of Portsmouth, UK, where she graduated in 2019. She has also earned a crosscultural education certification from the Faculty of Philosophy and Arts at Universidad de Alcalá, Spain. Since graduation, she has further developed her professional growth through multiple certified workshops and courses, including Corporate Affairs & Governance, Finance, Mergers & Acquisitions, and ESG & Sustainability, beginning in 2020, enhancing her capability in these areas.

Present Directorship(s) in Other Public Companies and Listed Companies:

Ms. Lai does not hold any directorship in other public companies or listed corporations.

Family Relationship with any Director and/or Major Shareholder of the Company:

Ms. Lai is the daughter of Dato' Lai Keng Onn, the Executive Deputy Chairman cum Group Managing Director and Datin Alicia Chan Pey Kheng, the Executive Director (Group Chief Operating Officer) of the Company.



Group Manager Finance

Chan Xue Theng

Malaysian, aged 32, Female

Date first appointed to the Key Senior Management position: 23 January 2025



Ms. Chan started her career in 2016 as an auditor at Grant Thornton Malaysia and subsequently joined Deloitte PLT in 2019. Throughout her career as an auditor for more than three (3) years, she has led team members in conducting financial audits, internal control reviews, and statutory financial compliance engagements for a diverse portfolio of public listed, private, and multinational companies across various industries.

In 2020, Ms. Chan joined an IT company and was promoted to Assistant Finance Manager in 2022. In this capacity, she has gained extensive experience managing core financial operations, including monthly account closing, cash flow oversight, and budget preparation. She ensured adherence to statutory regulations and collaborated with key stakeholders, such as financial institutions, auditors, and regulatory authorities.

Ms. Chan joined KAB in June 2023 as a Finance Manager, leveraging her financial expertise to support the organisation, the General Manager and the Group Chief Financial Controller in all finance-related matters. Consequently, she has also collaborated with bankers, auditors, tax agents, and the company secretary to ensure regulatory compliance and address operational requirements. Drawing on her extensive experience, Ms. Chan played a key role in preparing and managing the group's annual budget and tax planning initiatives, compiling and presenting quarterly group financial results, contributing to corporate financing activities, and skillfully handling ad-hoc tasks and strategic projects.

Disclosure on Conflict of Interest and Conviction for Offences (if any):

Ms. Chan does not hold any shares, direct or indirect in the Company. She has had no conviction for any offences within the past five (5) years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Academic/Professional Qualification(s)

Ms. Chan is a certified professional Chartered Accountant, a member of the Malaysian Institute of Accountants ("MIA") and a member of the Association of Chartered Certified Accountants (ACCA) with a Bachelor's Degree in Accounting obtained from Universiti Tunku Abdul Rahman (UTAR), Sungai Long.

Present Directorship(s) in Other Public Companies and Listed Companies

Ms. Chan does not hold any directorship in other public companies or listed corporations.

Family Relationship with any Director and/or Major Shareholder of the Company:

Ms. Chan has no family relationship with any director and/or major shareholder of the Company.



Key Messages

GROUP MANAGING DIRECTOR'S STATEMENT



DEAR VALUED SHAREHOLDERS

With great pride and a deep sense of responsibility,

"

I present the Annual Report for Kinergy Advancement Berhad ("KAB" or "the Group") for the financial year ended 31 December 2024 ("FY2024").

DATO' LAI KENG ONN

Executive Deputy Chairman cum Group Managing Director

Leads The Way:



03 Key Messages

KAB's transformation has been driven by its relentless innovation and a solid foundation of twenty-seven (27) years of engineering expertise since its establishment in 1997. Supported by a highly skilled workforce, KAB continues to expand its capabilities in resilience, efficiency and sustainable solutions through its key energy entity, KAB Energy Holdings Sdn. Bhd. ("KABEH").

Today, with a portfolio of over ten (10) advanced energy solutions, KAB stands as a distinguished **One-Stop Energy and Engineering Solutions Provider.**

Over the past seven (7) years, KABEH has evidenced its growth from implementing strategic initiatives to fortifying technical expertise and forging industry partnerships. Most notably, it has navigated energy sector challenges, delivering promising results.

Well ahead of the sector's rapid expansion, KAB has strategically established its foothold in the Sustainable Energy Solutions ("SES") segment with a forward-looking vision and scalable mission. Evolving from conventional engineering to a holistic One-Stop Energy and Engineering Solutions Provider, the Group has successfully completed its strategic evolution, positioning the energy sector as the Group's key growth driver since diversification.

Building on our redefined identity since June 2023 and sector reclassification by Bursa Malaysia in January 2025, we have strengthened our profile at the intersection of engineering excellence and sustainable energy leadership. Our proven track record in energy asset development and expanding market presence reflects our ability to seize opportunities, continuously scale sustainable energy solutions, and drive energy, savings and performance efficiencies for businesses.

This strategic evolution reinforces KAB Group's ability to adapt to industry shifts while realising our aspirations as an energy company while maintaining momentum for aggressive growth and innovation-driven expansion.

In FY2024, the Group reported exceptional performance, with a total revenue of MYR 244.8 million, marking a 22% increase from MYR 201.2 million in FY2023. This growth was primarily driven by the SES segment, which experienced a remarkable 100% increase, surging to MYR 123.5 million from MYR 60.9 million Year-on-Year (YoY). The Engineering (mechanical and electrical engineering) segment also contributed significantly, delivering MYR 119.4 million in revenue, reflecting a 48.8.% contribution portion over the total revenue in 2024. Notably, in the latest quarter, KAB Group achieved a 22.8% increase in revenue, highlighting the collective strength and exceptional performance of the entire group. The Energy segment has consistently demonstrated an optimistic trajectory, achieving consecutive growth and meeting performance targets. Concurrently, the Engineering segment has sustained its momentum, playing a pivotal role as an enabler of the Group's overall growth.

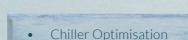
Business Segments

Clean Energy Generation

- Cogeneration
- Waste Heat Recovery
- Gas Engine Power
 - Plant

Renewable Energy Generation

- Solar Energy
- Hydropower
- Biogas
- Battery Energy Storage
- System



- System

- - .

- Building Management

Energy Efficient Solutions

portfolio that now encompasses a broad range of alternative energy solutions.

More importantly, this year, KAB has become a registered market participant for energy asset management. This role enables us to support clients in managing their Renewable Energy Certificates (RECs) and carbon credit portfolios, providing them with strategic advisory and support to reduce operational carbon emissions. With this capability, we offer businesses to offset emissions through an innovative mechanism, enhancing their green business portfolio while ensuring adherence to sustainability standards and regulations.

KAB is a Registered Market Participant

Energy Asset Management Carbon Credits

Our current energy portfolio reflects our ability to adapt in an ever-evolving market, especially as the world accelerates its push toward sustainable energy. From our strategic diversification in 2022 to our transformation in 2023, and sector reclassification by Bursa Malaysia in January 2025, each milestone reaffirms our technical and financial prowess to seizing new opportunities, overcoming industry challenges and drive meaningful progress in the energy transition.

We take pride in our ability to not only to address our customers' common concerns but also anticipate and fulfill their evolving energy needs for operational savings and optimisation. By leveraging our extensive expertise and technical capabilities, we are unlocking new possibilities-both for our business and for the customers who trust us to drive their energy transformation.

Furthermore, following our transformation, we wish to take this opportunity to highlight our impactful partnerships forged with key industry players such as PETRONAS Gas Berhad ("PETRONAS"), Johor Corporation ("JCorp"), Perbadanan Kemajuan Negeri Perak ("PKNPk"). These collaborations further validate KAB's technical competence, solidifying our reputation as a trusted and forward-thinking solutions provider.

Our expansion journey has advanced KAB's vision of shaping a sustainable and energy-efficient future through innovative energy generation and regenerative solutions. As we push forward, we continue to build exciting opportunities for greater growth.

Our evolution is defined by our ability to venture, expand, and diversify into the Sustainable Energy Solutions (SES) segment within five (5) years. By the sixth (6th) year, we successfully completed our diversification and rebranding, further strengthening our market presence. Now, in the seventh (7th) year, KAB remains steadfast in sustaining its growth trajectory, underpinned by consistent financial performance since Q1 FY2023. This momentum is fuelled by strong performance of our SES recurring income assets, reflecting our scalable long-term vision and scalability to creating sustainable values for the business.

This position is reinforced primarily by our technical expertise which, in turn supports the continuous expansion of solution offerings for our clients. Both the Energy and Engineering segments are backed by a proven track record and strong strategic alliances with industry leaders across diverse sectors.

As of 2024, our Engineering segment is marked with one hundred and nineteen (119) electrical engineering projects. Over more than two (2) decades of excellence and reliability, these qualities have been the foundation of our bold expansion into the energy sector since 2018. Since then, we have strengthened our presence in this space, building a diversified energy

Renewable Energy Certificates (RECs)

Future Outlook

As a trusted Energy Solutions Provider, KAB is relentless in delivering cutting-edge, high-impact energy solutions tailored to its clients' evolving needs. Now, with its sights set on an even greater role, KAB is paving the way to becoming a full-fledged Energy Developer. Kicking off 2025 with a bold move, the Group announced its investment in an Independent Power Plant ("IPP") entity to execute a repowering project — an electrifying step forward in our journey toward becoming an Independent Power Producer. This is a bold yet well-calculated move, reflecting the Group's confidence in its vision and future growth. It marks another exciting transformative leap. We are committed to driving impactful innovation, sustainability, and long-term progress in the energy sector.

Seizing Opportunities, Driving Performance

In 2024, the Group achieved notable recognition in:

- Financial Performance : Sustaining strong growth momentum throughout the year
- Market Position : Named the 2024 APAC Energy Sustainability Solutions Provider by Energy Business Review
- **Prestige Feature** : TIME Magazine's The Intelligent Investor 1st Special Focus Report on Malaysia
- Sector Reclassification : From Industrial Services to Renewable Energy under Bursa Malaysia, effective 13 January 2025



Looking Ahead: Scaling Sustainable Energy Across ASEAN

With a clear focus on expanding its sustainable energy footprint, KAB is strategically scaling its investments in Clean Energy (CE) generation, Renewable Energy (RE) generation and Energy Efficient (EE) solutions, including emerging energy-related opportunities across ASEAN.

Our ability to harness this competitive edge and deliver seamless results across both segments has positioned the Group as a key enabler in strengthening clients' energy needs while addressing national energy security. Through innovative models and strategic advancements, we remain committed to enhancing sustainable and resilient energy solutions, staying agile in response to evolving industry dynamics and economic landscapes.

Appreciation

The year 2024 serves as a preparatory phase for the Group, building on the strategic progress of 2023. Our focus remains on executing key initiatives while exploring growth opportunities. This year, we are advancing existing projects, strengthening our position in core segments, and enhancing our recognition as a skilled energy and engineering solutions provider committed to sustainable initiatives in a rapidly expanding market.

I am pleased to witness our transformation targets progressing steadily, driven by strategic project selection, the application of technical expertise, and the pursuit of new opportunities – each epitomised our dedication and astuteness in steering sustainable business development and environmental stewardship.

Our open approach to shared knowledge and pooled resources has been instrumental in driving collective progress alongside our key stakeholders. As we expand into emerging markets, I am confident in KAB's growth, supported by a strong foundation - our Board of Directors, trusted partners, and the dedicated team at Kinergy Advancement Berhad. Together, we drive growth that aligns with the Group's vision, paving the way for the advancement of our sustainable mission.

This report presents a strategic review of KAB's 2024 growth trajectory, highlighting key initiatives, market advancements, and transformative achievement.

The Group's commitment to sustainable expansion, innovative-drive solutions, and strengthened industry leadership is reflected throughout the Annual Report 2024.

03 Key Messages

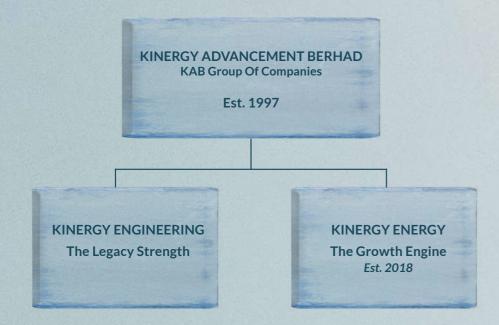
Management Discussion & Analysis

Building On Transformation, Powered By Growth

Kinergy Advancement Berhad ("KAB" or the "Group") is charting a bold course for long-term growth by reinforcing its financial foundation, operational resilience, and sustainability efforts.

As the Group continues to build on its foundation, the Group transitioned from Industrial Services to Renewable Energy on 13 January 2025, marking a defining milestone that carved out a strong position with a clear vision for the future, symbolising true commitment to powering industries and communities across ASEAN.

With a proven track record of execution, KAB continues to drive innovation, expand its energy portfolio and enhance workforce capabilities - ensuring alignment with its vision while strengthening its agility and competitiveness in an evolving business landscape, propelling growth and innovation to new heights. The Group's business is anchored in two (2) key segments:



Business Segments

Engineering Solutions - The Legacy Strength

As of FY2024, KAB's engineering order book stands at MYR 166.0 million, supported by a strong tender pipeline of MYR 153.8 million. While the segment undergoes strategic realignment, guided by the disciplined approach to electrical project development outlined in its FY2023 Annual Report, the Group remains well-positioned to capitalise on Malaysia's infrastructure resurgence.

The Engineering segment delivered a solid performance in 2024, demonstrating consistent revenue growth and improved operational efficiency. The segment reported stable revenue in Q1. Q2 delivered a consistent solid performance with strong demand for engineering services. This growth translated into improved profitability reflected its ability to scale operations efficiently.

In the second half of the year, revenue continued to expand, rising 15.7% year-on-year in Q3 and reaching MYR 40.6 million in Q4. The segment's operating profit saw a substantial increase in Q3, underscoring enhanced cost efficiency and effective project management.

The significant increase in operating profit during Q3 suggests enhanced operational efficiency and successful project execution. The Group's strategic focus on expanding its SES project portfolio while sustaining the Engineering segment has ensured a balanced revenue stream, no material impact in its operational processes and has yielded positive financial outcomes.

The Engineering business remains a fundamental pillar in the Group's expansion, now serving as an integrated enabler for scaling the SES segment. This synergy strengthens the project pipeline and drives continuous operational improvements.

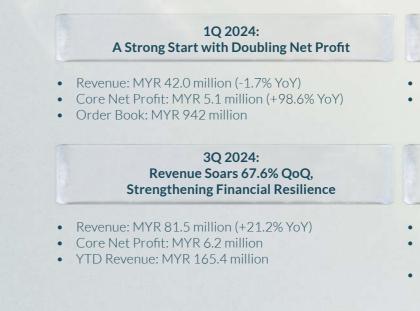
Sustainable Energy Solutions ("SES") - The Growth Engine

Since its diversification in 2022, the SES segment has emerged as the primary growth driver. The Group has built a distinct energy ecosystem. At present, the SES segment has its service offerings establish with up to ten (10) advanced sustainable energy solutions across three (3) core subsets – Clean Energy (CE) Generation, Renewable Energy (RE) Generation, and Energy Efficient (EE) solutions - pioneering Malaysia's market as a **One-Stop Hub with Innovative Alternatives** to offer its clients.

As KAB strengthens its presence in the energy sector, it continues to fortify its market position by leveraging trusted partnerships and strategic investments. This forward-looking approach ensures the development of a future-ready energy portfolio that pivots toward becoming a comprehensive energy solutions provider.

Financial Overview Financial Year Ended 2024

Sustainable Energy Solutions & Engineering Excellence Earnings Momentum Since FY2023 Confirms Strategy Expansion Success



KAB reported robust orders of nearly MYR 1 billion at the close of its financial year in 2023 ("FY2023"), with its concession assets more than doubling within a year. In the financial year end 2024 ("FY2024"), KAB recorded its highest annual revenue to date, reaching MYR 244.8 million, a 21.7% increase from the previous year. The SES segment doubled its revenue to MYR 123.5 million, supported by the acquisition of new renewable energy assets, an increasing number of long-term concession projects, and ongoing developments in solar, biogas, and hydropower projects across Malaysia and the ASEAN region.

These achievements, alongside pending tenders of close to MYR 3 billion, reflect the Group's continued expansion, marked by a record-high Profit After Tax ("PAT"), has fuelled KAB's continued aggressive growth in the SES division for 2024. The Engineering segment contributed MYR 119.4 million in revenue, maintaining its role as a stable income stream. While KAB has made significant strides in sustainable energy, its Engineering segment remains a vital, self-sustaining pillar of its business.



• Revenue: MYR 41.8 million (-7.2% YoY) • Core Net Profit: MYR 5.4 million (+61.7% YoY)

4Q 2024: Surpassing MYR 200 Million **Revenue Milestone**

• YTD Revenue: MYR 244.8 million (+21.7% YoY) • YTD SES Segment Revenue: MYR 123.5 million (Doubled YoY)

• YTD Core Net Profit: MYR 22.0 million (Doubled YoY)

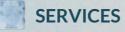
The key SES developments throughout 2024 represent a significant leap forward. In FY2024, KAB managed twenty-seven (27) projects across Southeast Asia, with a presence in Thailand and Indonesia. With its concerted efforts, KAB entered FY2024 with a strong 98.6% year-on-year increase in PAT. This momentum carried through the subsequent quarters, ultimately achieving a 83.3% growth in PAT for FY2024.

The Group's revenue performance reflected a sustained upward trajectory, with core earnings surging substantially in 2022. Over just two (2) years, earnings increased more than sevenfold, reaching a strong MYR 22.0 million for FY2024. In the same year, KAB's price-to-earnings (P/E) ratio underwent a significant recalibration, adjusting from hundred and thirteen (113) in 2021 to thirty-four (34) by the end of 2024 - nearly a fourfold correction. This adjustment has not impacted on the Group's financial or operational performance but instead serves as a reaffirmation of the company's underlying value and long-term growth potential.

Key Essentials To Group Performance



SOLUTIONS



While each segment operates with its own competencies and business model to drive sustainability, they complement each other seamlessly. This synergy is evident in three (3) key essential to performance - expertise, solutions, and services. KAB leverages this integrated approach to venture into, develop, and deliver innovative electrical and energy-related infrastructure projects while managing industrial energy efficiency initiatives and facility operations.

KAB's core net profit surged to MYR 21.5 million, marking a double growth from FY2023. The substantial improvement was primarily driven by higher contributions from the SES segment, which continues to generate long-term recurring income. The Group's strategic expansion, while requiring substantial capital investment, has already begun translating into long-term value creation.

Notably, KAB's mini hydropower plant in Indonesia delivered immediate income post-acquisition, with planned upgrades expected to enhance power generation capacity, optimise economies of scale, and drive cost efficiencies. The Group remains committed to a prudent capital allocation strategy, ensuring that investments align closely with forecasted sustainable revenue growth.

In 2024, KAB reaffirmed its focus on high-impact investments that accelerate profitability and support its long-term growth strategy. The Group recognises that strategic capital investments play a crucial role in driving sustained economic growth, expanding its portfolio for diversified revenue streams, and fostering innovation that delivers measurable impact across its operations, clients, and workforce.

Throughout the year, KAB maintained a strong financial position, ensuring a well-balanced capital structure to support its growth ambitions. The Group's total assets increased to MYR 500.4 million, a 19.7% increase from MYR 418.2 million in the previous year. This growth was fuelled by the expansion of SES projects and higher trade receivables from newly secured contracts. Cash and bank balances rose to MYR 78.1 million, up from MYR 64.0 million at the start of the year, reflecting improved liquidity. Additionally, the Group successfully raised MYR 30.2 million through Private Placement 2024, further reinforcing its financial standing to support ongoing and future projects.

KAB's order book remained strong at MYR 774 million, providing revenue visibility for the coming years. The SES segment accounted for MYR 672 million, reflecting the increasing contribution of sustainable energy projects. Meanwhile, the Engineering segment contributed MYR 102 million, ensuring a resilient revenue base. The Group also maintained an active tender pipeline valued at MYR 3.3 billion, positioning itself for potential expansion in energy and infrastructure development across ASEAN.

Navigating 2025 with Purpose

KAB is set to scale its operations in 2025, leveraging a robust order book of MYR 672 million in SES projects and MYR 102 million in Engineering projects, alongside a MYR 3.3 billion tender pipeline. With a solid pipeline of confirmed projects and tenders, the Group maintains a healthy liquidity position and prudent gearing, reflecting disciplined financial management. Shareholders' equity has risen to MYR 260.3 million from MYR 193.8 million in FY2023, bolstering its capital foundation. With total borrowings at MYR 181.9 million, KAB strikes a well-balanced approach between debt financing and organic earnings growth. As the Group advances its expansion initiatives, it remains focused on managing material developments and ensuring long-term revenue stability.

As a trusted, premier, One-Stop Energy and Engineering Solutions Provider, KAB has invested significant time and effort in securing both local and regional developments, striving for long-term success. These efforts are driven by its key leaders and strengthened by strategic state partnerships, supportive government policies, and growing corporate sustainability commitments. This trajectory points to a more robust and profitable outlook for the Group.

As of 31 December 2024, KAB's Order Book & Future Growth Pipeline Stands at



Optimising Operations, Portfolio Expansion in Focus

- The SES portfolio of concession assets expanded significantly in FY2023, closing the year FY2024 with a total of twenty-seven (27) projects.
- Its competitive edge as a leading energy player is powered by a well-diversified portfolio of sustainable energy developments.

Operational Overview

FY2024 marked the seventh (7th) year of this strategic journey, during which KAB has gained recognition in this segment. With a growing portfolio built on technical expertise, the Group has carved out a strong position with a clear vision for the future, contributing to the industry's progress and supporting the nation's energy transition and decarbonisation efforts.

Total Capacity (kW)

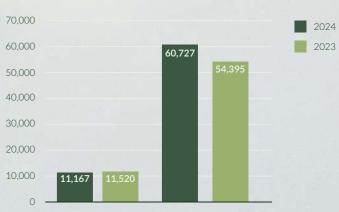


Asset	То	Total Capacity (kW)			GHG Emission Mitigated (tCO2e)		
Types	2024	2023	%	2024	2023	%	
Clean Energy	3,500	3,500	0%	11,167	11,520	-3%	
Renewable Energy	27,476	22,202	19%	60,727	54,395	10%	
Total	30,976	25,702	17%	72,088	66,350	8%	

MYR 3.3 billion

Strong Tender Pipeline **Active Project Tenders** MYR 2.7 billion **SES projects** MYR 621 million **Engineering Projects**

projects and a proven engineering track record, supported by consistent revenue from engineering project



GHG Emission Mitigated (tCO2e)

Clean Energy

Renewable Energy

*-----

In reviewing KAB's emissions mitigation performance in 2024, its SES assets recorded a total capacity of 30.9 Megawatt ("MW"), displacing 72,088 thousand tonnes of CO_2 equivalent (t CO_2 e). The Group's progress in SES remained evident, with RE driving capacity expansion and emissions mitigation efforts. Total capacity grew by 17% to 30,976 kilowatt ("kW"), led by a 19% increase in RE deployment, while CE capacity remained unchanged.

For the year 2024, EE solutions emissions data has been intentionally excluded, as most contracts concluded toward the year-end, leading to project completion. The contribution from EE did not result in a material reduction in GHG emissions for the year. Looking ahead, the Group remains committed to identifying and pursuing EE projects that align with its dual objectives of profitability and sustainability.

Strategic Development and Operational Highlights

Milestone Projects Advancing KAB's Transition into the Energy Segment:

In 2023

Construction of Malaysia's Single Largest Gas Engine Power Plant

On 9 February 2023, KAB Energy Holdings Sdn. Bhd. ("KABEH"), a wholly owned subsidiary of KAB Group, announced its partnership with PETRONAS. As PETRONAS's local partner, KAB assumes the role of technical partner in co-developing **Malaysia's largest 72 MW gas engine power plant** in Sabah. This flagship project, set for completion by 1Q 2026, will integrate battery energy storage system (BESS) to enhance the site's energy resilience and sustainability while providing emergency power backup.

Supplying Utility Expansion & Infrastructure Enhancement

Later that year, on 6 November 2023, PETRONAS appointed KABEH as a sub-contractor to supply its subsidiary, Pengerang LNG (Two) Sdn. Bhd., for the utility expansion and infrastructure enhancement of a 137,000m³ Liquefied Natural Gas Carrier (LNGC) into a Floating Storage Unit ("FSU"). This second contract, valued at MYR 33.3 million and awarded by a PETRONAS-owned entity, will significantly expand LNG storage capacity in the region upon completion.

Operating a Mini-Hydropower Plant & Trading Renewable Energy Certificates (RECs)

In the same year, KAB established its foothold in Indonesia with the successful acquisition of PT IME, now a wholly owned subsidiary. This strategic move grants KAB ownership and operation of an eleven (11) MW mini-hydropower plant in North Sumatera, Indonesia, operating under a twenty (20) year Power Purchase Agreement (PPA) with PT Perusahaan Listrik Negara (PLN), the state-owned electricity provider. This plant is also a significant generator of RECs, producing just under 60,000 RECs in 2023 and exceeding 60,000 in 2024. Certified by the International Tracking Standard Foundation, these not only support global decarbonisation efforts but also present a valuable revenue stream for KAB for REC transactions.

The Group stays ahead of market innovation and robust market infrastructure to ensure overall growth and development continues to make substantial progress.

In 2024

Building on the strategic progress of 2023, 2024 was a critical phase for KAB in execution and growth. The Group prioritised scaling existing projects, deepening its foothold in sustainable energy trading, and expanding its presence in the fast-growing market for energy solutions and infrastructure.

Exploring a Local Mini-Hydropower Plant Development

On 28 February 2024, the Group announced a strategic investment in a 9.6 MW hydropower plant in Kedah, secured under a twenty-one (21)-year concession agreement with Tenaga Nasional Berhad (TNB) with a net export capacity of 8.0 MW approval. The investment involves acquiring the entire equity stake in Tunjang Tenaga Sdn. Bhd. (TTSB) from Vizione Energy Sdn. Bhd. (VESB), which holds an 80% stake in SDF Hydro Sdn. Bhd.. The plant will be located at Pedu Dam, Sik. This move further expands its RE portfolio with this strategic deal that comes with approved capacity mini-hydropower plant in Kedah, Malaysia, building on KAB's strategic investment of first mini-hydropower plant in Indonesia.

Data Centre Project Development

The Group has rapidly expanded into the other sectors, with data centre development emerging as a key focus, particularly in northern Peninsular Malaysia. Its entry into this sector in 2018 has positioned KAB advantageously amid Malaysia's data centre boom. In 2024, KAB secured a contract for the provision of Extra Low Voltage (ELV) System services for a data centre in Cyberjaya, Malaysia. The Group is also actively pursuing additional electrical infrastructure development projects to support the sector's rapid expansion.

Recognising that data centre projects are primarily non-recurrent contracts, KAB is focused on establishing longer-term value offerings. This includes introducing district cooling systems as a centralised solution to enhance the power usage effectiveness of data centres and ensure uninterrupted power supply – critical factors for sustaining the growing demands of data centres and other commercial sectors.

Its collaboration with JCorp, formalised through KABEH on 1 July 2024 reflects both organisation's pursuit of initiatives that yield lasting impacts. This partnership paves the way for joint ventures and developments that opportunities in RE and CE, focusing on energy-related facilities and engineering projects, particularly for data centres and other related infrastructure under JCorp.

As the principal development institution driving Johor's economic growth, JCorp recognises the critical importance of partnering with the right entity to enhance the efficiency of its existing assets and future projects. KAB has been identified as a strategic partner, sharing a common vision for business expansion while aligning with national economic and environmental objectives.

RECs Development

KAB has advanced its role as a registered market participant, enabling the Group to perform data verification, attributes verification, and the issuance and trading of RECs. In 2024, under its SES portfolio, KAB expanded its RECs and carbon credit management across nine (9) facilities – eight (8) local companies utilising solar energy and one (1) hydro facility. With a certified license, KAB serves as a key facilitator in the sale and purchase of RECs, offering end-to-end services, including registration, application, submission, and ongoing asset management of RECs generated by these facilities.

While the Teknologi Tenaga Perlis Consortium Sdn. Bhd. (TTPC) repowering project was officially announced in early 2025, 2024 was a key preparatory year. KAB conducted initial feasibility studies, regulatory assessments, and financial structuring discussions to support its entry into large-scale independent power generation. This groundwork ensures a structured and scalable transition as KAB embarks on its next phase of growth.

In 2025

Entry Into Becoming Independent Power Producer (IPP)

Over the years, KAB has led Engineering, Procurement, Construction, and Commissioning (EPCC) developments, going beyond traditional operations and maintenance (O&M) services to deliver comprehensive sustainable power generation solutions. On 7 February 2025, KAB secured a highimpact deal in the northern state of Perlis, announcing its intent to drive the repowering of at least 650 MW power plant owned by TTPC – a seasoned Malaysian IPP. After serving as a critical electricity for over two (2) decades, this energy asset completed its twenty-one (21) year power purchase agreement and was decommissioned in March 2024. Strategically located on a 37.5-hectare coastal site, the facility now presents a high-potential redevelopment opportunity.

This repowering project will be a pivotal step in KAB's long-term vision of becoming a fully-fledged Independent Power Producer (IPP). Backed by extensive experience in securing generation licenses, environmental approvals, and regulatory compliance, KAB possesses the technical expertise to assess grid compatibility, optimise plant design, and integrate advanced technologies to enhance efficiency. The Group's hands-on expertise is a reaffirmation of its expansion in the energy segment to seamlessly execute larger scale power infrastructure projects with high operational reliability.

On the horizon, KAB is poised for a leap into the IPP space. While expanding its core sustainable energy portfolio, the Group is also branching into a new sub-portfolio focused on large-scale power generation projects. With these developments, the Group will help mitigate energy shortages and enhance energy security at both local and regional levels.

Empowering Aspiring Plan for Perak's Energy Projects: From River to Rooftops

With Perak's abundant natural resources, including vast solar potential, extensive waterways, and hydro resources, the state is primed to lead and accelerate its RE transition. Recognising this, KAB has been identified as a strategic partner by Perak's key state agency to advance its clean energy agenda.

On 17 February 2025, KAB announced a collaboration with Perbadanan Kemajuan Negeri Perak (PKNPk) to jointly develop a pipeline of twenty-nine (29) renewable energy projects, targeting a total capacity of over 1,800 MW. This includes 1,500 megawatt-peak (MWp) of ground-mounted solar, 300 MWp of floating solar, and 50 MW of hydropower generation.

This partnership directly supports Perak Sejahtera 2030's Flagship 12 initiative on water resources and renewable energy. reinforcing the state's commitment to energy resilience and infrastructure development. By leveraging Perak's natural strengths and integrating advanced sustainable energy solutions, this collaboration aims to drive sustainable economic growth while contributing to Malaysia's broader clean energy ambitions.

Our Journey So Far

Backed by the successful execution and securing of numerous energy projects from mid to large scale projects and partnerships with esteemed key leaders, KAB demonstrated its resilience and scalability of its multi-source approach. A key testament to its technical expertise is the flagship Engineering, Procurement, Construction and Commissioning (EPCC) project with PETRONAS, targeted for completion by 2026. This large-scale development leverages KAB's advanced engineering capabilities, precision project execution and integration of cutting-edge energy solutions.

Building on 2024, Realising in 2025: Sector Reclassification (13 January 2025)

Evolved from an electrical engineering-focused company into a recognised energy entity Under Bursa Malaysia's Energy Sector Classification

KAB has built a robust and scalable business model dedicated to sustainability while delivering consistent financial performance. Its diversified portfolio extends beyond its established engineering expertise, driven by a rapidly expanding energy segment developed in under seven (7) years. Its strong performance in the energy sector has earned recognition from Bursa Malaysia, culminating in an official notification from the regulatory body. In line with this, KAB was exclusively invited to the launch of a new energy subsector on 8 January 2025, with its reclassification taking effect on 13 January 2025.

Brand Achievements In FY2024

Industry Recognition

KAB's continuous advancements in sustainable energy, ESG integration, and sustainable infrastructure have earned it recognition on both regional and global stages.

1. Recognised as a Top 10 Energy Sustainability Solutions Provider in APAC 2024

KAB was featured in the cover story in Energy Business Review ("EBR")'s Asia-Pacific (APAC) region's Top 10 Energy Sustainability Solutions Providers for 2024. EBR's Top 10 Energy Sustainability Solutions Providers list includes notable companies that have been awarded based on their unique contributions to the energy sector. The diverse array of companies highlights the multi-faceted nature of the energy sustainability landscape and the various innovative approaches contributing to a more sustainable future. This recognition is viewed as part of its on-going journey towards achieving broader sustainability goals and addressing the complex energy needs of the future.

2. Ending the Year with Global Spotlight: Featured in TIME Magazine

1st Special Focus on Malaysia by The Intelligent Investors

This exclusive coverage traces the Group's journey from its establishment in 1997 to its transformation into a leading force in sustainable energy. The feature, titled "We Invest in Our Present, Tomorrow, and Future: Energising Tomorrow's Sustainable Energy Solutions Today," offers insights into KAB's scalable innovation, rapid growth, and impact in advancing the decarbonisation roadmap through its advanced power generation and regeneration solutions.

As part of TIME's special coverage on global investment trends, the magazine introduced "The Intelligent Investor's First Special Focus on Malaysia," highlighting the country's emergence as a top destination for sustainable and strategic investments among global investors, policymakers, and industry leaders.

3. Advancing ESG Leadership & Bursa Malaysia Recognition

KAB has been distinguished as a frontrunner in setting new standards for ESG integration. The Group has consistently demonstrated responsible business practices and is strategically positioned for sustainability-driven growth.

In 2023, KAB was selected as one of the early adopters of Bursa Malaysia's Centralised Sustainability Intelligence ("CSI") Solution under Mah Sing Group's supply chain. KAB was further selected by Bursa Malaysia and Alliance Bank-key drivers in the CSI platform's development-to collaborate on enhancing ESG data transparency and promoting supply chain decarbonisation. On 10 October 2025, this collaboration explored the integration of the CSI platform with ESG-linked financial, training, and advisory services access for its supply chain. This initiative marks another step forward in KAB's commitment to driving adaptable changes within its own supply chain while supporting regulatory sustainability efforts.

Strengthening Leadership: Appointment of Seasoned Professionals

Led by a diverse team of key leaders within KAB Group of Companies, the board now includes seasoned energy professionals, alongside industry veterans with deep business and financial acumen. Its board composition has expanded from eight (8) members to nine (9) members to date, reflecting strengthened governance and management oversight.

03 Key Messages

Key Appointments in 2024:

- 1. Mr. Jonathan Wu-Jo Han A driving force behind the growth of the Group's Sustainable Energy Solutions (SES) sector, the Executive Director and SES Chief Operating Officer has been instrumental in shaping its success since 2018. Recognised for his engineering expertise and strategic contributions, he was appointed to the Board on 18 March 2024. Beyond overseeing SES project execution and expansion, he has played a pivotal role in strengthening the sector's regional presence, working alongside KAB's key leadership to establish a strong foothold across ASEAN. His leadership continues to drive scalability, operational, excellence and sustainable growth in the clean energy segment.
- 2. Gs. Ts. Dr. Amanda Lee Sean Peik Appointed as an Independent Non-Executive Director on 18 March 2024, she has played a key role in the success of numerous high-profile projects, including hydropower simulations, flood forecasting, water resource analysis, and drainage master plan studies. Beyond her academic qualifications, she served as Deputy Head of Water Resources at DHI Water and Environment (M) Sdn. Bhd. for three (3) years before specialising as a hydrologist in prefeasibility and evaluation studies for dam and hydropower projects. Her expertise in renewable energy technologies will be instrumental in keeping the Group at the forefront of emerging clean energy solutions and next-generation renewables.
- 3. Datuk Wira Mubarak Hussain bin Akhtar Husin Appointed as the Non-Independent Non- Executive Director on 29 April 2024, he brings over two decades of leadership and management experience across various industries. His expertise spans construction, property developments, security services and investment holdings, demonstrating a strong track record in strategic planning, risk management, and sustainable business growth. His insights will support KAB's market expansion strategies, regulatory engagement, and strategic partnerships.

Following the appointment of the Group's Chairman, Datuk Dr. Ong Peng Su, on 15 April 2021, these leadership appointments further strengthen KAB's executive bench. With a reinforced leadership team, KAB anticipates capitalising on new energy opportunities, enhancing investor confidence, and driving sustainable long-term value.

ESG Excellence: Commitment To Sustainable Growth

Driving Progress with ESG & Sustainability as Growth Catalysts

In 2024

- Maintained a 3-star ESG Rating in FTSE Russell Assessment since 2021
- Recognised as one (1) of the eleven (11) newly included public listed companies in the FTSE4Good Bursa Malaysia Index and FTSE4Good Shariah Index
- Completed 2nd ESG Campaign on 26 October 2024, themed "Leading Adaptable Change"

These recognitions are demonstrated through its improved scoring, highlighting strong ESG performance, steadfast dedication to corporate sustainability, and a commitment to environmental stewardship.

KAB remains at the forefront of Environmental, Social, and Governance ("ESG") initiatives, playing a proactive role in Malaysia's National Energy Transition Roadmap ("NETR") and aligning with the United Nations Sustainable Development Goals (SDGs).

Key Highlights: Sustainability in Action Environmental: Social: • Fostering a Diverse, Inclusive, • Decarbonise its supply chain and Community-Centric and promote green suppliers Workplace Culture First Mover in Centralising **Enhanced Employee Engagement** Emissions Data on Bursa and Well-Being **Centralised Sustainability** Intelligence (CSI) Solution • Implemented 1,541 accumulated training hours for employees in 2024 KAB advanced supply chain decarbonisation through collaboration with Bursa Increased Female Board Malaysia, making strides in diversity composition to 33% mitigating emissions and in 2024, in alignment with the Malaysian Code of Corporate enhancing sustainability across its operations. Governance (MCCG) 2021 recommendations • Zero recorded fatalities and 0.12 Lost Time Injury rate for 1,711,840 hours worked in 2024 Establishment of KAB Recreation and Welfare Club to enhancing Employee Social Responsibility: Accelerating Decarbonisation Fostering Workforce and & Energy Transition Community Engagement

Environmental Commitment:



Governance Oversight:

Strengthening Ethical and Transparent Leadership

Environmental

• Expansion of Renewable Energy Assets

As KAB's asset portfolio continues to grow, the Group remains committed to promoting sustainable alternatives that manage, monitor, and reduce reliance on fossil fuels. In line with its carbon reduction initiatives, KAB has actively worked to lower its greenhouse gas (GHG) emissions, achieving an 11% reduction in Scope 1 and a 4% reduction in Scope 2 GHG emissions in 2024 compared to the previous year.

On the same year, KAB Smart Solar Energy Sdn. Bhd., a wholly owned subsidiary of KAB, attained its recognition in green energy, awarded with MyHIJAU Mark Green Certificate by the Malaysian Green Technology and Climate Change Corporation (MGTC). With the government actively encouraging private sector participation in supporting low-carbon initiatives, KAB continues to position itself as both a solution provider for its clients and a key contributor to ASEAN's net-zero commitments. The Group has set an ambitious target to reduce Scope 1 and 2 GHG emissions by 42% by 2030 and 90% by 2050 from a 2021 base year.

Social

• Inclusivity & Engaging Corporate Culture

KAB remains committed to cultivating a dynamic and inclusive corporate culture by investing in workforce training and upskilling to equip employees for the evolving energy sector. The Group prioritises employee wellbeing and workplace safety, implementing stringent health and safety standards while fostering traditions and togetherness through activities such as health screenings and festive celebrations. Strengthening its social responsibility, KAB actively engages in community-driven sustainability programs, supporting educational initiatives and environmental awareness campaigns.

In 2024, the Group successfully completed multiple CSR initiatives, including food donation drives, and hosted its 2nd ESG Campaign on 26 October 2024, earning recognition from Tzu Chi Malaysia for its commitment to driving lasting ESG awareness. Further promoting a vibrant work-life balance, KAB established the KAB Recreation and Welfare Club on 28 December 2024, reinforcing its focus on fun, fitness, and employee engagement.

Governance

• Strengthening Ethical and Transparent Leadership

Maintaining strong corporate governance is central to KAB's success, driving enhanced risk management, board oversight, and compliance mechanisms in alignment with global best practices. The Group ensures its disclosure compliance with reference to the following standards and frameworks:

- 1. Bursa Malaysia Securities Main Market Listing Requirements (MMLR)
- 2. Bursa Malaysia's Sustainability Reporting Guide (3rd Edition) and Illustrative Sustainability Report Guidelines
- 3. Global Reporting Initiative (GRI) Standards
- 4. Task Force on Climate-Related Financial Disclosures (TCFD) key elements and recommendations as outlined in the MMLR.
- 5. International Financial Reporting Standards (IFRS) S2 on Climate-Related Disclosures issued by the International Sustainability Standards Board (ISSB)

KAB's governance credibility is further strengthened by its recognition in the FTSE4Good Bursa Malaysia Index and FTSE4Good Bursa Malaysia Shariah Index. The Group has also achieved four (4) ISO certifications for operational excellence, including the ISO 37001:2016 Anti-Bribery Management System (ABMS) certification received in 2024. Under its governance framework, KAB has reported three (3) key milestones:

- 1. Anti-corruption training implemented for employees at all levels,
- 2. Zero reported incidents of corruption or related actions in 2024, and
- 3. Zero substantiated complaints concerning breaches of customer privacy or data loss.

Its strengthened board leadership, supported by a dedicated Sustainability Committee governed by three (3) senior Board members, further enhances its stewardship in this area. In 2024, the appointment of seasoned professionals has also strengthened strategic decision-making while ensuring regulatory compliance and ethical business practices, fostering transparency across all operations.

ADVANCING ESG & SUSTAINABILITY

Since 2020, KAB has taken strategic steps to advance its ESG and sustainability excellence. Despite undergoing significant transformation in 2023 and navigating the complexities of the modern market, the Group remains committed to continuously improving its adherence to disclosure standards. In line with evolving global ESG and sustainability trends, KAB has strengthened its governance oversight, reinforcing its commitment to responsible growth, social impact, and transparent reporting. By aligning its strategic trajectory with ESG performance, the Group positions sustainability as a cornerstone for evaluating its resilience and future growth potential.

Future Outlook - Market And Industry Trends

Shaping The Future Of Energy

Surging Demand for Sustainable Energy & Decarbonisation Initiatives

Strategic Reforms: Enhancing Mechanisms and Incentives for Energy Sector

Increased Tax Incentives & Program for Sustainable Energy Projects

As we look forward to the future, the rising energy tariffs and increasing demand for sustainable energy highlights the urgent needs for reforms that provide a structured approach to financial support for various Sustainable Tax Incentives, including Large-Scale Solar (LSS) back with 2GW quota, Net Energy Metering (NEM) and Feed-in Tariff (FiT) Programs slated to commence in 2025. Notably, the Ministry of Energy Transition and Water Transformation (PETRA) introduced the 400 MW quota Low Carbon Energy Generation Program in January 2024, targeting generators of 30MW and above without requiring a Power Purchase Agreement (PPA). The recently introduced Corporate Renewable Energy Supply Scheme (CRESS) Framework, operating under a Third-Party Access (TPA) model, simplifies grid access and allows multiple players to leverage existing infrastructure. Such reforms are crucial to attracting sustainability-focused investors and supporting long-term growth within the sector.

Increased Strategic Investment in Sustainable Energy

Malaysia's energy landscape is undergoing a major transformation, particularly in RE sectors such as solar and hydroelectric power. With ambitious 2050 targets focused on expanding clean energy solutions, the country is enhancing energy security and environmental sustainability while driving sector competitiveness.

NETR has significantly scaled up its investment pipeline, with flagship projects now valued at MYR 60.7 billion from MYR 25 billion in August 2023. Key initiatives include implementing an open grid mechanism to improve access to green electricity for businesses through third-party access and corporate power purchase agreements. Additionally, the new CRESS framework will identify opportunities for non-conventional fuel sources. Enhanced incentives and financing frameworks for large-scale sustainable energy projects aim to reduce financial barriers for utility providers and independent power producers, ensuring a balanced approach to meeting growing green energy demand while creating attractive investment opportunities to accelerate Malaysia's clean energy transition and diversify its energy mix.

Targeting a More Sustainable Energy Mix

With increased focus and supportive initiatives, the nation aims to reduce its dependence on fossil fuel imports and strengthen energy security. Other emerging energy-saving technologies can also contribute to fostering innovation within the energy sector.

Regulatory Measures & Financing Support

There is an increased attention on streamlining supportive frameworks that encourage the broader adoption of sustainable solutions, offering a more optimistic outlook through regulated and transparent price discovery mechanisms. Simplifying and expediting processes tailored to the energy industry can significantly accelerate growth and transition. Moreover, expanding financing schemes and revisiting the coverage areas for sustainable sources will create significant opportunities and more impactful sustainable energy projects. These initiatives have the potential to drive meaningful change in the energy landscape.

Energy Efficiency Improvements

Malaysia is committing MYR 6.0 billion through 2040 to improve energy efficiency, targeting an average of 21% energy savings under the NETR. Together, the NETR and NEP reform energy efficiency programs, creating a comprehensive strategy for a sustainable energy system. The NETR focuses on reducing energy demand and carbon emissions, while the NEP encourages adopting energy-efficient technologies through a supportive regulatory framework. By enforcing robust codes and standards that promote energy efficiency, businesses can strengthen energy management systems in industries, driving more meaningful progress.

Empowering Growth Forward

By staying attuned to market trends and technological advancements, KAB is well-positioned to navigate and adapt to Malaysia's evolving energy sector reforms. The Group recognises that robust policy frameworks, strategic capital deployment, and operational efficiency are critical to driving long-term sustainability, energy security, and economic resilience.

By ensuring transparent and accountable investment mechanisms, KAB aims to optimise capital efficiency and accelerate the nation's energy transition- such as modernising infrastructure and expanding RE capacity, aligning financial resources with national priorities. The Group positions itself as a key enabler of Malaysia's lowcarbon future while enhancing its competitiveness in local, regional, and global energy markets.

Risks And Challenges: Navigating A Dynamic Energy Landscape

The energy landscape is constantly evolving, and companies must navigate a complex mix of risks and challenges to stay competitive and resilient. From policy shifts and market volatility to technological disruptions and sustainability demands, the path forward requires agility, strategic foresight, and continuous innovation. Balancing growth with regulatory compliance, integrating sustainable solutions, and managing operational uncertainties are key to building a future-ready business.

By addressing these challenges head-on, the Group strengthens its ability to turn risks into opportunities, drive sustainable progress and contribute to a more resilient and efficient business ecosystem. In reviewing the year's performance, the Group focuses on four (4) key areas of concern.

Regulatory and Policy Uncertainty for Energy Mechanisms Market Competition and Energy Pricing Pressure

The energy industry is shaped by regulations and policies, where approval delays, tariff fluctuations, and policy shifts create project uncertainties. A structured policy approach is crucial to balancing market dynamics, costs, and sustainability goals. Transparent tariffs, stable revenue streams, and supportive frameworks can drive renewable adoption, grid modernisation, and investment in sustainable energy. A cohesive strategy aligning energy goals, pricing mechanisms, and cost recovery is essential for a smooth transition while ensuring affordability.

Supply Chain Volatility and Cost Fluctuations Raw Materials Volatility

Fluctuations in the prices of key materials such as copper, steel, aluminium, iron ore, and lithium, critical to our Energy and Engineering segments, can significantly impact production costs and operational expenses. Copper is widely used in solar panels, turbines, power generation wiring, and transformers, while steel and iron ore are essential for infrastructure in both natural gas and RE facilities. Lithium is crucial for energy storage systems that support renewable integration. Price volatility, driven by global supply chain disruptions and geopolitical factors, can disrupt material supply, inflate project costs, and delay execution. With fossil fuels still playing a key role in power generation, sudden price spikes in these raw materials may hinder Malaysia's energy transition goals, requiring government intervention through price stabilisation measures, diversified supply chains, or financial incentives to mitigate risks.

Addressing Integration Challenges in Energy Transition Malavsia's Energy Transition Roadmap

The National Energy Policy (2022-2024) and the National Energy Transition Roadmap (NETR), which includes the establishment of the National Energy Council (MTN), align with the Twelfth Malaysia Plan (2021-2025), emphasise the need to balance energy security, affordability, and sustainability. A critical element in this transition is the integration of non-conventional fuel sources, such as bioenergy, waste-to-energy solutions, hydrogen, alongside conventional renewables like solar and hydropower. These alternatives, coupled with innovative power plants, play a pivotal role in reducing Malaysia's reliance on fossil fuels. However, fragmented governance, inefficiencies in the domestic oil and gas sector, and non-competitive fuel procurement in the electricity subsector. Global disruptions, like the COVID-19 pandemic and Russia-Ukraine conflict, have further destabilised the energy market, leading to volatile prices and strained supply chain.

Malaysia's transition from fossil fuels to clean and sustainable energy, driven by ambitious targets such as achieving 70% renewable energy (RE) capacity by 2050, necessitates comprehensive policy reforms, wellstructured pricing mechanisms, and strategic infrastructure investments to ensure a stable and efficient energy transition. The NEP's economic structural reforms are designed to address these gaps, strengthen energy security while encouraging the adoption of non-conventional fuel technologies, fostering investments in sustainable energy, smart grids, and energy storage.

BUILDING ON OUR TRANSFORMATION

"The Group's 2024 journey was marked by transformation, resilience, and growth. We remain committed to reaching greater heights, investing in both the present and the future."

Dato' Lai Keng Onn, Executive Deputy Chairman Cum. Group Managing Director.

Rising Demand and Sustainability Challenges in Construction and Energy Straining Local Resources and Infrastructure

The increasing demand for data centres places immense pressure on electricity and water resources, intensifying pressure on Malaysia's energy infrastructure. With the nation still heavily reliant on fossil fuels, this escalating energy demand presents a complex challenge to the country's renewable energy transition targets. At the same time, the country's construction sector is experiencing rapid expansion, with a 15% real-term growth in 2024 and the Bursa Malaysia Construction Index reaching a four (4)-year high. This heightened activity is driving increased demand for local resources and infrastructure, raising concerns over resource shortages and environmental impact.

Conclusion

Navigating these dual-sector challenges requires strategic measures to mitigate environmental impact, enhance operational efficiency, and ensure sustainable growth without causing material disruptions. As KAB concludes FY2024 and is poised to chart a course of expansive growth, KAB has implemented targeted strategies to align project selection with sustainable development goals while optimising resource utilisation for long-term resilience.

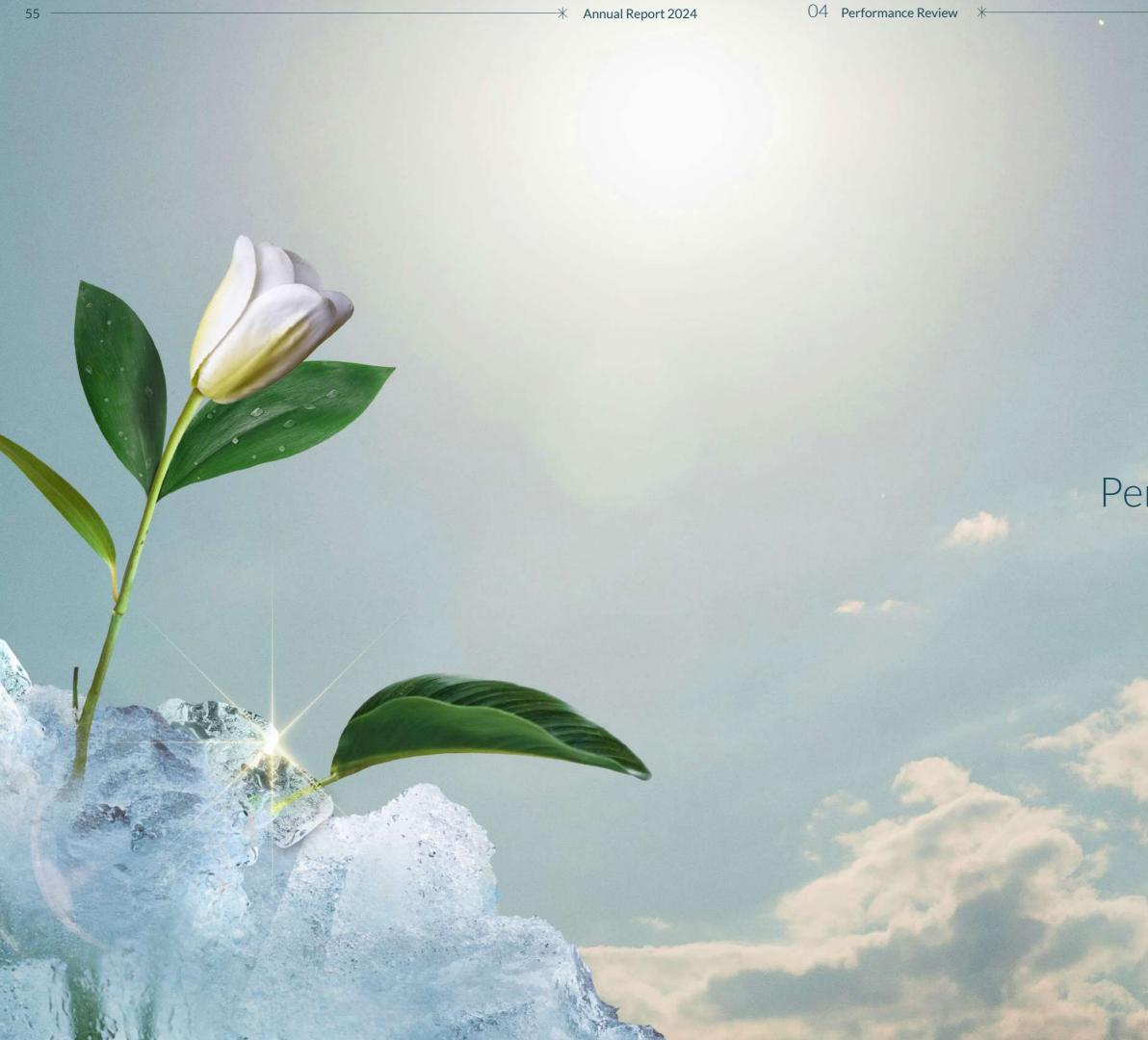
KAB remains vigilant in monitoring its performance, with the energy segment focusing on high-value, longterm concession projects to secure stable revenue streams while maintaining a steady income flow from its engineering segment. Its engineering segment remains well-positioned to embrace growth opportunities, leveraging its self-sustained capabilities.

KAB continues to accelerate its growth as Malaysia advances its energy transition agenda. Aligned with national strategic initiatives and increasing investments in sustainable energy, the Group expects its segments to thrive by expanding its sustainable energy assets, strengthening market presence in high-growth energy and engineering sectors, and attract investments for long-term growth.

The Group will continue expanding its operational capabilities, leveraging advanced, technology driven solutions to enhance service offerings—directly supporting Malaysia's National Energy Transition Roadmap (NETR) and ASEAN's broader decarbonisation goals.

Looking ahead, in the broader energy, resources and industrial landscape, 2025 is expected to witness continued effects of energy tax incentives, investments in renewables and energy efficiency and the implementation of more effective policy mechanisms. KAB remains committed to strategic foresight, staying attuned to global RE trends to sustain momentum and drive robust future growth.

The transformation continues—powering possibilities, driving progress.



Performance Review

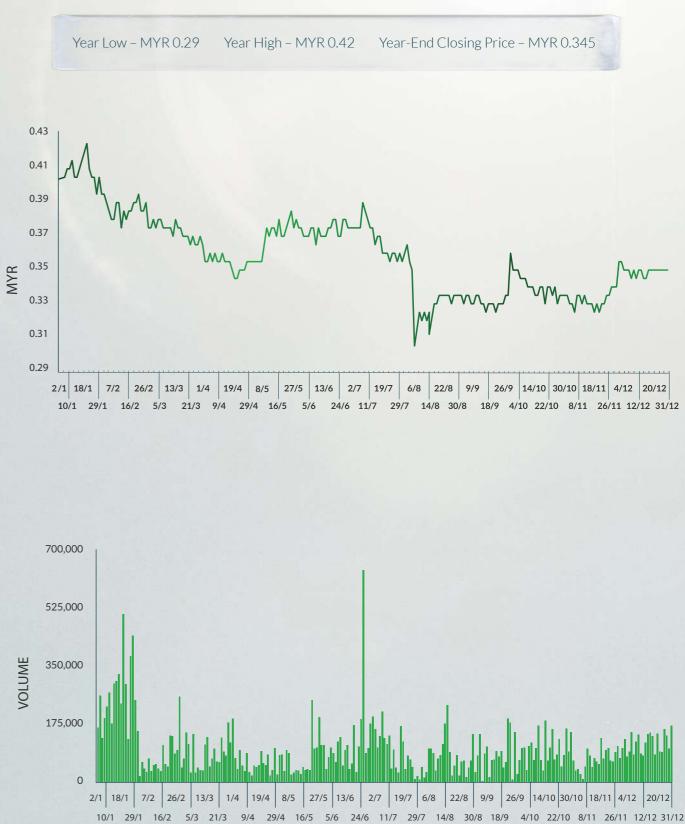
Five-Year Group Financial Highlights

Financial Year Ended Dec-31	2024	2023	2022	2021	2020
		MYR'000			
REVENUE	244,768	201,182	187,003	174,723	150,758
PROFIT BEFORE TAXATION	28,335	13,601	4,917	7,500	8,638
TOTAL COMPREHENSIVE INCOME	21,173	11,880	2,753	4,141	5,182
PAID UP SHARE CAPITAL	194,720	148,847	103,597	93,809	53,299
SHAREHOLDER'S FUND	264,017	196,820	137,017	124,476	79,967
DIVIDENDS	-	- 12	-		2,307
BASIC EARNINGS PER- SHARE (SEN)	1.08	0.64	0.16	0.27	0.63

150,758 174,723
174,723
187,003
201,182
244,768
8,638
7,500
4,917
13,601
28,335
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Share Performance Highlights

(2 JANUARY - 31 DECEMBER 2024)







Where We Operate

(As At 2 April 2025)

Malaysia 👙

Kinergy Advancement Berhad (Headquarters)

KAB Energy Holdings Sdn. Bhd. KAB Energy Power Sdn. Bhd. KAB Core Connect O&M Services Sdn. Bhd. KAB Carewell O&M Services Sdn. Bhd. KAB Smart Solar Energy Sdn. Bhd. KAB Gree Solar Sdn. Bhd. KAB Bina Jaya Sdn. Bhd. (Formerly known as KAB M&E Sdn. Bhd.) Mayang Hijau Sdn. Bhd. Dynagen Power (M) Sdn. Bhd. KIEV CRG Sdn. Bhd. Sipitang Utilities Sdn. Bhd. Matahari Suria Sdn. Bhd. Future Biomass Gasification Sdn. Bhd. Tunjang Tenaga Sdn. Bhd. SDF Hydro Sdn. Bhd. Comtest Electrical Services Sdn. Bhd.

Thailand 😑

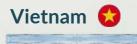
KAB Technologies (Thai) Co., Ltd. Energy Optimization (Thailand) Co., Ltd. KAB Gree Solar Thai Co., Ltd. iTrans Green Energy Thai Co., Ltd.



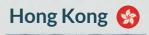
PT Inpola Mitra Elektrindo

Regional Expansion

KAB Technologies Sdn. Bhd. KAB Telco Sdn. Bhd. KAB Robotic & Automation Solutions Sdn. Bhd. KABT Unified Eng. Solutions Sdn. Bhd. KAB Integrated Networks Sdn. Bhd. KAB TGreen Energy Sdn. Bhd. KAB Signature Management Sdn. Bhd. Econergy Plus Sdn. Bhd. Eliq Management Sdn. Bhd. TVT Link Tech Solutions Sdn. Bhd. Significant Technologies Sdn. Bhd. Genplan Advisory & Management Sdn. Bhd. Fortune Electrical Services Sdn. Bhd. Ultimate Green Energy Sdn. Bhd. Mentari Kamuning Sdn. Bhd. PKB KABEH Sustainable Energy Solutions Sdn. Bhd.



V-Tez Intelligent Solutions (V) Co., Ltd.



KAB (HK) Investment Co., Ltd.

FEBRUARY

29 February 2024

KAB reaffirmed its successful transformation with a historic high in profit-after-tax during the fourth quarter of the financial period ended on 31 December 2023.

MARCH

18 March 2024

KAB bolstered its corporate leadership by **appointing** two (2) seasoned energy professionals, Gs. Ts. Dr. Amanda Lee Sean Peik and Mr. Jonathan Wu Jo-Han, to the Board.

APRIL

29 April 2024

KAB broadens Board expertise with the induction of Datuk Wira Mubarak Hussain bin Akhtar Husin as a Non-Independent Non-Executive Director.

MAY 30 May 2024

KAB's engineering prowess continues by signing **14th** contract with Mah Sing.

JUNE

17 June 2024

KAB has been recognised as the Asia-Pacific 2024 **Top Energy Sustainability** Solutions Provider and featured as the cover story in Energy Business Review's Energy Sustainability Magazine.

24 June 2024

KAB signed Memorandum of Understanding (MoU) with Permodalan Kedah Berhad (PKB) to advance energy generation business in Malaysia with a primary emphasis on Kedah.

JULY

1 July 2024 Johor Corporation (JCorp) joins KAB to boost SES advancement with data centres among other key interests, including developing Energy Efficient (EE), Renewable Energy (RE), Clean Energy (CE) initiatives for energy-related

facilities and engineering projects for data centres and other related facilities under JCorp.

CORPORATE **EVENTS**

Announcements & Events As At 2 April 2025

AUGUST

Annual Report 2024

20 August 2024 KAB reported a 77.8% surge in group profit and tripled revenue from the energy segment in FY2024 second quarter financial result.

OCTOBER

10 October 2024

KAB demonstrated its expanding capabilities at **IGEM 2024**, highlighting its portfolio of Sustainable Energy Solutions (SES) and advanced technologies. The company also reinforced commitment to supply chain resilience through collaborations with the Bursa **Centralised Sustainability** Intelligence (CSI) platform and Alliance Bank Malaysia Berhad.

NOVEMBER

21 November 2024 KAB posted robust third quarter, driven by the strong growth of SES segment. The segment recorded over 200% growth, tripling its quarterly revenue compared to the previous year. The Engineering segment maintained momentum, with revenue growth supported by project advancements.

DECEMBER

30 December 2024 Featured in TIME's Person of the Year edition under The Intelligent Investor's 1st special report on Malaysia (page 28-29): "Malaysia - Attracting Sustainable Business". showcasing Malaysia as a leading destination for global investment.

04 Performance Review



JANUARY

13 January 2025

KAB successfully reclassified from the Engineering sector to the Renewable Energy subsector under Bursa Malaysia's new Energy sector, reflecting its proven financial growth and consistent performance.

FEBRUARY

7 February 2025

KAB invests in Independent Power Producer (IPP) entity for the repowering of at least 650 MW -Secured a 47.5% equity stake in Jati Cakerawala Sdn. Bhd. ("Jati Cakerawala"), a whollyowned subsidiary of Pesaka Ventures Sdn. Bhd. ("PVSB") to assume the role as a Project Developer, alongside other stakeholders.

17 February 2025

KAB supports Perak's aspiring plan with 29 potential projects, developed in collaboration with Perbadanan Kemajuan Negeri Perak (PKNPk). These projects aim to generate over 1,800 MW power, focusing on hydropower, floating solar, and ground-mounted solar.





Corporate Governance

Sustainability Statement

Kinergy Advancement Berhad, ("KAB") and its subsidiaries, herein referred to as ("the Group") has always aspired to enhance our sustainability performance and lead the change towards a more climate-resilient future. The Group plays a critical role in supporting three major energy transition levers which are Energy Efficiency, Renewable Energy and Bioenergy in alignment with the National Energy Transition Roadmap ("NETR"). We also improved initiatives toward climate action by enhancing climate-related risk management and our Group climate-related disclosures to align with the newer standards set in the National Sustainability Reporting Framework (NSRF). This includes alignment with the International Financial Reporting Standards ("IFRS") S2, Climate-related Disclosures issued by the International Sustainability Standards Board ("ISSB") in addition to the Task-force on Climate-related Financial Disclosures ("TCFD") recommendations.

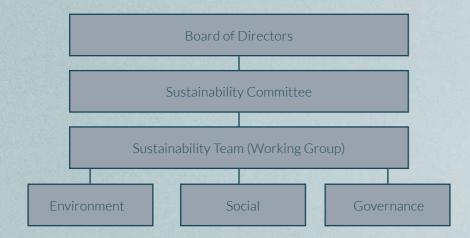


To view our new and improved climate-related risk management disclosures together with our full sustainability progress, material sustainability matters, and each of their management in this reporting year, kindly access our **Sustainability Report 2024.**

1.0 Scope and Boundary

This statement covers the businesses and operations controlled by KAB and its Group of companies and subsidiaries in Malaysia and overseas, including Indonesia and Thailand as far as data is available. The scope of the report includes operations controlled by the Group under the Sustainable Energy Solutions, Engineering, and Telecommunications segment commonly by majority ownership percentage. The full list of entities according to segments can be viewed in the front section of the Annual Report 2024. The data presented in this statement covers the period from 1 January 2024 until 31 December 2024 supported by the Group's 2-year historical data unless explicitly stated otherwise in the corresponding disclosures.

2.0 Sustainability Governance Structure



Our sustainability governance structure is led by the Board of Directors which provides oversight on sustainability and climate-related matters and managed by the Group's Sustainability Committee.

The Sustainability Committee oversees the work of the Sustainability Team (Working Group) which reports on the sustainability and climate-related progress of the Group and its subsidiaries periodically.

The Sustainability Committee and the Board is updated on sustainability and climate-related matters in a quarterly basis via Sustainability Committee meetings, and in addition, ad-hoc whenever the need arises.

3.0 Sustainability Framework and Management Approach

Our Sustainability Framework sets the tone for how we align our vision as a Group with our potential environmental, social and governance (ESG) impacts, and the management of these impacts. We have also aligned our sustainability approach with applicable frameworks and standards as well as relevant United Nations' Sustainable Development Goals (UN SDGS).



05 Corporate Governance *

4.0 Material Matters

4.1 Materiality Assessment

In 2024, KAB conducted a materiality reassessment in alignment with the Main Market Listing Requirements ("MMLR") and the Sustainability Reporting Guide (3rd edition) issued by Bursa Malaysia Securities Berhad ("Bursa Securities"). Our materiality assessment for 2024 followed a four-step process from identification of material sustainability matters, assessment of KAB's material sustainability matters and its significance to stakeholders, prioritisation of material matters via analysis expressed in the form of a matrix, to the final validation by the Sustainability Committee.

4.2 Material Sustainability Matters

The Group identified 12 material sustainability matters ranked in the order of criticality across three main pillars.

Legend	Pillar	Торіс
•	Governance & Economic	Managing Our Business Impacts Through Good Governance & Economic Empowerment
	Social	Managing Our Climate and Environmental Impacts
	Environmental	Managing Our People and Social Impacts

Prioritisation of Material Sustainability Matters

No.	Material Sustainability Matters	No.	Material Sustainability Matters
1	Occupational health & safety standards & practices	7	Responsible supply chain
2	Corporate governance & anti-corruption	8	Materials & waste management
3	Service quality & customer relationship	9	Climate action
4	Economic performance & development	10	Responsible water management
5	Labour practices & standards	11	Promoting diversity and inclusion
6	Data privacy and cybersecurity	12	Biodiversity



The following sections reflect our performance for each of our material sustainability matters and their associated indicators. For the full disclosure on the details of our policies utilised to manage these material sustainability matters and measures taken to deal with and address them, kindly refer to our Sustainability Report 2024.

5.0 Managing Our Business Impacts Through Good Governance and **Economic Empowerment**

5.1 Corporate Governance and Anti-Corruption

Percentage of Anti-Corruption Training by Employee Category

	Percent	tage of Anti-Corruption Traini	ng (%)
Employee Category	2022	2023	2024
Senior Management	100%	100%	100%
Management	100%	100%	66%
Executive	100%	100%	66%
Non-Executive	100%	69%	45%

Percentage of Operations Assessed for Corruption-related Risks

Financial Year	Percentage of operations assessed for corruption-related risks
2022	100%
2023	100%
2024	100%

There were zero confirmed incidents of corruption and actions taken reported for 2024.

5.2 Data Privacy and Cybersecurity

Number of Substantiated Complaints on Breaches of Customer Privacy and Data Loss

Financial Year	Substantiated complaints concerning breaches of customer privacy and losses of customer data
2022	0
2023	0
2024	0

5.3 Economic Performance and Development

Economic Performance

Category	Value (MYR)
Economic value generated	244,768,000
Operating costs	190,595,000
Employee wages and benefits	15,387,000
Payments made to providers of capital	0
Payments made to government (taxes)	3,207,000
Economic value retained	21,991,000
Community investments	62,000

6.0 Managing Our Climate and Environmental Impacts

6.1 Materials and Waste Management

Materials

Matariala Catazony		Total Weight (kg)		
Materials	Category	2022	2023	2024
Paper	Processed material	51,600	10,680	21,400

Motoviala	Total Quantity (m)			
Materials	Category	2022	2023	2024
PVC Cable	Processed material	2,627,944	1,484,420	536,400

Waste

Waste Items	Total Waste Generated (t)		Total Waste Disposed (t)		osed (t)	
	2022	2023	2024	2022	2023	2024
SW110: e-Waste	0.0060	0.0195	0.0070	0.0060	0.0195	0.0070
SW305: Spent Lubricating Oil	-	0.0000	1.7050	-	0.0000	1.7050
SW408: Contaminated Soil	-	0.0000	0.0020		0.0000	0.0000*
SW409: Contaminated Container	-	0.0273	0.3208	-	0.0273	0.3208
SW410: Contaminated Rags	-	0.0000	0.0060	-	0.0000	0.0060
SW418: Discarded Inks	-	0.0050	0.0040	316 -	0.0050	0.0040
SW429: Discarded Chemicals	-	0.4100	0.2140	-	0.2100	0.2140
RWP : Recycled Waste – Paper	0.0320	0.6240	0.3590	0.0320	0.6240	0.3590
RWPA : Recycled Waste – Plastic & Aluminium	0.0050	0.0515	0.0495	0.0050	0.0515	0.0495
RWSM : Recycled Waste – Steel / Mix	0.0005	0.0000	0.0230	0.0005	0.0000	0.0230
GW : General Waste	DU**	0.0000	1.5660	DU	0.0000	1.5660

*Currently undisposed yet, duration at the time of reporting is less than 6 months. General Waste Data is based on waste estimation. **DU: Data Unavailable

6.2 Climate Action

Energy

Maria	E)	
Year	Headquarters (HQ)	Projects*	Total*
2022	108,527	669,858	778,385
2023	102,912	606,983	709,895
2024	111,816	567,035	678,851

*Energy consumption data from projects are a combination of actual site data and estimation of energy consumption from auxiliary usage.

Performance in sustainable energy generation

Entity Category	2022	2023	2024
Co-generation	7,784,291	0	0
Chiller Optimisation	1,234,512	553,513	249,898
Solar PV - Thailand	3,144,437	3,818,050	4,131,741
Solar PV - Malaysia	1,907,341	5,006,650	7,437,739
Biogas	0	6,720,346	7,854,375
Waste Heat Recovery	9,909,942	14,674,647	14,427,211
Hydropower - Indonesia	0	55,864,066	60,436,761

GHG Emissions Scope 1 and Scope 2 Absolute GHG Emissions

	2022	2023	2024
Scope 1 GHG Emissions - absolute	4493.73	70.39	62.73
Scope 2 GHG Emissions - absolute	596.06	541.67	519.00

Scope 1 and Scope 2 GHG Emissions Intensity

	2022	2023	2024
Scope 1 GHG Emissions Intensity	187.39	0.81	0.66
Scope 2 GHG Emissions Intensity	24.86	6.25	5.49

Scope 3 Absolute GHG Emissions

Year	Business Travel - Land	Business Travel - Air	Employee Commute	Total Scope 3 GHG Emissions (tCO2e)
2022	9.41	2.67	8,339.30	8,351.38
2023	8.09	11.03	3,130.18	3,149.30
2024	33.79	20.32	6,419.16	6,473.26

*The latest calculations for 2022-2024 employee commute utilised both distance-based and average-data method which both account for emissions based on the type of transportation used by employees for commuting to HQ offices and project sites. The updated methodology for GHG emissions calculations are reflected in the updated results for 2022-2024 GHG emissions data.

Sustainable Energy Segment Contributed Towards Low-Carbon Energy Generation

Asset Category	Total Capacity in 2024 (kW)	GHG Emissions Mitigated in 2024 (tCO2e)
Co-generation Energy	3,500	11,167
Renewable Energy	27,476	60,727

7	n
/	υ

6.3 Responsible Water Management

Year	Water Consumption (m3)		
2022	822		
2023	738		
2024	783		

6.4 Biodiversity

Year	Percentage of projects assessed for biodiversity risks (%)*	Number of IUCN Red List of Threatened Species and national conservation list species detected**	
2022	0	0	
2023***	0	0	
2024***	0	0	

* Not applicable to location.

**The International Union for Conservation of Nature ("IUCN") Red List of Threatened Species and national conservation list species with habitats in the areas related to or which may potentially be affected by our operations were detected.

***Biodiversity Initiative: Watershed rehabilitation project and reforestation of fifty-four (54) hectares of protected forest land in Pakpak Bharat Regency, North Sumatra Province.

7.0 Managing Our People and Social Impacts

7.1 Occupational Health and Safety Standards and Practices

Occupational Health & Safety Performance

Description	2022	2023	2024
Total number of hours worked	1,609,282	2,186,560	1,711,840
Number of fatalities as a result of work-related injury	0	0	0
Number of recordable work-related injuries	0	0	1
Lost time injury	0.00	0.00	0.12

Occupational Health & Safety Training and Communication

Communication & Training in Occupational	Number of Employees Trained by Year		
Health & Safety (OH&S)	2022	2023	2024
Communication of OH&S Policies and Procedures	212	145	182
General Training for OH&S Policies and Procedures	212	145	182
Specialised Training for OH&S Upskilling	-	NETED-DA	59

7.2 Service Quality and Customer Relationship

Our achievements in maintaining service quality and good customer relationships

	No.	Achievements
1	1	Best Sub-Contractor Award 2024 by China Constru
	2	3-star CIDB SCORE rating valid for the year 2023 up participation of tender/bid for projects of unlimited of the start of
	3	Established strategic partnership with Johor Corpor including developing customised sustainable energy
	4	Featured under The Intelligent Investor's first specia Business" in TIME Magazine's Person of the Year edi
	5	Asia Pacific (APAC) 2024 Top Energy Sustainability S Review's Energy Sustainability Magazine Cover Stor

For 2024, there were no records of incidents of non-compliances concerning the health and safety impacts of our services within the Group.

7.3 Labour Practices and Standards

Training and Upskilling Activities

Employee Category	Total Training Hours			
Employee Category	2022	2023	2024	
Senior Management	150	162	76	
Management	1391	1754	739	
Executive	1396	1290	454	
Non-Executive	600	174	272	
Total	3537	3380	1541	

New Hire

By Gender	Total Number of New Hires		
By Genuer	2022	2023	2024
Male	42	44	31
Female	16	45	23

Turnover

Employee Category	Employee Turnover		
Employee Category	2022	2023	2024
Senior Management	0	3	1
Management	12	61	5
Executive	38	72	12
Non-Executive	33	56	4

In 2024, we implemented 100% local hiring for our headquarters operations. From 2022 until 2024, there were zero substantiated complaints concerning human rights violations in KAB.

uction Development Malaysia

until 2025 with G7 grade registration which enables contract value.

ration to advance Malaysia's sustainable energy landscape y initiatives for energy-related facilities.

al report on Malaysia, "Malaysia – Attracting Sustainable lition.

Solutions Provider and featured on Energy Business ry.

7.4 Responsible Supply Chain

Proportion of Spending on Local Suppliers

Type of Procurement	Proportion of Spending on Suppliers by Year (%)		
Type of Procurement	2022	2023	2024
Local Procurement	96.1	92.9	81.71
Foreign Procurement	3.9	7.1	18.29

In 2024, the Group implemented the suppliers' assessment screening for 11 new suppliers via the Sustainability Due Diligence procedures.

7.5 Promoting Diversity and Inclusion

Workforce Diversity

	Candan	E)	
Employee Category	Gender	2022	2023	2024
Contan Management	Male	75	80	80
Senior Management	Female	25	20	20
Management	Male	76	58	57
Management	Female	24	42	43
Franklin	Male	60	56	55
Executive	Female	40	44	45
New Executive	Male	79	91	87
Non-Executive	Female	21	9	13

Fundamental Catalogue	A C	Employees by Age (%)		
Employee Category	Age Group	2022	2023	2024
	<30	0	0	0
Senior Management	30-50	50	40	40
	>50	50	60	60
Management	<30	5	18	9
	30-50	84	61	71
	>50	11	21	20
	<30	48	40	36
Executive	30-50	48	53	55
	>50	4	7	9
	<30	44	43	47
Non-Executive	30-50	47	52	48
	>50	8	5	4

Board Diversity

Gender	Boar	d Diversity by Gende	er (%)
Gender	2022	2023	2024
Male	71	71	67
Female	29	29	33

	Board Diversity by Age (%)			
Age Group	2022	2023	2024	
<30	29	14	33	
30-50	43	57	44	
>50	29	29	22	

Community Engagement

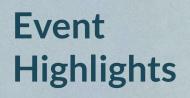
KAB supported community-based initiatives in the local community where we operate. Our support ranges from volunteering activities by our workforce, sponsorships for local education, as well as donations to various community-related cause. In 2024, we contributed an estimated total of MYR 40,930.32, in comparison with MYR 8,833.60 in 2023.

2022				
Description	Volunteer Hours	Amount	Beneficiaries	
Volunteered and assisted with HOPE Worldwide's Food Distribution Programme at the Free Clinic in Sentul, Kuala Lumpur.	105	MYR 5,000.00	71 low-income families	
	2023			
 Volunteered donation of food and groceries to 4 OKU and orphanage centres: Pertubuhan Kebajikan Insan Istimewa Kuala Lumpur Persatuan Kebajikan Chen Ai OKU, PJ 	47.5	MYR 4,485.60	Approximately 129 orphans and/or people with disabilit	
 Pertubuhan Kebajikan Anak-anak Yatim dan OKU Mesra PJ 				
4. Pertubuhan Kebajikan Rasa Sayang Selangor				
Participated in the SWCorp Trash to Cash 2023 at Bukit Jalil Stadium, Kuala Lumpur, and volunteered to promote hygiene and cleanliness awareness while assisting in cleaning up the event area.	40.5			
Volunteered and assisted with distributing food and essential items to B40 families in participation of HOPE Worldwide's Food Distribution Programme, Free Clinic at Sentul, Kuala Lumpur.	100	MYR 3,000.00	45 B40 families	
Student Sponsorship Program via the KAB-UNITEN YCU Merit Scholarship sponsorship and signing ceremony. (for Foundation and Bachelor's Degree programme).		MYR 1,348.00 (approximate value)	Selected eligible students	

2024				
Description	Volunteer Hours	Amount	Beneficiaries	
 Volunteered donation of food and groceries to 4 OKU and orphanage centres: Persatuan Anak Yatim dan Ibu Tunggal Nur Hikmah (Baru) Pertubuhan Kebajikan Anak-anak Yatim dan 	48	MYR 4,123.52	Approximately 130 orphans, single mothers, and/or people with disability	
 OKU Mesra Pertubuhan Kebajikan Warga Emas Kenang Budi KI 				
4. Persatuan Kebajikan Chen Ai OKU				
Sponsorship of SMJK Chan Wa II, Seremban, providing resources and support for facilities for both academic and extracurricular pursuits.	-	MYR 10,000.00	School students	
Volunteered in HOPE Worldwide's DIY no-sew tote bag upcycling session for Good Earth Run 2024 event.	65	-	Approximately 800 Good Earth Run participants	
Supported UPM's International Climate Change Action @ Tioman 2024 to raise awareness on climate change and organise beach clean-up activities.	-	MYR 950.00	Approximately 100 students and community organisations	
Volunteered and assisted with distributing food and essential items to B40 families in participation of HOPE Worldwide's Food Distribution Programme, Free Clinic at Sentul, Kuala Lumpur.	105		45 B40 families	
Continuation of the Student Sponsorship Program via the KAB-UNITEN YCU Merit Scholarship sponsorship.	-	MYR 25,856.80 (approximate value)	Selected eligible students	

*approximate average value per year









Chinese New Year 19 February 2024







KAB - PKB MOU 24 June 2024













HOPE Tote Making Session 19 July 2024



Plaque Awarding Event 22 July 2024



Distribution Session 17 August 2024

* Annual Report 2024

05 Corporate Governance *



4th Main Market Anniversary Luncheon 26 August 2024



HOPE Good Earth Run Event 8 September 2024









Bursa Malaysia Sector Reclassification 13 January 2025



Lasertag Battle Session 28 December 2024



Winter Solstice Celebration 23 December 2024





CSR Donation Drive to 4 Centres 18 January 2025



Another Prosperity 4 February 2025









Majilis Berbuka Puasa 2025 14 March 2025





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12 December 2024



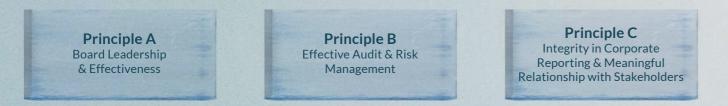




Corporate Governance Overview Statement

The Board of Directors ("the Board") of Kinergy Advancement Berhad ("KAB" or "the Company") remains wholly committed towards upholding with steadfastness the highest standard of corporate governance in managing the affairs of KAB and its subsidiary companies ("the Group"), guided by the Principles and Best Practices as set out in the Malaysian Code on Corporate Governance (MCCG or the Code).

The Board is pleased to present this Corporate Governance Overview Statement (CG Statement) to provide investors with an overview of the extent of compliance with three (3) Principles as set out below in the MCCG under the stewardship of the Board for the financial year ended 31 December 2024 ("FY2024") and/or up to the date of this CG Statement (where applicable) (hereinafter referred to as "Applicable Period"):.



This CG Statement also serves as a compliance with Paragraph 15.25 of the Main Market Listing Requirements ("Main LR") of Bursa Malaysia Securities Berhad ("Bursa Securities"). In addition, the Corporate Governance Report (CG Report) which sets out the application of each Practice is available for viewing in the Company's corporate website at:

https://www.kinergyadvancement.com/corporate-governance.html

Corporate Governance (CG) Highlights

The Board is pleased to provide below a snapshot of the key CG focus areas for the Applicable Period:-

MCCG Practice	Applications by KAB
Practice 1.1 Key Responsibilities of the Board	 Board's strategic planning and direction to Executive Management. Group business overview and financial performance oversight. Risk Management oversight - assisted by the Risk Management Committee ("RMC"). Human resources planning and remuneration - ensure Executive Management retains key senior management personnel with integrity and competence. Stakeholders' communication - designated spokesperson for external parties and general public.
Practice 5.8 Nominating Committee is chaired by an Independent or Senior Independent Non- Executive Director	 Internal control and compliance – ensure robustness, adequacy, and integrity. The Nominating Committee ("NC") is chaired by Ms. Tong Siut Moi (Ms. Tong), an Independent Non-Executive Director.
Practice 6.1 Formal and objective evaluation on Board, its Committees and each individual Director	• Ms. Tong has been designated as the contact person to whom shareholders may raise their concerns. Facilitated by the Company Secretaries, Ms. Tong, as the Chair of the NC led the annual review of the Board effectiveness, ensuring the performance of each Director, the Board Committees, as well as the Board as a whole were duly assessed by the NC and documented by the Company Secretaries.

Adoption of Step-Up Practices

The Board is pleased to inform that KAB has gone a step further in strengthening its governance practices and processes by adopting the following Step-Up Practices of MCCG:-

MCCG Step-Up Practice	Applications by
Step Up Practice 4.5 The Board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company	 The Board has which is com operations suc and Energy Bu Formation of 8 April 2022 a Executive Dire ST has been
Step Up Practice 9.4	 SusComm on a The Audit Com
The Audit Committee should comprise solely of Independent Non-Executive Directors	Non-Executive and Gs. Ts. Dr.
Step Up Practice 10.3	Formation of a
Risk Management Committee with a majority of Independent Non-Executive Directors	The RMC is Non-Executive
	• 66.7% of the identified as keep the nature of b KAB.

GOVERNANCE STRUCTURE



KAB

designated a Sustainability Manager to lead the SusTeam prised of representatives from various departments , ch as Finance, Corporate, Engineering Business Segment, usiness Segment.

Sustainability Committee ("SusComm") with effect from and headed by Mr. Lu Chee Leong, an Independent Nonector.

tasked with reporting on sustainability matters to the a half-yearly basis.

nmittee ("AC") of KAB comprises of three (3) Independent e Directors, namely Mr. Lu Chee Leong, Ms. Tong Siut Moi, Amanda Lee Sean Peik

Board-level Committee i.e. RMC since 17 November 2017. chaired by Mr. Lu Chee Leong, an Independent Director.

RMC comprises INEDs and the remaining 33.3% are ey senior management personnel – having due regards to usiness and operating environment of the core business of

Principle A: Board Leadership and Effectiveness

1. BOARD RESPONSIBILITY

Intended Outcome 1.0

Every company is headed by a Board, which assumes responsibility for the Company's leadership and is collectively responsible for meeting the objectives and goals of the Company.

A. Board Functions

The Board is responsible for strategic planning, oversight, and the overall management of the Group. The Board has also delegated specific matters to various Board Committees which operate within their respective approved Terms of Reference ("TOR"). The Board leads and controls the affairs on behalf of the shareholders. The Board considers the interests of all stakeholders when making decisions to ensure that the twin objectives of enhancing prosperity and creating long-term shareholders' value are met. In addition, the Board monitors the performance of the Group's various areas of operations. To further elevate the compliance and to improve the Group's control environment, the following Board Committees are established:



This is to provide a clear division of responsibilities between the Executive Directors and Non-Executive Directors of the Board to attest to the good order of functions and performances. The Executive Directors are responsible for the implementation of the Board's decision and policies, overseeing of day-to-day management and coordination of business and strategic decisions. The Independent Non-Executive Directors play a significant role in bringing objectivity and scrutiny to the Board's deliberations and decision making. All material and important proposals that will significantly affect the policies, strategies, directions, and assets of the Group will be subject to approval by the Board.

The Board discharges its responsibilities in the best interests of the Group, as follows:

Strategy Planning:

- The Board provides direction and has in place a strategy planning process, where management presents its recommended strategy and business plans to the Board for review and approval before implementation.
- Since 2021, the Group has ventured into Solar Energy projects as a means to diversify and strengthen its financial position.
- During the FY2023, the Group has changed its name from Kejuruteraan Asastera Berhad to Kinergy Advancement Berhad to increase the company's global presence.

Overseeing the Conduct of the Group's Business:

- The Executive Deputy Chairman cum Group Managing Director ("GMD") and the Executive Directors are responsible to oversee the daily management of the Group's business and operations. The GMD and the Executive Directors are assisted by various divisional heads in monitoring daily activities and further supported by the management and other committees established within the Group's management framework. The management's performance is monitored and assessed by the Board through management reports which are tabled to the Board on a periodic basis. These reports include a brief summary of business operations and comprehensive financial performance.
- The Board also required regular management updates of key strategic initiatives and operational issues within the Group.

Identifying Principal Business Risks and Ensuring the Implementation of Appropriate Systems to Manage Risks:

- The Board would oversee the Enterprise Risk Management of the Group, with the assistance of RMC.
- The Board has established RMC, a Board-level Committee to determine and put in place a robust process for identifying, policies.
- RMC would also make feasible recommendations to the Board for establishing adequate and appropriate controls over the organisation, as well as advising the management in executing the appropriate action plan.

Succession Planning:

- The Board, with the assistance from the NC, ensures that an appropriate framework and plan for succession within the Group are in place.
- The Board has also entrusted the GMD with the responsibility to review candidates, compensation packages, and oversee development for key senior management personnel.

Shareholders' Communication Policy and Activities:

- The Company believes in, and emphasises, the importance of communication among shareholders, stakeholders, information such as Annual Reports, quarterly reports, and announcements are released on a timely basis via:
 - Bursa Securities' website
 - KAB's website
 - General Meetings
- In addition, the Board noted certain press releases will also be released in conjunction with the issuance of quarterly reports and/or to supplement the announcement(s) on corporate activities.

Reviewing the Adequacy and Integrity of Management Information and Internal Control System of the Group:

- The Board is ultimately responsible for the adequacy and integrity of the Group's internal control system.
- The Board has established Board-level Committees such as AC, RMC with specific term of reference to assist with the regular oversight and reporting on internal controls and regulatory compliance.
- The internal audit function has been outsourced to an independent consulting firm and the AC regularly reviews and scrutinises the audit reports.
- For the FY2024, details relating to the internal control system and review of effectiveness were available in the Statement on Risk Management and Internal Control as set out in this Annual Report.
- For FY2024, the Board has held five (5) meetings in line with the business, operational, and compliance needs of the Group. There are established procedures on the agenda, content, and presentation of reports for each meeting so that all pertinent information is included.

Environmental, Social, and Governance (ESG) Initiatives and Sustainability Governance:

- The Board assumed the oversight of ESG initiatives and compliance with the establishment of a Board-level Committee known as the "Sustainability Committee" ("SusComm").
- Chaired by Mr. Lu Chee Leong, an Independent Non-Executive Director, SusComm has taken over the role from the earlier established Management level, "Sustainable Team".
- In line with the above enhancement, the "Sustainable Team" has been renamed to the "Sustainability Team" to cover beyond ESG initiatives which include sustainability programmes and implementation.
- During the FY2024, the Sustainability Committee conducted three (3) meetings with the purpose of reporting the progress of the ESG initiatives and Sustainability Governance.
- The Company was successfully included in the FTSE4Good Bursa Malaysia Index and FTSE4Good Bursa Malaysia Group that produces, maintains, licenses, and markets stock market indices.

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reporting, managing, and monitoring potential high risk faced by the Group, apart from reviewing the risk management

and the Company. The objective of such communication proves to forge a quality public performance and increases awareness and confidence of interested parties towards the Company. The Board endeavours to ensure that pertinent

Shariah Index during December 2023 annual review conducted by FTSE Russell, a subsidiary of London Stock Exchange

C. Company Secretaries



2 Company Secretaries

as follows:

- Ms. Chua Siew Chuan, FCIS
- Mr. Cheng Chia Ping, ACIS

Qualifications

- Both secretaries are members of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA") and are qualified to act as company secretary under Section 235(2) of the Companies Act 2016 (The Act).
- Both the Company Secretaries have also obtained their practising certificates issued by the Companies Commission of Malaysia pursuant to Section 241 (1) of the Act.

Continuous Professional Development

- The Company Secretaries had and will continue to constantly keep themselves abreast on matters concerning company through continuous training and industry updates.
- During the FY2024, the Company Secretaries have attended relevant development and training programmes as required by MAICSA for practicing chartered secretaries to enhance their ability in discharging their duties and responsibilities.

Unrestricted Access to the Company Secretaries

- Every Director has ready and unrestricted access to the advice and services of the Company Secretaries in ensuring the effective functioning of the Board.
- The Directors were regularly updated and advised by the Company Secretaries on new statutory and regulatory duties and responsibilities.
- The Company Secretaries also play a key role in facilitating communication between the Board and Management.

B. Independent Board Chairman – Datuk Dr. Ong Peng Su

The Board is led by Datuk Dr. Ong Peng Su (Datuk Dr. Ong), the Independent Non-Executive Chairman of the Board since 15 April 2021.

Key Roles of Chairman:

- Providing leadership to the Board in setting the direction and policies of the Group;
- Supporting and guiding management in achieving corporate objectives;
- Chairing the meetings of the Board in a manner that will encourage constructive discussion and effective contribution from each Director;
- Reviewing the minutes of meetings of the Board before meetings, to ensure that such minutes accurately reflect the Board's deliberations and matters arising from the minutes and on which further action is required have been addressed:
- Encouraging active participation and allowing dissenting views to be freely expressed;
- Promoting high levels of corporate governance; and
- Delegation of authority to Board Committees and ensuring the achievement of the objectives vide respective TOR.

Upholder of Good Corporate Governance Practices

- To ensure an effective overall functioning of the Board, the Chairman with the assistance of the GMD and Company Secretaries leads the Board in establishing and monitoring good corporate governance practices in the Company.
- For the FY2024, Datuk Dr. Ong chaired all the five (5) Board meetings held and encouraged active participation and healthy discussion to ensure that dissenting views can be freely expressed and discussed.
- In addition to offering his valuable experience to the Board and Management, Datuk Dr. Ong ensures that decisions are taken on a sound and well-informed basis, including to ensure that all strategic and critical issues are considered by the Board, and that Directors receives the relevant information on a timely basis.
- The positions of the Chairman and GMD are held by different individuals with clearly defined and district roles which are documented in the Board Charter.

Role Separation of Chairman and Managing Director

- As outlined in the Board Charter, the Chairman is primarily responsible for matters pertaining to the Board and the overall conduct of the Company.
- The GMD together with the Executive Directors oversee the running of the Group and the implementation of the Board's decisions, business strategies, and policies. There is also a clear demarcation of responsibilities between the roles of the GMD and Executive Directors to ensure a balance of authority and power, such that no one individuals has unfettered power of decision-making.
- There are clear roles and responsibilities between the Chairman, GMD, Executive Directors, and Independent Non-Executive Directors of the Board.
- All Independent Non-Executive Directors do not participate in the daily operations and management of the Group. There are no relationships or circumstances which are likely to affect, or could appear to affect the Independent Non-Executive Directors' judgement. They are pivotal in bringing impartiality and scrutiny to the Board's deliberation and decision-making process.



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The Board is supported by two (2) suitably qualified and competent Company Secretaries

law, capital market, corporate governance, other pertinent matters and with changes in the same regulatory environment,

requirements issued by regulatory authorities and its implications to the Company and the Directors in relation to their

Salient Duties of the Company Secretaries

- Statutory duties as required under the Act, Main LR of Bursa Securities, and Capital Market and Services Act 2007;
- Attending Board meetings and Board Committee meetings, respectively;
- Ensuring that Board meetings and Board Committee meetings, respectively are properly convened and the proceedings are properly recorded;
- Ensuring timely communication of the Board level decisions to the Management for further action;
- Ensuring all appointments to the Board and/or Board Committees are properly made in accordance with the relevant regulations and/or legislations;
- Maintaining records for the purpose of meeting statutory obligations;
- Facilitating the provision of information as may be requested by the Directors from time to time and ensuring adherence to Board policies and procedures;
- Facilitating the conduct of the assessments to be undertaken by the Board and/or Board Committees as well as to compile the results of the assessments for the Board and/or Board Committee's notation;
- Assisting the Board with the preparation of announcements for release to Bursa Securities; and
- Rendering advice and support to the Board and Management.

D. Supply and Access to Information

Ready Access to Information

• The Board may obtain all information pertaining to KAB from the Management and/or company secretaries.

Notification of Board Meetings

• The notice of the Board meeting is served at least seven (7) days prior to the Board meeting.

Dissemination of Board Papers

• Relevant Board papers were disseminated to all Directors at least seven (7) days prior to the Board meeting so as to accord sufficient time for the Directors to peruse the Board papers and to seek any clarification or further details that they may need from the management of the Company.

Written Procedure for Board's Request of Professional Advices

• The Board has established a written procedure for Board's Request of Professional Advice since June 2020 to ease the Directors' need to consult independent advisers, when deemed necessary.

Minutes of Board/Committee Meetings

- All pertinent issues discussed at the meetings in arriving at decisions and conclusions are properly recorded in the discharge of the Board's duties and responsibilities. The management is also invited to attend Board meetings to furnish the Group with updates of their respective functions and to discuss on issues that may be raised by the Directors.
- Minutes of the Board/Board Committees Meetings have been accurately recorded by the Company Secretaries to reflect the deliberations, in terms of the issues discussed, and the conclusions thereof in discharging its duties and responsibilities.
- The Minutes was then tabled at the next following Board/Board Committees Meetings for perusal and confirmation. Upon the Committee/Directors' confirmation, the Chairman of the Board/Board Committee Meetings signs the minutes as a correct record of the proceedings and thereafter, the said minutes of all proceedings are kept in the statutory book at the registered office of the Company to be made available for inspection under the Act.

Intended Outcome 2.0

There is demarcation of responsibilities between the Board, Board Committees, and Management. There is clarity in the authority of the Board, its Committees, and individual Directors.

E. Board Charter

The Board is guided by a Board Charter. KAB was listed in November 2017 and the Board has adopted its Board Charter in year 2018.

The latest Board Charter is available on KAB's website: https://www.kinergyadvancement.com/corporate-governance.html

The Company's Board Charter clearly identifies the respective roles and responsibilities of the Board, Board Committees, and individual Directors including, Independent Non-Executive Chairman and Executive Deputy Chairman cum Group Managing Director. It also clearly identifies the issues and decisions reserved for the Board. The Board Charter will be periodically reviewed as and when necessary to ensure it remains relevant and consistent with the recommended best practices, and applicable rules and regulations.

Intended Outcome 3.0

The Board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency, and fairness.

The Board, management, employees, and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

F. Code of Conduct and Ethics

The Board strongly believes in applying good working ethics and code of conduct in all business dealings. The Directors of the Company are guided by the Code of Conduct and Ethics. The Code of Ethics sets out the compliance with Legal and Regulatory Requirements and the Company's Policies, Observance of Board Charter, Duty to Act in the Best Interest of the Group, Competence, Integrity, Objectivity, Confidentiality, and Fairness. The Company has also adopted the Fit and Proper Standards for Directors in ensuring all Directors set the tone and standards at the top with integrity and good character to nurture on ethical culture that engenders ethical conduct throughout all levels. The Code of Conduct and Ethics and Fit and Proper Standards for Directors is published on the Company's website.

The Ethics and Compliance Whistleblowing Policy and Procedures was adopted in year 2020 and updated in July 2023 to replace the Whistle-blower Policy adopted in year 2018. The Ethics and Compliance Whistleblowing Policy and Procedures provides an avenue for raising concerns related to possible improprieties in matters of financial reporting compliance and other malpractices at the earliest opportunity, in an appropriate manner and without fear of retaliation.

The Ethics and Compliance Whistleblowing Policy and Procedures lays down the communication channel available and the aim of this policy is to encourage the reporting of such matters in good faith, with the confidence that the person filing the report, to the extent possible, be protected from reprisal, victimisation, harassment, or subsequent discrimination. Any person who wishes to report a suspected impropriety may submit his/her report to the Chairman of the AC.

The Board is mindful of the importance of business sustainability and is committed to conduct its business in a socially responsible manner. The Board promotes good corporate governance through sustainability practices by implementing sustainable corporate strategies and practices. The Company has embraced good corporate responsibility practices in the areas of workplace, community, environment, and stakeholders' engagement.

Intended Outcome 4.0

The Company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

G. Sustainability Strategies, Priorities and Target

The Company recognises that sustainability is pertinent for creating long term value for its business as well as its commitment as a responsible corporate citizen. As such, the Group engages with internal and external stakeholders through various channels to develop a better understanding of their needs and expectations.

The Group has in place an on-going process for identifying, evaluating, monitoring, and managing significant risks that may affect the achievement of business objectives, throughout the year. The Board members are appraised, and they provide their views and opinions on any of the Group's sustainability issues during the Board meetings.

The Board has identified a Sustainability Manager to lead and manage the integration of sustainability considerations in the operations of the Company. The Sustainability Manager reported to the Board on the development and progress of the ESG initiatives of the Group twice (2) in FY2024.

During the FY2024, the composition of the SusComm and the meeting attendance are as follows:

Name	Status of Directorship	Attendance	%
Lu Chee Leong (Chairman)	Independent Non-Executive Director	3/3	100
Datin Alicia Chan Pey Kheng	Executive Director (Group Chief Operating Officer)	3/3	100
Tong Siut Moi	Independent Non-Executive Director	3/3	100

2. BOARD COMPOSITION

Intended Outcome 5.0

Board decisions are made objectively in the best interests of the Company taking into account diverse perspectives and insights.

A. Composition of the Board

The Group takes serious effort in ensuring the Board comprises of members with suitable academic and professional qualifications, skills, expertise, and wide exposure. The Board currently comprises nine (9) members of whom four (4) members are Independent Non-Executive Directors as follows:-



Name	s
Datuk Dr. Ong Peng Su	Ir
Dato' Lai Keng Onn	E
Choong Gaik Seng	E
Datin Alicia Chan Pey Kheng	E
Jonathan Wu Jo-Han (Appointed w.e.f 18 March 2024)	E
Datuk Wira Mubarak Hussain bin Akhtar Husin (Appointed w.e.f. 29 April 2024)	N
Lu Chee Leong	Ir
Tong Siut Moi	Ir
Gs. Ts. Dr. Amanda Lee Sean Peik (Appointed w.e.f. 18 March 2024)	Ir

All four (4) Independent Non-Executive Directors fulfill the criteria of independence, as defined in the Main LR of Bursa Securities.

A brief profile of each Director is presented in the Profile of Directors section of this Annual Report. The composition of the members of the Board reflects a good mix of experience, backgrounds, skills, and qualifications which are vital to the sustainability and growth of KAB.

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Status of Directorship

ndependent Non-Executive Chairman

Executive Deputy Chairman cum Group Managing Director

Executive Director

Executive Director

Executive Director

Non-Independent Non-Executive Director

ndependent Non-Executive Director

ndependent Non-Executive Director

ndependent Non-Executive Director

B. Tenure of Independent Directors

Practice 5.3 of the MCCG states that the tenure of an Independent Non-Executive Director should not exceed a cumulative term of nine (9) years. However, an Independent Non-Executive Director may continue to serve the Board subject to the Independent Non-Executive Director's re-designation as a Non-Independent Non-Executive Director. In the event the Board intends to retain the Director as Independent after a cumulative term of nine (9) years, justifications from the Board and shareholders' approval at a general meeting are required.

Currently, none of the Independent Non-Executive Directors of KAB has served more than nine (9) years.

C. Recruitment Process and Annual Assessment of Directors and Independent Non-Executive Directors

The Board had on 30 June 2022 adopted the Directors' Fit and Proper Policy (Policy) which is aligned with the amendments of the Main LR. The Board believes that it is in the best interest of the Company and its stakeholders that its Directors are of the required character, experience, integrity, and competency to effectively and diligently discharge their responsibilities and duties and contribute to the proper governance of the Company and its subsidiaries. This Policy forms part of the established and approved policy and procedures on nomination and appointment of Director and re-appointment of Director.

The Board has put in place the necessary selection criteria for the appointment of Directors. Through Board Effectiveness Evaluation, the Directors are assessed annually and the findings are consolidated in a performance report which is analysed and tabled to the NC for review and endorsement by the Board.

All nominees and candidates to the Board are first considered by the NC taking into consideration the mix of skills, competencies, experience, integrity, time commitment, and other qualities required to effectively discharge his or her role as a Director. The NC will then endorse the nominees and candidates for approval by the Board.

On the appointment of key senior management personnel, candidates are first considered by the NC where focus is on their skills set, competencies, experience, integrity, and other qualities, prior to recommendation for approval by the Board.

For the FY2024, facilitated by the Company Secretaries, an annual evaluation of the Board, its committees, and all Directors was conducted on 28 February 2025.

Re-appointment of Directors of the Company are in accordance with the Company's Constitution and good corporate governance practice. The performance of each Director of the Company was appraised by other Directors based on the characteristic of integrity, governance, participation, decision, independence, and strategic perspective. Thereafter, the evaluation survey questionnaires are compiled into a summary report.

The report is presented to the NC before tabling to the Board.

The NC and the Board had been guided by the said Policy in evaluating and considering the re-election of Mr. Choong Gaik Seng, Dato' Lai Keng Onn, and Ms. Tong Siut Moi as the Directors of the Company ("Retiring Directors") at the forthcoming 28th Annual General Meeting of the Company.

The Retiring Directors had executed the Directors' Fit and Proper Declaration Form.

Upon evaluation, the NC and the Board are satisfied with the declaration made by the Retiring Directors and recommended the re-election of the Retiring Directors to the shareholders for approval at the forthcoming 28th AGM.

For the FY2024, all the Directors met the expectations of the criteria set out in discharging their duties and responsibilities.

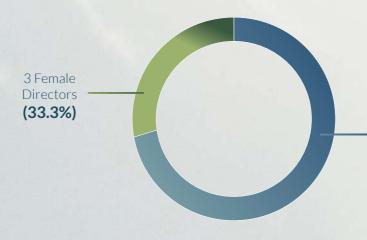
The performance and effectiveness of the Director and the Board were assessed individually and collectively, which include Directors' Self and Peer Evaluation, using evaluation survey questionnaires to evaluate the overall Board's performance against criteria that the Board determines are important to its success. The Board's performance and effectiveness evaluation in the FY2024 reported that the Board continues to operate effectively.

During 2024, the NC convened two (2) Special NC Meeting pertaining to the retention and recruitment of Directors, as follows:-

- i. The NC had held an interview session on 23 January 2024 with Mr. Goh Kok Boon ("Mr. Desmond Goh") pertaining to by Mr. Desmond Goh.
- ii. The NC had held an interview session on 11 March 2024 with Gs. Ts. Dr. Amanda Lee Sean Peik ("Gs. Ts. Dr. Amanda") Amanda and Mr. Jonanthan as the suitable candidate for the Company.
- iii. The NC had held an interview session on 11 March 2024 with Datuk Wira Mubarak Hussain bin Akhtar Husin Independent Non-Executive Director.

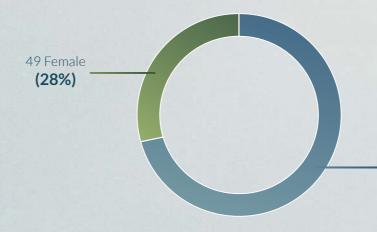
D. Board Diversity

A gender diversity policy in accordance with the best practices of MCCG had been adopted in 2018. As at the date of this report, the Board comprised three (3) female Directors, out of nine (9) Directors, representing 33.3% of the total Board members.



E. Workforce Diversity

Our male and female employees' ratio shows a distribution of 133:49 as at 31 December 2024. Our total staff stood at 182 as at 31 December 2024.



Mr. Desmond Goh's resignation as the Executive Director. The interview session entails the intention of resignation

and Mr. Jonathan Wu Jo-Han ("Mr. Jonathan") pertaining to the appointment of Independent Non-Executive Director and Executive Director. The NC was guided by the Fit and Proper Criteria, in assessing the adequacy of Gs. Ts. Dr.

pertaining to the appointment of Independent Non-Executive Director. The NC was guided by the Fit and Proper Criteria, in assessing the adequacy of Datuk Wira Mubarak Hussain bin Akhtar Husin as the suitable candidate for the Company. Upon the NC's assessment, the NC recommended Datuk Wira Mubarak Hussian bin Akhtar Husin as Non-

> 6 Male Directors (66.7%)

133 Male (72%)

F. Nominating Committee

The Group places high importance to ensure the Board comprises members with suitable academic and professional qualifications, skills, expertise and wide exposure. The NC always monitors that there is an appropriate balance of expertise and ability. In addition, the NC also regularly assesses the effectiveness of the Board as a whole and the contribution of each individual director including Independent Non-Executive Directors.

During the FY2024, the composition of the NC and the meeting attendance are as follows:

Name	Status of Directorship	Attendance	%
Tong Siut Moi (Chairperson)	Independent Non-Executive Director	2/2	100
Lu Chee Leong	Independent Non-Executive Director	2/2	100

The NC is empowered to bring to the Board, recommendations as to the appointment of any new Executive or Independent Non-Executive Director, provided that the Chairperson of the NC, in developing such recommendations, consults all Directors and reflects that consultation in any recommendation of the NC brought forward to the Board. In making its recommendation, the NC will consider the required mix of skills, knowledge, expertise, experience, and other qualities, including core competencies which Directors of the Company should bring to the Board.

To ensure the Board has an appropriate balance of expertise and ability, the NC would regularly review the profile of the required skills and attributes. This profile is used to assess the suitability as Executive or Non-Executive Directors for candidates put forward by the Directors and outside consultants. In addition, the NC also regularly assesses the effectiveness of the Board as a whole and the contribution of each individual Director including Independent Non-Executive Directors. All assessments and evaluations carried out by the NC in discharging its functions have been well documented.

The main activities carried out by the NC include the following:-

- a. Reviewed and confirmed the minutes of the NC meeting held in FY2024;
- b. Examined the composition of the board;
- c. Evaluated the effectiveness of the Board and its Committees as a whole:
- d. Evaluated the contribution and performance of each Director;
- e. Reviewed the independence of the Independent Non-Executive Directors;
- f. Reviewed and recommended to the Board on the re-election of the Directors on rotation at the forthcoming Annual General Meeting (AGM) of the Company;
- g. Reviewed and recommended to the Board on the re-designation of the position of the Directors:
- h. Performed exit interview with the resigned Director; and
- i. Performed interview with the appointing Directors.

G. Time Commitment

The Group has high expectations on the availability and commitment of its Board members. The Board meets at least quarterly to consider, inter alia all matters relating to the overall control, business performance and strategy, annual business plans and budgets, operational and financial performance reports, quarterly reports, capital expenditure of the Group. Additional meetings will be called as and when necessary.

KAB has adopted a Written Guideline issued in relation to the time commitment of the Board members since year 2020 which was updated in August 2023

H. Board Meeting

To ensure attendance of Board meetings, the meeting dates for the calendar year are set at the beginning of the year in which the Board usually confirms their attendance for each meeting. The attendance record of the Directors for FY2024 was considered satisfactory.

During the FY2024, the Board held a total of five (5) meetings and details of the attendance record of the Board are set out below:

Name	Status of Directorship	Attendance	%
Datuk Dr. Ong Peng Su	Independent Non-Executive Chairman	5/5	100
Dato' Lai Keng Onn	Executive Deputy Chairman cum Group Managing Director	5/5	100
Choong Gaik Seng	Executive Director	5/5	100
Datin Alicia Chan Pey Kheng	Executive Director	5/5	100
Jonathan Wu Jo-Han (Appointed w.e.f. 18 March 2024)	Executive Director	4/4	100
Datuk Wira Mubarak Hussain bin Akhtar Husin (Appointed w.e.f. 29 April 2024)	Non-Independent Non-Executive Director	4/4	100
Lu Chee Leong	Independent Non-Executive Director	5/5	100
Tong Siut Moi	Independent Non-Executive Director	5/5	100
Gs. Ts. Dr. Amanda Lee Sean Peik (Appointed w.e.f. 18 March 2024)	Independent Non-Executive Director	4/4	100

In the intervals between Board Meetings, for any matters requiring Board's decision, the Board's approvals are obtained through Directors' Written Resolutions ("DWR"). The resolutions passed by way of DWR would also be tabled for notation at the subsequent Board Meeting.

I. Directors' Continuous Professional Development

The Company recognises the need to enhance the skills of the Board members. During the FY2024, the Directors of the Company have successfully completed the Mandatory Accreditation Programme as required by Bursa Securities on all directors of listed companies.

The Directors will continue to undergo other relevant training programmes to keep themselves abreast with the relevant changes in laws, regulations, and business development.

During the FY2024, the Directors have collectively attended thirty-seven (37) development and training programmes according to their individual needs to enhance their ability in discharging their duties and responsibilities more effectively. The details of these training programmes were as appended below:-

Director	Date	Training Programme	Organiser
Dato' Dr. Ong Peng Su	05.01.2024	Climate Change & GHG Inventory	Eco-Ideal Consulting Sdn. Bhd.
	06 - 07.03.2024	Mandatory Accreditation Programme Part II : Leading for Impact (LIP)	Institute of Corporate Directors Malaysia
Dato' Lai Keng Onn	05.01.2024	Climate Change & GHG Inventory	Eco-Ideal Consulting Sdn. Bhd.
	12.01.2024	Activity Based Learning : Communication and Teamwork	OBS Vision
Datin Alicia Chan Pey Kheng	05.01.2024	Climate Change & GHG Inventory	Eco-Ideal Consulting Sdn. Bhd.
	12.01.2024	Activity Based Learning : Communication and Teamwork	OBS Vision
Choong Gaik Seng	05.01.2024	Climate Change & GHG Inventory	Eco-Ideal Consulting Sdn. Bhd.
	12.01.2024	Activity Based Learning : Communication and Teamwork	OBS Vision
	05 - 06.02.2024	Mandatory Accreditation Programme Part II : Leading for Impact (LIP)	Institute of Corporate Directors Malaysia
Jonathan Wu Jo-Han	05.01.2024	Climate Change & GHG Inventory	Eco-Ideal Consulting Sdn. Bhd.
	12.01.2024	Activity Based Learning : Communication and Teamwork	OBS Vision
	10 - 11.06.2024	Mandatory Accreditation Programme (MAP)	Bursa Malaysia / ICDM
Lu Chee Leong	14.03.2024	Decoding the TCFD Reporting Framework	Malaysian Institute of Accountants
	22.04.2024	Future of Sustainability in Finance Panel Discussion	Asso. Of Chartered Certified Accountants
	27.05.2024	Decoding Greenhouse Gas Emissions (GHG) Accounting: Scope 1, 2 and 3	Asso. Of Chartered Certified Accountants
	21.08.2024	Green Gold: Dive Into Climate Finance Certification	Asso. Of Chartered Certified Accountants
	27.11.2024	Case Study-Based MFRS Webinar: IFRS Sustainability Disclosure S1 and S2	Malaysian Institute of Accountants
	05.12.2024	Navigating Sustainability Reporting: Insights on NSRF, IFRS S1 & S2	Asso. Of Chartered Certified Accountants
	23.12.2024	ESG Reporting and Disclosures (Remote Online Learning)	Asso. Of Chartered Certified Accountants

Tong Siut Moi	13 - 14.05.2024	Mandatory Accreditation Programme Part II : Leading for Impact (LIP)	Institute of Corporate Directors Malaysia
Gs. Ts. Dr. Amanda Lee Sean Peik	10.05.2024	Introducing Generative AI and Machine Learning in ArcGIS Survey123	ESRI
	20.11.2024	TAM Selangor Seminar Design Smarter, Build Safer	Technological Association Malaysia
Datuk Wira Mubarak Hussain bin Akhtar Husin	14 - 15.08.2024	Mandatory Accreditation Programme (MAP)	Bursa Malaysia / ICDM

2025 Training Needs

Upon review of the training needs of the Directors for the financial year ending 31 December 2025 and recognising the need to keep abreast with the fast-changing business and regulatory environment, the Board has encouraged its members to attend at least one (1) continuing education programme.

J. Annual Assessment of the Board

Intended Outcome 6.0

Stakeholders are able to form an opinion on the overall effectiveness of the Board and individual Directors.

In compliance with Practice 6.1 of the MCCG, on behalf of the Board, the NC conducted the following assessments annually and subsequently reported the respective results to the Board for notation:-

a. Directors' self and peers performance evaluation

The evaluation forms were circulated to each and every Director for completion. The Directors are required to assess his/ her own performance, as well as the performance of his/her peers based on the questionnaire provided. The evaluation results were compiled by the company secretaries and tabulated at the NC meeting, for the NC's review.

In conducting the evaluation, the NC had assessed the performance of each individual Director based on the following main criteria:-

- Fit and proper;
- Contribution and performance; and
- Caliber and personality.

Overall, the NC is satisfied with the performance of the individual Directors for the FY2024.

b. Evaluation on the effectiveness of Board and its Committees

The evaluation forms were completed by the members of the NC on individual basis. The evaluation results were compiled by the company secretaries and tabulated at the NC meeting, for NC's review.

In conducting the evaluation, the following main criteria were adopted by the NC:-

- Board operations;
- Board roles and responsibilities; and
- Board performance.

3. REMUNERATION

Intended Outcome 7.0

The level and composition of remuneration of Directors and senior management take into account the Company's desire to attract and retain the right talent in the Board and senior management to drive the Company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

A. Remuneration Committee ("RC")

The RC comprises exclusively of Independent Non-Executive Directors as follows:

Name	Status of Directorship	Attendance	%
Tong Siut Moi (Chairperson)	Independent Non-Executive Director	2/2	100
Lu Chee Leong	Independent Non-Executive Director	2/2	100

The Board delegates to the RC the responsibility to consider and approve the remuneration arrangements of the Directors and key senior management personnel in the Group to ensure that the policy is fair and able to attract and maintain talent. The RC is guided by appropriate policies and procedures when reviewing and recommending remuneration of Directors and key senior management personnel. The RC ensures that the levels of remuneration for Executive Directors and key senior management personnel commensurate with their level of responsibilities undertaken and contributions to the effective functioning of their roles.

The RC met once during the FY2024, reviewed and recommended to the Board for approval on the following matters:-

a. Minutes of the RC held in FY2024;

b. Directors' fees for the financial year ending 31 December 2024;

c. Directors' fees payable to the new Directors; and

d. Payment of benefits payable to the Directors under Section 230(1)(b) of the Act

The TOR of the RC is available for viewing at the Group's corporate website at https://www.kinergyadvancement.com/corporate-governance.html

Based on the evaluation conducted for the FY2024, the NC was satisfied with the performance of the Board and its Committees.

Upon review, the NC agreed that the current board size of nine (9) Directors befit the size and business operations of KAB.

c. Annual assessment of independence of Directors

The Board noted that Letters of Declaration by Independent Non-Executive Directors have been executed by the following Independent Non-Executive Directors of the Company, confirming their independence pursuant to relevant Main LR of Bursa Securities. They have undertaken to inform the Company immediately if there is any change which could interfere with the exercise of their independent judgement or ability to act in the best interest of the Company:-

- Datuk Dr. Ong Peng Su;
- Mr. Lu Chee Leong;
- Ms. Tong Siut Moi; and
- Gs. Ts. Dr. Amanda Lee Sean Peik

Based on the outcome of the abovementioned assessments, the Board is satisfied with the level of independence demonstrated by the Independent Non-Executive Directors and their ability to act in the best interest of the Company.

The Board considers that its Independent Non-Executive Directors provide an objective and independent views on various issues at the Board and Board Committee level.

Save for the Executive Directors, all Non-Executive Directors satisfy the criteria of an Independent Non-Executive Director as defined under the Main LR of Bursa Securities which include being independent of management, free from any business or relationship which could interfere with the exercise of independent judgement, objectivity or the ability to act in the best interests of the Company, and also being independent of its major shareholder.

The Board is of the view that the current composition of Independent Non-Executive Directors fairly reflects the interest of minority shareholders in the Company through the Board representation.

d. Re-election/Re-appointment to the Board

i. Re-election of existing Directors

All Directors are subject to re-election by shareholders after their first appointment on the forthcoming AGM. The Company's Constitution states that at least 1/3 of the Directors are required to retire from office by rotation annually and subject to reelection at each AGM and all Directors stand for re-election at least once in every three (3) years.

The NC, as guided by the Directors' Assessment Policy, has undertaken a formal assessment of the Retiring Directors using the abovementioned criteria and was satisfied with the performance of the Retiring Directors.

The following Directors shall retire at the forthcoming 28th AGM pursuant to Clause 76(3) of the Constitution of the Company:-

- Choong Gaik Seng;
- Dato' Lai Keng Onn; and
- Ms. Tong Siut Moi

(collectively, the "Retiring Directors").

Based on the outcome of the assessments and evaluation on the Directors concerned, the Board is satisfied with the performance and contribution of the Retiring Directors, and their ability to act in the best interest of the Company.

Therefore, the Board would be recommending to the shareholders, the re-election of the Retiring Directors at the forthcoming 28th AGM of the Company. The Board would cordially invite shareholders to vote in favour in respect of the resolutions for the reelection of the Retiring Directors.

Intended Outcome 8.0

Stakeholders are able to assess whether the remuneration of Directors and senior management is commensurate with their individual performance, taking into consideration the Company's performance.

B. Details of the Directors' Remuneration for the FY2024

The remuneration of Non-Executive Directors is proposed by the RC before tabling to the Board for further recommendation to the Shareholders for approval.

The fees proposed for Non-Executive Directors will be tabled for the shareholders' approval at the Company's 28th Annual General Meeting scheduled on 29 May 2025.

The amounts of remuneration paid to Directors are disclosed in the notes to the audited financial statements. The details of the nature and amount of each major element of the Directors' remuneration for the FY2024 are as follow:

		DIRECTORS' REMUNERATION				
NAME OF DIRECTORS	DIRECTORS' FEES	SALARY & ALLOWANCE	BONUS	BENEFITS IN KIND	OTHERS	TOTAL
EXECUTIVE						
DATO' LAI KENG ONN	-	1,431,012	242,000	23,611	180,000	1,876,623
CHOONG GAIK SENG	-	422,962	47,850	16,615	36,000	523,427
GOH KOK BOON	-	125,040	-	3,125	10,968	139,133
DATIN ALICIA CHAN PEY KHENG	-	752,758	129,250	- 10		882,008
JONATHAN WU JO-HAN	-	354,320	90,000	11,406	36,000	491,726
NON EXECUTIVE						
TONG SIUT MOI	79,200	-	-	-	-	79,200
LU CHEE LEONG	91,200	-	-	-	-	91,200
DATUK DR. ONG PENG SU	300,000	-	-	-	-	300,000
DATUK WIRA MUBARAK HUSSAIN BIN AKHTAR HUSIN	40,333	-	-	-	-	40,333
GS. TS. DR. AMANDA LEE SEAN PEIK	47,258	-			-	47,258
YE2024	557,991	3,086,092	509,100	54,757	262,968	4,470,908

Note:

- 1. Employer's SOSCO & EIS are not included in the above figures.
- 2. The figures above are expressed in MYR.
- 3. Mr. Goh Kok Boon resigned on 6th March 2024.
- 4. Mr. Jonathan Wu is appointed on 18th March 2024.
- 5. Gs. Ts. Dr. Amanda Lee Sean Peik is appointed on 18th March 2024.
- 6. Datuk Wira Mubarak Bin Akhtar Husin is appointed on 29th April 2024.

C. Details of top four (4) Senior Management's remuneration for the FY2024

The remuneration of the top four (4) Senior Management of the Group is as follows:-

Total Amount of Remuneration	Number of Senior Management
MYR 100,000 and below	
MYR 100,001 to MYR 200,000	1
MYR 200,001 and above	3
Total	4

The Board has considered this practice and is of the opinion that the disclosure of the top four (4) Senior Management's remuneration on a named basis would not be in the best interest of the Group.

The Board will ensure that the remuneration of Senior Management is fair and commensurate with the performance of the Company and the contribution made by the Senior Management.

Principle B: Effective Audit and Risk Management

Intended Outcome 9.0

There is an effective and independent Audit Committee. The Board is able to objectively review the Audit Committee's findings and recommendations. The Company's financial statement is a reliable source of information.

A. Audit Committee and Risk Management Committee

During the FY2024, the composition of the AC and the meeting attendance are as follows:

Name	Status of Directorship	Attendance	%
Lu Chee Leong (Chairman)	Independent Non-Executive Director	5/5	100
Tong Siut Moi	Independent Non-Executive Director	5/5	100
Datuk Dr. Ong Peng Su (Ceased as a member of AC w.e.f. 6 June 2024)	Independent Non-Executive Chairman	3/3	100
Gs. Ts. Dr. Amanda Lee Sean Peik (Appointed as a member of AC w.e.f. 6 June 2024)	Independent Non-Executive Director	2/2	100

During the FY2024, the composition of the RMC and the meeting attendance are as follows:

Name Status of Directorship		Attendance	%	
Lu Chee Leong (Chairman)	Independent Non-Executive Director	2/2	100	
Tong Siut Moi	Independent Non-Executive Director	2/2	100	
Dato' Lai Keng Onn	Executive Deputy Chairman cum Managing Director	2/2	100	

No appointment of former key audit partners as Audit Committee/ Board Member

Practice 9.2 of the MCCG requires the AC to have a policy that requires a former key audit partner to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC.

Financial Reporting

The Board has always endeavoured to provide true, fair and comprehensive financial reporting of the Group's performance in the audited financial statements and quarterly financial reports together with material disclosures in the notes to accounts. The AC assists the Board in discharging its fiduciary duties by ensuring that the audited financial statements and quarterly financial reports are prepared in accordance with the Malaysian Financial Reporting Standards (MFRS) and Main LR of Bursa Securities.

In presenting the annual audited financial statements and quarterly financial reports to shareholders, the Board aims to present a balanced and fair assessment of the Group's financial position and prospects. The AC reviews the Group's quarterly financial results and annual audited financial statements to ensure accuracy, adequacy, and completeness prior to presentation to the Board for its approval.

Compliance with Applicable Financial Reporting Standards

The Board is committed to provide a balanced, clear, and meaningful assessment of the financial performance of the Group via all relevant disclosures and announcements made.

The AC assists the Board to oversee and scrutinises the process and quality of financial reporting, which includes monitoring and reviewing the integrity of the financial statements and appropriateness of the Group's accounting policies to ensure accuracy, adequacy, and completeness of the report, as well as compliance with the relevant accounting standards.

Assessment of Suitability and Independence of External Auditors

The AC performs an annual assessment on the performance, suitability and independence of the external auditors as well as reviewing the non-audit services provided by the external auditors, if any, based on the four (4) key areas:

- Quality of service;
- Sufficiency of resources;
- Communication and interaction; and
- Independence and objectivity.

KAB has established transparent and appropriate relationship with the external auditors through AC. The AC has obtained an assurance from the external auditors confirming that they were, and had been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements.

The AC is satisfied with the competence and independence of the external auditors.

The AC had met with the external auditors two (2) times in FY2024.

The AC's TOR include the review of and deliberation on the Group's financial statements, the audit findings of the external auditors arising from their audit of the Group's financial statements and the audit findings and issues raised by internal auditors together with the management's responses thereon.

External auditors, internal auditors, Executive Directors and members of senior management attend the meetings at the invitation of the AC.

For details on the functions, composition, membership, and summary of works of the AC in the FY2024, please refer to the AC Report in this Annual Report.

Intended Outcome 10.0

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The Board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the Company's objectives is mitigated and managed.

B. Risk Management and Internal Control

The Board is committed to maintain a good risk management framework and sound system of internal control within the Group. The Group has an embedded risk management framework process for the identification, evaluation, reporting, treatment, monitoring and review of the major strategic, business and operation risks within the Group.

Both AC and RMC assist the Board in discharging these responsibilities by overseeing the risk management framework and advise the Board on areas of high risk encountered by the Group as well as the adequacy of compliance and controls. The AC and RMC also reviews the action plan implemented and makes relevant recommendations to the Board to manage residual risks.

Intended Outcome 11.0

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

The internal audit function of the Group is outsourced to an independent professional services firm to provide the AC and the Board with the assurance they require pertaining to the adequacy and effectiveness of internal control.

The details of the internal control system are set out in the Statement of Risk Management and Internal Control in this Annual Report.

Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

A. Communication with Stakeholders

Intended Outcome 12.0

There is continuous communication between the Company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the Company, its policies on governance, the environment and social responsibility.

Corporate Disclosure Policy

The Board has set up pertinent corporate disclosure policies and exercises close monitoring of all price sensitive information required to be released to Bursa Securities and makes material announcements to Bursa Securities in a timely manner.

Dissemination of Information

The Company exercises close monitoring of all price sensitive information required to be released to Bursa Securities and makes material announcements to Bursa Securities in a timely manner. In accordance with best practices, the Board would strive to disclose price sensitive information to the public as soon as practicable through Bursa Securities, the media and the Company's website. Price sensitive information refers to any information that, on becoming generally available, would tend to have a material effect on the market price of the Company's listed shares.

Members of the Board and key senior management personnel with privy to price sensitive information are prohibited from dealing in the shares of the Company until such information is publicly available. This is in addition to the provisions relating to the "closed period" for dealing in the Company's shares.

In addition, the Company's website incorporates an Investor Relations section where the annual report and quarterly financial report would be captured. Directors' Report and Audited Financial Statements, Annual Reports, Quarterly Report together with the Company's announcements and other information about the Company are available on our website (www.kinergyadvancement.com).

Communication and Engagement with Shareholders

The Company communicates with its shareholders through the timely release of financial results on a quarterly basis, annual report, press releases and announcements to Bursa Securities. Financial results and press releases are also placed on the corporate website to keep shareholders and investors informed of the Company's performance.

Shareholders, investors and members of the public who wish to contact the Company on any enquiry, comment or proposal can channel them through e-mail at kab@kinergyadvancement.com.

Shareholders and investors can obtain the Company's latest announcements such as quarterly financial report at Bursa Securities' website (www.bursamalaysia.com) and the Company's website (www.kinergyadvancement.com).

B. Conduct of General Meeting

Intended Outcome 13.0

Shareholders are able to participate, engage the Board and senior management effectively and make informed voting decisions at General Meetings.

Shareholders Participation at General Meeting

In addition to communicating and engaging shareholders through annual reports, annual general meetings, continuing and timely disclosures of information, the Company welcomes dialogues with shareholders and investors to discuss issues and obtain feedback.

The Notice of Annual General Meeting is issued to the shareholders together with this 2024 Annual Report 28 days before the Annual General Meeting. This would accord sufficient time for the shareholders to make the necessary arrangements to attend and participate in person or by proxy. In conjunction with this, Annual Reports are dispatched together with all relevant information supporting each proposed resolution to enable the shareholders to evaluate and vote accordingly. All Directors of the Company will present at the Company's General Meetings to answer any questions that the shareholders may ask. The Chairman of the meeting provides time for the shareholders to ask questions for each agenda in the notice of the annual general meeting. The external auditors will also be present at the annual general meeting to answer any questions that the shareholders may ask.

In accordance with the CA 2016 and the Company's Constitution, the Company may convene a meeting of members at more than one (1) venue using any technology or method that enables the members of the Company to participate and to exercise the members' rights to speak and vote at the meeting. The main venue of the meeting shall be in Malaysia and the Chairman shall be present at the main venue.

At its virtual 27th AGM held on 31 May 2024, the Company had leveraged on technology to facilitate remote shareholders' participation and electronic voting for the conduct of poll on the resolution in general meeting.

The entire General Meeting proceedings and poll voting were conducted entirely through Securities Services e-Portal hosted by Securities Services (Holdings) Sdn. Bhd. ("SSeP"). The Administrative Guide with detailed registration and voting procedures were shared with the shareholders and the same were also published on the Company's website.

Poll Voting

In line with the Main LR of Bursa Securities, all resolutions put to general meetings will be voted by poll. An independent scrutineer will be appointed to validate the votes cast at general meetings.

The Company had conducted its voting on all resolutions at the fully virtual General Meetings of the Company by online live polling to provide for remote voting and immediate poll results. The Company had engaged SS E Solutions Sdn. Bhd. to act as the Poll Administrator to provide the electronic polling services, while Commercial Quest Sdn. Bhd. was the appointed independent scrutineer to verify the poll results.

STATEMENT OF COMPLIANCE WITH THE RECOMMENDATIONS OF THE CODE

The Board is committed to adopt the Practices of the MCCG throughout the Group applying the highest level of integrity and ethical standards in all its business dealings.

The Board is of the opinion that for FY2024, the Group has substantially complied with the Principles and Best Practices as set out in the Code.

Key Focus Areas for financial year ending 31 December 2025 ("FY2025")

The key priorities of our CG Practices for FY2025 are as follows:

- Ensuring the integrity of the Group's financial accounting and reporting process be maintained;
- Ensuring the internal and external audit process as well as risk management oversight by the Board be duly maintained; and
- ESG initiatives be duly implemented and disclosed accordingly.

This Statement is approved by the Board of Directors at the Board Meeting held on 28 April 2025.

Audit Committee Report

The Board of Directors ("the Board") of Kinergy Advancement Berhad ("KAB" or "the Company") is pleased to present the Audit Committee ("AC") Report which provides insights as to the manner the AC discharged its functions for KAB and its subsidiary companies ("the Group") for the financial year ended 31 December 2024 ("FY2024").

Composition And Attendances

Currently, the AC comprises of three (3) members, which consists of three (3) Independent Non-Executive Directors. This complies with Paragraph 15.09(1)(a) and (b) of the Main Market Listing Requirements ("Main LR") of Bursa Malaysia Securities Berhad ("Bursa Securities").

Five (5) meetings were held during FY2024, and the attendance of the AC members were as follows:

Name	Status of Directorship	Attendance	%
Lu Chee Leong (Chairman)	Independent Non-Executive Director	5/5	100
Tong Siut Moi	Independent Non-Executive Director	5/5	100
Datuk Dr. Ong Peng Su (Cessation of office w.e.f. 6 June 2024)	Independent Non-Executive Director	3/3	100
Gs. Ts. Dr. Amanda Lee Sean Peik (Appointed as Audit Committee w.e.f. 6 June 2024)	Independent Non-Executive Director	2/2	100

Mr. Lu Chee Leong is a member of the Association of Chartered Certified Accountants and also a Chartered Accountant of the Malaysian Institute of Accountants which fulfils the requirement under Paragraph 15.09(c)(i) of the Main LR of Bursa Securities. In compliance with Practice 9.1 of the Malaysia Code on Corporate Governance, the AC Chairman is not the Chairman of the Board of the Company.

No alternate Director of the Board shall be appointed as a member of the AC. Neither any of the AC members was previously a partner in the incumbent External Auditors, Messrs. Kreston John & Gan in the previous three (3) years. Also, none of the AC members hold any financial interest in Messrs. Kreston John & Gan.

The performance of the AC and each of its members were reviewed by the Nominating Committee ("NC") on 28 February 2025. The NC assented to the demonstrated satisfactory performance of the AC and each of its member in the discharge of functions, carrying out of duties and assumption of responsibilities, all in accordance with the Terms of Reference ("TOR") of the AC. The NC has thus supported the Board in ensuring appropriate corporate governance standards within the Group.

Terms of Reference

The TOR for the AC is available for reference on the Company's website

https://www.kinergyadvancement.com/corporate-governance.html

Meetings

The AC met five (5) times during the FY2024 as follows:-

No	AC Meeting	Date of Meeting	Private Sessions with External Auditors without Executive Board Members and Management
1	(1/2024) AC Meeting	29 February 2024	\checkmark
2	(2/2024) Special AC Meeting	30 April 2024	
3	(3/2024) AC Meeting	20 May 2024	
4	(4/2024) AC Meeting	20 August 2024	
5	(5/2024) AC Meeting	21 November 2024	\checkmark

The External Auditors had attended three (3) AC meetings held in the FY2024. The External Auditors were encouraged to raise with the AC any matters they considered important to bring to the AC's attention. For FY2024, two (2) private sessions were held between the AC and the External Auditors without the presence of the Executive Board Members and Management staff.

The Chairman of AC also sought information on the communication flow between the External Auditors and the management which was necessary to allow unrestricted access to information in order to have the External Auditors to carry out their duties effectively.

Notices of the AC Meeting were sent to the AC Members at least seven (7) days in advance. The relevant meeting papers would be compiled for dissemination to the AC by email.

All deliberations during the AC Meeting were duly minuted and tabled for confirmation at the next Meeting and subsequently presented to the Board for notation.

The Chairman of AC presented the AC's recommendations together with the respective rationale to the Board for approval of the annual audited financial statements and the unaudited quarterly financial results. As and when necessary, the Chairman of AC would convey to the Board matters of significant concern raised by the Internal or External Auditors.

As a standing practice, the Chief Financial Officer, Finance Manager, General Manager, and External Auditors were invited to attend the AC meetings (except for private sessions) to facilitate the presentation as well as to provide clarification on audit issues arising from the Group's operations. The outsourced professional Internal Auditors were invited to attend the AC meetings to table their respective internal audit ("IA") reports.

Summary Of Works

The summary of works undertaken by the AC during the preceding financial year comprised the following:-

1. Overview of Financial Performance and Reporting

- Reviewed the unaudited guarterly financial reports for the guarters ended 31 December 2023, 31 March 2024, 30 June 2024, and 30 September 2024 and recommended the same for the Board's approval;
- Reviewed the draft audited financial statements for the FY2024 and recommended the same for the Board's approval; and
- Reviewed the Group's compliance with the accounting standards and relevant regulatory requirements.

2. Oversight of External Auditors

- Reviewed Audit Planning Memorandum prepared by the External Auditors for the FY2024, entailing mainly the overview of audit approach, scope of work, auditing developments, significant risks, and areas of audit focus of the Group and of the Company;
- Reviewed the External Auditors' scope of work and audit plan for the year end recommended to the Board on their appointment and remuneration;
- Met with the External Auditors without the presence of the Executive Directors and the Management;
- Received and discussed with the External Auditors on the Auditors' Report as presented by the External Auditors and, recommendations for improvement to significant risk areas, internal control and financial matters based on observations made in the course of the interim and final audits:
- Reviewed the effectiveness, suitability and independence of the External Auditors vide a formalised "Assessment on External Auditors" and being satisfied with the results of the said assessment, the same has been recommended to the Board for approval;
- Discussed and reviewed with the External Auditors, the applicability and the impact of the new accounting standards and new financial reporting regime issued by the Malaysian Accounting Standards Board, the scope of work, and audit plan for the FY2024;
- Reviewed the proposed audit fees for FY2024 and recommended the same for the Board's approval; and
- Reviewed and approved the fee for non-audit services and recommended the same for the Board's approval.

3. Related Party Transactions

• Reviewed any related party transactions and conflict of interest situation that may arise within the Group including any transaction, procedure or course of conduct that raises questions on management integrity at each AC quarterly meetings.

4. Oversight of Internal Auditors

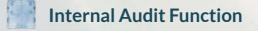
- Reviewed and approved the annual internal audit plan for FY2024 as proposed by the Internal Auditors to ensure the adequacy of the scope and coverage of work;
- Reviewed the Internal Audit Reports presented by the internal auditors on their findings and identifying key areas of concerns as well as highlighting recommendations for improvements and carried out follow-up audits; and
- Recommended for the Board's approval, the appointment of an independent firm for outsourcing of the internal audit function of the Company, by reviewing the suitability, experience and resources of that independent firm, and the experience of the supervisory and professional staff assigned.

5. Oversight of Risk Management and Internal Control Matters / Other Matters

- Reviewed the adequacy and effectiveness of the risk management framework, risk register and the appropriateness of management's responses to key risk areas and proposed recommendations for improvements to be implemented;
- Reviewed and discussed the collection of the trade receivables:
- Reviewed the Company's performance against the budget for the FY2024;
- Reviewed the solvency of the Company; and
- Reviewed Corporate Governance Overview Statement and AC Report.

6. Oversight of Potential Conflict of Interest Situation

• Reviewed and assessed the potential conflict of interest situations that arose within the group, and the measure has been taken to mitigate conflict of interest situation.



1. Appointment

The Group has appointed an outsourced independent consulting firm to carry out the internal audit function, namely Talent League Sdn. Bhd. ("Talent League"), providing the Board with a reasonable assurance of adequacy of the scope, functions, and resources of the internal audit function. The purpose of the internal audit function is to provide the Board, through the AC, assurance of the effectiveness of the system of internal control in the Group.

The internal audit function is independent. It performs audit assignments with impartiality, proficiency, and due professional care.

The profile of Talent League is set out as follows:-

Date of Appointment	20 May 2021	
Principal Engagement Director	Mr. Roy Thean Chong Yew	
Qualifications	 Member of the Malaysian Member of the Malaysian Member of the Institute of 	
Experiences	Mr. Roy Thean has over twen professional services firms. H with his core practice being support services including of business plans and finan corporate governance, risk r and external auditing	
Number of Resources	Talent League deployed 3 to	

For FY2024, the Talent League engagement team personnel have affirmed to the AC that in relation to the Company / Group, they were free from any relationships or conflicts of interest, which could impair their objectivity and independency.

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Institute of Accountants: Institute of Certified Public Accountants; and f Internal Auditors Malaysia.

ty (20) years of working experience in local and international His work encompasses a wide range of professional services g in corporate finance and advisory work for transaction business valuations, financial due diligence, preparation ncial modelling, internal control and business risk review, management, merger/acquisition related services, internal

4 personnel per audit review.

2. Summary of Internal Audit Works for the FY2024

During the FY2024, summary of works undertaken by Talent League comprised of the following:-

- Reviewed compliance with policies, procedures and standards, relevant external rules and regulations;
- Assessed the adequacy and integrity of the Group's system of internal controls for the review period from 1 January 2024 to 31 December 2024 for Purchasing and Ordering ("SES"), Payment Processing ("M&E"), Payroll Processing and Control ("SES"), and Thailand Branch Operations;
- The internal audit performed met the objective of highlighting to the AC the audit findings which required follow-up actions by the Management, any outstanding audit issues which required corrective actions to be taken to ensure an adequate and effective internal control system within the Group, along with any weaknesses in the Group's internal control system.
- Presentation of audit findings and corrective actions to be taken by Management in the quarterly AC meetings
- Ensured those weaknesses were appropriately addressed and that recommendations from the internal audit reports and corrective actions on reported weaknesses were taken appropriately within the required timeframe; and
- Reviewed and assessed the key observation of the internal audit function of the Company as well as the accompanying findings of the thematic reviews and key takeaways, issued by Bursa Securities.

The internal auditor is guided by the International Professional Practices Framework 2024 - Global Internal Audit Standards, promulgated by the Institute of Internal Auditors. Observations and findings from the audit reviews, including the recommended corrective actions were discussed with the Management. The internal audit report together with the Management's response and proposed corrective action plans were then presented to the AC for its review during the quarterly meetings. Follow up reviews was also conducted to ensure corrective actions have been implemented.

Further details of the activities of internal audit function are set out in the Statement on Risk Management and Internal Control in this Annual Report.

3. Total Costs Incurred for the FY2024

The total fees incurred for the outsourced internal audit function of the Group for FY2024 is MYR 40,500 (FY2023: MYR 37.600).

This Audit Committee Report was presented and approved at the meeting of the Board of Directors held on 28 April 2025.

Statement On Risk Management And Internal Control

1. Introduction

The Board has established and developed an Enterprise The Board of Directors ("the Board") is pleased to present its Statement on Risk Management and Internal Control Risk Management framework to achieve the following which outlines the nature and scope of risk management and objectives: internal control of Kinergy Advancement Berhad ("KAB" or "the Company") and its subsidiaries (collectively referred to as the Group) for the financial year ended 31 December 2024 ("FY2024").

This Statement on Risk Management and Internal Control is in line with the Main Market Listing Requirements ("Main LR") of Bursa Malaysia Securities Berhad on the status of the Group's compliance with the principles and best practices relating to risk management and internal control as stipulated in the Malaysian Code on Corporate Governance. The Board is committed to maintaining a sound system of internal control of the Group and is therefore pleased to provide the following statement, which outlines the nature and scope of the Group's internal control during the current financial year.

2. Board Responsibilities

The Board recognises the importance of sound systems on risk management and internal control in safeguarding the assets of the Group. However, the systems are designed

A risk analysis of the Group is conducted on a regular to manage rather than eliminate the business risk in its basis, which includes constantly reviewing the process of entirety. The Board is guided by the systems that provide identifying, evaluating, and putting up the necessary action only reasonable and not absolute assurance against material to assess and monitor the impact of the risk on the operation misstatement or fraud. and business. The process requires management to utilise a risk matrix by comprehensively identifying and assessing all The Group has in place, an ongoing process to identify, types of risks in terms of likelihood and magnitude of impact evaluate, monitor, and manage significant risks through the alongside the adequacy and application of mechanisms internal controls set out to attain a reasonable assurance positioned to manage, mitigate, avoid, or eliminate these that business objectives have been met. These controls risks. Significant risks identified are subsequently brought to are regularly reviewed by the Board and are subject to the attention of the Risk Management Committee ("RMC") continuous improvement. and reported the same to the Board at the scheduled Board meetings. This serves as the ongoing process of identifying, assessing, and managing risks faced by the Group and has been in place for the financial year under review and up to the date of approval of this statement for inclusion in the Annual Report.



3. Risk Management Framework

•	Communicate and disseminate across the organisation regarding the vision, role, and direction of the Group;
•	Identify, assess, evaluate, and manage the various principal risks that affect the Group's business conduct;
•	Create a risk-awareness culture and risk ownership for more effective management of risks;
•	Formulate a systematic process of reviewing, tracking, and reporting on key risks identified and corresponding mitigation procedures; and
•	Define a set of risk appetite and risk tolerance levels within business practices.

The Group's risk management monitoring continues to be driven by the Executive Directors and assisted by the selected key management personnel. The Executive Directors and the selected key management personnel are responsible for identifying, evaluating, and monitoring risks while concurrently taking the appropriate and timely actions to manage the risks. These processes are embedded and carried out as part of the Group's operating

and business management processes. External and relevant professionals would be drawn on to assist and offer advice to management when necessary. To ensure the objectivity of the review is in tandem with the risk management processes and internal control procedures in the Group, the In accordance with the Bursa Securities' Guidelines, the RMC, and Audit Committee ("AC") are tasked by the Board to undertake this role respectively.

In conducting its review, the processes are regularly reviewed by the Board via the AC at the quarterly Board meeting with assistance from an outsourced independent consulting firm, namely, Talent League Sdn. Bhd.. To further review and improve the existing internal control procedures within the Group. The Group will continue to focus on In producing this Statement, the Board has received the key risks and corresponding controls to ensure they are capable of responding effectively to the fast-changing business and competitive environment.

The management further supplements the review on the adequately and effectively in all material aspects. control and risk assessment when presenting the quarterly financial reports on performance and results to the AC and the Board, including pertinent explanations on the performance of the Group. With management consultation, the AC reviews and analyses the interim financial results in corroboration with management representations on the operations while also deliberating the annual report and auditing the financial statements before recommending these documents to the Board for approval.

4. Internal Control Framework

procedures are described below:

- Quarterly monitoring of operational results against the budget by the management and tabling for the Board's review and discussion:
- Regular and comprehensive information provided to the Board, covering financial performance and key business performance indicators;
- Regular updates of internal policies and procedures, to reflect changing risks or resolve operational efficiencies; and
- Regular management meetings with all key personnel of respective departments to address weaknesses and improve efficiency.

The Board is of the view that there is no significant breakdown or weakness in the system of internal control of the Group that may have material impact on the operations of the Group for FY2024.

5. Management with Responsibilities and Assurance

management is responsible to the Board for identifying risks relevant to the business of the Group's 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 the Group's achievement of its objective and performance.

assurance from the Executive Deputy Chairman cum Group Managing Director ("GMD") and Chief Financial Officer that, to the best of their knowledge, the Group's risk management and internal control systems are operating

6. Board Assurance and Limitation

The Board confirms that the process of identifying, evaluating, and managing significant risks in the Group is ongoing. For the financial year under review, there were no material losses resulting from significant internal control weaknesses. The Board is satisfied that the existing risk management and internal control system are effective and efficient in enabling the Group to achieve its business objectives.

The other key elements of the Group's internal control The Board wishes to reiterate that the risk management processes and internal control procedures would be continuously improved in line with the evolving business development. The Board is guided by the risk management processes and internal control procedures which only manage rather than eliminate the risks of failure in achieving business objectives. Therefore, these processes and procedures within the Group can only provide reasonable but not absolute assurance against material misstatements, frauds, and losses.

> This Statement was presented and approved at the meeting of the Board of Directors held on 28 April 2025.

7. Conclusion

The GMD, being the person primarily responsible for overseeing and managing the operational affairs of the Group, has provided assurance to the Board that the Group's risk management and internal control system have been operated adequately and effectively, in all material aspects, based on the Group's policies and procedures. Under the purview of the GMD and Executive Directors, the heads of departments are empowered with the responsibility of managing their respective operations.

The Board recognises the necessity of monitoring closely the adequacy, integrity, and effectiveness of the Group's risk management processes and internal control procedures, by taking into consideration the fast-changing business environment. Although the Board is of the view that the present processes and procedures are adequately in place to safeguard the Group's assets and sufficient to detect any fraud or irregularities, the Board is on constant watch for any potential improvements that may strengthen its current system from time to time.

8. Review of the Statement by the External Auditors

The external auditors have reviewed this Statement on Risk Management and Internal Control in accordance with Paragraph 15.23 of the Main LR of Bursa Securities. Their review has been conducted in accordance with the scope as set out in the 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, issued by the Malaysian Institute of Accountants to assess whether the Statement on Risk Management and Internal Control is both supported by the documentation prepared by or for the Directors and appropriately reflects the process which the Directors have adopted in reviewing the adequacy and integrity of the system of internal control for the Group.

Based on their review, the external auditors have reported to the Board that nothing has come to their attention which causes them to be of the opinion that this Statement is inconsistent with their understanding of the reviewing process adopted by the Board for the adequacy and integrity of internal control of the Group

Additional Compliance Information

Utilisation of Proceeds 1.

Private Placement 2022

On 7 September 2022, Kenanga IB had announced on behalf of the Board that Kinergy Advancement Berhad ("KAB" or "the Company") proposed to undertake a private placement of up to 351,581,000 new ordinary shares in KAB ("Placement Shares 2022") representing up to 20% of the total number of issued shares, to independent third-party investor(s) to be identified and at an issue price to be determined later.

Bursa Malaysia Securities Berhad ("Bursa Securities") had on 11 October 2022 approved the listing and quotation of up to 351,581,000 shares to be issued pursuant to the Proposed Private Placement 2022 with conditions.

The shareholders of the Company had approved the Proposed Private Placement 2022 at an EGM of the Company held on 17 November 2022.

The Company received approval from Bursa Securities on 4 April 2023 for an extended time of up to 10 October 2023 to complete the implementation of Private Placement 2022.

On 4 October 2023, Bursa Malaysia Securities Berhad granted the Company a further extension of time of until 10 April 2024 to complete the implementation of the Private Placement 2022.

The Company had issued the Placement Shares 2022 on various dates to the identified investors:

- a. On 4 October 2023, 137,121,212 Placement Shares 2022 had been issued at MYR 0.3300 per Placement Share 2022
- b. On 29 January 2024, 41,315,900 Placement Shares 2022 had been issued at MYR 0.3800 per Placement Share 2022.

On 12 April 2024, the extension of time granted by Bursa Malaysia Securities Berhad to implement Private Placement 2022 had lapsed and accordingly, the Private Placement 2022 is deemed completed.

As of the date of this Annual Report, the proposed utilisation of the gross proceeds from the Proposed Private Placement 2022 amounting to MYR 133.97 million is as follows:-

Purposes	Proposed Utilisation ⁽¹⁾ MYR'000	Actual Proceeds ⁽²⁾ MYR'000	Actual Utilisation MYR'000	Balance Unutilised MYR'000	Intended Timeframe for Unutilised
Working Capital	36,000	16,379	(16,379)	-	Within 24 Months
Repayment of Bank Borrowings	31,000	14,104	(14,104)	-	Within 6 Months
Funding for Existing and Future SES Projects	66,196	29,942	(29,942)	-	Within 36 Months
Estimated Expenses for the Proposed Diversification and Proposed Private Placement	770	525	(525)	-	Immediate
Total	133,966	60,950	(60,950)	-	

Notes:

- (1) The utilisation of proceeds as disclosed above should be read in conjunction with the Announcement of the Company dated 1 November 2022.
- (2) As of the date of this Annual Report, the Company had issued a total of 178,437,112 Placement Shares 2022 at various prices to arrive at total proceeds of MYR 60.95 million.

Private Placement 2024

The Proposed Private Placement was undertaken in accordance with the general mandate pursuant to Sections 75 and 76 of the Companies Act, 2016 ("Act"), which was obtained from the shareholders of Kinergy Advancement Berhad ("KAB" or "the Company") at its 27th annual general meeting ("AGM") which convened on 31 May 2024.

On 20 June 2024, Malacca Securities Sdn. Bhd. ("Malacca Securities") had announced on behalf of the Board that KAB proposed to undertake a private placement of up to 198,634,288 new ordinary shares in KAB ("Placement Shares 2024") representing 10% of the total number of issued shares, excluding treasury shares.

Bursa Malaysia Securities Berhad ("Bursa Securities") had on 19 July 2024 approved the listing and quotation of up to 198,634,288 shares to be issued pursuant to the Proposed Private Placement 2024, with conditions.

The Company had issued the Placement Shares 2024 on various dates to the identified investors:

- 2024.
- 2024.

The Company received approval from Bursa Securities on 10 January 2025 for a time extension of up to 18 July 2025 to complete the implementation of Private Placement 2024.

As of the date of this Annual Report, the proposed utilisation of the gross proceeds from the Proposed Private Placement 2024, amounting to MYR 66.23 million, is as follows:-

Purposes	Proposed Utilisation ⁽¹⁾ MYR'000	Actual Proceeds ⁽²⁾ MYR'000	Actual Utilisation MYR'000	Balance Unutilised MYR'000	Intended Timeframe for Unutilised
Repayment of Bank Borrowings	30,000	13,668	(13,250)	418	Within 6 Months
Funding for Renewable Energy ("RE") Projects	35,925	16,368		16,368	Within 36 Months
Defrayment of Estimated Expenses for the Proposed Private Placement Placement	300	137	(137)		Within 1 Month
Total	66,225	30,173	(13,387)	16,786	

Notes:

- Company dated 20 June 2024.
- various prices to arrive at a total proceeds of MYR 30.17 million.

a. On 6 December 2024, 61,266,000 Placement Shares 2024 had been issued at MYR 0.3250 per Placement Share

b. On 23 December 2024, 31,096,000 Placement Shares 2024 had been issued at MYR 0.3300 per PlacementShare

(1) The utilisation of proceeds as disclosed above should be read in conjunction with the Announcement of the

(2) As of the date of this Annual Report, the Company had issued a total of 92,362,000 Placement Shares 2024 at

2. Audit and Non-Audit Fees

The amount of audit fees and non-audit fees incurred for services rendered to KAB and its subsidiary companies ("the Group") and the Company by the external auditors for the financial year ended 31 December 2024 ("FY2024") are as follows:-

	Group MYR'000	Company MYR'000
Audit Fees	355	132
Non-Audit Fees	13	13
Total	368	145

3. Material Contracts

There is no material contract that the Group entered into during the financial year which involves the interest of the Director and major shareholders.

4. Contracts Relating to Loans

There is no contract relating to loan made by the Group involving interests of Directors and major shareholders during the financial year.

5. Recurrent Related Party Transactions ("RRPT")

The Company did not seek mandate from its shareholders on RRPT during FY2024.



Statement On Directors' Responsibility For Preparing The Financial Statements

This statement is prepared as required by the Main Market Listing Requirement ("Main LR") of Bursa Malaysia Securities Berhad ("Bursa Securities").

The Directors are required to prepare annual financial statements which are in accordance with applicable approved accounting standards; to provide a transparent view of the financial position of Kinergy Advancement Berhad ("KAB" or "the Company") and its subsidiary companies ("the Group") at each financial year end and the Group's financial performance during the financial year.

The Directors consider that in preparing the financial statements of the Group and the Company for the financial year ended 31 December 2024: -

•	The Group and the Company have adopted appropriate and suitable accounting policies,
	which have been applied consistently;

- The statements are supported by reasonable and prudent judgement and estimates;
- All applicable approved accounting standards in Malaysia, including but not limited to Malaysian Financial Reporting Standards (MRFS) and International Financial Reporting Standards (IFRS); and
- The financial statements have been prepared on a going concern basis.

The Directors are responsible for ensuring that the Group and the Company keep proper accounting records that disclose the financial position of the Group and the Company with reasonable accuracy at any time, thus enabling financial statements to comply with the requirements of the Companies Act 2016 and have been made out in accordance with applicable MFRS, IFRS, and the Main LR of Bursa Securities.

The Directors are also responsible for taking necessary steps that are reasonably open to them to ensure appropriate systems are in place to safeguard the assets of the Group and the Company and to detect and prevent fraud and other irregularities. The systems, by their nature, can only provide reasonable and not absolute assurance against material misstatements, whether due to fraud or error.

The Directors hereby confirm that suitable accounting policies have been consistently applied in the preparation of the financial statements. The Directors also confirm that there have been adequate accounting records maintained to safeguard the assets of the Group.

This Statement on Directors' Responsibility for preparing the financial statement was approved by the Board on 28 April 2025.



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06 Financial Statements

Directors' Report

for the financial year ended 31 December 2024

The directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

Principal activities

The company is principally engaged in the business of provision of electrical and mechanical engineering services and operation of generating facilities that produce electric energy. The principal activities of the subsidiary companies are set out in Note 7 to the financial statements.

Results

	GROUP MYR'000	COMPANY MYR'000
Profit for the financial year attributable to :-		
- Owners of the Company	21,472	174
- Non-controlling interest	519	
	21,991	174

Dividends

No dividend has been paid or declared by the Company since the end of the previous financial year.

The directors do not recommend any final dividend for the financial year ended 31 December 2024.

Reserves and provisions

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

Bad and doubtful debts

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts, and had satisfied themselves that there were no known bad debts to be written off and that adequate allowance had been made for the doubtful debts.

At the date of this report, the directors are not aware of any circumstances which would require the write off of bad debts or render the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent.

Current assets

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain whether any current assets, other than debts, were unlikely to realise in the ordinary course of business their value as shown in the accounting records of the Group and of the Company and to the extent so ascertained were written down to an amount that they might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances that would render the values attributed to the current assets in the financial statements of the Group and of the Company misleading.

Directors' Report

for the financial year ended 31 December 2024

Valuation methods

At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

Contingent and other liabilities

At the date of this report, there does not exist : -

- i) 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
- ii) 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 liability 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 and of the Company to meet their obligations as and when they fall due.

Change of circumstances

At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

Items of an unusual nature

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

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect substantially the results of the operations of the Group and of the Company for the current financial year.

Shares and debentures

During the financial year, the issued and paid-up share capital of the Company was increased from MYR148,847,253 to MYR194,720,425 by way of the issuance of : -

- a) 41,315,900 new ordinary shares for a total cash consideration of MYR15,700,042 by way of private placement at an issue price MYR0.380 per ordinary share;
- b) 61,266,000 new ordinary shares for a total cash consideration of MYR19,911,450 by way of private placement at an issue price MYR0.325 per ordinary share; and
- c) 31,096,000 new ordinary shares for a total cash consideration of MYR10,261,680 by way of private placement at an issue price MYR0.330 per ordinary share.

Treasury shares

As at 31 December 2024, the Company held a total of 88,898 issued and paid-up ordinary shares as treasury shares. The treasury shares are held at a carrying amount of MYR4,231. No treasury shares was resold or cancelled during the financial year. The details on the treasury shares are disclosed in Note 20 to the financial statements.

06 Financial Statements

Directors' Report

for the financial year ended 31 December 2024

Warrants

Pursuant to a Deed Poll dated 14 April 2021 ("Deed Poll"), the Company issued 845,902,607 new Warrants to the entitled shareholders of the Company pursuant to the Bonus Issue of Warrants.

The salient features of the Warrants as stated in the Deed Poll are as follows : -

- (a) each Warrant entitles the registered holder to subscribe for one ordinary shares at an exercise price of MYR1.20 per ordinary share;
- (b) the exercise price and the number of Warrant are subjected to adjustment in accordance with the conditions provided in the Deed Poll:
- (c) where a resolution has been passed for a members' voluntary winding-up of the Company or there is a compromise or arrangement, whether or not for the purpose of or in connection with a scheme for the reconstruction of the Company or the amalgamation of the Company with one or more companies, then : -
 - (i) for the purpose of such a winding-up, compromise or arrangement (other than a consideration amalgamation or merger in which the Company is the continuing corporation) to which the Warrant holder (or some persons designated by them for such purpose by a special resolution of the holders of Warrant) shall be a party, the terms of such windingup, compromise or arrangement shall be binding on all the holders of Warrant; and
 - (ii) in the event a notice is given by the Company to its shareholders to convene a general meeting for the purpose of considering, and if thought fit, approving a resolution to voluntarily wind up the Company, the Company shall on the same date or soon after it dispatched such notice to its shareholders, give notice thereof to all Warrant holders. Every Warrant holder shall thereupon be entitled, subject to the conditions set out in the Deed Pool, to exercise his Warrant at any time not more than 21 days prior to the proposed general meeting of the Company by submitting the subscription form (by irrevocable surrender of his Warrant to the Company) duly completed authorising the debiting of his Warrant together with payment of the relevant exercise price, whereupon the Company shall as soon as possible but in any event prior to the date of the general meeting, allot the relevant new shares to the holder of the said Warrant credited as fully paid subject to the prevailing laws.
- (d) the exercise period is approximately 3 years from the date of issue expiring on 29 April 2024; and
- (e) any Warrant not exercised during the exercise period will thereafter lapse and cease to be valid.

The Warrant was granted for listing and quotation with effect from 5 May 2021.

The number of unexercised Warrant of 845,902,607 has lapsed on 29 April 2024 and removed from the Main Market of Bursa Malaysia Securities Berhad on 30 April 2024.

Directors' Report

for the financial year ended 31 December 2024

Directors of the Company

The directors of the Company in office at any time during the financial year and since the end of the financial year are : -Dato' Lai Keng Onn - Executive Deputy Chairman cum Group Managing Director

Choong Gaik Seng

Lu Chee Leong

Tong Siut Moi

Datin Alicia Chan Pey Kheng

Datuk Dr. Ong Peng Su

Jonathan Wu Jo-Han (appointed on 18 March 2024)

Ts. Dr. Amanda Lee Sean Peik (appointed on 18 March 2024)

Datuk Wira Mubarak Hussain Bin Akhtar Husin (appointed on 29 April 2024)

Lai Chuan Sheng

Jesudason Selvaraj

ChanChai Kitprotpisuth

Moo Yee Wan

Heng Boon Liang

Kong Chak Fung

Dato' Yau Kok Seng

Ong Kian Boon

Ngu Wang Keat

Hoo Swee Guan

Luechai Keawmahakhun

Umar Rafie Bin Mohammad Zaini

Arianto Mudji Jono

Tey Seu Ann (appointed on 16 January 2024)

Tang Min Ying (appointed on 16 January 2024)

Tang Weihann (appointed on 16 January 2024)

Kamal Husin Bin Akhtar Husin (appointed on 20 February 2024)

Nor Azli Bin Nor Hashim (appointed on 20 February 2024)

Directors' Report

for the financial year ended 31 December 2024

Directors' interests

According to the register of directors' shareholding under Section 59 of the Companies Act 2016, the interests of directors in office at the end of the financial year in the ordinary shares of the Company and its related corporations during the financial vear are as follows : -

		Number of ordinary shares					
		As at 1/1/2024	Additions	Sold	As at 31/12/2024		
a)	<u>Direct interest</u> The Company						
1)	The Company						
	Dato' Lai Keng Onn	445,551,925	18,498,600	(75,954,000)	388,096,525		
	Choong Gaik Seng	3,318,800	-		3,318,800		
	Datin Alicia Chan Pey Kheng	12,735,709	1,628,000	-	14,363,709		
	Indirect interest						
)	Corporate shareholder,						
	Stocqtech Sdn. Bhd.						
	Dato' Lai Keng Onn*	162,900,000	-	(2,900,000)	160,000,000		
)	Corporate shareholder,						
	Fastrans Venture Sdn. Bhd.						
	Dato' Lai Keng Onn*	23,400,000	-		23,400,000		

			Number of wa	arrants	
		As at 1/1/2024	Additions	Lapsed	As at 31/12/2024
a)	<u>Direct interest</u> The Company				
	Dato' Lai Keng Onn	41,348,800		(41,348,800)	Steel Steel -
	Datin Alicia Chan Pey Kheng	4,707,354	-	(4,707,354)	-
	Indirect interest				
a)	Corporate shareholder,				
	Fastrans Venture Sdn. Bhd.				
	Dato' Lai Keng Onn*	11,700,000		(11,700,000)	-

Deemed interest in the shares and warrants held by Fastrans Ventures Sdn. Bhd. and Stocqtech Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016.

By virtue of Section 8 of the Companies Act 2016, Dato' Lai Keng Onn is deemed to be interested in the shares of the subsidiary companies during the financial year to the extent the Company has an interest.

None of the other directors holding office at the end of the financial year held any interest in the ordinary shares of the Company and of its related corporations.

Directors' Report

for the financial year ended 31 December 2024

Directors' remuneration

The details of the remuneration paid to or receivable by the Directors of the Group and the Company in respect of the financial year ended 31 December 2024 are as follows : -

Executive	directors
Salaries a	nd allowances
Bonus	
Employee	es Provident Fund
Social sec	urity cost
Employm	ent Insurance System
Benefits i	n kind
	<u>utive directors</u>
Fees	
Less thar	MYR1,000

Indemnifying Directors, Officers or Auditors

No indemnities have been given to or insurance premium paid, during or since the end of the financial year, for any person who is or has been the director, officer or auditor of the Company.

Directors' benefits

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by directors or the fixed salary of a full-time employee of the Company as shown below) 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 except as disclosed in Note 41 to the financial statements.

There were no arrangements during and at the end of the financial year, to which the Company or its subsidiary companies is a party, which had the object of enabling the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Subsequent event

Detail of subsequent event is disclosed in Note 43 to the financial statements.

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	Group	Company
I	MYR'000	MYR'000
	3,027	568
	509	48
	323	27
	4	1
	*	*
	55	20
	3,918	664
	558	558
	4,476	1,222

n respect of the services provided to the Company or any of its subsidiary companies by the directors or past directors of the Company during the financial year.

Directors' Report

for the financial year ended 31 December 2024

Auditors

The auditors, Kreston John & Gan, Chartered Accountants, have indicated their willingness to accept re-appointment.

Auditors' remuneration is as follows : -

	Group	Company	
	MYR'000	MYR'000	
Auditors' remuneration			
- Kreston John & Gan			
- Statutory audit	258	132	
- Other services	13	13	
- Other auditors	97	- 12	
	368	145	

Signed on behalf of the Board of Directors in accordance with a resolution of the directors

Dato' Lai Keng Onn

Kuala Lumpur, Date: 28 April 2025 **Choong Gaik Seng**

Independent Auditors' Report

to the members of Kinergy Advancement Berhad (Incorporated in Malaysia, Registration No. 199701005009 (420505-H)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Kinergy Advancement Berhad, which comprise the statements of financial position as at 31 December 2024 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 financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 133 to 219.

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

Basis for Opinion

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

Independence and Other Ethical 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"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of the most significance in our audit of the financial statements of the Group and of the Company for the current financial 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.

Revenue Recognition

(Refer to summary of material accounting policy information in Note 3(k) and the disclosure of revenue in Note 27 to the financial statements)

Construction contracts

The Group and the Company recognise revenue from construction contracts using the stage of completion method. The stage of completion is measured using the input method, which is based on the proportion that the actual contract costs incurred for the work performed to-date to the estimated total contract costs, which includes estimates and judgements by directors on costs to be incurred on the contracts. The Group and the Company recognised revenue from construction contracts approximate MYR125 million and MYR57 million respectively for the financial year ended 31 December 2024.

Independent Auditors' Report

to the members of Kinergy Advancement Berhad (Incorporated in Malaysia, Registration No. 199701005009 (420505-H)

Key Audit Matters (Cont'd.)

Revenue Recognition (Cont'd.)

Our procedures to address this area of audit focus include, amongst others, the following : -

- Obtained an understanding of the Group's and the Company's processes and controls over revenue recognition and tested the operating effectiveness of the Group's and the Company's internal controls over timing and amount of revenue recognised;
- Tested the reasonableness of the stage of completion and estimated total construction costs for the Group's and the Company's projects;
- Reviewed the reasonableness construction cost budgets by agreeing subcontractor costs to letters of award, purchase orders, variation orders, quotations and/or latest revisions of these documents on a sampling basis;
- Tested accuracy of the actual costs incurred by examining evidence such as contractors' progress claims and suppliers' invoices on a sampling basis;
- Agreed the contract sum to contracts with customers on a sampling basis and recomputed revenue recognised during the financial year using the input method by comparing total costs incurred against total estimated costs;
- Assessed the completeness, accuracy and relevance of disclosures required by MFRS 15, Revenue from Contracts with Customers.

Property, Plant and Equipment ("PPE")

(Refer to summary of material accounting policy information in Note 3(c) and the disclosure of property, plant and equipment in Note 4 to the financial statements)

As at 31 December 2024, the carrying amount of the Group's PPE amounted to MYR164 million represents approximately 33% of the total assets of the Group and is material.

Our procedures to address this area of audit focus include, amongst others, the following : -

- Reviewed and checked the ownership and physical existence of major PPE;
- Reviewed the insurance coverage of major items; and
- Assessed and reviewed whether there is any indication that the assets may be impaired and the adequacy of impairment loss on the PPE.

Independent Auditors' Report

to the members of Kinergy Advancement Berhad (Incorporated in Malaysia, Registration No. 199701005009 (420505-H)

Key Audit Matters (Cont'd.)

Borrowings

(Refer to summary of material accounting policy information in Note 3(I) and the disclosure of borrowings in Note 23 to the financial statements)

The Group's and the Company's growth is typically funded through a combination of available cash generated through operations, capital raising and borrowings from financial institutions.

As at 31 December 2024, the Group and the Company had total borrowings approximate MYR182 million and MYR77 million, representing 77% and 65% of the total liabilities of the Group and the Company respectively.

Given the size of the borrowings balance and the importance of the capital structure for continued growth, the accounting for the Group's and the Company's borrowings is considered a key audit matter.

Our procedures to address this area of audit focus include, amongst others, the following : -

- Obtained confirmation from the financial institutions to confirm all significant borrowings;
- Read the agreements between the Group or the Company and its financiers to understand the terms associated with the facilities and the amount of facility available for drawdown;
- Where debt is regarded as non-current, tested whether the Group and the Company has the unconditional right to defer payment such that there were no repayments required within 12 months from the reporting date; and
- Review the bank borrowing covenant and ensure that there is no breach of any terms and conditions.

Information Other than the Financial Statements and Auditors' Report Thereon

The directors of the Company are responsible for the other information. The other information comprises the Directors' Report and Statement on Risk Management and Internal Control included in the annual report but does not include the financial statements of the Group and of the Company and our auditors' report thereon, which we obtained prior to the date of this auditor's report, and the remaining parts of the annual report, which are expected to be made available to us after that date.

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 on the other information that we obtained prior to the date of this auditor's report, 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.

When we read the remaining parts of the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors of the Company and take appropriate action in accordance with approved standards on auditing in Malaysia and International Standards on Auditing.

Independent Auditors' Report

to the members of Kinergy Advancement Berhad (Incorporated in Malaysia, Registration No. 199701005009 (420505-H)

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 or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

Independent Auditors' Report

to the members of Kinergy Advancement Berhad (Incorporated in Malaysia, Registration No. 199701005009 (420505-H)

Auditors' Responsibilities for the Audit of the Financial Statements

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: - (Cont'd.)

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, 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 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 financial 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.

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 7 to the financial statements.

Other Matter

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

Kreston John & Gan (AF 0113) Chartered Accountants

Kuala Lumpur, Date: 28 April 2025

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including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying

the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of audit work performed for purposes of the group audit. We

> Yong Chung Sin Approval No: 02892/04/2026 J Chartered Accountant

Statements of Financial Position

as at 31 December 2024

Non-controlling interest

Total Equity

		Group		Company		
			2023			
	Note	2024 MYR'000	MYR'000 (Restated)	2024 MYR'000	2023 MYR'000	
ASSETS						
Non-Current Assets						
Property, plant and equipment	4	164,495	170,226	4,283	3,986	
Investment properties	5	20,104	20,553	14,003	14,317	
Right-of-use assets	6	3,200	3,108	2,162	1,974	
Investment in subsidiary companies	7			1,652	1,652	
Investment in an associate company	8	300	300			
Intangible assets	9	27,176	8,117	1.4.4.4.4.4.4.4.4.4.4.4.4.4.4.4.4.4.4.4		
Deferred tax assets	10	1,113	877	69	69	
Other investments	11	10,403	8,268	-		
Total Non-Current Assets		226,791	211,449	22,169	21,998	
Current Assets						
Trade receivables	12	115,200	80,114	99,918	71,519	
Inventories	13	227	824	-		
Contract assets	14	62,972	50,544	36,638	49,706	
Other receivable, deposits and						
prepayments	15	11,941	8,780	316	384	
Amount due from subsidiary companies	16	-	-	151,852	115,867	
Deposits with licensed banks	17	52,878	40,924	32,026	36,652	
Cash and bank balances		25,200	23,084	4,987	3,352	
Current tax assets		5,238	2,485	3,515	2,551	
Total Current Assets		273,656	206,755	329,252	280,031	
Total Assets		500,447	418,204	351,421	302,029	
EQUITY AND LIABILITIES Equity Attributable to Owners						
of the Company						
Share capital	18	194,720	148,847	194,720	148,847	
Foreign currency translation reserve	19	(979)	(161)			
Treasury shares	20	(4)	(4)	(4)	(4	
Retained profits	21	66,576	45,104	38,461	38,287	
		260,313	193,786	233,177	187,130	

3,704

264,017

3,034

196,820

233,177

187,130

Statements of Financial Position

as at 31 December 2024

		Gro	up	Comp	Company	
	Note	2024 MYR'000	2023 MYR'000 (Restated)	2024 MYR'000	2023 MYR'000	
Non-Current Liabilities						
Deferred tax liabilities	10	4,078	3,188	-	-	
Borrowings	23	102,260	68,733	22,688	22,927	
Lease liabilities	24	1,928	1,422	1,105	531	
Total Non-Current Liabilities		108,266	73,343	23,793	23,458	
Current Liabilities						
Borrowings	23	79,593	57,011	53,895	43,412	
Lease liabilities	24	384	356	316	292	
Trade payables	25	36,322	54,845	30,807	41,200	
Contract liabilities	14	4,390	9,059	3,752	5,333	
Other payables and accruals	26	1,750	26,770	973	416	
Amount due to subsidiary companies	16	-	-	3,108	788	
Current tax liabilities		5,725	-	1,600	-	
Total Current Liabilities		128,164	148,041	94,451	91,441	
Total Liabilities		236,430	221,384	118,244	114,899	
Total Equity and Liabilities		500,447	418,204	351,421	302,029	

Statements of Profit or Loss and Other Comprehensive Income

for the financial year ended 31 December 2024

		Gro	Group		Company	
	Note	2024 MYR'000	2023 MYR'000 (Restated)	2024 MYR'000	2023 MYR'000	
Revenue	27	244,768	201,182	122,049	135,746	
Cost of sales		(190,595)	(157,953)	(106,773)	(120,547)	
Gross profit		54,173	43,229	15,276	15,199	
Other income	28	6,406	8,846	2,685	1,226	
Administrative expenses		(22,739)	(27,081)	(10,495)	(13,189)	
Other expenses		(3)	(5,520)			
Profit from operations		37,837	19,474	7,466	3,236	
Finance costs	29	(9,502)	(5,873)	(4,594)	(2,990)	
Profit before taxation	30	28,335	13,601	2,872	246	
Income tax expense	33	(6,344)	(1,563)	(2,698)	(90)	
Profit for the financial year		21,991	12,038	174	156	
Other comprehensive income : -						
Items that will not be reclassified						
subsequently to profit or loss - foreign currency translation						
differences for foreign operations		(818)	(158)			
Total comprehensive income for the		(010)	(1)()			
financial year		21,173	11,880	174	156	
Profit for the financial year						
attributable to : -						
- Owners of the Company		21,472	11,852	174	156	
- Non-controlling interest		519	186			
			100			
		21,991	12,038	174	156	
				174	156	
				174	156	
Total comprehensive income for the financial year attributable to : -				174	156	
Total comprehensive income		21,991	12,038			
Total comprehensive income for the financial year attributable to : - - Owners of the Company		21,991 20,654	12,038 11,694			
Total comprehensive income for the financial year attributable to : - - Owners of the Company	34	21,991 20,654 519	12,038 11,694 186	174	156	

Statements of Changes in Equity

for the financial year ended 31 December 2024

	< No	n-Distributab	ole>	Distributable			
Group	Share Capital MYR'000	Foreign currency translation reserve MYR'000	Treasury shares MYR'000	Retained profits MYR'000	Total MYR'000	Non- controlling interest MYR'000	Tota equity MYR'000
Balance as at 1 January 2023	103,597	(3)	(4)	33,252	136,842	175	137,017
Transactions with owners : -							
Issuance of shares (Note 18)	45,250	-		-	45,250	-	45,25
Acquisition of non-controlling interests							
in subsidiary companies	- 19	-		-	-	650	65
Effect of increase in ownership without							
change in control	-	-	-	-	-	2,023	2,02
Total transactions with owners	45,250	-	-	-	45,250	2,673	47,92
Total comprehensive income for the financial year							
As previously reported	-	(511)	-	27,405	26,894	186	27,08
Effect of finalisation of purchase price							
allocation (Note 42)		353	-	(15,553)	(15,200)	-	(15,200
As restated		(158)	- 11 -	11,852	11,694	186	11,88
Balance as at 31 December 2023	148,847	(161)	(4)	45,104	193,786	3,034	196,82
Transactions with owners : -							
Issuance of shares (Note 18)	45,873	-	-	-	45,873	5 - E 11 - F	45,87
Acquisition of non-controlling interests							
in subsidiary companies	-	-	8. B 1 5			100	10
Effect of increase in ownership without change in control	-	-	-	-	-	51	5
Total transactions with owners	45,873	-	-		45,873	151	46,024
Total comprehensive income for the financial year		(818)	-	21,472	20,654	519	21,17
Balance as at 31 December 2024	194,720	(979)	(4)	66,576	260,313	3,704	264,017

Statements of Changes in Equity

for the financial year ended 31 December 2024

	Non-Distrik	Distributable		
Company	Share capital MYR'000	Treasury shares MYR'000	Retained profits MYR'000	Total MYR'000
Balance as at 1 January 2023	103,597	(4)	38,131	141,724
Transactions with owners : -				
Issuance of shares (Note 18)	45,250			45,250
Total comprehensive income for the				
financial year			156	156
Balance as at 31 December 2023	148,847	(4)	38,287	187,130
Fransactions with owners : -				
ssuance of shares (Note 18)	45,873			45,873
Total comprehensive income for the				
financial year	-	-	174	174
Balance as at 31 December 2024	194,720	(4)	38,461	233,177

Statements of Cash Flows

for the financial year ended 31 December 2024

		Group		Company	
	Note	2024 MYR'000	2023 MYR'000 (Restated)	2024 MYR'000	2023 MYR'000
Cash flows from operating activities					
Profit before taxation		28,335	13,601	2,872	246
Adjustments for : -			(=		
Bargain purchase gain on acquisition		-	(7,019)	-	
Depreciation of property, plant and equipment		11,186	6,286	216	336
Depreciation of investment properties		449	418	314	301
Depreciation of right-of-use assets		717	542	621	469
Gain on disposal of plant and equipment		(538)	-	(538)	-
Impairment loss on trade receivables		2,124	3,247	2,124	-
Impairment loss on intangible assets		_	1,012	-	-
Impairment loss on property, plant and equipment		-	1,260	- 1	-
Interest income		(1,530)	(496)	(1,321)	(355)
Interest expenses		9,502	5,290	4,594	2,955
Loss on disposal of plant and equipment		375	-	- 1	-
Other payables written back		(2,664)	-		
Plant and equipment written off		662	_	-	
Unwinding of discount on trade receivables		(45)	(465)	(45)	(465)
Waiver of debts		(210)	(100)	(13)	(103)
Operating profit before working capital changes		48,363	23,676	8,837	3,487
Changes in working capital : -					
Inventories		597	(237)		1
Trade receivables		(37,159)	150	(30,478)	7,893
Other receivables, deposits and prepayments		(3,162)	(1,323)		180
Amount due from subsidiary companies		(3,102)	(1,323)	(25.005)	
		-	-	(35,985)	(70,271)
Contract assets/(liabilities)		(17,097)	16,806	11,487	13,153
Trade payables		(43,485)	(3,829)	(10,392)	(13,484)
Other payables and accruals		(24,533)	(25,358)	557	(1,047)
Amount due to subsidiary companies			-	2,321	379
Cash (used in)/generated from operations		(76,476)	9,885	(53,585)	(59,710)
Interest received		1,530	496	1,321	355
Interest paid		(9,502)	(5,290)	(4,594)	(2,955)
Tax paid		(3,207)	(3,264)	(2,063)	(2,500)
Net cash (used in)/from operating activities		(87,655)	1,827	(58,921)	(64,810)

(87,655)

1,827

(58,921)

(64,810)

Balance carried forward

Statements of Cash Flows

for the financial year ended 31 December 2024

		Group		Company	
	NOTE	2024 MYR'000	2023 MYR'000 (Restated)	2024 MYR'000	2023 MYR'000
Balance brought forward		(87,655)	1,827	(58,921)	(64,810)
Cash flows from investing activities					
Purchase of plant and equipment	4	(4,216)	(12,785)	(208)	(134)
Purchase of investment properties	5		-	-	(101)
Additions to right-of-use assets	6	(128)	(123)	(128)	(123)
Net cash inflow/(outflow) on acquisition					
of subsidiary companies		4	(5,451)	- 112	(1,504)
Investment in other investments		(2,135)	(2,589)	-	
Investment in associates		-	(300)	-	1999
Acquisition of non-controlling interests in					
subsidiary companies		51	2,023	-	-
Proceeds from disposal of property, plant and equipment		538	1,573	538	a starter
Net cash (used in)/from investing activities		(5,886)	(17,652)	202	(1,862)
Cash flows from financing activities					
Drawdown of term loans		67,672	49,520	-	20,193
Repayment of term loans		(27,444)	(10,330)	(208)	(2,827)
Repayment of medium term notes		-	(19,950)	1913	
Repayment of lease liabilities		(452)	(342)	(388)	(298)
Net (repayment of)/proceeds from other borrowings		21,538	(37,378)	16,134	3,212
Fixed deposits pledged as securities		(16,650)	(2,789)	(65)	278
Proceeds from issuance of new shares	18	45,873	45,250	45,873	45,250
Net cash from financing activities		90,537	23,981	61,346	65,808
Net (decrease)/increase in cash and cash equivalents		(3,004)	8,156	2,627	(864)
Cash and cash equivalents at the beginning					
of the financial year		8,628	121	(11,112)	(10,248)
Effect of foreign exchange rate changes		5,694	351	-	1
Cash and cash equivalents at the end					



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Notes to the Financial Statements

31 December 2024

1. General information

Kinergy Advancement Berhad ("KAB" or "the Company") is a public limited liability company, incorporated and domiciled in Malaysia and listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities").

The addresses of the registered office and principal place of business of the Company are as follows : -

Registered office	: Level 7, Menara Milenium Jalan Damanlela, Pusat Bandar Damansa Damansara Heights 50490 Kuala Lumpur
Principal place of business	: No. 18, Jalan Radin Bagus 9 Bandar Baru Seri Petaling 57000 Kuala Lumpur

The company is principally engaged in the business of provision of electrical and mechanical engineering services and operation of generating facilities that produce electric energy. The principal activities of the subsidiary companies are set out in Note 7.

These financial statements were authorised for issue by the Board of Directors on 28 April 2025.

2. Basis of preparation

a) Statement of compliance

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards ("IFRSs") and the requirements of the Companies Act 2016 in Malaysia.

b) Adoption of amendments to MFRSs

The Group and the Company have applied to the following accounting standards and amendments of the MFRSs for the financial year beginning on 1 January 2024 :

Amendments to MFRSs

- MFRS 7 Financial Instruments: Disclosures Supplier Finance Arrangements
- MFRS 16 Leases Lease Liability in a Sale and Leaseback
- MFRS 101 Presentation of Financial Statements Non-current Liabilities with Covenants
- MFRS 101 Presentation of Financial Statements Classification of Liabilities as Current or Non-current
- MFRS 107 Statements of Cash Flows Supplier Finance Arrangements

The adoption of the above amendments to MFRSs did not have any significant effect on the financial statements of the Group and of the Company and did not result in significant changes to the Group and to the Company's existing accounting policies.

Notes to the Financial Statements

31 December 2024

2. Basis of preparation (Cont'd.)

c) New MFRS and amendments to MFRSs that have been issued, but yet to be effective

been issued but yet to be effective : -

			periods beginning on or after
New MFRS			
MFRS 18		Presentation and Disclosure in Financial Statements	1 January 2027
Amendments to MFF	RSs		
MFRS 121		The Effect of Changes in Foreign Exchange Rates	1 January 2025
MFRS 7		Financial Instruments: Disclosures	1 January 2026
MFRS 9		Financial Instruments	1 January 2026
Amendments that ar	e part of Annu	ial improvements – Volume II : -	1 January 2026
• Amendments to M	FRS 1	First-time Adoption of Malaysian Financial Reporting Standards	
• Amendments to M	FRS 7	Financial Instruments: Disclosures	
• Amendments to M	FRS 9	Financial Instruments	
• Amendments to M	FRS 10	Consolidated Financial Statements	
• Amendments to M	FRS 107	Statement of Cash Flows	
MFRS 10		Consolidated Financial Statements	Deferred
MFRS 128		Investment in Associates and Joint Ventures	Deferred

be applicable to the Group and to the Company are summarised below.

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 replaces MFRS 101 Presentation of Financial Statements. It retains many requirements from MFRS 101 without modification.

MFRS 18 introduces two subtotals which are to be presented in the statement of profit or loss - including "operating profit", which has been specifically defined. Income and expenses shall be presented in five categories: operating, investing, financing, income taxes and discontinued operations.

i) The Group and the Company have not adopted the following new MFRSs and amendments to MFRSs that have

ii) The Group and the Company plan to adopt the above applicable new MFRS and amendments to MFRSs when they become effective. A brief discussion on the above significant new MFRS and amendment to MFRSs that may

Effective

for financial

31 December 2024

2. Basis of preparation (Cont'd.)

c) New MFRS and amendments to MFRSs that have been issued, but yet to be effective (Cont'd.)

ii) The Group and the Company plan to adopt the above applicable new MFRS and amendments to MFRSs when they become effective. A brief discussion on the above significant new MFRS and amendment to MFRSs that may be applicable to the Group and the Company are summarised below. (Cont'd.)

MFRS 18 Presentation and Disclosure in Financial Statements (Cont'd.)

MFRS 18 requires disclosure of explanations of the entity's company-specific measures that are related to the statement of profit or loss, referred to as management-defined performance measures ("MPMs"). The entity is required to reconcile MPMs to a total or subtotal required by MFRS 18 or another MFRS Accounting Standards. MFRS 18 also requires other disclosures, including how each MPM is calculated, what the MPM communication about the entity's financial performance, and any changes made to the MPMs in the year.

MFRS 18 adds new principles for aggregation and disaggregation of information. It requires the entity to classify the expenses in the "operating" category in the profit or loss by nature or function, or both. The entity that classifies operating expenses by functions are required to disclose in the notes to the financial statements, the amount of depreciation, amortisation, employee benefits, impairment losses and write-downs of inventories included in each line in the operating category. Subject to materiality, MFRS 18 requires items presented or disclosed as "other" to be labelled and/or described in as faithfully representative and precise a way as possible

Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates

Amendments to MFRS 121 respond to stakeholder feedback and concerns about diversity in practice in accounting for a lack of exchangeability between currencies.

Applying the Amendments, entities will be applying a consistent approach in determining if a currency can be exchanged into another currency. These amendments provide guidance on the spot exchange rate to use when a currency is not exchangeable into another currency and the disclosures entities need to provide to enable users of financial statements to understand the impact on the entities financial performance, financial position and cash flows as a result of a currency being not exchangeable into another currency.

Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures

These narrow scope amendments to MFRS 9 clarify the classification and measurement requirements, including: -

- clarify how the contractual cash flows on financial assets with environmental, social and corporate governance and similar features should be assessed, specifically the assessment of interest focuses on what an entity is being compensated for, rather than how much compensation it receives. Nonetheless, the amount of compensation the entity receives may indicate that it is being compensated for something other than basic lending risks and costs.
- clarify the date on which a financial asset or a financial liability settled via electronic payment systems is derecognised. The Amendments permit an entity to derecognise a financial liability before it delivers cash on the settlement date if specified criteria are met.

Amendments to MFRS 7 introduces new disclosure requirements relating to investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features that do not relate directly to basic lending risks and costs.

Other than described above, the initial application of the new MFRS and amendments to MFRSs are not expected to have any significant impact on the financial statements of the Group and of the Company.

Notes to the Financial Statements

31 December 2024

2. Basis of preparation (Cont'd.)

d) Basis of measurement

The financial statements have been prepared on the historical cost basis other than as disclosed in Note 3 to the financial statements.

e) Functional and presentation currency

These financial statements are presented in Malaysian Ringgit ("MYR"), which is also the Company's functional currency.

f) Use of estimation and judgements

The preparation of the financial statements in conformity with MFRSs requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Significant areas of estimation uncertainty and critical judgements in applying accounting policies that have a significant effect on the amounts recognised in the financial statements are as follows : -

i) Depreciation of property, plant and equipment

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful life. Management estimated that useful life of these assets to be within as disclosed in Note3(c). Changes in the expected level of usage and technological developments could impact the economic useful life and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amounts of the Group's and the Company's property, plant and equipment at the reporting date are disclosed in Note 4.

ii) Measurement of Expected Credit Loss ("ECL") allowance for trade receivables and contract assets

The Group and the Company uses a provision matrix to calculate ECLs for trade receivables and contract assets. The provision matrix is initially based on the Group's and the Company's historical observed default rates. The Group and the Company will calibrate the matrix to adjust the historical credit loss experience with forward-looking information.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The information about the ECLs on the Group's and the Company's trade receivables and contract assets is disclosed in Note 38(c)(i).

31 December 2024

2. Basis of preparation (Cont'd.)

f) Use of estimation and judgements (Cont'd.)

iii) Revenue from construction contracts

Revenue from construction contracts is recognised over time on a percentage of completion method, i.e. based on the proportion of contract costs incurred for work performed to-date relative to the estimated total contract costs. Significant judgement is required in determining the progress towards complete satisfaction of that performance obligation, the extent of the contract costs incurred, the estimated total construction contract revenue and costs, as well as the recoverability of the construction costs. In making these judgements, the Group and the Company evaluate based on past experience and by relying on the work of specialists. The carrying amounts of assets and liabilities of the Group and the Company arising from construction contracts are disclosed in Note 14.

iv) Impairment of goodwill

Goodwill is tested for impairment annually and at other times when such indicators exist. This requires an estimation of the value in use of the cash-generating units to which goodwill is allocated.

When value in use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash-generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows. Further details of the carrying value and the key assumptions applied in the impairment assessment of goodwill are given in Note 9.

3. Material accounting policy information

a) Basis of consolidation

i) 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 Group.

ii) Non-controlling interests

At the acquisition date, components of non-controlling interests of the Group are measured at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

iii) Associates

Investment in associates is accounted for in the consolidated financial statements of the Group using the equity method.

Notes to the Financial Statements

31 December 2024

- 3. Material accounting policy information (Cont'd.)
 - b) Financial instruments

Financial assets - subsequent measurements and gains and losses

Debt instruments at amortised cost

These assets are subsequently measured at amortised cost under the effective interest method. The gross carrying amount is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Financial liabilities - subsequent measurements and gains and losses

Financial liabilities are classified at amortised cost. Financial liabilities are subsequently measured at amortised cost under the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

Equity investments

This category comprises investment in equity that is not held for trading, and the Group and the Company irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis.

c) Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Property, plant and equipment are depreciated on straight-line basis by allocating their depreciable amounts over their remaining useful lives.

Buildings

Furniture, fittings and equipment Electrical equipment Motor vehicles Renovation Telecommunication tower Plant and machinery

d) Leases

Lessee accounting

The Group and the Company presents right-of-use assets and lease liabilities as separate lines in the statements of financial position.

Short-term leases and leases of low value assets

The Group and the Company have elected not to recognise right-of-use assets and lease liabilities for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. Accordingly, the Group and the Company recognises the lease payments as an operating expense on a straight-line basis over the term of lease.

31 December 2024

3. Material accounting policy information (Cont'd.)

d) Leases (Cont'd.)

<u>Right-of-use assets</u>

The right-of-use assets are measured at cost less accumulated depreciation and any accumulated impairment losses, and adjust for any remeasurement of the 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 useful life of the right-of-use assets or the end of the lease term.

Lease liabilities

The lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the incremental borrowing rate. The Group and the Company have elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

e) Intangible assets

Goodwill

Goodwill arises on business combination is measured at cost less any accumulated impairment losses. In respect of equity-accounted associates, the carrying amount of goodwill is included in the carrying amount of the investment and an impairment loss on such an investment is not allocated to any assets, including goodwill, that forms part of the carrying amount of the equity-accounted associates.

Goodwill with indefinite useful live is not amortised but is tested for impairment annually and whenever there is an indication that the carrying amount may be impaired.

f) Investment properties

Investment properties are properties which are owned or held under a leasehold interest to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes.

Investment properties are stated at cost less accumulated depreciation and accumulated impairment losses. Investment properties are depreciated on a straight-line basis to write down the cost of each asset to their residual values over their estimated useful lives. Freehold land is not depreciated as it has indefinite life. The principal annual rate of depreciation for other investment properties are as follows : -

	Rate (%)
Buildings	2
Leasehold land	1

The asset's residual values and useful lives are reviewed, and adjusted prospectively as appropriate, annually.

Notes to the Financial Statements

31 December 2024

3. Material accounting policy information (Cont'd.)

g) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, balances and deposits with banks and highly liquid investments which have an insignificant risk of changes in value with original maturities of three months or less, and are used by the Group and the Company in the management of their short-term commitments. These also include bank overdrafts that form an integral part of the Group's and the Company's cash management.

h) Impairment

i) Financial assets

The Group and the Company recognise loss allowances for expected credit losses on financial assets and financial guarantees measured at amortised cost or fair value through comprehensive income, except for investments in equity instruments, and interest in subsidiaries and associates.

The Group and the Company measure loss allowances at an amount equal to lifetime expected credit loss, except for debt securities that are determined to have low credit risk at the reporting date, cash and bank balance and other debt securities for which credit risk has not increased significantly since initial recognition, which are measured as 12 months expected credit loss.

Loss allowances for trade receivable are always measured at an amount equal to lifetime expected credit loss.

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of a financial instrument, while 12 months expected credit losses are the portion of expected credit losses that result from default events that are possible within the 12 months after the reporting date.

The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group and the Company are exposed to credit risk.

Expected credit losses are a probability-weighted estimate of credit losses. The Group and the Company estimate the expected credit losses on trade receivables using a provision matrix with reference to historical credit loss experience.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating expected credit loss, the Group and the Company consider reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's and the Company's historical experience and informed credit assessment and including forward-looking information, where available.

An impairment loss in respect of financial assets measured at amortised cost is recognised in profit or loss and the carrying amount of the asset is reduced through the use of an allowance account.

An impairment loss in respect of debt investments measured at fair value through other comprehensive income is recognised in profit or loss and the allowance account is recognised in other comprehensive income.

At each reporting date, the Group and the Company assess whether financial assets carried at amortised cost and debt securities at fair value through other comprehensive income are credit-impaired. A financial asset is credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group and the Company determine that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's and the Company's procedures for recovery amounts due.

31 December 2024

3. Material accounting policy information (Cont'd.)

h) Impairment (Cont'd.)

ii) Other assets

The carrying amounts of other assets (except for contract assets, deferred tax asset, assets arising from employee benefits, investment property measured at fair value and non-current assets (or disposal group) classified as held for sale) are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generate cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units. Subject to an operating segment ceiling test, for the purpose of goodwill impairment testing, cash-generating units to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal reporting purposes. The goodwill acquired in a business combination, for the purpose of impairment testing, is allocated to group of cash-generating units that are expected to benefit from the synergies of the combination.

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

An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit exceeds its estimated recoverable amount.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit (group of cash-generating units) and then to reduce the carrying amounts of the other assets in the cash-generating unit (group of cash-generating units) on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at the end of each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognised. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised. Reversals of impairment losses are credited to profit or loss in the financial year in which the reversals are recognised.

i) Inventories

Inventories are measured at the lower of cost and net realisable value.

The cost of inventories is calculated using the weighted average method, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition.

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

j) Foreign currency

Transactions denominated in foreign currencies are translated and recorded at the rates of exchange prevailing at the respective dates of transactions. At the end of each reporting period, foreign currency monetary assets and liabilities are retranslated into the functional currency using the exchange rates at the reporting date (i.e. the closing rate).

Notes to the Financial Statements

31 December 2024

3. Material accounting policy information (Cont'd.)

j) Foreign currency (Cont'd.)

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated at the exchange rate at the date of the transaction (i.e. historical rate). Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are recognised in profit or loss except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operations, which are recognised initially in other comprehensive income and accumulated under foreign currency translation reserve in equity. The foreign currency translation reserve is reclassified from equity to profit or loss of the Group on disposal of the foreign operation.

Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss for the period except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised directly in equity. Exchange differences arising from such non-monetary items are also recognised directly in equity.

The assets and liabilities of foreign operations are translated into MYR at the rate of exchange ruling at the reporting date and income and expenses are translated at exchange rates at the dates of the transactions. The exchange differences arising on the translation are taken directly to other comprehensive income. On disposal of a foreign operation, the cumulative amount recognised in other comprehensive income and accumulated in equity under foreign currency translation reserve relating to that particular foreign operation is recognised in the profit or loss.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and are recorded in the functional currency of the foreign operations and translated at the closing rate at the reporting date.

k) Revenue and other income

Revenue from contracts with customers

Revenue from contracts with customers is recognised by reference to each distinct performance obligation in the contract with customer. Revenue from contracts with customers is measured at its transaction price, being the amount of consideration which the Group and the Company expect to be entitled in exchange for transferring promised goods or services to a customer, net of goods and service tax, returns, rebates and discounts. Transaction price is allocated to each performance obligation on the basis of the relative standalone selling prices of each distinct good or services promised in the contract. Depending on the substance of the contract, revenue is recognised when the performance obligation is satisfied, which may be at a point in time or over time.

i) Construction contracts

Revenue from construction contracts is recognised over time. The Group and the Company use an input method in measuring progress of the construction contracts. The Group and the Company recognise revenue on the basis of the contract costs incurred for work performed to-date relative to the total estimated costs.

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

Where the outcome of a contract cannot be estimated reliably, revenue is recognised only to the extent of contract costs incurred that is probable will be recoverable and contract costs are recognised as an expense in the period in which they are incurred.

31 December 2024

3. Material accounting policy information (Cont'd.)

k) Revenue and other income (Cont'd.)

ii) Services rendered

Revenue from services is recognised over time using the output method. The Group and the Company recognise revenue from services in the amount to which the Group and the Company has a right to invoice because the right to consideration from the customers corresponds directly with the value to the customers of the Group's and the Company's performance completed to-date.

iii) Goods sold

Revenue from the sale of goods is recognised upon delivery of goods where the control of the goods has been passed to the customers, net of goods and services taxes and discounts.

Revenue from contracts with customers

i) Interest income

Interest income is recognised as it accrues using the effective interest method in profit or loss except for interest income arising from temporary investment of borrowings taken specifically for the purpose of obtaining a qualifying asset is accounted for in accordance with the accounting policy on borrowing costs.

ii) Rental income

Rental income from investment property is recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease. Rental income from sub-leased property is recognised as other income.

I) Borrowing costs

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets.

The capitalisation of borrowing costs as part of the cost of a qualifying asset commences when expenditure for the asset is being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress. Capitalisation of borrowing costs is suspended or ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are interrupted or completed.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

Notes to the Financial Statements

31 December 2024

3. Material accounting policy information (Cont'd.)

m) Operating segments

An operating segment is a component of the Group and the Company that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's and the Company's other components. All operating segments' operating results are reviewed regularly by the chief operating decision maker, which in this case is the Board of Directors of the Company, to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

n) Earnings per share

The Group presents basic and diluted earnings per share ("EPS") data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period, adjusted for own shares held.

Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding, for the effects of all dilutive potential ordinary shares.

4. Property, plant and equipment

	< Cost							
Group	As at 1.1.2024 MYR'000	Reclassification MYR'000	Reclassified from right -of-use assets (Note 6) MYR'000	Acquisition of subsidiary companies MYR'000	Additions MYR'000	Disposal/ Written off MYR'000	Translation differences MYR'000	As at 31.12.2024 MYR'000
2024								
Freehold land	1,020				-			1,020
Buildings	5,155		-		-	- 11		5,155
Furniture, fittings and equipment	2,504				146	(582)	(2)	2,066
Electrical equipment	11,936		194 - Miles		217	(652)	(325)	11,176
Motor vehicles	2,992		1,511	-	208	(1,934)		2,777
Renovation	865		- 1.00		1	- 102 117		866
Telecommunication tower	870		-		118	-		988
Plant and machinery	163,704	6,982			832		(7,271)	164,247
Capital work-in-progress	14,655	(6,982)		8,458	2,762	- 1. III		18,893
	203,701		1,511	8,458	4,284	(3,168)	(7,598)	207,188

31 December 2024

4. Property, plant and equipment (Cont'd.)

	<> Accumulated depreciation>					
Group (Cont'd.)	As at 1.1.2024 MYR'000	Reclassified from right-of used assets (Note 6) MYR'000	Charge for the financial year (Note 30) MYR'000	Disposal/ Written off MYR'000	Translation differences MYR'000	As at 31.12.2024 MYR'000
2024						
Buildings	979		108		1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1	1,087
Furniture, fittings and equipment	1,566	-	258	(197)	-	1,627
Electrical equipment	1,739	-	819	-	(26)	2,532
Motor vehicles	2,930	1,206	62	(1,934)		2,264
Renovation	720	- 19.50	30	- 12		750
Telecommunication tower	62		89	115 16 1/-		151
Plant and machinery	24,219	- 1.1	9,820	- 160 (1997)	(1,017)	33,022
	32,215	1,206	11,186	(2,131)	(1,043)	41,433

<> Accumulated impairment loss>					
As at	Impairment	As at			
1.1.2024	(Note 29)	31.12.2024			
MYR'000	MYR'000	MYR'000			

Plant and machinery

1,260 1,260

	<	< Cost					
Group (Restated)	As at 1.1.2023 MYR'000	Acquisition of subsidiary companies MYR'000	Additions MYR'000	Disposal MYR'000	Translation differences MYR'000	As at 31.12.2023 MYR'000	
2023							
Freehold land	260	760	-		-	1,020	
Buildings	5,155	-	-	-		5,155	
Furniture, fittings and equipment	2,182	67	247	- 1	8	2,504	
Electrical equipment	8,762	29	2,788	-	357	11,936	
Motor vehicles	2,783	131	78	-	- (1.5	2,992	
Renovation	718		147	- 1		865	
Telecommunication tower	920		750	(800)	120-120-	870	
Plant and machinery	33,862	129,269	640	-	(67)	163,704	
Capital work-in-progress	4,532	-	10,924	(800)	(1)	14,655	
	59,174	130,256	15,574	(1,600)	297	203,701	

Notes to the Financial Statements

31 December 2024

4. Property, plant and equipment (Cont'd.)

	<	Accu	imulated depre	ciation		>
Group (Cont'd.)	As at 1.1.2023 MYR'000	Acquisition of subsidiary companies MYR'000	Charge for the financial year (Note 30) MYR'000	Disposal MYR'000	Translation differences MYR'000	As at 31.12.2023 MYR'000
2023						
Buildings	871		108	-	-	979
Furniture, fittings and equipment	1,253	23	282	-	8	1,566
Electrical equipment	814	49	831	-	45	1,739
Motor vehicles	2,671	121	138	-	-	2,930
Renovation	718	-	2	-	-	720
Telecommunication tower	-	-	89	(27)	-	62
Plant and machinery	6,137	13,453	4,836	_	(207)	24,219
	12,464	13,646	6,286	(27)	(154)	32,215

Plant and machinery

	a state of the second
Freehold land	
Buildings	
Furniture, fittings and equipment	
Electrical equipment	
Motor vehicles	
Renovation	
Telecommunication tower	
Plant and machinery	

<accur< th=""><th>ent loss></th></accur<>	ent loss>	
As at 1.1.2023 MYR'000	Impairment (Note 30) MYR'000	As at 31.12.2023 MYR'000
	1,260	1,260

<net ca<="" th=""><th colspan="4"><> Net carrying amount></th></net>	<> Net carrying amount>			
As at 31.12.2024 MYR'000	As at 31.12.2023 MYR'000 (Restated)			
1,020	1,020			
4,068	4,176			
439	938			
8,644	10,197			
513	62			
116	145			
837	808			
129,965	138,225			
18,893	14,655			
164,495	170,226			

31 December 2024

4. Property, plant and equipment (Cont'd.)

	<		At cost		>
Company	As at 1.1.2024 MYR'000	Reclassified from right-of use assets (Note 6) MYR'000	Additions MYR'000	Disposal MYR'000	As at 31.12.2024 MYR'000
2024					
Freehold land	260				260
Building	4,216	-			4,216
Furniture, fittings and					
equipment	1,287	-			1,287
Motor vehicles	2,862	1,511	208	(1,934)	2,647
Renovation	718	-	-	-	718
	9,343	1,511	208	(1,934)	9,128

	<> Accumulated depreciation>					
	As at 1.1.2024 MYR'000	Reclassified from right-of use assets MYR'000	Charge for the financial year (Note 30) MYR'000	Disposal MYR'000	As at 31.12.2024 MYR'000	
Building	716		89	a. (1991)	805	
Furniture, fittings and						
equipment	1,114		68		1,182	
Motor vehicles	2,809	1,206	59	(1,934)	2,140	
Renovation	718				718	
	5,357	1,206	216	(1,934)	4,845	

Notes to the Financial Statements

31 December 2024

4. Property, plant and equipment (Cont'd.)

Comp	any (Con	t'd)				
comp		c any				
2023						
Freeh	old land					
Buildir	ng					
Furnit	ure, fittin	gs and ec	luipme	nt		
Motor	vehicles					
Renov	ation					

Building
Furniture, fittings and equipment
Motor vehicles
Renovation

<	At cost	>
As at 1.1.2023 MYR'000	Additions MYR'000	As at 31.12.2023 MYR'000
260	-	260
4,216	-	4,216
1,232	55	1,287
2,783	79	2,862
718	-	718
9,209	134	9,343

< Ac	cumulated depreci Charge for the financial year	ation> As at
1.1.2023 MYR'000	(Note 30) MYR'000	31.12.2023 MYR'000
626	90	716
1,006	108	1,114
2,671	138	2,809
718		718
5,021	336	5,357

31 December 2024

4. Property, plant and equipment (Cont'd.)

	< Net carryin	<> Net carrying amount>		
Company (Cont'd.)	As at 31.12.2024 MYR'000	As at 31.12.2023 MYR'000		
Freehold land	260	260		
Buildings	3,411	3,500		
Furniture, fittings and equipment	105	173		
Motor vehicles	507	53		
	4,283	3,986		

i) The plant and equipment of the Group at carrying amount of MYR134,720,612 (2023 – MYR39,187,759) have been pledged to licensed banks as securities for credit facilities as disclosed in Note 23.

ii) Additions of property, plant and equipment are by way of : -

	Gr	Group		npany
	2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
Cash	4,216	12,785	208	134
Acquired under bank borrowing	68	2,789		
	4,284	15,574	208	134

Notes to the Financial Statements

31 December 2024

5. Investment properties

Group		Freehold land MYR'000	Leasehold land MYR'000	Buildings MYR'000	Total MYR'000
2024					
At cost					
As at 1 January 2024/31 December 2024		2,113	4,097	15,734	21,944
Accumulated depreciation			200	1 0 1 1	1 001
As at 1 January 2024 Charge for the financial year (Note 30)		-	380 82	1,011 367	1,391 449
As at 31 December 2024			462	1,378	1,840
As at 51 December 2024			402	1,576	1,040
Net carrying amount					
As at 31 December 2024		2,113	3,635	14,356	20,104
	Freehold	Leasehold land	Buildings	Capital work- in-progress	Total
Group (Cont'd.)	MYR'000	MYR'000	MYR'000	MYR'000	MYR'000
2023					
At cost					
As at 1 January 2023	2,113	4,097	10,509	4,885	21,604
Additions		-	340		340
Reclassification	1	-	4,885	(4,885)	-
As at 31 December 2023	2,113	4,097	15,734	-	21,944
Accumulated depreciation					
As at 1 January 2023		298	675		973
Charge for the financial year (Note 30)		82	336	-	418
As at 31 December 2023	-	380	1,011	-	1,391
Net carrying amount					

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31 December 2024

5. Investment properties (Cont'd.)

Company	Freehold land MYR'000	Leasehold land MYR'000	Buildings MYR'000	Total MYR'000
2024				
At cost				
As at 1 January 2024/31 December 2024	1,773	3,722	9,735	15,230
Accumulated depreciation				
As at 1 January 2024		315	598	913
Charge for the financial year (Note 30)		74	240	314
As at 31 December 2024	-	389	838	1,227
Net carrying amount				
As at 31 December 2024	1,773	3,333	8,897	14,003
Freehold land Company (Cont'd.) MYR'000	Leasehold land MYR'000	Buildings MYR'000	Capital work-in- progress MYR'000	Total MYR'000

2023

At cost					
As at 1 January 2023	1,773	3,722	8,016	1,618	15,129
Additions			101	2.	101
Reclassification		-	1,618	(1,618)	-
As at 31 December 2023	1,773	3,722	9,735		15,230
Accumulated depreciation					
As at 1 January 2023		241	371		612
Charge for the financial year (Note 30)	-	74	227		301
As at 31 December 2023	-	315	598		913
Net carrying amount					
As at 31 December 2023	1,773	3,407	9,137		14,317

Notes to the Financial Statements

31 December 2024

5. Investment properties (Cont'd.)

Investment properties of the Group and of the Company comprise commercial and residential properties that are intended to be leased to third parties. No contingent rents are charged.

The freehold land and building of the Group and the Company totaling MYR3,298,001 (2023 – MYR4,990,552) have been pledged to licensed bank as securities for credit facilities as disclosed in Note 23.

The total fair value of investment properties of the Group and of the Company as at financial year end was MYR27,322,751 (2023 – MYR24,016,925) and MYR18,710,685 (2023 – MYR17,237,129) respectively. The fair value was arrived from Directors' estimation by reference to the actual transactions transacted for properties around the same vicinity.

Fair value information

The fair value of investment properties of the Group and of the Company is categorised as follows : -

Group	Level 1 MYR	Level 2 MYR	Level 3 MYR	Total MYR
2024	-	-	27,322,751	27,322,751
2023		-	24,016,925	24,016,925
Commony				
Company				
2024			18,710,685	18,710,685
2023			17,237,129	17,237,129

The following are recognised in profit or loss in respect of investment properties : -

Group		Compan	y
2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
553	126	351	66
(82)	(107)	(50)	(85)
(75)	(13)	(61)	(10)
	2024 MYR'000 553 (82)	2024 MYR'000 2023 MYR'000 553 126 (82) (107)	2024 MYR'000 2023 MYR'000 2024 MYR'000 553 126 351 (82) (107) (50)

Additions of investment properties during the year are by way of : -

Group		Compan	у
2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
-	340		
-			101
	340		101
	2024	2024 2023 MYR'000 MYR'000 - 340 	2024 MYR'000 2023 MYR'000 2024 MYR'000 - 340 - - - -

Contra from trade receivables Cash

31 December 2024

6. Right-of-use assets

Group	Leasehold land MYR'000	Motor vehicles MYR'000	Total MYR'000
2024			
At cost			
As at 1 January 2024	2,148	3,243	5,391
Reclassified to property, plant			
and equipment (Note 4)		(1,511)	(1,511)
Additions	-	1,114	1,114
As at 31 December 2024	2,148	2,846	4,994
Accumulated depreciation			
As at 1 January 2024	422	1,861	2,283
Charge for the financial year (Note 30)	75	642	717
Reclassified to property, plant			
and equipment (Note 4)		(1,206)	(1,206)
As at 31 December 2024	497	1,297	1,794
Net carrying amount			
As at 31 December 2024	1,651	1,549	3,200
2023			
At cost			
As at 1 January 2023	1,135	2,533	3,668
Acquisition of a subsidiary company	1,013		1,013
Additions		710	710
As at 31 December 2023	2,148	3,243	5,391
A			
Accumulated depreciation	172	1 240	1 5 40
As at 1 January 2023		1,368	1,540
Acquisition of a subsidiary company	201	100	201
Charge for the financial year (Note 30) As at 31 December 2023	49	493	542
AS at 51 December 2025	422	1,861	2,283
Net carrying amount			
As at 31 December 2023	1,726	1,382	3,108

Notes to the Financial Statements

31 December 2024

6. Right-of-use assets (Cont'd.)

Company	Leasehold land MYR'000	Motor vehicles MYR'000	Tota MYR'000
2024			
At cost			
As at 1 January 2024	760	3,045	3,80
Reclassified to property, plant		0,010	0,00
and equipment (Note 4)		(1,511)	(1,511
Additions		1,114	1,11
As at 31 December 2024	760	2,648	3,40
Accumulated depreciation			
As at 1 January 2024	132	1,699	1,83
Reclassified to property, plant			
and equipment (Note 4)	-	(1,206)	(1,206
Charge for the financial year (Note 30)	15	606	62
As at 31 December 2024	147	1,099	1,24
Net carrying amount	(10	1 5 4 0	0.17
As at 31 December 2024	613	1,549	2,162
2023			
At cost			
As at 1 January 2023	760	2,335	3,09
Additions		710	71
As at 31 December 2023	760	3,045	3,80
Accumulated depreciation			
As at 1 January 2023	116	1,246	1,36
Charge for the financial year (Note 30)	16	453	46
As at 31 December 2023	132	1,699	1,83
Net carrying amount			

31 December 2024

6. Right-of-use assets (Cont'd.)

The leasehold land of the Group and the Company at net carrying amounts of MYR1,651,247 (2023 – MYR1,726,344) and MYR614,100 (2023 - MYR629,300) respectively have been pledged to licensed banks as securities for credit facilities granted to the Group and to the Company as disclosed in Note 23.

Additions of right-of-use assets are by way of : -

	Group and Co	Group and Company		
	2024 MYR'000	2023 MYR'000		
Cash	128	123		
Financed by lease agreement	986	587		
	1,114	710		

7. Investment in subsidiary companies

	Compar	у
	2024 MYR'000	2023 MYR'000
Unquoted shares, at costs : -		
- Within Malaysia	1,651	1,651
- Outside Malaysia	1	1
	1,652	1,652

The details of the subsidiary companies are as follows :

Name of subsidiary companies	Place of incorporation	Principal activity		ective ip interest
			2024 %	2023 %
KAB Energy Holdings Sdn. Bhd.	Malaysia	Investment holding of shares	100	100
KAB Energy Power Sdn. Bhd.	Malaysia	To raise financing via the issuance of Sukuk Murabahah of up to MYR500,000,000 in nominal value from time to time pursuant to the Multi - Currency Sukuk Programme and investment holdings of shares	100	100
Eliq Management Sdn. Bhd.	Malaysia	Investment properties and management services	100	100

Notes to the Financial Statements

31 December 2024

7. Investment in subsidiary companies (Cont'd.)

The details of the subsidiary companies are as follows : -

Name of subsidiary companies	Place of incorporation
KAB Telco Sdn. Bhd.	Malaysia
KAB Signature Management Sdn. Bhd.	Malaysia
KAB Robotic and Automation Solutions Sdn. Bhd.	Malaysia
KAB TGreen Energy Sdn. Bhd.	Malaysia
KAB Bina Jaya Sdn. Bhd. (Formerly known as KAB M&E Sdn. Bhd.)	Malaysia
Fortune Electrical Services Sdn. Bhd.	Malaysia
KAB (HK) Investment Co., Ltd. *	Hong Kong
Subsidiary companies of KAB Energy Powe	er Sdn. Bhd.
KIEV CRG Sdn. Bhd.	Malaysia
KAB Carewell O&M Services Sdn. Bhd.	Malaysia
Dynagen Power (M) Sdn. Bhd.	Malaysia

Principal activity		ownership e <u>rest</u>
	2024 %	2023 %
Operation of telecommunication infrastructure	100	100
Provision of accounting, finance, administrative, human resources and management services to its related companies	100	100
Distributing, marketing, selling and other ancillary services for ultraviolet C disinfection system and other robotic solutions	70	70
Dormant since incorporation. Intended principal activities are the undertaking of solar projects and its related business	100	100
Dormant since incorporation. Intended principal activities are mechanical & engineering services	100	100
Dormant since incorporation. Intended principal activities are mechanical & engineering services	51	51
Dormant since incorporation. Intended principal activity is investment holding	100	100
Operation of generation facilities that produce electric energy and transmission, distribution and sales of electricity	100	100
Operation and maintenance services for any kind of equipment and facilities	100	100
Operation of generation facilities that produce electric energy and transmission, distribution and sales of electricity	100	100

31 December 2024

7. Investment in subsidiary companies (Cont'd.)

The details of the subsidiary companies are as follows : -

Name of subsidiary companies	Place of incorporation	Principal activity	Effective o	
			2024 %	2023 %
Subsidiary companies of KAB Energy I	Holdings Sdn. Bhd			
Subsidiary companies of ICAD Energy i	<u>Toluings Jun. Briu.</u>			
KAB Technologies Sdn. Bhd.	Malaysia	Design, installation and commissioning of energy monitoring and saving software	100	100
KAB Smart Solar Energy Sdn. Bhd.	Malaysia	Provisioning of engineering, procurement, construction and commission services for solar photovoltaic systems and green technology engineering services	100	100
KAB Core Connect O&M Services Sdn. Bhd.	Malaysia	Dormant since incorporation. Intended principal activities are provision of operation and the maintenance services	100	100
Comtest Electrical Services Sdn. Bhd.	Malaysia	Dormant since incorporation. Intended principal activities are the operation of generation facilities that produce energy and transmission, distribution and sales of electricity	100	100
Genplan Advisory & Management Sdn. Bhd.	Malaysia	Dormant since incorporation. Intended principal activities are construction, operation and maintenance of generation facilities that produce electric energy	100	100
Matahari Suria Sdn. Bhd.	Malaysia	Generation of renewable energy	100	100
PT Inpola Mitra Elektrindo *	Indonesia	Operation and service related to electricity generation.	100	100
Future Biomass Gasification Sdn. Bhd.	Malaysia	Generation of renewable energy	100	100
Ultimate Green Energy Sdn. Bhd.	Malaysia	Construction, Engineering and Project Management services for oil and gas, petrochemicals and related industries	49^	
Tunjang Tenaga Sdn. Bhd.	Malaysia	Investment holding and project management consultancy	100	-

Notes to the Financial Statements

31 December 2024

7. Investment in subsidiary companies (Cont'd.)

The details of the subsidiary companies are as follows : -

Name of subsidiary companies	Place of incorporation
Subsidiary company of KAB Robotic an	d Automation Solutic
iSenze Sdn. Bhd.#	Malaysia
Subsidiary company of KAB (HK) Inves	tment Co., Ltd.
V-Tez Intelligent Solutions (V) Co., Ltd.*	Vietnam
Subsidiary companies of KAB Technolo	gies Sdn. Bhd.
Econergy Plus Sdn. Bhd.	Malaysia
KABT Unified Engineering Solutions Sdn.Bhd.	Malaysia
TVT Link Tech Solutions Sdn. Bhd.	Malaysia
KAB Technologies (Thai) Co., Ltd.*	Thailand
Subsidiary companies of KAB Smart So	lar Energy Sdn. Bhd.
Mayang Hijau Sdn. Bhd.	Malaysia
KAB Gree Solar Sdn. Bhd.	Malaysia

		_
Principal activity	Effective o inte	
	2024 %	2023 %
n. Bhd.		100
General trading	100	100
Electrical installation services, construction of electrical works, technical consultancy services and other specialised construction activities	100	100
Provision of energy solution and service using own proprietary internet of things-based hardware and software	100	100
Provision of energy control service and solution using proprietary building management automation system	80	80
Maintenance services to electrical equipment and facilities	60	60
Investment holding	89	89
Developing, financing, constructing, operating and maintaining self-owned or leased solar photovoltaic projects and projects involving green technology	80	80
Developing, financing, constructing, operating, and maintaining solar photovoltaic project and projects involving green technology	100	100

31 December 2024

7. Investment in subsidiary companies (Cont'd.)

The details of the subsidiary companies are as follows : -

Name of subsidiary companies	Place of incorporation	Principal activity		ownership rest
		Principaractivity	2024 %	2023 %
Direct and indirect subsidiary companies	of KAB Technologies (Th	ai) <u>Co., Ltd.</u>		
Energy Optimization (Thailand) Co., Ltd.*	Thailand	Design and implementation of energy saving equipment	49.99^	49.99^
iTrans Green Energy Thai Co., Ltd. *	Thailand	Dormant since incorporation. Intended principal activities are produce and distribute alternate energy	80	80
Subsidiary company of Energy Optimizat	tion (Thailand) Co., Ltd.			
KAB Gree Solar Thai Co., Ltd. *	Thailand	Dormant since incorporation. Intended principal activities are contractor installation and maintenance of solar power systems, supply of spare parts and equipment	98	98
Subsidiary companies of KAB Telco Sdn.	<u>Bhd</u>			
KAB Integrated Networks Sdn. Bhd.	Malaysia	Operation of telecommunication infrastructure	100	100
Significant Technologies Sdn. Bhd.	Malaysia	Operation of telecommunication infrastructure	100	100
Subsidiary company of Tunjang Tenaga S	dn. Bhd			
SDF Hydro Sdn. Bhd.	Malaysia	Construction and concession of mini hydro power plant	80	-

Although the Group has less than 50% of the ownership in the equity interest of Energy Optimization (Thailand) Co., Ltd. and Ultimate Green Energy Sdn. Bhd., the Group has determined that it has control through representation on the subsidiary's Board of Directors.

* Audited by a firm other than Kreston John & Gan.

* Strike off subsequent to the financial year ended

Notes to the Financial Statements

31 December 2024

7. Investment in subsidiary companies (Cont'd.)

Acquisition of subsidiary companies

For the financial year ended 31 December 2024

On 19 June 2024, the Group acquired 100% equity interest in Tunjang Tenaga Sdn. Bhd ("TTSB") for a total consideration of MYR200.

On 19 June 2024, the Group incorporate a company, Ultimate Green Energy Sdn. Bhd. ("UGESB") with cost of investment of MYR49 which representing 49% equity interest in UGESB.

For the financial year ended 31 December 2023

On 21 June 2023, the Group acquired 100% equity interest in Matahari Suria Sdn. Bhd. ("MSSB") for a total consideration of MYR3,514,007.

On 27 August 2023, the Group acquired 100% equity interest in PT. Inpola Mitra Elektrindo ("PTIME") for a total consideration of MYR10,000.

On 18 October 2023, the Group acquired 80% equity interest in iTrans Green Energy Thai Co., Ltd. ("iTrans") for a total consideration of MYR2,643,380.

On 15 November 2023, the Group acquired 100% equity interest in Future Biomass Gasification Sdn. Bhd. ("FBG") for a total consideration of MYR3,700,000.

The fair value of TTSB's assets and liabilities as at the date of acquisition was measured provisionally, pending completion of an independent valuation on the purchase price allocation ("PPA"). In accordance with MFRS 3, Business Combinations, the Group has a period of twelve (12) months from the date of the acquisition (the "Measurement Period") to complete the PPA.

The fair values of the identifiable assets and liabilities as at the date of acquisition were : -

2024

Property, plant and equipment Trade receivables Other receivables, deposits and prepayments Cash and bank balances Trade payables Other payables Other payables Group's interest in fair value of net identifiable liabilities Cost of business combination Minority interest Goodwill

* Less than MYR1,000

TTSB MYR'000
8,458
6
*
4
(24,963)
(2,464)
(18,959)
*
(100)
(19,059)

31 December 2024

7. Investment in subsidiary companies (Cont'd.)

The fair values of the identifiable assets and liabilities as at the date of acquisition were : - (Cont'd.)

2023	MSSB MYR'000 (Restated)	PTIME MYR'000 (Restated)	iTrans MYR'000	FBG MYR'000 (Restated)	Total MYR'000
Property, plant and equipment	6,362	93,178	-	17,054	116,594
Right-of-use assets	812		-	-	812
Intangible assets	378	-	1111-1	54	432
Deferred tax asset	163	1,047	81 F. L 3	- 120	1,210
Trade receivables	42	1,044	-		1,086
Other receivables					
and deposits	40	428	2,604	2	3,074
Cash and bank balances	585	2,842	- 1	989	4,416
Borrowings	(1,813)	(16,538)	-	-	(18,351)
Lease liabilities	(888)	-	- 10	- 1.	(888)
Deferred tax liability	(103)	-	-	(1,666)	(1,769
Current tax liabilities	-	(446)	-	-	(446
Trade payables	(3)		-	(342)	(345
Other payables	(15)	(76,697)	(4)	(12,266)	(88,982)
Group's interest in fair value					
of net identifiable assets	5,560	4,858	2,600	3,825	16,843
Cost of business combination	(3,514)	(10)	(2,643)	(3,700)	(9,867)
Bargain purchase gain on					
acquisition/(Goodwill)					
(Note 28)	2,046	4,848	(43)	125	6,976

The effect of the acquisition on cash flows is as follows : -

2024	TTSB MYR'000
Consideration settled in cash	*
Less: Cash and cash equivalents of subsidiary acquired	4
Net cash inflow on acquisition	4

* Less than MYR1,000

Notes to the Financial Statements

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7. Investment in subsidiary companies (Cont'd.)

The effect of the acquisition on cash flows is as follows : - (Cont'd.)

2023	MSSB MYR'000	PTIME MYR'000	iTrans MYR'000	FBG MYR'000	Total MYR'000
Consideration settled in cash Less : Cash and cash	(3,514)	(10)	(2,643)	(3,700)	(9,867)
equivalents of subsidiary acquired	585	2,842	-	989	4,416
Net cash (outflow)/inflow on acquisition	(2,929)	2,832	(2,643)	(2,711)	(5,451)

8. Investment in an associate company

	Group		
	2024 MYR'000	2023 MYR'000	
Unquoted shares, at costs : -			
As at 1 January	300		
Acquisition		300	
As at 31 December	300	300	
Company's share of post acquisition profits or losses			
As at 1 January			
Share of profit for current financial year			
As at 31 December		·	

On 12 December 2023, the Group acquired 30% equity interest in Mentari Kamuning Sdn. Bhd. for a total consideration of MYR300,000

The associated company is as follows : -

Name of companies	Place of incorporation	Principal activities	Effective of <u>inte</u>	
			2024 %	2023 %
Mentari Kamuning Sdn. Bhd. *	Malaysia	Dormant	30	30

* The company remains dormant since the date of incorporation on 17 August 2023.

31 December 2024

9. Intangible assets

Group	Goodwill MYR'000	Other intangible assets MYR'000 (Restated)	Total MYR'000
At cost			
As at 1 January 2023	4.536	4.570	9.106
Acquisition of a subsidiary company (Note 7)	43	432	475
As at 31 December 2023	4,579	5,002	9,581
Acquisition of a subsidiary company (Note 7)	19,059		19,059
As at 31 December 2024	23,638	5,002	28,640
Accumulated amortisation As at 1 January 2023/31 December 2023 31 December 2024		452	452
Accumulated impairment loss			
As at 1 January 2023			
Impairment (Note 30)	1,012		1,012
As at 31 December 2023/31 December 2024	1,012	-	1,012
Net carrying amount			
As at 31 December 2024	22,626	4,550	27,176
As at 31 December 2023	3.567	4.550	8,117

Notes to the Financial Statements

31 December 2024

9. Intangible assets (Cont'd.)

Goodwill arising from business combinations and other intangible assets has been allocated to each cash-generating units ("CGU") for impairment testing as follows : -

Sustainable Energy Solutions ("SES") unit

The recoverable amounts of the CGUs have been determined based on value in use calculations using cash flow projections from financial budgets approved by management. Value-in-use was determined by discounting the future cash flows generated from the continuing use of the CGU and was based on the following key assumptions : -

- market development.
- external sources of information.
- estimate of the risks specific to the CGU at the date of assessment.
- Cash flows beyond the five-year projection period are extrapolated using the growth rates.

Group	
2024 MYR'000	2023 MYR'000
22,626	3,567

• Cash flows were projected based on past experience, actual operating results and management's expectations of

• The revenue used to calculate the cash flows from operations was determined after taking into consideration performance trends of the industries in which the CGUs are exposed to. Value assigned are consistent with the

• The pre-tax discount rate of 21.76% (2023 – 21.76%) was applied in determining the recoverable amount of the CGUs. The discount rate was estimated based on the capital asset pricing model ("CAPM") and reflects management's

• The growth rate of 5% (2023 – 5%) does not exceed the average growth rates for the industries relevant to the CGU.

31 December 2024

10. Deferred tax assets/(liabilities)

Deferred tax assets/(liabilities) presented after appropriate offsetting are as follows : -

	Group		Compa	ny
	2024 MYR'000	2023 MYR'000 (Restated)	2024 MYR'000	2023 MYR'000
Deferred tax assets	1,113	877	69	69
Deferred tax liabilities	(4,078)	(3,188)		-
	(2,965)	(2,311)	69	69

The movement on the net deferred tax assets/(liabilities) is as follows : --

	Group		Compa	ny
	2024 MYR'000	2023 MYR'000 (Restated)	2024 MYR'000	2023 MYR'000
As at 1 January	(2,311)	(800)	69	69
Acquisition of a subsidiary	(=,0 = =)	(000)		
company (Note 7)	-	(559)	-	-
Recognised in profit or loss				
(Note 33)	(654)	(985)		STR
Effect of foreign exchange				
rate changes		33	-	-
As at 31 December	(2,965)	(2,311)	69	69

Notes to the Financial Statements

31 December 2024

10. Deferred tax assets/(liabilities) (Cont'd.)

The components of deferred tax assets and liabilities during the financial year are as follows : -

	Grou	Group		Company	
	2024 MYR'000	2023 MYR'000 (Restated)	2024 MYR'000	2023 MYR'000	
Deferred tax assets					
- Trade receivables	238	238	238	238	
- Unutilised tax losses	2,018	639	_		
- Unabsorbed capital					
allowances	410	4,016	-		
	2,666	4,893	238	238	
Deferred tax liabilities					
- Property, plant and equipment	(5,112)	(6,685)	(82)	(82	
- Intangible assets	(432)	(432)	_		
- Trade payables	(87)	(87)	(87)	(87	
	(5,631)	(7,204)	(169)	(169	
	(2,965)	(2,311)	69	69	

The unabsorbed capital allowances are only allowed to be carried forward to offset against future taxable profits from the same business source of the Group. Pursuant to the latest tax legislation in Malaysia, unabsorbed tax losses from year of assessment 2019 onwards can be carried forward for a maximum of 10 years. Unabsorbed capital allowances attributable to Group entities incorporated in Malaysia do not expire under the current tax legislation.

Unabsorbed tax losses and unabsorbed capital allowances of the Group which are available to set off against future chargeable income for which the tax effects have not been recognised in the financial statements are shown below : -

Unaborbed tax losses

Unabsorbed capital allowances

Deferred tax assets not recognised @ 24% (2023 - 24%)

Deferred tax assets have not been recognised in respect of these items because it is not probable that future taxable profit will be available against which the Group can utilise the benefits there from.

Grou	p
2024	2023
MYR'000	MYR'000
819	848
2,086	2,086
2,905	2,934
697	704

31 December 2024

10. Deferred tax assets/(liabilities) (Cont'd.)

The unabsorbed tax losses are available for offset against future taxable profits of the Group which will expire in the following financial years : -

	Group	Group		
	2024 MYR'000	2023 MYR'000		
2028	1,491	1,491		
2029	50	50		
2030	50	50		
2031	87	87		
2032	802	840		
2033	442	442		
2034	9	- 12		
	2,931	2,960		

11. Other investments

	Grou	Group		
	2024 MYR'000	2023 MYR'000		
Fair value through other comprehensive income				
Redeemable Convertible Preference Shares	10,096	8,007		
Ordinary shares	307	261		
	10,403	8,268		

12. Trade receivables

	Grou	Group		any
	2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
Trade receivables	117,731	83,521	99,202	71,679
Less : Impairment losses				
(Note 38(c)(i))	(5,531)	(3,407)	(2,284)	(160)
	112,200	80,114	96,918	71,519

Notes to the Financial Statements

31 December 2024

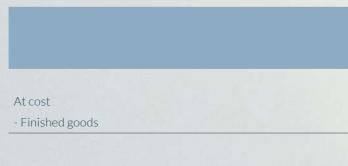
12. Trade receivables (Cont'd.)

The normal credit terms of trade receivables range from 30 to 90 (2023 – 30 to 90) days. Other credit terms are assessed and approved on a case-by-case basis.

Included in trade receivables as at financial year end is retention sum of MYR19,414,092 (2023 - MYR22,218,120) relating to construction contracts. Retention sum is unsecured, interest-free and is expected to be collected as follows : -

Within 1 year	
More than 1 year and less than 2 years	
More than 2 years and less than 5 years	

13. Inventories



14. Contract assets/(liabilities)

	Grou	Group		Company	
	2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000	
Contract assets	62,972	50,544	36,638	49,706	
Contract liabilities	4,390	9,059	3,752	5,333	

Contract assets and contract liabilities of the Group and the Company mainly relate to revenue earned from construction contracts. As such, the balances of these accounts vary and depend on the number of ongoing projects at the end of the year.

Group and Company	
2024 MYR'000	2023 MYR'000
15,990	15,734
3,406	6,393
18	91
19,414	22,218

Grou	р
2024	2023
MYR'000	MYR'000
227	824
	1.00

31 December 2024

14. Contract assets/(liabilities) (Cont'd.)

Set out below is the amount of revenue recognised from : -

	Group and	Group and Company	
	2024 MYR'000	2023 MYR'000	
Amounts included in contract liabilities at the			
beginning of the financial year	236	10.095	

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at 31 December are, as follows : -

	Group and	Company
	2024	2023
	MYR'000	MYR'000
Within 1 year	80,196	281,864
More than one year	20,049	70,467
	100,245	352,331

15. Other receivables, deposits and prepayments

	Group	Group		ny
	2024	2023	23 2024	2023
	MYR'000	MYR'000	MYR'000	MYR'000
Other receivables	4.214	4,097		
Deposits	4,214 2,379	4,097	243	384
Prepayments	5,348	2,903	73	-
	11,941	8,780	316	384

16. Amount due from/(to) subsidiary companies

Company

The amount due from/(to) subsidiary companies are unsecured, interest free and repayable on demand by cash and cash equivalents.

Notes to the Financial Statements

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17. Deposits with licensed banks

Included in deposits with licensed banks of the Group and of the Company are amounts of MYR52,875,385 (2023 -MYR36,225,398) and MYR32,026,569 (2023 - MYR31,961,714) respectively which have been pledged to licensed banks as security for bank credit facilities granted to the Group and the Company as disclosed in Note 23.

The effective interest rates of fixed deposits with licensed banks during the financial year range from 1.07% to 4.40% (2023 - 1.90% to 3.00%) per annum.

18. Share capital

Ν	u	m	b	e

Issued and fully paid : -

Ordinary share with no				
par value				
As at 1 January	1,945,116	1,807,995	148,847	103,597
Issuance of shares	133,678	137,121	45,873	45,250
As at 31 December	2,078,794	1,945,116	194,720	148,847

During the financial year, the issued and paid-up share capital of the Company was increased from MYR148,847,253 to MYR194,720,425 by way of the issuance of : -

- issue price MYR0.380 per ordinary share;
- b) 61,266,000 new ordinary shares for a total cash consideration of MYR19,911,450 by way of private placement at an issue price MYR0.325 per ordinary share; and
- c) 31,096,000 new ordinary shares for a total cash consideration of MYR10,261,680 by way of private placement at an issue price MYR0.330 per ordinary share.

In the previous financial year, the issued and paid-up share capital of the Company was increased from MYR103,597,253 to MYR148,847,253 by way of the issuance of 137,121,212 new ordinary shares for a total cash consideration of MYR45,250,000 by way of private placement at an issue price of MYR0.33 per ordinary share.

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank pari-passu with regard to the Company's residual assets.

	Group and Co	ompany	
2024	2023	2024	2023
r of ordinary	/ shares'000	MYR'000	MYR'000

a) 41,315,900 new ordinary shares for a total cash consideration of MYR15,700,042 by way of private placement at an

31 December 2024

19. Foreign currency translation reserve

The translation reserve comprises all foreign currency differences arising from the translation of the financial statements of a foreign operation whose functional currency is different from that of the Group's presentation currency.

20. Treasury shares

At the end of the reporting period, 88,898 (2023 – 88,898) issued and fully paid ordinary shares are held as treasury shares by the Company.

21. Retained profits

The Company may distribute dividend out of its retained profits under the single tier system to its shareholders without tax consequences.

22. Warrants

Pursuant to a Deed Poll dated 14 April 2021 ("Deed Poll"), the Company issued 845,902,607 new Warrants to the entitled shareholders of the Company pursuant to the Bonus Issue of Warrants.

The salient features of the Warrants as stated in the Deed Poll are as follows : -

- (a) each Warrant entitles the registered holder to subscribe for one ordinary shares at an exercise price of MYR1.20 per ordinary share;
- (b) the exercise price and the number of Warrant are subjected to adjustment in accordance with the conditions provided in the Deed Poll;
- (c) where a resolution has been passed for a members' voluntary winding-up of the Company or there is a compromise or arrangement, whether or not for the purpose of or in connection with a scheme for the reconstruction of the Company or the amalgamation of the Company with one or more companies, then : -
 - (i) for the purpose of such a winding-up, compromise or arrangement (other than a consideration amalgamation or merger in which the Company is the continuing corporation) to which the Warrant holder (or some persons designated by them for such purpose by a special resolution of the holders of Warrant) shall be a party, the terms of such winding-up, compromise or arrangement shall be binding on all the holders of Warrant; and
 - (ii) in the event a notice is given by the Company to its shareholders to convene a general meeting for the purpose of considering, and if thought fit, approving a resolution to voluntarily wind up the Company, the Company shall on the same date or soon after it dispatched such notice to its shareholders, give notice thereof to all Warrant holders. Every Warrant holder shall thereupon be entitled, subject to the conditions set out in the Deed Pool, to exercise his Warrant at any time not more than 21 days prior to the proposed general meeting of the Company by submitting the subscription form (by irrevocable surrender of his Warrant to the Company) duly completed authorising the debiting of his Warrant together with payment of the relevant exercise price, whereupon the Company shall as soon as possible but in any event prior to the date of the general meeting, allot the relevant new shares to the holder of the said Warrant credited as fully paid subject to the prevailing laws.
- (d) the exercise period is approximately 3 years from the date of issue expiring on 29 April 2024; and
- (e) any Warrant not exercised during the exercise period will thereafter lapse and cease to be valid.
- The Warrant was granted for listing and quotation with effect from 5 May 2021.

The number of unexercised Warrant of 845,902,607 has lapsed on 29 April 2024 and removed from the Main Market of Bursa Malaysia Securities Berhad on 30 April 2024.

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23. Borrowings

Non-Current Secured Term loans Current Secured Banker acceptance Trade finance Revolving credit Bank overdrafts Term loans **Total borrowings** Secured

Banker's acceptance Trade finance Revolving credit Bank overdrafts Term loans

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Grou	p	Compa	any
2024	2023	2024	2023
MYR'000	MYR'000	MYR'000	MYR'000
102,260	68,733	22,688	22,927
102,200	00,700	22,000	
07.000	45 (()	27.000	45 (()
27,889	15,662	27,889	15,662
5,792	550	458	550
12,670	8,601	11,800	7,801
13,884	19,154	13,472	19,154
19,358	13,044	276	245
79,593	57,011	53,895	43,412
27,889	15,662	27,889	15,662
5,792	550	458	550
12,670	8,601	11,800	7,801
13,884	19,154	13,472	19,154
121,618	81,777	22,964	23,172
181,853	125,744	76,583	66,339

31 December 2024

23. Borrowings (Cont'd.)

	Group)	Compar	ıy
	2024 %	2023 %	2024 %	2023 %
Banker's acceptance	3.92 - 5.21	3.33 - 5.23	3.92 - 5.21	3.33 - 5.23
Trade finance	5.13	5.05	5.13	5.05
Revolving credit	4.88	2.97 - 6.76	4.88	4.80 - 5.20
Bank overdrafts	7.74 - 8.70	6.67 - 7.57	7.74 - 8.70	6.67 - 7.57
Term loans	2.60 - 7.32	3.47 - 10.65	3.05 - 7.00	4.00 - 10.65

The remaining maturities of the borrowings as at 31 December 2024 are as follows : -

	Group		Company	,
	2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
On demand or within one year	79,593	57,011	53,895	43,412
Later than one year and not				
later than two years	46,924	20,606	5,317	5,258
Later than two years and not				
later than five years	33,419	33,374	10,352	16,504
Later than five years	21,917	14,753	7,019	1,165
	181,853	125,744	76,583	66,339

a) Banker's acceptance, trade finance, revolving credit and bank overdrafts

The banker's acceptance, trade finance, revolving credit and bank overdrafts are secured by the following : -

- i) first party legal charge over freehold land and building and leasehold land and building of the Company as disclosed in Note 5; and
- ii) a lien over fixed deposits of the Company.

Notes to the Financial Statements

31 December 2024

23. Borrowings (Cont'd.)

b) Term loans

Term loan 1

The term loan 1 is secured by first party legal charge over a unit of retail shop lot of the Group and the Company as disclosed in Note 5.

Term loan 2

The term loan 2 is secured by party legal charge over a service apartment of the Group and the Company as disclosed in Note 5.

Term loan 3

The term loan 3 is secured by the followings : -

i) Facilities agreement for the sum of all monies securities; and ii) A lien over fixed deposits of the Company.

Term loan 4

The term loan 4 is secured by the followings : -

- i) First ranking legal charge over a number of ordinary shares of the Company; and
- ii) Personal guarantee by a director of the Company, Dato' Lai Keng Onn.

Term loan 5

The term loan 5 is secured by the followings :

- i) Facilities agreement for the sum of all monies securities;
- ii) A lien over fixed deposits; and
- iii) Corporate guarantee by the Company.

Term loan 6 and 8

The term loan 6 and 8 are secured by the followings : -

- (SARE): and
- ii) Credit Guarantee Corporation Malaysia Berhad guarantee under Portfolio Guarantee Scheme.

i) Assignment over Private Power Purchase Agreement (PPPA) or Supply Agreement with Renewable Energy

31 December 2024

23. Borrowings (Cont'd.)

b) Term loans (Cont'd.)

Term loan 7

The term loan 7 is secured by the followings : -

- i) Facilities agreement for the sum of all monies securities;
- ii) Corporate guarantee by the Company and shareholder of the subsidiary company;
- iii) Personal guarantee by a director of the subsidiary company, Heng Boon Liang; and
- iv) Fixed charge over fixed deposits as disclose in Note 17.

Term loan 9

The term loan 9 is secured by the followings : -

- i) Facilities agreement for the sum of all monies securities; and
- ii) Corporate guarantee by the Company.

Term loan 10

The term loan 10 is secured by the followings : -

- i) Assignment of the right to received payment from term loan which financed Engineering, Procurement and Construction for project to utilised facility; and
- ii) 110% Standby Letter of Credit issued by United Overseas Bank (Malaysia) Berhad in a form and substance being acceptable to the Bank.

Term loan 11

The term loan 11 is secured by the followings : -

- i) Personal guarantee by a director of the subsidiary company, ChanChai Kitprotpisuth;
- ii) Pledged of bank deposit of a director of the subsidiary company, ChanChai Kitprotpisuth; and
- iii) Guarantee executed by third party, Thai Credit Guarantee Corporation (TCG).

Term loan 12

The term loan 12 is secured by the followings : -

- i) First fixed legal charge over leasehold land and building of the Group as disclosed in Note 4 and 5;
- ii) Several guarantee to be executed by former directors of the subsidiary company, Najman Bin Kamaruddin, Mohamad Khazani Bin Abdullah and Mohd Rizal Bin Mohd Surad; and
- iii) Fixed and floating charges over assets of the Group.

Notes to the Financial Statements

31 December 2024

23. Borrowings (Cont'd.)

b) Term loans (Cont'd.)

Term loan 13

The term loan 13 is secured by the following : -

- i) Facility agreement between the Group and the bank and to be stamped as the principal documents;
- Prihatin): and
- and Muhammad Muhtadi Bin Mohamad Khazani.

Term loan 14

The term loan 14 is secured by the following : -

- i) Facilities agreement for the sum of all monies securities;
- iii) Corporate guarantee by the Company.

Term loan 15

The term loan 15 is secured by the followings : -

- i) Financing Facilities agreement for the sum of all monies securities;
- ii) A lien over fixed deposits:
- iii) Corporate guarantee by the Company;
- iv) Fixed charge of over project proceeds and plant and equipment as disclosed in Note 4; and
- v) Guarantee executed by third party, Credit Guarantee Corporation (CGC).

Term loan 16

The term loan 16 is secured by the followings : -

- i) Financing Facilities agreement for the sum of all monies securities;
- ii) A lien over fixed deposits;
- iii) Assignment of all rights, interests, and benefits of the Customer and the proceeds from the sales of electricity in respect of the Renewable Energy Power Purchase Agreement (REPPA); and
- iv) Corporate guarantee by the Company

ii) Guarantee of 80% from the approved amount under the Government Guarantee Scheme COVID19 (GCS

iii) Joint and several guarantee to be executed by former directors of the subsidiary company, Najman Bin Kamaruddin

ii) Assignment of all rights, interests, and benefits in and under all agreements entered into by Dynagen Power (M) Sdn. Bhd. and KAB Carewell O&M Services Sdn. Bhd. with Safran Landing Systems Malaysia Sdn. Bhd.; and

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31 December 2024

23. Borrowings (Cont'd.)

b) Term loans (Cont'd.)

Term loan 17 and 18

The term loan 17 and 18 is secured by the following : -

- i) Financing Facilities agreement for the sum of all monies securities;
- ii) Assignment of all rights, interests, and benefits under the Renewable Energy Power Purchase Agreement (REPPA);
- iii) Fixed and floating charges over assets of the Group as disclosed in Note 4; and
- iv) Corporate guarantee by the Company

Term loan 19

The term loan 19 is secured by the following : -

- i) Fiduciary deeds of plant and equipment of Mini Hydro Power Plant which is under financing by the Bank;
- ii) Deed of transfer of Power Purchase Agreement between PT PLN (Persero) North Sumatra region and the subsidiary company;
- iii) Letter of instruction to PT PLN (Persero) North Sumatra region to channel all contract revenue/utility bill revenue due to the subsidiary company based on the subsidiary company's Rupiah escrow account (not giro) managed by PT Bank Negara Indonesia (Persero) Tbk; and
- iv) Fixed deposit advance guarantee amounting to USD245,000.

The term loan 19 has been fully settled during the financial year.

Term Ioan 20

The term loan is 20 is guaranteed by fiduciary deeds of plant and equipment; receivables, pledge over shares, transfer of insurance, transfer and pledge over income accounts.

Notes to the Financial Statements

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24. Lease liabilities

Minimum lease payments : -

- not later than one year
- later than one year and not later than two years
- later than two years and not
- later than five years
- later than five years

Less: Future interest charge

Present value of lease

liabilities

Repayable as follows : -

Non-Current

- later than one year and not later than two years
- later than two years and not later than five years
- later than five years

Current

- not later than one year

The effective interest rates for the Group and the Company are as follows : -

Lease liabilities

The Group and the Company obtain lease facilities to finance their purchase of motor vehicles. Implicit interest rate of the lease is fixed at the inception of the lease arrangements, and the lease instalments are fixed throughout the lease period. There are no significant restriction clauses imposed on the lease arrangements.

Group		Comp	any
2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
452	435	382	320
542	435	378	320
JTZ		570	520
1,102	550	821	264
751	852		_
2,847	2,272	1,581	904
(535)	(494)	(160)	(81)
2,312	1,778	1,421	823
402	360	379	292
962	407	726	239
564	655	-	-
1,928	1,422	1,105	531
384	356	316	292
2,312	1,778	1,421	823

Group		Com	ipany
2024 %	2023 %	2024 %	2023 %
2.11 - 5.70	4.75 - 6.16	2.11 - 3.29	4.75 - 6.16

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25. Trade payables

The normal credit terms of trade payables range from 30 to 120 days (2023 – 30 to 120 days). However, credit terms may vary dependent on negotiation with the suppliers.

Included in trade payables as at financial year end is retentions sum of MYR13,063,921 (2023 – MYR15,939,654) relating to construction contracts. Retention sum is unsecured, interest-free and is expected to be paid as follows : -

	Group a	Group and Company	
	2024 MYR'000	2023 MYR'000	
Within 1 year	9,586	12,966	
More than 1 year and less than 2 years	2,063	2,974	
More than 2 years and less than 5 years	1,415	-	
	13,064	15,940	

26. Other payables and accruals

	Grou	Group		ny
	2024 MYR'000	2023 MYR'000 (Restated)	2024 MYR'000	2023 MYR'000
Other payables	865	21,101	193	124
Accruals	235	108	594	216
Deposits received	650	5,561	186	76
	1,750	26,770	973	416

Included in other payables of the Group is an amount due to corporate shareholders of the subsidiary companies amounting to MYR24,665 (2023 – MYR174,664).

The amount outstanding is unsecured, interest free and repayable on demand by cash and cash equivalents.

Notes to the Financial Statements

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27. Revenue

Revenue from construction	
contracts	
Revenue from services	
rendered	
Revenue from sale of goods	
Total revenue from contracts	
with customers	
Rental income	
Total revenue	
Timing of revenue : -	
- at a point in time	
- over time	
Total revenue from contracts	
with customers	
Primary geographical	
markets : -	
- Malaysia	
- Thailand	
- Indonesia	
Total revenue from contracts	

Gr	oup	Com	ipany
2024	2023 MYR'000	2024	2022
MYR'000	(Restated)	2024 MYR'000	2023 MYR'000
124,602	118,561	56,782	93,234
51,815	38,195	-	43
67,904	44,068	65,267	42,469
244,321	200,824	122,049	135,746
447	358	-	-
244,768	201,182	122,049	135,746
67,904	44,068	65,267	42,555
176,417	156,756	56,782	93,191
244,321	200,824	122,049	135,746
228,468	192,735	122,049	135,746
1,490	2,389	-	-
14,363	5,700	-	
244,321	200,824	122,049	135,746

31 December 2024

28. Other income

	Grou	ıp	Compan	У
	2024 MYR'000	2023 MYR'000 (Restated)	2024 MYR'000	2023 MYR'000
Bargain purchase gain on				
acquisition		7,019	-	
Gain on disposal of				
plant and equipment	538	-	538	-
Interest income	1,530	496	1,321	355
Other payables written back	2,664	-	-	-
Realised gain on foreign				
exchange	30	16		- 1.5. 1.5.
Rental income	417	245	351	228
Sundry income	972	605	430	178
Unwinding of discount on				
trade receivables	45	465	45	465
Waiver of debts	210			
	6,406	8,846	2,685	1,226

Notes to the Financial Statements

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29. Finance costs

Cł	narges on letter of credit
С	ommission fee on bank
8	guarantee
In	terest on bank overdraft
In	terest on banker acceptance
In	terest on revolving credit
In	terest on term loans
In	terest on trade finance
In	terest on lease liabilities
O	ther interest expense
То	tal interest expense
IJ	nwinding of discount on
t	rade payables
Cł	narges on early redemption
S	um
Cr	edit guarantee corporation
(CGC) guarantee fee
То	tal finance costs
(Note 38(b))

		6	
Grou		Compa	
2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
- 1	57	-	22
12	45	-	-
1,308	861	1,283	843
-	679	-	679
-	369		311
6,359	2,700	1,743	534
1,557	530	1,492	521
111	49	61	45
155	-	15	-
9,502	5,290	4,594	2,955
-	35	-	35
-	347	- 1	-
	201	-	-
	583	-	35
9,502	5,873	4,594	2,990

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30. Profit before taxation

	Gro	Group		iny
	2024 MYR'000	2023 MYR'000 (Restated)	2024 MYR'000	2023 MYR'000
This is arrived at after				
charging : -				
Auditors' remuneration : -				
- Kreston John & Gan				
- statutory audit	258	214	132	122
- other services	13	13	13	13
- Other auditors	97	91		-
Depreciation : -				
- property, plant and				
equipment (Note 4)	11,186	6,286	216	336
- investment properties				
(Note 5)	449	418	314	301
- right-of-use assets				
(Note 6)	717	542	621	469
Employee benefits expense				
(Note 31)	15,387	13,606	1,449	8,052
Impairment loss on : -				
- trade receivables	2,124	3,247	2,124	
- intangible assets	-	1,012	-	
- property, plant and				
equipment		1,260		3.1.1.1.1.1.1.1.1.1.1.1.1.1.1.1.1.1.1.1
Loss on disposal of				
plant and equipment	375		-	
Plant and equipment written				
off	662		-	-
Rental of equipment	4	139	- 10	132
Rental of premises	189	198	120	137

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31. Employee benefits expense

	Group		Company		
	2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000	
Salaries, bonus, wages					
and allowances	13,941	12,181	1,377	7,227	
Defined contribution plan	1,320	1,305	64	761	
Social security cost	113	107	8	57	
Employment Insurance					
System	13	13	*	7	
	15,387	13,606	1,449	8,052	

Included in employee benefits expense of the Group and of the Company are executive directors' emoluments excluding benefits-in-kind, amounting to MYR3,862,881 (2023 – MYR3,580,866) and MYR663,629 (2023 – MYR2,771,226) respectively as disclosed in Note 32.

32. Directors' emoluments

The details of remuneration receivable by directors of the Group and the Company during the year are as follows : -

	Group	р	Company	
	2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
Executive directors				
Salaries and allowance	3,027	2,889	568	2,391
Bonus	509	377	48	377
Employees Provident Fund	323	311	27	
Social security cost	4	4	1	4
Employment Insurance System	*	*	*	*
Total executive directors' remuneration	A Shering a shift			
(excluding benefits-in-kind) (Note 31)	3,863	3,581	644	2,772
Estimated money value of benefits-in-				
kind	55	46	20	33
Total executive directors' remuneration		a filir freifi '	in the state	
(including benefits-in-kind)	3,918	3,627	664	2,805
Non-executive directors				
Fees	558	470	558	470
	4,476	4,097	1,222	3,275

*Less than MYR1,000

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33. Income tax expense

	Group		Company	/
	2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
Malaysian income tax : -				
- current year	3,564	454	1,600	
- (over)/under provision in				
prior years	2,126	124	1,098	90
	5,690	578	2,698	90
Deferred taxation (Note 10):-				
- current year	106	505		- 12
- under provision in prior years	548	480		
	654	985	-	
	6,344	1,563	2,698	90

Income tax is calculated at the Malaysian statutory tax rates of 24% (2023 – 24%) of the estimated assessable profit for the financial year. The corporate tax rate applicable to the subsidiary of the Group in Hong Kong, Thailand, Indonesia and Vietnam are 16.5%, 20%, 22% and 20% (2023 – 16.5%, 20%, 22% and 20%) respectively.

The numerical reconciliation between the effective tax rate and the applicable tax rate is as follows : -

	Group		Company	
	2024 %	2023 %	2024 %	2023 %
Applicable tax rate	24	24	24	24
Different tax rates in other countries	*	*		2. 18 1 1 × 12
Non-allowable expenses	4	4	32	-
Non-taxable income	*	*		-
Utilisation of previously unrecognised tax credits	(18)	(25)	-	(24)
(Over)/under provision of income tax in prior years	8	*	38	37
Under/(over) provision of deferred tax in prior years	2	*		-
Deferred tax assets not recognised during the				
financial year	2	2		1
Effective tax rate	22	5	94	37

* Less than 1%

Notes to the Financial Statements

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34. Earnings per share

Basic : -

Basic earnings per share is calculated by dividing the profit for the financial year attributable to ordinary shareholders by weighted average number of ordinary shares in issue during the financial year as follows : -

Profit for the financial year attributable to ordinary	
owners of the Company (MYR'000)	

Weighted average number of ordinary shares in issue (unit)

Basic earnings per share (sen)

Diluted : -

Diluted earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by weighted average number of ordinary shares in issue during the financial year after adjustments for dilutive effects of all potential ordinary shares as follows : -

Profit for the financial year attributable to ordinary owners of the Company (MYR'000)

Weighted average number or ordinary shares in issue (unit)

Adjusted for assumed exercise of private placement (unit) Adjusted for assumed exercise of warrants of shares (unit)

Diluted earnings per share (sen)

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	Group			
24	024	2023 (Restated)		
21,	472	11,852		
1,988,387,	887 1,84	1,054,030		
1	L.08	0.64		

Group			
2023 (Restated)	2024		
11,852	21,472		
1,841,054,030	1,988,387,887		
224,459,778	106,272,288		
845,902,607			
2,911,416,415	2,094,660,175		
0.41	1.03		

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35. Changes in liabilities arising from financing activities

Group	At 1 January MYR'000	Net change in financing cash flows MYR'000	Purchase of plant and equipment MYR'000	Acquisition of new lease MYR'000	Acquisition of new subsidiary companies MYR'000	Effect of foreign exchange rate changes MYR'000	At 31 December MYR'000
2024							
Term loans	81,777	40,228	68		1.1.	(455)	121,618
Other borrowings	24,813	21,538	-	- 18			46,351
Lease liabilities	1,778	(452)	-	986	- 1.5	- 10	2,312
	108,368	61,314	68	986	-	(455)	170,281
2023							
Term loans	20,974	39,190	2,789	-	18,351	473	81,777
Medium term notes	19,950	(19,950)	-	-	-	13 T - 2	-
Other borrowings	22,701	2,112	-	-	- 1	-	24,813
Lease liabilities	645	(342)	-	587	888	-	1,778
	64,270	21,010	2,789	587	19,239	473	108,368

Company	At 1 January MYR'000	Net change in financing cash flows MYR'000	Acquisition of new lease MYR'000	At 31 December MYR'000
2024				
Term loans	23,172	(208)		22,964
Other borrowings	24,013	16,134		40,147
Lease liabilities	823	(388)	986	1,42
	48,008	15,538	986	64,532
2023				
Term loans	5,806	17,366	-	23,172
Other borrowings	20,801	3,212		24,013
Lease liabilities	534	(298)	587	823
	27,141	20,280	587	48,008

Notes to the Financial Statements

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35. Changes in liabilities arising from financing activities (Cont'd.)

Cash outflows for leases as a lessee : -

Included in cash flows from
operating activities : -
Payment relating to short-
term leases
Payment relating to low-
value assets
Interest paid in relation to
lease liabilities
Included in cash flows from
financing activities : -
Repayment of lease
liabilities

Grou	ıp	Сог	mpany
2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
189	198	120	137
4	139		132
-	107		102
111	49	61	45

452	342	388	298
756	728	569	612

31 December 2024

36. Cash and cash equivalents

	Group	Group		iny
	2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
Cash and bank balances	25,200	23,084	4,987	3,352
Bank overdraft (Note 23)	(13,884)	(19,154)	(13,472)	(19,154)
Deposits with licensed banks	52,878	40,924	32,027	36,652
	64,194	44,854	23,542	20,850
Less: Pledged deposits	(52,876)	(36,226)	(32,027)	(31,962)
US Dollar	11,318	8,628	(8,485)	(11,112)

The currency exposure profiles of cash and cash equivalents are as follows : -

	Group	Group		ny
	2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
Ringgit Malaysia	61,429	40,510	26,542	20,850
Indonesian Rupiah	4,831	2,868		- 1.1
Thai Baht	819	1,402	-	
Hong Kong Dollar	15	12		
Vietnamese Dong	58	62		
US Dollar	42		1. The 1.	- 16
	67,194	44,854	26,542	20,850

37. Segment information

Segmental information is primarily presented in respect of the Group's business segment which is based on the Group's management and internal reporting structure.

The reportable business segments of the Group comprise the following : -

Engineering : Provision of engineering solutions

Sustainable Energy Solutions ("SES") : Provision of clean energy, renewable energy and energy efficient solutions

Other non-reportable segments comprise operations to subsidiary companies which are trading, investment holding and dormant.

Notes to the Financial Statements

31 December 2024

37. Segment information (Cont'd.)

reasonable basis of allocation exists. Inter-segment revenues are eliminated on consolidation.

Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

The total of segment assets is measured based on all assets (including goodwill) of a segment, as included in the internal management reports that are reviewed by the Executive Director. Segment total assets are used to measure the return of assets of each segment

a) Business segment

2024	Engineering MYR'000	SES MYR'000	Non- reportable segments MYR'000	Total MYR'000	Eliminations MYR'000	Consolidated MYR'000
Revenue						
External customers	119,366	123,547	1,855	244,768	- 11 11 -	244,768
Inter-segment	2,684	569	9,409	12,662	(12,662)	-
	122,050	124,116	11,264	257,430	(12,662)	244,768
Results						
Interest income	1,322	160	48	1,530	-	1,530
Interest expenses	(4,594)	(4,847)	(61)	(9,502)	-	(9,502)
Impairment loss on trade receivables	(2,124)	-	-	(2,124)	-	(2,124)
Depreciation of property, plant and						
equipment	(216)	(10,762)	(208)	(11,186)		(11,186)
Depreciation of investment properties	(315)	- 10 A	(134)	(449)		(449)
Depreciation of right-of-use assets	(621)	(89)	(7)	(717)		(717)
Loss on disposal of plant and equipment		-	(375)	(375)	-	(375)
Plant and equipment written off	-	(662)	-	(662)	-	(662)
Unwinding of discount on trade receivables	45	-	-	45	-	45
Taxation	(2,705)	(3,406)	(233)	(6,344)	- 10-	(6,344)
Segment results	682	22,103	(794)	21,991		21,991
Assets						
Additions to non-current assets	1,322	3,914	162	5,398		5,398
Segment assets	352,008	362,358	72,357	786,723	(286,092)	500,631
Segment liabilities	117,467	297,224	64,372	479,063	(242,449)	236,614

2024	Engineering MYR'000	SES MYR'000	Non- reportable segments MYR'000	Total MYR'000	Eliminations MYR'000	Consolidated MYR'000
Revenue						
External customers	119,366	123,547	1,855	244,768	1	244,768
Inter-segment	2,684	569	9,409	12,662	(12,662)	
	122,050	124,116	11,264	257,430	(12,662)	244,768
Results						
Interest income	1,322	160	48	1,530	-	1,530
Interest expenses	(4,594)	(4,847)	(61)	(9,502)	-	(9,502)
Impairment loss on trade receivables	(2,124)			(2,124)	-	(2,124)
Depreciation of property, plant and						
equipment	(216)	(10,762)	(208)	(11,186)		(11,186)
Depreciation of investment properties	(315)	- 1 C	(134)	(449)		(449)
Depreciation of right-of-use assets	(621)	(89)	(7)	(717)		(717)
Loss on disposal of plant and equipment	-	-	(375)	(375)		(375)
Plant and equipment written off	-	(662)	-	(662)	- 17	(662)
Unwinding of discount on trade receivables	45	-		45	-	45
Taxation	(2,705)	(3,406)	(233)	(6,344)		(6,344)
Segment results	682	22,103	(794)	21,991		21,991
						i na sin
Assets						
Additions to non-current assets	1,322	3,914	162	5,398	-	5,398
Segment assets	352,008	362,358	72,357	786,723	(286,092)	500,631
Segment liabilities	117,467	297,224	64,372	479,063	(242,449)	236,614

Segment revenue, results, assets and liabilities include items directly attributable to a segment and those where a

31 December 2024

37. Segment information (Cont'd.)

a) Business segment (Cont'd.)

2023 (Restated)	Engineering MYR'000	SES MYR'000	Non- reportable segments MYR'000	Total MYR'000	Eliminations MYR'000	Consolidated MYR'000
Revenue		10.05.1				
External customers	137,345	60,854	2,983	201,182	-	201,182
Inter-segment	107.04/	3,715	511	4,227	(4,227)	-
	137,346	64,569	3,494	205,409	(4,227)	201,182
Results						
Interest income	355	141	421	496	1	496
Interest expenses	(2,955)	(2,265)	(1,645)	(6,865)	1,575	(5,290)
Impairment loss on trade receivables	(917)		(2,330)	(3,247)		(3,247)
Depreciation of property, plant and						
equipment	(336)	(5,720)	(230)	(6,286)	100000	(6,286)
Depreciation of investment properties	(301)	-	(117)	(418)	- 15 6 6	(418)
Depreciation of right-of-use assets	(468)	(66)	(8)	(542)	-	(542)
Impairment loss of intangible assets	- 1 (S. 1997)	(1,012)	-	(1,012)	-	(1,012)
Impairment loss of property, plant and						
equipment		(1,260)	1 24 8123	(1,260)	-	(1,260)
Unwinding of discount on trade receivables	465			465	-	465
Taxation	(105)	(570)	(21)	(696)	(867)	(1,563)
Segment results	230	13,791	(1,983)	12,038	-	12,038
Assets						
Additions to non-current assets	945	13,988	1,803	16,736	(112)	16,624
Segment assets	303,214	273,381	67,099	643,694	(225,490)	418,204
Segment liabilities	116,411	240,123	58,137	414,671	(193,287)	221,384

Additions to non-current assets consist of : -

	2024 MYR'000	2023 MYR'000
Property, plant and equipment	4,284	15,574
Investment properties		340
Right-of-use assets	1,114	710
	5,398	16,624

Notes to the Financial Statements

31 December 2024

37. Segment information (Cont'd.)

- b) Geographical information
 - Geographical information of revenue by location of customers is disclosed in Note 27.
 - Non-current assets information based on the geographical location of assets are as follows : -

	Non-curren	tassets
	2024 MYR'000	2023 MYR'000 (Restated)
Malaysia	125,223	100,303
Thailand	9,393	10,095
Indonesia	80,359	91,606
	214,975	202,004

Non-current assets information presented above consist of the following items as presented in the consolidated statement of financial position : -

Property, plant and equipment Investment properties Right-of-use assets Intangible assets

c) Information about a major customer

sales by the construction segment.

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М	2024 YR'000	2023 MYR'000 (Restated)
1	.64,495	170,226
	20,104	20,553
	3,200	3,108
	27,176	8,117
2	14,975	202,004

Revenue from one (2023 – one) major customer amount to MYR13,213,177 (2023 – MYR5,607,338), arising from

31 December 2024

38. Financial instruments

a) Categories of financial instruments

The table below provides an analysis of financial instruments categorised as follows : -

- i) Financial assets measured at amortised cost ("FAAC");
- ii) Financial assets measured at fair value through other comprehensive income ("FVTOCI"); and
- iii) Financial liabilities measured at amortised cost ("FLAC").

Group	Carrying amount MYR'000	FAAC MYR'000	FVTOCI MYR'000	FLAC MYR'000
2024				
Financial assets				
Other investments	10,403		10,403	
Trade receivables	112,200	112,200		
Other receivables and deposits	6,593	6,593		
Deposits with licensed banks	52,878	52,878		
Cash and bank balances	28,200	28,200	-	
	210,274	199,871	10,403	
Financial liabilities				
Trade payables	(36,322)	- 1	-	(36,322)
Other payables and accruals	(1,750)	-	4	(1,750)
Borrowings	(181,853)		-	(181,853)
Lease liabilities	(2,312)			(2,312)
	(222,237)		St. 1. 1. 1. 1. 1.	(222,237)

2023

(Restated)

Financial assets

Other investments	8,268	-	8,268	-
Trade receivables	80,114	80,114		
Other receivables and deposits	5,877	5,877		
Deposits with a licensed bank	40,924	40,924	-	
Cash and bank balances	23,084	23,084	-	
	158,267	149,999	8,268	

Notes to the Financial Statements

31 December 2024

38. Financial instruments (Cont'd.)

- a) Categories of financial instruments (Cont'd.)
 - The table below provides an analysis of financial instruments categorised as follows : (Cont'd.)

Group

Financial liabilities

Trade payables Other payables and accruals Borrowings Lease liabilities

Company

2024

Financial assets

Trade receivables Other deposits Amount due from subsidiary companies Deposits with licensed banks Cash and bank balances

Financial liabilities

Trade payables Other payables and accruals Amount due to subsidiary companies Borrowings Lease liabilities

FAAC MYR'000	FVTOCI MYR'000	FLAC MYR'000
-	-	(54,845)
-	-	(26,770)
-		(125,744)
	-	(1,778)
-	-	(209,137)

Carrying amount MYR'000	FAAC MYR'000	FLAC MYR'000
96,918	96,918	-
243	243	
151,852	151,852	
32,026	32,026	
7,987	7,987	
289,026	289,026	
(30,807)		(30,807)
(973)	-	(973)
(3,108)	-	(3,108)
(76,583)	-	(76,583)
(1,421)	-	(1,421)
(112,892)	-	(112,892)
The second s		The second s

31 December 2024

38. Financial instruments (Cont'd.)

a) Categories of financial instruments (Cont'd.)

Company	Carrying amount MYR'000	FAAC MYR'000	FLAC MYR'000
2023			
Financial assets			
Trade receivables	71,519	71,519	
Other deposits	384	384	
Amount due from subsidiary companies	115,867	115,867	- 12
Deposits with licensed banks	36,652	36,652	
Cash and bank balances	3,352	3,352	Gesteri -
	227,774	227,774	
Financial liabilities			
Trade payables	(41,200)	-	(41,200)
Other payables and accruals	(416)	-	(416)
Amount due to subsidiary companies	(788)	-	(788)
Borrowings	(66,339)		(66,339)
Lease liabilities	(823)		(823)
	(109,566)		(109,566)

b) Gains and losses arising from financial instruments

	Group)	Company		
	2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000	
Net gains/(losses) on : -					
Financial assets measured					
at amortised costs	2,113	961	1,904	820	
Financial liabilities measured					
at amortised costs (Note 29)	(9,502)	(5,873)	(4,594)	(2,990)	

Notes to the Financial Statements

31 December 2024

38. Financial instruments (Cont'd.)

c) Financial risk management

The Group and the Company have exposure to the following risks from its use of financial instruments : -

- Credit risk
- Liquidity and cash flow risk
- Market risk
- i) Credit risk
 - subsidiary companies. There are no significant changes as compared to prior periods.
 - Receivables

Risk management objectives, policies and processes for managing the risk

The credit risk is controlled by the application of credit approvals, limits and monitoring procedures. Credit risks are minimised and monitored via strictly limiting the Group's and the Company's associations to business partners with high credit worthiness. The Group and the Company also have an internal credit review which is conducted if the credit risk is material. Trade receivables are monitored on an ongoing basis via the Group's and the Company's management reporting procedures.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the Group and the Company have significant concentration of credit risk in the form of outstanding balance of approximately MYR15,668,222 (2023 - MYR5,607,338) due from one (2023 - one) customer which represents 14% (2023 - 7%) of the total trade receivables of the Group and of the Company. However, the directors are of the opinion that these amounts outstanding are fully recoverable. Credit risk and receivables are monitored on an ongoing basis. These procedures substantially mitigate credit risk of the Group and of the Company.

A significant portion of these receivables are regular customers that have been transacting with the Group and the Company. The Group and the Company use ageing analysis to monitor the credit quality of the receivables. Any past due receivables having significant balances, which are deemed to have higher credit risk, are monitored individually.

At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by :-

- by the Company to the banks on the subsidiary companies' bank borrowings.

The trade receivables are not secured by any collateral or supported by any other credit enhancements.

Recognition and measurement of impairment losses

The Group and the Company use an allowance matrix to measure the expected credit losses ("ECL") of trade receivables and contract assets.

To measure the expected credit losses, trade receivables have been grouped based on credit risk and days past due.

Credit risk is the risk of a financial loss if a customer or a counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its receivables from customers. The Company's exposure to credit risk arises principally from its receivables from customers and advances to

- The carrying amount of each class of financial assets recognised in the statements of financial position; and

A nominal amount of MYR50,527,786 (2023 – MYR37,186,082) relating to corporate guarantees provided

31 December 2024

38. Financial instruments (Cont'd.)

- c) Financial risk management (Cont'd.)
 - i) Credit risk (Cont'd.)

<u>Receivables</u> (Cont'd.)

Recognition and measurement of impairment losses (Cont'd.)

The following table provides information about the exposure to credit risk and ECLs for trade receivables and contract assets as at 31 December 2024 which are grouped together as they are expected to have similar risk nature : -

	Gross MYR'000	Loss allowance MYR'000	Net MYR'000
2024			
Group			
Not past due	37,614		37,614
Past due 90 days	55,172	-	55,172
Retention sum	22,414		22,414
	115,200		115,200
Individual impairment	5,531	(5,531)	
	120,731	(5,531)	115,200
Company			
Not past due	21,692	112	21,692
Past due 90 days	55,972	(160)	55,812
Retention sum	22,414		22,414
	100,078	(160)	99,918
Individual impairment	2,124	(2,124)	
	102,202	(2,284)	99,918

Notes to the Financial Statements

31 December 2024

38. Financial instruments (Cont'd.)

c) Financial risk management (Cont'd.)

- i) Credit risk (Cont'd.)
 - Receivables (Cont'd.)
 - Recognition and measurement of impairment losses (Cont'd.)

The following table provides information about the exposure to credit risk and ECLs for trade receivables and contract assets as at 31 December 2024 which are grouped together as they are expected to have similar risk nature:-

2023

Group	
Not past due	
Past due 90 days	
Retention sum	

Individual impairment

Company

Not past due Past due 90 days Retention sum

Individual impairment

Gross MYR'000	Loss allowance MYR'000	Net MYR'000
57,181	-	57,181
715	-	715
22,218	-	22,218
80,114		80,114
3,407	(3,407)	
83,521	(3,407)	80,114
47,731	10 S.	47,731
1,730	(160)	1,570
22,218		22,218
71,679	(160)	71,519
		-
71,679	(160)	71,519
- Weiner		

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31 December 2024

38. Financial instruments (Cont'd.)

- c) Financial risk management (Cont'd.)
 - i) Credit risk (Cont'd.)

Receivables (Cont'd.)

Recognition and measurement of impairment losses (Cont'd.)

The movements in the allowance for impairment in respect of trade receivables and contract assets during the financial year are as follows : -

	Lifetime ECL MYR'000	Credit impaired MYR'000	Total MYR'000
Group			
At 1 January 2023	160	-	160
Addition (Note 30)		3,247	3,247
At 31 December 2023	160	3,247	3,407
Addition (Note 30)		2,124	2,124
At 31 December 2024	160	5,371	5,531
Company			
At 1 January 2023/31 December 2023	160		160
Addition (Note 30)		2,124	2,124
At 31 December 2024	160	2,124	2,284

Inter-company loans and advances

Risk management objectives, policies and processes for managing the risk

The Company provides unsecured loans and advances to its subsidiary companies. The Company monitors the results of the subsidiary companies regularly.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

Recognition and measurement of impairment losses

As at the end of the reporting period, there was no indication that the loans and advances to the subsidiary companies are not recoverable. The Company does not specifically monitor the ageing of current advances to the subsidiary companies.

Notes to the Financial Statements

31 December 2024

38. Financial instruments (Cont'd.)

c) Financial risk management (Cont'd.)

ii) Liquidity and cash flow risk

Liquidity risk is the risk that the Group and the Company will not be able to meet their financial obligations as and when they fall due. The Group's and the Company's exposure to liquidity risk arises principally from its payables and borrowings.

The Group and the Company maintain a level of cash and cash equivalents deemed adequate by the management to ensure, as far as possible, that they will have sufficient liquidity to meet their liabilities when they fall due.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier or at significantly different amounts.

Maturity analysis

The table below summarises the maturity profile of the Group's financial liabilities as at the end of the reporting period based on undiscounted contractual payments : -

Group	On demand or within 1 year MYR'000	1 - 2 years MYR'000	2 - 5 years MYR'000	More than 5 years MYR'000	Total MYR'000
2024					
Financial					
liabilities					
Trade payables	36,322	1.1.1			36,322
Other payables					
and accruals	1,750				1,750
Borrowings	84,677	45,697	37,871	25,329	193,574
Lease liabilities	452	542	1,102	751	2,847
	123,201	46,239	38,973	26,080	234,493

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38. Financial instruments (Cont'd.)

- c) Financial risk management (Cont'd.)
 - ii) Liquidity and cash flow risk (Cont'd.)

Maturity analysis (Cont'd.)

Group	On demand or within 1 year MYR'000	1 - 2 years MYR'000	2 - 5 years MYR'000	More than 5 years MYR'000	Total MYR'000
2000					
2023					
(Restated)					
Financial					
liabilities					
Trade payables	54,845		12.0327.01-0		54,845
Other payables					
and accruals	26,770	- 101	-	-	26,770
Borrowings	58,843	23,303	38,267	16,566	136,979
Lease liabilities	435	435	550	852	2,272
	140,893	23,738	38,817	17,418	220,866

	On demand or within 1			More than	
	year	1 - 2 years	2 - 5 years	5 years	Total
Company	MYR'000	MYR'000	MYR'000	MYR'000	MYR'000
Company	MITROOO	MIKOUU	MITROOO	MITK 000	I.

2024

Iiabilities Trade payables 30,807 - - 30,807 Other payables - - - 30,807 and accruals 973 - - 973 Amount due to - - 973 subsidiary - - - 3,108 Borrowings 39,309 17,477 505 1,191 78,542 Lease liabilities 382 378 821 - 1,581 Financial - 50,528 - - 50,528 145,167 17,855 1,326 1,191 165,539	Financial					
Other payables and accruals973973Amount due to subsidiary companies3,1083,108Borrowings59,36917,4775051,19178,542Lease liabilities382378821-1,581Financial guarantee*50,52850,528-50,528	liabilities					
and accruals973973Amount due to subsidiary companies3,1083,108Borrowings59,36917,4775051,19178,542Lease liabilities382378821-1,581Financial guarantee*50,52850,528-	Trade payables	30,807	-	-		30,807
Amount due to subsidiary - - - - - 3,108 - - - 3,108 - - - 3,108 - - - - 3,108 - - - - 3,108 - - - - 3,108 - - - 3,108 - - - 3,108 - - - 3,108 - - - 3,108 - - - 3,108 - - - 3,108 - - - 3,108 - - - 3,108 - - - 3,108 - - - 3,108 - - - 3,108 - - - 1,581 - - 1,581 - - - - 50,528 - - - - 50,528 - - - - 50,528 - - - - 50,528 - - - - 50,528 - - - - - 50,5	Other payables					
subsidiary subsidiary companies 3,108 - - 3,108 Borrowings 59,369 17,477 505 1,191 78,542 Lease liabilities 382 378 821 - 1,581 Financial	and accruals	973	-		-	973
companies 3,108 - - - 3,108 Borrowings 59,369 17,477 505 1,191 78,542 Lease liabilities 382 378 821 - 1,581 Financial yuarantee* 50,528 - - 50,528	Amount due to					
Borrowings 59,369 17,477 505 1,191 78,542 Lease liabilities 382 378 821 - 1,581 Financial guarantee* 50,528 - - 50,528	subsidiary					
Lease liabilities 382 378 821 - 1,581 Financial guarantee* 50,528 - - - 50,528	companies	3,108				3,108
Financial guarantee* 50,528 - - - 50,528	Borrowings	59,369	17,477	505	1,191	78,542
guarantee* 50,528 50,528	Lease liabilities	382	378	821		1,581
	Financial					
145,167 17,855 1,326 1,191 165,539	guarantee*	50,528			-	50,528
		145,167	17,855	1,326	1,191	165,539

Notes to the Financial Statements

31 December 2024

38. Financial instruments (Cont'd.)

c) Financial risk management (Cont'd.)

ii) Liquidity and cash flow risk (Cont'd.)

Maturity analysis (Cont'd.)

Company	On demand or within 1 year MYR'000	1 - 2 years MYR'000	2 - 5 years MYR'000	More than 5 years MYR'000	Total MYR'000
2023					
Financial					
liabilities					
Trade payables	41,200	-	-	-	41,200
Other payables					
and accruals	416	-	-	-	416
Amount due to					
subsidiary					
companies	788				788
Borrowings	43,284	245	3,516	19,294	66,339
Lease liabilities	320	320	264		904
Financial					
guarantee*	37,186		1.1.1.1.1.1.1.1.1	1.1	37,186
	123,194	565	3,780	19,294	146,833

* Based on the maximum amount that can be called for under the financial guarantee contract.

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31 December 2024

38. Financial instruments (Cont'd.)

c) Financial risk management (Cont'd.)

iii) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest/expense rates and other prices that will affect the Group's and the Company's financial position or cash flows.

Foreign exchange rate risk

The Group and the Company have minimal exposure to foreign currency risk as the sales and purchases of the Group and the Company are denominated in the respective functional currency of Group entities.

Interest rate risk

The Group's and the Company's fixed rate borrowings are exposed to a risk of change in their fair value due to changes in interest/expense rates. The Group's and the Company's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Short term investments such as deposits with licensed banks are not significantly exposed to interest rate risk.

Risk management objectives, policies and processes for managing the risk

The Group's and the Company's policy is to borrow principally on the floating rate basis but to retain a proportion of fixed rate debt. The mix between fixed and floating rate borrowings is set to reduce the impact of an upward change in interest rates while enabling benefits to be enjoyed if interest rates fall.

Exposure to interest rate risk

The interest rate profile of the Group's and the Company's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period was : -

Group	2024 MYR'000	Interest rate %	2023 MYR'000	Interest rate %
Fixed rate instruments				
Lease liabilities	2,312	2.11 - 5.70	1,778	4.75 - 6.16
Floating rate instruments				
Borrowings	181,853	2.60 - 8.70	125,744	2.97 - 10.65

Notes to the Financial Statements

31 December 2024

38. Financial instruments (Cont'd.)

c) Financial risk management (Cont'd.)

iii) Market risk (Cont'd.)

Interest rate risk (Cont'd.)

Exposure to interest rate risk (Cont'd.)

Company	2024 MYR'000	Interest rate %	2023 MYR'000	Interest rate %
Fixed rate instruments				
Lease liabilities	1,421	2.11 - 3.29	823	4.75 - 6.16
Floating rate instruments				
Borrowings	76,583	3.05 - 8.70	66,339	3.33 - 10.65

Interest rate risk sensitivity analysis

Fair value sensitivity analysis for fixed rate instruments

The Group and the Company do not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

Cash flow sensitivity analysis for variable rate instruments

At the reporting date, if interest rates had been 100 basis points lower/higher, with all other variables held constant, the Group's and the Company's profit net of tax would have been MYR1,382,083 and MYR582,031 (2023 -MYR955,654 and MYR504,176) respectively higher/lower, arising mainly as a result of lower/higher interest expense on floating rate borrowings. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

31 December 2024

38. Financial instruments (Cont'd.)

d) Fair value information

The carrying amounts of deposits with licensed banks, cash and bank balances, trade and other receivables and deposits, trade and other payables and accruals, and floating rate borrowings are reasonable approximation of fair values, either due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the reporting date.

The table below analyses financial instruments carried at fair value and those not carried at fair value for which fair value is disclosed, together with their fair values and carrying amounts shown in the statement of financial position : -

Fair value of financial statements carried at fair value					Fair value	of financial at fair				
Group	Level 1 MYR'000	Level 2 MYR'000	Level 3 MYR'000	Total MYR'000	Level 1 MYR'000	Level 2 MYR'000	Level 3 MYR'000	Total MYR'000	Total fair value MYR'000	Carrying amount MYR'000
2024										
Financial asset										
Other investment	-	-	10,403	10,403	-	-	-		10,403	10,403
Financial liability										
Lease liabilities		-	-	-	-	-	2,847	2,847	2,847	2,312

The table below analyses financial instruments carried at fair value and those not carried at fair value for which fair value is disclosed, together with their fair values and carrying amounts shown in the statement of financial position : - (Cont'd.)

	Fair valu	ue of financi	al statemen	ts carried	Fair value	Fair value of financial statements not carried					
		at fai	r value			at fair	value				
Group	Level 1 MYR'000	Level 2 MYR'000	Level 3 MYR'000	Total MYR'000 (Restated)	Level 1 MYR'000	Level 2 MYR'000	Level 3 MYR'000	Total MYR'000	Total fair value MYR'000	Carrying amount MYR'000 (Restated)	
2023											
Financial asset											
Other investment	-	-	8,268	8,268	-	-	-	-	8,268	8,268	
- inancial iability											
_ease iabilities							2,272	2,272	2,272	1,778	

Notes to the Financial Statements

31 December 2024

38. Financial instruments (Cont'd.)

d) Fair value information (Cont'd.)

The table below analyses financial instruments carried at fair value and those not carried at fair value for which fair value is disclosed, together with their fair values and carrying amounts shown in the statement of financial position : - (Cont'd.)

	Fair value	e of financia		s carried	Fair value	of financial s		not carried		
Company	Level 1 MYR'000	at fair Level 2 MYR'000	value Level 3 MYR'000	Total MYR'000	Level 1 MYR'000	at fair Level 2 MYR'000	Level 3 MYR'000	Total MYR'000	Total fair value MYR'000	Carrying amount MYR'000
2024										
Financial liability										
Lease liabilities	-	- 1.	-	-	-		1,581	1,581	1,581	1,421
2023										
Financial liability										
Lease liabilities	124	-	-	_		_	904	904	904	823

Level 1 fair value

Level 1 fair value is derived from quoted price (unadjusted) in active markets for identical financial assets or liabilities that the entity can access at the measurement date.

Level 2 fair value

Level 2 fair value is estimated using inputs other than quoted prices included within Level 1 that are observable for the financial assets or liabilities, either directly or indirectly.

Transfer between Level 1 and Level 2 fair values

There has been no transfer between Level 1 and 2 fair values during the financial year (2021 - no transfer in either directions).

Level 3 fair value

Level 3 fair value is estimated using unobservable inputs for the financial assets and liabilities.

The following shows the valuation techniques used in the determination of fair values within Level 3 for financial instruments not carried at fair value, as well as the key unobservable inputs used in the valuation models.

Гуре	Description of valuation techni
	Based on cost, which represents

Other investment

Based on cost, which represents the best estimate of fair value, as there is insufficient more recent information available to measure fair value.

Lease liabilities and fixed rate borrowings

Discounting expected future cash flows at market incremental lending rate for similar types of lending, borrowing or leasing arrangements at the reporting date.

nique and inputs used

Notes to the Financial Statements

31 December 2024

39. Capital management

The primary objective of the Group's capital management is to ensure that it maintains an optimal capital structure in order to support its businesses and maximise shareholders' value. The Group manages its capital structure and make adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

The Group and the Company manage their capital based on finance-to-equity ratio. The finance-to-equity ratio is calculated as total borrowings from financial institutions divided by total equity. The Group's policy is to keep the finance-to-equity ratio below 2.5 times.

	Grou	Group		any
	2024 MYR'000	2023 MYR'000 (Restated)	2024 MYR'000	2023 MYR'000
Total borrowings	181,853	125,744	76,583	66,339
Total lease liabilities	2,312	1,778	1,421	823
Total financing	184,165	127,522	78,004	67,162
Total equity	264,017	196,820	233,177	187,130
Finance-to-equity ratio	0.70	0.65	0.33	0.36

There was no change in the Group's and the Company's approach to capital management during the financial year.

Under the requirement of borrowing facilities, the Group and the Company is required to maintain several financial covenants. As at the reporting date, the Group and the Company had complied with all the financial covenants.

40. Capital commitment

	Group	Group		any
	2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
Authorised and contracted for : -				
- Property, plant and equipment	930	264		- 1000

41. Related parties

Identity of related parties

For the purposes of these financial statements, parties are considered to be related to the Group and the Company if the Group and the Company have the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Notes to the Financial Statements

31 December 2024

41. Related parties (Cont'd.)

Identity of related parties (Cont'd.)

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Company either directly or indirectly. The key management personnel include all the Directors of the Group and of the Company, and certain members of the senior management of the Group and of the Company.

Significant related party transactions

Related party transactions entered into the normal course of business under normal trade terms. The significant related party transactions of the Group and of the Company are show below. The related party balances are shown in Notes 16 to the financial statements.

Transaction with subsidiary companies
KAB Signature Management Sdn. Bhd.
- Management fee

KAB Smart Solar Energy Sdn. Bhd.

- Purchase
- TVT Link Tech Solutions Sdn. Bhd.
- Facilities and Maintenance Services

KAB Energy Holdings Sdn. Bhd.

- Sales of Cable

Future Biomass Gasification Sdn. Bhd.Report and valuation services

Compensation of key management personnel

Short-term employee benefits Defined contribution plan Benefits-in-kind

Included in key management personnels compensation is directors' emoluments as disclosed in Note 32 to the financial statements.

Company			
2024 MYR'000	2023 MYR'000		
	the second second		
140	140		
257	2 7 -		
312			
2,641			
43			

Group		Compan	y
2024 MYR'000	2023 MYR'000	2024 MYR'000	2023 MYR'000
4,432	4,597		3,134
423	453		299
60	57		33
4,915	5,107		3,466

Notes to the Financial Statements

31 December 2024

42. Comparative figures

a) On 21 June 2023, 27 August 2023, 18 October 2023 and 15 November 2023, the Company completed the acquisition of the 100% equity interest each in Matahari Suria Sdn. Bhd. ("MSSB") and PT. Inpola Mitra Elektrindo ("PTIME"), 80% equity interest in iTrans Green Energy Thai Co., Ltd ("iTrans"), and 100% equity interest in Future Biomass Gasification Sdn. Bhd. ("FBG"). MSSB and FBG is an unlisted limited liability company incorporated in Malaysia. PTIME and iTrans is an unlisted limited liability company incorporated in Indonesia and Thailand respectively.

In accordance with MFRS 3: Business Combinations ("MFRS"), a purchase price allocation ("PPA") exercise was undertaken to determine the fair value of the identifiable assets and liabilities at the date of acquisition, and the PPA exercise has been finalised during the financial year

b) The comparative figures have been reclassified to conform with current year's presentation.

As a result of the above, certain comparative amounts as at 31 December 2023 have been adjusted as disclosed below : -

Group	As at 31.12.2023 MYR'000	Effects of finalisation of PPA (Note a) MYR'000	Reclassi- fication (Note b) MYR'000	As at 31.12.2023 MYR'000 (Restated)
Asset				
Non-Current Assets				
Property, plant and equipment	187,821	(17,595)		170,226
Investment properties	20,553			20,553
Right-of-use assets	3,108			3,108
Investment in an associate	300			300
company				
Intangible assets	7,685	432		8,117
Deferred tax assets	877			877
Other investments	8,268			8,268
Trade receivables	7,019		(7,019)	
Total Non-Current Assets	235,631	State Barris		211,449
Current Assets				
Trade receivables	73,095		7,019	80,114
Inventories	824			824
Contract assets	50,544			50,544
Other receivables, deposits				
and prepayments	8,780			8,780
Deposits with licensed banks	40,924			40,924
Cash and bank balances	23,084			23,084
Current tax asset	2,932	(447)		2,485
Total Current Assets	200,183			206,755
Total Assets	435,814			418,204

Notes to the Financial Statements

31 December 2024

42. Comparative figures (Cont'd.)

As a result of the above, certain comparative amounts as a :-(Cont'd.)

Group (Cont'd.)	As at 31.12.2023 MYR'000	Effects of finalisation of PPA (Note a) MYR'000	Reclassi- fication (Note b) MYR'000	As at 31.12.2023 MYR'000 (Restated)
Faulty and Liabilities				
Equity and Liabilities Equity Attributable to				
Owners of the Company				
Share capital	148,847			148,847
Foreign currency translation reserve	(514)	353		(161)
Treasury shares	(4)			(4)
Retained profits	60,657	(15,553)		45,104
	208,986			193,786
Non-controlling interest	3,034			3,034
Total Equity	212,020			196,820
Non-Current Liabilities Deferred tax liabilities Borrowings Lease liabilities Trade payables	8,778 68,733 1,422 2,974	(5,590)	(2,974)	3,188 68,733 1,422 -
Total Non-Current Liabilities	81,907			73,343
Current Liabilities				
Borrowings	57,011			57,011
Lease liabilities	356			356
Trade payables	51,871		2,974	54,845
Contract liabilities	9,059			9,059
Other payables and accruals	23,590	3,180		26,770
Total Current Liabilities	141,887			148,041
Total Liabilities	223,794			221,384
Total Equity and Liabilities	435,814			418,204

As a result of the above, certain comparative amounts as at 31 December 2023 have been adjusted as disclosed below

Notes to the Financial Statements

31 December 2024

43. Subsequent event

On 7 February 2025, KAB Energy Holdings Sdn. Bhd. ("KABEH") entered into a Share Purchase Agreement ("SPA") with Pesaka Ventures Sdn. Bhd. ("PVSB"), the holding company of Jati Cakerawala Sdn. Bhd. ("JTSB"), for the purpose of acquisition of 1,900,760 ordinary shares for a total consideration of MYR35 million.

As of the date of this report, KABEH is in the midst of fulfilling condition precedent of the SPA.

Statement by Directors

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

We, Dato' Lai Keng Onn and Choong Gaik Seng, being two of the directors of Kinergy Advancement Berhad, do hereby state on behalf of the directors that in our opinion, the financial statements set out on pages 133 to 219 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 2024 and of their financial performance and cash flows for the financial year ended on that date.

Signed on behalf of the Board of Directors in accordance with a resolution of the directors

Dato' Lai Keng Onn

Kuala Lumpur, Date : 28 April 2025 220

Choong Gaik Seng

Statutory Declaration

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

I, Chin Sze How, MIA No. 44678, being the officer primarily responsible for the financial management of Kinergy Advancement Berhad, do solemnly and sincerely declare that the financial statements set out on pages 133 to 219, to the best of my knowledge and belief, are 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 at Kuala Lumpur on 28 April 2025

Chin Sze How (MIA No. 44678)

Before me

Commissioner for Oaths



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Other Information

07 Other Information

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List of Properties

Property Location & Address	Brief Description & Existing Use	Land (L)/ Built- Up Area (BUA) (sq meters)	Property Age (Years)	Tenure & Year of Expiry	Date of Acquisition (A)/ Valuation (V)	Audited Net Book Value as of 31.12.2024 (MYR)	Property Location & Address	Brief Description & Existing Use	Land (L)/ Built- Up Area (BUA) (sq meters)
PM 8456, Lot 101280, Mukim Petaling, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia. Property Address: No. 18, Jalan Radin Bagus 9, Bandar Baru Seri Petaling, 57000 Kuala Lumpur, Malaysia.	Three-storey shop office currently used as Company's headquarters	570 (BUA)	10	99-year leasehold, expiring on 5 April 2110 (i.e. remaining tenure of approximately 85 years as of Dec'24)	23 March 2017 (V)	3,184,182	PN 62395, Lot 57417, Mukim Bukit Raja, Daerah Petaling, Selangor, Malaysia.	Vacant land held for development	6,015 (L)
HSD 13198, PT 8891, Mukim Kajang, Daerah Ulu Langat, Selangor, Malaysia. Property Address: No. 86, Jalan Taming 5, Taming Jaya Industrial Park, 43300 Balakong, Selangor, Malaysia.	One and a half storey terrace factory used as a warehouse	222.96 (BUA)	29	Freehold	28 April 2017 (V)	1,100,666	Geran 321056, Lot 72023, (formerly held under HS(D) 287224, PT 25), Pekan Country Height, Daerah Petaling, Selangor, Malaysia. Property Address: A-13-13, Residensi Paisley, Jalan MP 1 Tropicana Metropark, 47500 Subang Jaya, Selangor, Malaysia.	Residential purpose	90.3 (BUA)
GRN 190203, Lot 128236, Mukim Klang, Daerah Klang, Selangor, Malaysia. Property Address: Lot No. 19 Gravit 8, PT 128236, Kota Bayu Emas/KS9, 42000 Pel. Klang, Selangor, Malaysia.	Three-storey shop office	153 (BUA)	8	Freehold	9 September 2021 (V)	1,275,510	Geran 78870, Lot 480726, Mukim Kuala Lumpur, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia. Property Address: J-29-16, Ekocheras Service Apartment, No. 693, Jalan Cheras, Batu 5, 56000 Kuala Lumpur, Malaysia.	Residential purpose	70.8 (BUA)
GRN Mukim 283, Lot 1098, Tempat Batu 8, Jalan Kuala Lumpur, Mukim Cheras, Daerah Hulu Langat, Selangor, Malaysia. Property Address: B-19-07, Green Residence Condo, Jalan Sayang 1, Taman Rasa Sayang, 43200 Batu 9 Cheras, Selangor, Malaysia.	Residential purpose	144.65 (BUA)	8	Freehold	7 September 2021 (V)	676,459	Geran 78870, Lot 480726, Mukim Kuala Lumpur, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia. Property Address: J-29-06, Ekocheras Service Apartment, No.693, Jalan Cheras, Batu 5, 56000 Kuala Lumpur, Malaysia.	Residential purpose	70.8 (BUA)
HSD 156027, PT 148718, Mukim Klang, Daerah Klang, Selangor, Malaysia. Property Address: A1-28-11, Blok A1, Gravit 8, Jalan Bayu Laut/KS9, Kota Bayuemas, 41200 Klang, Selangor, Malaysia.	Residential purpose	59 (BUA)	8	Freehold	13 June 2016 (A)	308,288	GRN 317216, Lot 91995, (formerly HS(D) 112756, PT 1424), Mukim Damansara, Daerah Petaling, Selangor, Malaysia. Property Address: D-10-33, H2O Ara Damansara, No.1, Jalan PJU 1/3, Ara Damansara, 47301 Petaling Jaya, Selangor, Malaysia.	Residential purpose	93.7 (BUA)

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Property Age (Years)	Tenure & Year of Expiry	Date of Acquisition (A)/ Valuation (V)	Audited Net Book Value as of 31.12.2024 (MYR)
Not applicable	99-year leasehold, expiring on 3 December 2105 (i.e. remaining tenure of approximately 80 years as of Dec'24)	1 July 2021 (V)	3,120,729
3	Freehold	27 February 2019 (A)	642,586
4	Freehold	5 May 2021 (A)	549,185
4	Freehold	05 May 2021 (A)	549,185

Freehold

4

21 July 2021 (A) 659,747

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Property Location & Address	Brief Description & Existing Use	Land (L)/ Built- Up Area (BUA) (sq meters)	Property Age (Years)	Tenure & Year of Expiry	Date of Acquisition (A)/ Valuation (V)	Audited Net Book Value as of 31.12.2024 (MYR)	Property Location & Address	Brief Description & Existing Use	Land (L)/ Built- Up Area (BUA) (sq meters)	Property Age (Years)	Tenure & Year of Expiry	Date of Acquisition (A)/ Valuation (V)	Audited Net Book Value as of 31.12.2024 (MYR)
Geran 78870, Lot 480726, Mukim Kuala Lumpur, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia. Property Address: J-20-09, Ekocheras Service Apartment, No.693, Jalan Cheras, Batu 5, 56000 Kuala Lumpur, Malaysia.	Residential purpose	70.8 (BUA)	4	Freehold	26 October 2021 (A)	529,639	Geran 78870, Lot 480726, Mukim Kuala Lumpur, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia. Property Address: H-20-10, Ekocheras Service Apartment, No.693, Jalan Cheras, Batu 5, 56000 Kuala Lumpur, Malaysia.	Residential purpose	108 (BUA)	3	Freehold	2 February 2022 (A)	755,229
Hakmilik Pajakan Mukim 6395, Lot 18152, Seksyen 2, Bandar Ulu Kelang, Daerah Gombak, Selangor, Malaysia. Property Address: A-33A-06, Block A, Residensi Xtreme Meridian, Jalan Bemban, Ampang, Selangor, 55000 Kuala Lumpur, Malaysia.	Residential purpose	68.3 (BUA)	4	99-year leasehold, expiring on 25 January 2094 (i.e. remaining tenure of approximately 69 years as of Dec'24)	10 December 2021 (A)	581,112	Geran 78870, Lot 480726, Mukim Kuala Lumpur, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia. Property Address: H-30-05, Ekocheras Service Apartment, No.693, Jalan Cheras, Batu 5, 56000 Kuala Lumpur, Malaysia.	Residential purpose	71 (BUA)	3	Freehold	2 February 2022 (A)	534,206
Hakmilik Pajakan Mukim 6395, Lot 18152, Seksyen 2, Bandar Ulu Kelang, Daerah Gombak, Selangor, Malaysia. Property Address: A-36-06, Block A, Residensi Xtreme Meridian, Jalan Bemban, Ampang, Selangor, 55000 Kuala Lumpur, Malaysia.	Residential purpose	68.3 (BUA)	4	99-year leasehold, expiring on 25 January 2094 (i.e. remaining tenure of approximately 69 years as of Dec'24)	10 December 2021 (A)	584,488	Geran 333002/M1/2/53, Mukim Klang, Daerah Klang, Selangor, Malaysia. Property Address: L1-07, Gravit 8, Jalan Bayu Laut/KS9, Kota Bayumas, 41200 Klang, Selangor, Malaysia.	Residential purpose	282 (BUA)	3	Freehold	2 February 2022 (A)	1,646,168
GM 105, Lot 274 Mukim Ampang Tempat Batu 4, Jalan Ampang Daerah Kuala Lumpur Wilayah Persekutuan Kuala Lumpur, Malaysia. Property Address: B-09-13, The Elements, No.5, Jalan Bemban Ampang, Off Jalan Ampang, Wilayah Persekutuan	Residential purpose	146 (BUA)	4	Freehold	10 December 2021 (A)	865,124	PT 357, HSD 185508, Pekan Sungai Besi, Daerah Petaling, Selangor, Malaysia. Property Address: No. 12A, Jalan Dagang SB 4/1, Taman Sungai Besi Indah, 43300 Seri Kembangan, Selangor, Malaysia. PT 357, HSD 185509, Pekan Sungai Besi,	Four-storey shop office	164 (BUA)	3	99-year leasehold, expiring on 28 May 2102 (i.e. remaining tenure of approximately 78 years as of Dec'24) 99-year	20 Feb 2020 (V)	960,647
Kuala Lumpur, Malaysia. Geran 78870, Lot 480726, Mukim Kuala Lumpur, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia. Property Address: E-31-01, Ekocheras Service Apartment, No.693, Jalan Cheras, Batu 5, Wilayah Persekutuan Kuala Lumpur, Malaysia.	Residential purpose	115 (BUA)	3	Freehold	17 January 2022 (A)	829,496	Pecarah Petaling, Daerah Petaling, Selangor, Malaysia. Property Address: No. 12, Jalan Dagang SB 4/1, Taman Sungai Besi Indah, 43300 Seri Kembangan, Selangor, Malaysia.	Four-storey shop office	164 (BUA)	3	leasehold, expiring on 28 May 2102 (i.e. remaining tenure of approximately 78 years as of Dec'24)	19 Mar 2010 (A)	960,647

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07 Other Information

Property Location & Address	Brief Description & Existing Use	Land (L)/ Built- Up Area (BUA) (sq meters)	Property Age (Years)	Tenure & Year of Expiry	Date of Acquisition (A)/ Valuation (V)	Audited Net Book Value as of 31.12.2024 (MYR)
PN 36165, Lot 1259, Mukim Bandar Kundang, Daerah Gombak, Selangor, Malaysia. Property Address: No.G-11, 1-11, 2-11, Avia Plus, Jalan Desa Utama, Bandar Country Homes, 48000 Rawang, Selangor, Malaysia.	Three-storey commercial shop office	3,808 (BUA)	2	99-year leasehold, expiring on 18 September 2089 (i.e. remaining tenure of approximately 65 years as of Dec'24)	09 Oct 2020 (A)	1,653,820
PN 53949, Lot No.481319, Mukim Kuala Lumpur, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia. Property Address: G-25, Residensi M Vertika, No. 555, Jalan Cheras, 56000 Kuala Lumpur, Malaysia.	Retail shop	91.05 (BUA)	2	99-year leasehold, expiring on 14 Aug 2116 (i.e. remaining tenure of approximately 92 years as of Dec'24)	23 Nov 2021 (A)	1,428,164
PN 53949, Lot No.481319, Mukim Kuala Lumpur, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia. Property Address: 1-25, Residensi M Vertika, No. 555, Jalan Cheras, 56000 Kuala Lumpur, Malaysia	Retail shop	126.99 (BUA)	2	99-year leasehold, expiring on 14 Aug 2116 (i.e. remaining tenure of approximately 92 years as of Dec'24)	23 Nov 2021 (A)	1,369,171
GRN 27331, Lot 162, Seksyen 92, Mukim Kuala Lumpur, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia. Property Address: A-55-03 Residensi Trofi 1, 1, Jalan 2, Sungai Besi, 55200 Kuala Lumpur, Malaysia.	Residential purpose	74.97 (BUA)	2	Freehold	22 Sep 2021 (A)	585,425



Shareholding Statistics

ANALYSIS OF SHAREHOLDING AS AT 2 APRIL 2025

Total number Issued Shares as at 2 April 2025	2,078,793,781 ordinary shares
Treasury Shares as at 2 April 2025	88,898 ordinary shares
Adjusted Capital (after netting treasury shares as at 2 April 2025)	2,078,704,883 ordinary shares
Class of Shares	Ordinary shares
Voting Rights	One (1) vote per ordinary share

DISTRIBUTION OF SHAREHOLDINGS AS PER RECORD OF DEPOSITORS AS AT 2 APRIL 2025

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	% OF SHAREHOLDERS	NO. OF SHARES HELD	% OF ISSUED CAPITAL
1 - 99	614	12.15	20,636	0.00
100 - 1,000	444	8.78	222,396	0.01
1,001 - 10,000	1,773	35.07	10,875,667	0.52
10,001 - 100,000	1,700	33.63	60,755,755	2.92
100,001 - 103,935,243*	523	10.35	1,832,177,063	88.14
103,935,244 and above**	1	0.02	174,653,366	8.40
TOTAL	5,055	100.00	2,078,704,883	100.00

* Less than 5% of Issued Holdings

** 5% and above of Issued Holdings

SUBSTANTIAL SHAREHOLDERS AS AT 2 APRIL 2025

The substantial shareholders based on the Register of Substantial Shareholders of the Company and their shareholdings are as follows:

Nome of Charabaldera	Nationality/	No. of shares beneficially held			
Name of Shareholders	Incorporated in	Direct	%	Indirect	%
Dato' Lai Keng Onn	Malaysian	392,625,525	18.89	183,400,000 (1)	8.82
Stocqtech Sdn. Bhd.	Malaysia	160,000,000	7.70	-	-1787
Kington Tong Kum Loong	Malaysian	156,718,863	7.54	31,485,003 (2)	1.52

1. Deemed interest through shares held by Fastrans Venture Sdn. Bhd. and Stocqtech Sdn. Bhd. pursuant to Section 8 of the Act.

2. Deemed interest through shares held by Regalis Investment Ltd and Gemini Bliss Sdn. Bhd. pursuant to Section 8 of the Act.

DIRECTOR'S SHAREHOLDINGS AS AT 2 APRIL 2025

The substantial shareholders based on the Register of Substantial Shareholders of the Company and their shareholdings are as follows:

	Nationality/	No. of shares beneficially held			
Name of Shareholders	Incorporated in	Direct	%	Indirect	%
Datuk Dr. Ong Peng Su	Malaysian	-	-	-	-
Dato' Lai Keng Onn	Malaysian	392,625,525	18.89	183,400,000 (1)	8.82
Choong Gaik Seng	Malaysian	3,318,800	0.16	-	-
Datin Alicia Chan Pey Kheng	Malaysian	14,363,709	0.69	-	-
Jonathan Wu Jo-Han	Malaysian	-	-	-	-
Datuk Wira Mubarak Hussain Bin Akhtar Husin	Malaysian	-		-	-
Lu Chee Leong	Malaysian	-	-	-	
Tong Siut Moi	Malaysian	-	-		-
Gs. Ts. Dr. Amanda Lee Sean Peik	Malaysian	-	-		-

1. Deemed interest through shares held by Fastrans Venture Sdn. Bhd. and Stocqtech Sdn. Bhd. pursuant to Section 8 of the Act.



List Of Thirty (30) Largest Securities Account Holders As At 2 April 2025 (Ordinary Shares)

NO.	NAME	NO. OF SHARES BENEFICIALLY HELD	%
1.	Affin Hwang Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Dato' Lai Keng Onn	174,653,366	8.40
2.	MCI Capital Sdn. Bhd.	98,507,000	4.74
3.	Amanah Raya Berhad Kumpulan Wang Bersama Syariah	92,362,000	4.44
4.	MIDF Amanah Investment Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Stocqtech Sdn. Bhd. (MID0054)		4.01
5.	MIDF Amanah Investment Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Stocqtech Sdn. Bhd. (MGN- LKO0002M)	76,666,666	3.69
6.	MIDF Amanah Investment Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Kington Tong Kum Loong (MGN-KTK0003M)	63,329,300	3.05
7.	Amanah Raya Berhad Kumpulan Wang Bersama	55,633,000	2.68
8.	CitiGroup Nominees (Asing) Sdn. Bhd. Exempt An for CitiBank New York (Norges Bank 22) SSO-DCC MY	51,050,000	2.46
9.	AMSEC Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Kington Tong Kum Loong	50,882,500	2.45
10.	CitiGroup Nominees (Asing) Sdn. Bhd. - Macquarie Bank Limited (Main) 49,386,880		2.38
11.	AllianceGroup Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Dato' Lai Keng Onn (7005927) 48,627,897		2.34
12.	Kenanga Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Gan Kong Hiok (001)	43,030,000	2.07
13.	CIMB Group Nominees (Tempatan) Sdn. Bhd. CIMB Commerce Trustee Berhad – Kenanga Growth Fund	42,501,200	2.04
14.	Maybank Investment Bank Berhad IVT (15) ECD D1-H	40,300,000	1.94
15.	CIMSEC Nominees (Tempatan) Sdn. Bhd. CIMB For Dato' Lai Keng Onn (PB)	36,451,000	1.75
16.	RHB Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Dato' Lai Keng Onn	36,353,000	1.75
17.	CitiGroup Nominees (Tempatan) Sdn. Bhd. Kumpulan Wang Persaraan (Diperbadankan) (Kenanga) SSO-DCC MY	32,760,000	1.58
18.	Chan Wah Kiang	31,718,100	1.53
19.	RHB Nominees (Tempatan) Sdn. Bhd. OSK Capital Sdn. Bhd. for Dato' Lai Keng Onn	28,000,000	1.35

NO.	NAME
20.	Amanah Warisan Berhad
21.	AllianceGroup Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Kington Tong Kum Loong (7013398)
22.	CGS International Nominees Malaysia (Tempatan) Sdn. Pledged Securities Account for Gemini Bliss Sdn. Bhd.
23.	MIDF Amanah Investment Nominees (Tempatan) Sdn. Bl Pledged Securities Account for Dato' Lai Keng Onn (MGN-LKO0002M)
24.	Affin Hwang Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Fastrans Ventures Sdn. B
25.	CGS International Nominees Malaysia (Tempatan) Sdn. Pledged Securities Account for Chin Hin Group Propert Berhad (MY4653)
26.	Cartaban Nominees (Tempatan) Sdn. Bhd. CN CIMB Commerce Trustee Berhad for Kenanga Grow Fund Series 2
27.	Dato' Lai Keng Onn
28.	CGS International Nominees Malaysia (Tempatan) Sdn. Pledged Securities Account for Dato' Lai Keng Onn (MY3685)
29.	Amanah Raya Berhad Tabung Amanah Perwira dan Pertahanan Negara
30.	Malacca Equity Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Mohamed Faroz Bin Mohamed Jakel
	TOTAL

 \ast

	NO. OF SHARES BENEFICIALLY HELD	%
	26,500,000	1.27
2	25,037,543	1.20
Bhd.	25,000,000	1.20
hd.	24,623,559	1.18
3hd.	23,400,000	1.13
Bhd. ty	23,334,100	1.12
vth	22,356,100	1.08
	20,000,000	0.96
Bhd.	17,700,000	0.85
	15,800,000	0.76
	15,000,000	0.72
	1,374,296,545	66.11



(Please refer to

(Resolution 1)

(Resolution 6)

Explanatory Note 1)

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Eighth Annual General Meeting ("28th AGM") of Kinergy Advancement Berhad ("KAB" or "the Company") will be held physically at Function Room, Acacia I, Level 1 of Espira Kinrara, Jalan Kinrara 6, Bandar Kinrara, 47180 Puchong, Selangor Darul Ehsan on Thursday, 29 May 2025 at 9:00 a.m., or at any adjournment thereof, for the following purposes:-

	AGENDA
As	Ordinary Business
1.	To receive the Audited Financial Statements for the financial year ended 31 December 2024 together with the Reports of the Directors and the Auditors thereon.
2.	To approve the payment of Directors' fees payable to the Directors of the Company amounting to MYR650,000/- for the financial year ending 31 December 2025.

3. To re-elect the following Directors who are retiring in accordance with Clause 76(3) of the Company's Constitution, and being eligible, have offered themselves for re-election:-

 (a) Dato' Lai Keng Onn; (b) Mr. Choong Gaik Seng; and (c) Ms. Tong Siut Moi. 	(Resolution 2) (Resolution 3) (Resolution 4)
To re-appoint Messrs. Kreston John & Gan as Auditors of the Company until the conclusion of the next AGM and to authorise the Directors to determine their remuneration.	(Resolution 5)

As Special Business

To consider and, if thought fit, with or without any modification, to pass the following resolutions as Ordinary Resolution:-

5.	Ordinary Resolution
	Authority to Issue Shares pursuant to the Companies Act 2016

"THAT, subject always to the Companies Act 2016 ("the Act"), the Constitution of the Company and the approvals from Bursa Malaysia Securities Berhad ("Bursa Securities") and any other relevant governmental and/or regulatory authorities, the Directors be and are hereby empowered pursuant to the Act, to issue and allot shares in the capital of the Company from time to time at such price and upon such terms and conditions, for such purposes and to such person or persons whomsoever the Directors may in their absolute discretion deem fit provided always that the aggregate number of shares issued pursuant to this Resolution does not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being;

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

AND THAT pursuant to Section 85 of the Act to be read together with Clause 12(2) of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares of the Company ranking equally to the existing issued shares arising from any issuance of new shares in the Company pursuant to this mandate;

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

6. Ordinary Resolution Proposed Renewal of Authority for Share Buy-Back

"THAT, subject to the Companies Act 2016 ("the Act"), the Constitution of the Company, Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and all other applicable laws, rules and regulations and guidelines for the time being in force and the approvals of all relevant governmental and/or regulatory authority, the Company be and is hereby authorised to purchase such number of issued shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities as the Directors may deem fit, necessary and expedient in the interest of the Company ("Proposed Renewal of Share Buy-Back Authority") provided that: -

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

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

- i. cancel all the shares so purchased; and/or
- ii. retain the ordinary shares so purchased as treasury shares for distribution as dividend to the shareholders and/or resell on the market of Bursa Securities and/or transfer under an employees' share scheme and/or transfer as purchase consideration; and/or
- iii. retain part thereof as treasury shares and cancel the remainder; or
- iv. in any other manner as prescribed by the Act, rules, regulations and orders made pursuant to the Act and the requirements of Bursa Securities and any other authority for the time being in force;

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(Resolution 7)

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

- a. the conclusion of the next AGM of the Company following this AGM at which such resolution was passed, at which time it will lapse, unless by an ordinary resolution passed at the meeting, the authority is renewed, either unconditionally or subject to conditions; or
- b. the expiration of the period within which the next AGM of the Company after that date is required by law to be held; or
- c. the authority is revoked or varied by an ordinary resolution passed by the shareholders of the Company at a general meeting,

whichever occurs first,

AND THAT the Directors of the Company be and are hereby authorised to do all acts, deeds and things as they may consider expedient or necessary in the best interests of the Company to give full effect to the Proposed Renewal of Share Buy-Back Authority with full powers to assent to any conditions, modifications, variations and/or amendments as may be imposed by the relevant authorities and to take all such steps, and do all such acts and things as the Board of Directors may deem fit and expedient in the best interests of the Company."

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

By Order of the Board

(duly signed)

CHUA SIEW CHUAN (SSM PC No. 201908002648) (MAICSA 0777689) CHENG CHIA PING (SSM PC No. 202008000730) (MAICSA 1032514) **Company Secretaries**

Kuala Lumpur 29 April 2025

Notes:

Information for Shareholders/Proxies

- 1. This is a physical general meeting, to be attended by shareholders and/or proxies in-person only. In respect of deposited securities, only members whose names appear in the Record of Depositors on 23 May 2025 ("General Meeting Record of Depositors") shall be eligible to attend the AGM.
- 2. A member (including authorised nominee) entitled to attend and vote at the AGM, may appoint more than one (1) proxy to attend and vote at the AGM, to the extent permitted by the Act, Securities Industry (Central Depositories) Act, 1991, Main Market Listing Requirements ("Main LR") of Bursa Malaysia Securities Berhad ("Bursa Securities"), and the Rules of Bursa Malaysia Depository Sdn. Bhd. Where a member appoints more than one (1) proxy, the appointments shall be invalid unless he specifies the proportions of his shareholdings to be represented by each proxy.
- 3. A proxy may but does not need to be a member of the Company and notwithstanding this, a member entitled to attend and vote at the AGM is entitled to appoint any person as his/her proxy to attend and vote instead of the member at the AGM without limitation. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the AGM shall have the same rights as the member to attend, participate, speak and vote at the AGM.

- 4. In the case of a corporate member, the instrument appointing a proxy must be either under its common seal or under the hand of its officer or attorney duly authorised.
- 5. Where a member is an exempt authorised nominee who holds ordinary shares in the Company for multiple beneficial authorised nominee may appoint in respect of each omnibus account it holds.
- 6. Publication of Notice of 28th AGM and Proxy Form on corporate website

Pursuant to Section 320(2) of the Act, a copy of this Notice together with the Proxy Form are available at the corporate website of KAB at https://www.kinergyadvancement.com/agm.html.

7. Submission of Proxy Form in either hard copy form or electronic form

The appointment of proxy(ies) may now be made either in hard copy form or by electronic form, and shall be deposited with the Company's Share Registrar, namely, Securities Services (Holdings) Sdn. Bhd., either at the designated office as stated below or vide Securities Services e-Portal, not less than forty-eight (48) hours before the time appointed for holding the AGM or adjournment thereof (i.e., on or before Tuesday, 27 May 2025 at 9:00 a.m.):-

Mode of Submission	De
Hard copy	Sec Lev Jala Dar 504 Wil
Electronic appointment	Sec We Kin

The lodging of the said instrument shall not preclude you from attending, participating, speaking and voting in person at the 28th AGM should you subsequently wish to do so, provided a notice of termination of proxy authority in writing is given to the Company not less than forty-eight (48) hours before the commencement of the AGM or any adjournment thereof.

- 8. Please ensure ALL the particulars as required in the proxy form are completed, signed and dated accordingly.
- 9. Please bring an ORIGINAL of the following identification papers (where applicable) and present it to the registration staff for verification:-
 - (a) Identity card (NRIC) (Malaysian), or
 - (b) Police report (for loss of NRIC) / Temporary NRIC (Malaysian), or (c) Passport (Foreigner).
- 10. For a corporate member who has appointed a representative instead of a proxy to attend this meeting, please bring the the Company's registered office earlier.

owners in one securities account ("omnibus account"), there is no limit to the number of proxies of which the exempt

signated Address

curities Services (Holdings) Sdn. Bhd. vel 7, Menara Milenium, an Damanlela, Pusat Bandar Damansara, mansara Heights, 490 Kuala Lumpur, layah Persekutuan

curities Services e-Portal eblink: https://sshsb.net.my/ ndly refer to Appendix I in Administrative Guide

ORIGINAL certificate of appointment executed in the manner as stated in the proxy form if this has not been lodged at

Explanatory Notes:-

1. Item 1 of the Agenda - Audited Financial Statements for the financial year ended 31 December 2024

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

2. <u>Resolution 1 - Payment of Directors' fees</u>

Section 230(1) of the Companies Act 2016 provides amongst others, that the fees of the Directors of a listed company shall be approved at a general meeting.

In this respect, the Board wishes to seek shareholders' approval at the 28th AGM of the Company on the following resolution:-

Ordinary Resolution 1 is proposed to seek the shareholders' approval for the payment of Directors' fees payable to the Directors of an amount of up to MYR 650,000/- for the financial year ending 31 December 2025.

3. <u>Resolutions 2, 3, and 4 - Re-election of Directors</u>

In determining the eligibility of the Directors to stand for re-election at the forthcoming 28th AGM of the Company, the Nominating Committee ("NC"), as guided by the requirements of Paragraph 2.20A of the Main Market Listing Requirements of Bursa Securities has recommended Choong Gaik Seng, Dato' Lai Keng Onn and Tong Siut Moi for reelection as Directors pursuant to the Constitution of the Company ("Retiring Directors"). The Board has conducted a separate assessment and being satisfied with the performance/contribution of the Retiring Directors. Therefore, the Board recommended that the same to be tabled to the shareholders of the Company for approval at the forthcoming 28th AGM of the Company under Resolutions 2, 3, and 4 respectively.

The evaluation criteria adopted as well as the process of assessment by the Board have been duly elaborated in the Corporate Governance Overview Statement of the Annual Report 2024 of the Company. All the Retiring Directors have consented to their re-election, and abstained from deliberations and voting in relation to their individual re-election at the NC and Board Meetings, respectively. The Retiring Directors also provided the fit and proper declarations in the prescribed forms in accordance with the Directors' Fit & Proper Policy adopted by the Company.

4. <u>Resolution 5 - Re-appointment of Auditors</u>

The Audit Committee ("AC") having assessed the suitability, objectivity and independence of Messrs. Kreston John & Gan recommended the latter's re-appointment as External Auditors of the Company to the Board for consideration. Upon review, the Board in turn would like to recommend the same to the shareholders for approval at the 28th AGM of the Company. The evaluation criteria adopted as well as the process of assessment by the AC and Board, respectively, have been duly elaborated in the Corporate Governance Report of the Company for the financial year ended 31 December 2024.

5. Resolution 6 - Authority to Issue Shares pursuant to the Companies Act 2016

The proposed resolution is intended to renew the authority granted to the Directors of the Company at the Twenty-Seventh Annual General Meeting of the Company held on 31 May 2024 ("Previous Mandate") to issue and allot shares at any time to such persons in their absolute discretion without convening a general meeting provided that the aggregate number of the shares does not exceed 10% of the total number of issued shares of the Company for the time being (hereinafter referred to as the "General Mandate").

On 20 June 2024, Malacca Securities Sdn. Bhd. ("Malacca Securities") had announced on behalf of the Board that KAB proposed to undertake a private placement of up to 198,634,288 new ordinary shares in KAB representing 10% of the total number of issued shares, excluding treasury shares, pursuant to the Previous Mandate.

Bursa Malaysia Securities Berhad ("Bursa Securities") had on 19 July 2024 approved the listing and quotation of up to 198,634,288 shares to be issued pursuant to the Previous Mandate, with conditions.

As at the date of this Notice, the Company had issued a total of 92,362,000 Placement Shares at various prices to raise a total proceeds of MYR 30,173,130/- from the identified investors:-

Series No.	Date of Issuance	No. of Placement Shares	Issue Price	Proceeds Raised
Tranche 1	6 December 2024	61,266,000 ordinary shares	MYR 0.3250 per Placement Share	MYR 19,911,450/-
Tranche 2	23 December 2024	31,096,000 ordinary shares	MYR 0.3300 per Placement Share	MYR 10,261,680/-
				MYR 30,173,130/-

The details of utilisation of the proceeds from the abovementioned Placement Shares were as follow:-

Purposes	Proposed Utilisation MYR '000	Actual Proceeds MYR '000	Actual Utilisation MYR '000	Balance Unutilised MYR '000	Intended Timeframe for Unutilised
Repayment of Bank Borrowings	30,000	13,668	(13,250)	418	Within 6 Months
Funding for Renewable Energy ("RE")	35,925	16,368	-	16,368	Within 36 Months
Defrayment of Estimated Expenses	300	137	(137)	-	Within 1 Month
Total	66,225	30,173	(13,387)	16,786	

The Company received approval from Bursa Securities on 10 January 2025 for a time extension of up to 18 July 2025 to complete the placement of remaining balance of 106,272,288 ordinary shares.

The said General Mandate will provide flexibility to the Company to raise additional funds expeditiously and efficiently through issuance and allotment of new shares, grant of rights to subscribe for shares, conversion of any security into shares or allotment of shares under an agreement or option or offer for purposes, including but not limited to placement of shares for working capital, repayment of borrowings, the Company's future project(s), acquisitions and/ or for issuance of shares as settlement of purchase consideration or such other application as the Directors may deem fit in the best interest of the Company.

The Board, having considered the current and prospective financial position, working capital requirements and capacity of the Group, is of the opinion that the General Mandate is in the best interests of the Company and its shareholders.

Pursuant to Section 85 of the Act read together with Clause 12(2) of the Constitution of the Company, shareholders have pre-emptive rights to be offered any new shares in the Company which rank equally to the existing issued shares in the Company or other convertible securities.

The proposed Resolution 6, if passed, will exclude existing shareholders' pre-emptive rights to be offered new shares and/or convertible securities to be issued by the Company pursuant to the said Resolution.

6. Resolution 7 - Proposed Renewal of Share Buy-Back Authority

The proposed resolution is intended to allow the Company to purchase its own shares of up to ten per centum (10%) of the total number of issued shares in the Company at any time within the time period stipulated in the Main Market Listing Requirements of Bursa Securities. This authority will, unless revoked or varied at a general meeting, expire at the conclusion of the next Annual General Meeting of the Company.

Please refer to Statement to Shareholders dated 29 April 2025 available together with the Annual Report 2024 for more information.

KINERGY ADVANCEMENT BERHAD

[Registration No. 199701005009 (420505-H)] (Incorporated in Malaysia)

ADMINISTRATIVE GUIDE

28TH ANNUAL GENERAL MEETING ("AGM") OF KINERGY ADVANCEMENT BERHAD ("the Company")

Date : Thursday, 29 May 2025

: 9:00 a.m. Time

Venue : Function Room, Acacia I, Level 1 of Espira Kinrara, Jalan Kinrara 6, Bandar Kinrara, 47180 Puchong, Selangor Darul Ehsan

This is a **physical** AGM. Members and/or proxies are to attend **in-person** only.

Registration

- 1. Registration is from 8:00 a.m. and will end at a time as announced by the Chairman of the Meeting before commencement of voting.
- 2. Registration will take place at the registration counters located at the Function Room, Acacia I, Level 1 of Espira Kinrara.
- 3. Kindly present your original National Registration Identity Card ("NRIC") or Passport for verification by the Registrar. Photocopy of NRIC or Passport is not allowed. Upon verification of your NRIC or Passport and signing of the Attendance List, you will be given a wristband for identification. Please ensure you collect your original NRIC or Passport thereafter.
- 4. No individual will be allowed to enter the venue without the wristband. There will be no replacement in the event you lose or misplace the wristband.
- 5. No individual will be allowed to register on behalf of another person, registration will handle only verification of identity and registration of shareholders and/or proxy holders. If you have any enquiries on other matters, please refer to our staff who will be at hand to provide assistance.

General Meeting Record of Depositors

Only depositors whose names appear in the General Meeting Record of Depositors as at 23 May 2025 will be entitled to attend the AGM or to appoint proxy to attend and/or vote on the depositor's behalf.

Submission of Proxy Form in either hard copy form or electronic form

The appointment of proxy(ies) may now be made either in hard copy form or by electronic form, and shall be deposited with the Company's Share Registrar, namely, Securities Services (Holdings) Sdn. Bhd., either at the designated office as stated below or vide Securities Services e-Portal, not less than forty-eight (48) hours before the time appointed for holding the AGM or adjournment thereof (i.e., on or before Tuesday, 27 May 2025 at 9:00 a.m.):

Mode of Submission	Designated Address
Hard copy	Securities Services (Holdings) Sdn. Bhd. Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan
Electronic appointment	Securities Services e-Portal Weblink: https://sshsb.net.my/ Kindly refer to Appendix I in Administrative Guide

The lodging of the said instrument shall not preclude you from attending, participating, speaking and voting in person at the 28th AGM should you subsequently wish to do so, provided a notice of termination of proxy authority in writing is given to the Company not less than forty-eight (48) hours before the commencement of the AGM or any adjournment thereof.

Corporate Representative

Any corporate member who wishes to appoint a representative instead of a proxy to attend the AGM should present a valid instrument appointing a corporate representative which shall be in writing under the common seal of the corporation.

Voting Procedure

1. The voting at the 28th AGM will be conducted on a poll in accordance with Paragraph 8.29A of Bursa Malaysia Securities Berhad Main Market Listing Requirements. The Company has appointed Securities Services (Holdings) Sdn. Bhd. ("SS") as Poll Administrator to conduct the poll and Commercial Quest Sdn. Bhd. as scrutineers to verify the poll results.

Door gifts

The Company will not provide any door gifts to shareholders or proxy.

Parking

1. You may park your vehicle in the designated parking spaces within the premises. Parking is available on a first-come, first-served basis and is complimentary.

Enquiry

If you have any enquiry relating to the registration for the 28th AGM, please contact the following persons from our Shares Registrar during office hours from Monday to Friday, 8:30 a.m. to 12:15 p.m. and from 1:15 p.m. to 5:30 p.m.:

Securities Services (Holdings) Sdn. Bhd.

General Line Email	:	+603 2084 9000 info@sshsb.com.my	
Officers	:	Wong Piang Yoong Nurhayati Ang	(DID: +603 (DID: +603
	•	lasmine Lim Mei Chen	(DID + 603)

Location map



2084 9168) 32084 9162) 32084 9006) APPENDIX 1

SECURITIES SERVICES e-PORTAL

	(A) Sign up for a user account	at Securities Services e-Portal
Step 2 Step 3	Visit <u>https://sshsb.net.my/</u> Sign up for a user account Wait for our notification email that will be sent within one (1) working day Verify your user account within seven (7) days of the notification email and log in	 This is a ONE-TIME registration. If you already have a user account, you need not register again. Your email address is your User ID. Please proceed to either (B) or (C) below once you are a registered user.
	REGISTER AS A USER BY 23 MAY	2025 TO SUBMIT E-PROXY FORM
	(B) Submit e	-Proxy Form
	Meeting Date and Time	Proxy Form Submission Closing Date and Time
	Thursday, 29 May 2025 at 9:00 a.m.	Tuesday, 27 May 2025 at 9:00 a.m.
	Individual shareholder	
	• Corporate or authorised representative of a be For body corporates, the appointed corporate/aut Certificate of Appointment of Corporate Represen	horised representative is to upload the evidence of authority (e.g tative, Power of Attorney, letter of authority or other documents
	• Corporate or authorised representative of a be For body corporates, the appointed corporate/aut Certificate of Appointment of Corporate Represer proving authority). All documents that are not in E certified translation in English in 1 file. The origina to be submitted to The Company's Share Registra Damansara, Damansara Heights, 50490 Kuala L	horised representative is to upload the evidence of authority (e.g
Step 2	 Corporate or authorised representative of a be For body corporates, the appointed corporate/aut Certificate of Appointment of Corporate Represer proving authority). All documents that are not in E certified translation in English in 1 file. The origina to be submitted to The Company's Share Registra Damansara, Damansara Heights, 50490 Kuala L form submission closing date and time above or he counter. Enter your CDS account number or the body corport 	horised representative is to upload the evidence of authority (e.g. tative, Power of Attorney, letter of authority or other documents inglish or Bahasa Malaysia have to be accompanied by a I evidence of authority and translation thereof, if required, have at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar umpur, Wilayah Persekutuan for verification before the proxy
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Step 3	 Corporate or authorised representative of a be For body corporates, the appointed corporate/auth Certificate of Appointment of Corporate Represent proving authority). All documents that are not in Be certified translation in English in 1 file. The originat to be submitted to The Company's Share Registrat Damansara, Damansara Heights, 50490 Kuala L form submission closing date and time above or he counter. Enter your CDS account number or the body corpore securities. Then enter the information of your prov proxy(ies). You may appoint the Chairman of the meeting and 	horised representative is to upload the evidence of authority (e.g. tative, Power of Attorney, letter of authority or other documents inglish or Bahasa Malaysia have to be accompanied by a I evidence of authority and translation thereof, if required, have to at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar ampur, Wilayah Persekutuan for verification before the proxy andover the said document to the registrar at the registration orate's CDS account number and corresponding number of cy(ies) and the securities to be represented by your s your proxy where you are not able to participate. d against each resolution.



Proxy Form

CDS Account No. **Contact Number**

NRIC/Passport/Company No



KINERGY ADVANCEMENT BERHAD

[Registration No: 199701005009 (420505-H)] (Incorporated in Malaysia)

No. of Shares	
Email Address	

I/We

(Name in full)

being a member/members of the abovenamed Company, hereby appoint:

Proxy 1			
Full Name (in Block and as per NRIC/Passport)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Email	Contact No.		

and/or (delete as appropriate)

Proxy 2			
Full Name (in Block and as per NRIC/Passport)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Email	Contact No.		

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 28th Annual General Meeting of the Company to be held physically at Function Room, Acacia I, Level 1 of Espira Kinrara, Jalan Kinrara 6, Bandar Kinrara, 47180 Puchong, Selangor Darul Ehsan on Thursday, 29 May 2025 at 9:00 a.m. or any adjournment thereof. *Delete the words "or failing him/her, the Chairman of the Meeting" if you wish to appoint some other person(s) to be your proxy.

My/Our proxy is to vote as indicated below:

ORDINARY RESOLUTIONS		FOR	AGAINST
Resolution 1	To approve the payment of Directors' fees of the Company amounting to MYR 650,000/- for the financial year ending 31 December 2025.		
Resolution 2	To re-elect Dato' Lai Keng Onn, a Director who retires pursuant to Clause 76(3) of the Company's Constitution.		

Resolution 3	To re-elect Mr. Choong Gaik Seng, a Director who retires pursuant to Clause 76(3) of the Company's Constitution.	
Resolution 4	To re-elect Ms. Tong Siut Moi, a Director who retires pursuant to Clause 76(3) of the Company's Constitution.	
Resolution 5	To re-appoint Messrs. Kreston John & Gan as Auditors of the Company until the conclusion of the next AGM and authorise the Directors to determine their remuneration.	
Resolution 6	As Special Business Ordinary Resolution Authority to issue shares pursuant to the Companies Act 2016.	
Resolution 7	As Special Business Ordinary Resolution Proposed Renewal of Authority for Share Buy- Back	

(Please indicate with an 'X' in the appropriate spaces how you wish to cast your vote. If you do not indicate how you wish your proxy to vote on any Resolution, the proxy will vote as he thinks fit or, at his discretion, abstain from voting.)

Dated this	day of	20
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Notes:

Information for Shareholders/Proxies

- 1. This is a physical general meeting, to be attended by shareholders and/or proxies in-person only. In respect of deposited of Depositors") shall be eligible to attend the AGM.
- 2. A member (including authorised nominee) entitled to attend and vote at the AGM, may appoint more than one (1) proxy invalid unless he specifies the proportions of his shareholdings to be represented by each proxy.
- 3. A proxy may but does not need to be a member of the Company and not with standing this, a member entitled to attend and vote at the AGM shall have the same rights as the member to attend, participate, speak and vote at the AGM.
- 4. In the case of a corporate member, the instrument appointing a proxy must be either under its common seal or under the hand of its officer or attorney duly authorised.

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Signature/Common Seal of Shareholder

securities, only members whose names appear in the Record of Depositors on 23 May 2025 ("General Meeting Record

to attend and vote at the AGM, to the extent permitted by the Act, Securities Industry (Central Depositories) Act, 1991, Main Market Listing Requirements ("Main LR") of Bursa Malaysia Securities Berhad ("Bursa Securities"), and the Rules of Bursa Malaysia Depository Sdn. Bhd. Where a member appoints more than one (1) proxy, the appointments shall be

and vote at the AGM is entitled to appoint any person as his/her proxy to attend and vote instead of the member at the AGM without limitation. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend

5. Where a member is an exempt authorised nominee who 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 of which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

6. Publication of Notice of 28th AGM and Proxy Form on corporate website

Pursuant to Section 320(2) of the Act, a copy of this Notice together with the Proxy Form are available at the corporate website of KAB at https://www.kinergyadvancement.com/agm.html.

7. Submission of Proxy Form in either hard copy form or electronic form

The appointment of proxy(ies) may now be made either in hard copy form or by electronic form, and shall be deposited with the Company's Share Registrar, namely, Securities Services (Holdings) Sdn. Bhd., either at the designated office as stated below or vide Securities Services e-Portal, not less than forty-eight (48) hours before the time appointed for holding the AGM or adjournment thereof (i.e., on or before Tuesday, 27 May 2025 at 9:00 a.m.):-

Mode of Submission	Designated Address
Hard copy	Securities Services (Holdings) Sdn. Bhd. Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan
Electronic appointment	Securities Services e-Portal Weblink: https://sshsb.net.my/ Kindly refer to Appendix I in Administrative Guide

The lodging of the said instrument shall not preclude you from attending, participating, speaking and voting in person at the 28th AGM should you subsequently wish to do so, provided a notice of termination of proxy authority in writing is given to the Company not less than forty-eight (48) hours before the commencement of the AGM or any adjournment thereof.

- 8. Please ensure **ALL** the particulars as required in the proxy form are completed, signed and dated accordingly.
- 9. Please bring an **ORIGINAL** of the following identification papers (where applicable) and present it to the registration staff for verification:-
 - (a) Identity card (NRIC) (Malaysian), or
 - (b) Police report (for loss of NRIC) / Temporary NRIC (Malaysian), or
 - (c) Passport (Foreigner).
- 10. For a corporate member who has appointed a representative instead of a proxy to attend this meeting, please bring the ORIGINAL certificate of appointment executed in the manner as stated in the proxy form if this has not been lodged at the Company's registered office earlier.

SHARE REGISTRAR **KINERGY ADVANCEMENT BERHAD**

[Company Registration No. 200501036241 (718388-H)]

c/o Securities Services (Holdings) Sdn. Bhd. Level 7, Menara Milenium, Jalan Damanlela. Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Malaysia



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+603 9055 3812

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Powering A Sustainable Future

