



TRC SYNERGY BERHAD
199601040839 (413192-D)

STRENGTHENING **PERFORMANCE** **& RESILIENCE**



2025

ANNUAL REPORT

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Strengthening Performance & Resilience

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MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW OF GROUP'S BUSINESS OPERATIONS

The Malaysian construction industry in 2025 experiences significant growth, driven by two factors namely infrastructure investments and increased private sector confidence (Construction Industry Development Board (CIDB), 2025). The industry records 5.2% growth last year. This growth is directly or indirectly resulting from the roll out of 12th Malaysia Plan and Construction 4.0 Strategic Plan.

The growth is translated into significant increase in the value of completed construction works in 2025, which is RM178.6 billion, a 12% increase from the preceding year.

One of the key drivers to this growth are the implementation of infrastructure projects backed by government such as Penang LRT (Mutiara Line) and Pan Borneo Highway in Sabah and Sarawak, nearing completion expectedly in 2027. The roll out of flood mitigation packages also contributes to this growth. Additionally, digital infrastructure is in rapid growth due to the booming of data centres' constructions, resulted from investments from tech giants such as Microsoft and Google.

TRC Synergy Berhad (the Group) is listed on the Main Market of Bursa since 2002, is a holding company to several subsidiaries where their main activities are construction related activities. The Group continues to deliver consistent value and results to its shareholders since day one until the present days despite ever growing challenges in the landscape of the nation's construction industry.

There are three major business divisions under the Group's wing, namely construction, property development and investments in businesses in Australia. Out of these three divisions, construction through its subsidiary TRC Construction Sdn. Bhd (formerly known as Trans Resources Corporation Sdn Bhd) (TRCCSB) remains the major revenue contributor to the Group, contributing approximately 95% to the Group's revenue in 2025. Since its establishment in 1984, TRCCSB has grown into a reputable market player, evolving from undertaking small-scale construction projects to executing major developments valued in the hundreds of millions and billions of ringgit. It has since completed in excess of RM 11 billion worth of projects that spans 46 years, awarded by various clients ranging from government agencies, GLCs, and private sectors.

TRCCSB consistently executes projects and in 2025, it successfully completes the RM500 million mixed development project in Putrajaya which had been previously seriously hampered by Covid 19 for two years. The success in handing over this project is a testament to the division's resilient and commitment towards delivering results to clients and also stakeholders.

Other than that, the upgrading of three aircraft hangars in Subang Airport project valued more than RM350 million is also well under way and nearing completion, where majority of contractual milestones have been met. Some remaining works are expected to be fully completed by 3rd quarter 2026. Similarly, the upgrading of DUN building in Kuching into the state of the art Performing Art Centre is also progressing as expected.

Ongoing Project of The Architectural, Structural and Civil Works for the Proposed Transformation of the State Legislative Building (SPAC), Sarawak.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

The construction division remains occupied on the tender front. In 2025 the division participated in a number of tenders from various clients valued to RM5 billion and managed to secure approximately RM565 million worth of projects from these tender exercises. New projects being secured are Petronas Gallery in Putrajaya, two packages for Penang LRT (Mutiara Line) and Pedestrian Bridge at Taman Botani, Kuala Lumpur.

The division will continue to actively participate in tenders, particularly those that align with its technical capabilities, financial capacities and strategic portfolios.

Under the property development division, following the success of Phase 1 PERLA in Ara Damansara in 2023, the division rolls out the next two phases of the development project which is Phase 2 and 3 in the 1st quarter 2025. It is a mixed development project that consists a hotel block, serviced apartments, affordable housing units and a 25-storeys Office Block, within the vicinity of Ara Damansara LRT station. With a Gross Development Value (GDV) of RM840 million, the project is anticipated to contribute a steady stream of revenue over the next five years.

The division still holds some small pockets of land in Putrajaya and Johor Baharu that remain undeveloped due to the softening of market condition. The division will revisit the need to develop these land once the market is more favorable.

For investments in Australia, the Group is currently developing Springridge Estate and Element Hotel, both located in Melbourne. At present, the Group continues to have its presence there, and investments in these segments contribute 5% to the Group's revenue. Although Element hotel record's slightly higher revenue as compared to 2024, it still experiences minimal loss due to higher operating costs. While various measures have been implemented to enhance sales performance, the Group remains cautiously optimistic of the future outlook of the hotel segment going forward.

The construction industry is inherently competitive, with persistent and evolving challenges shaping its operating landscape. Escalating material prices and rising costs of doing business continue to exert pressure, alongside ongoing skilled labour shortages and increasingly stringent regulatory requirements. Moreover, geopolitical developments such as global trade tensions, tariff pressures, and the ongoing conflicts in the Middle East, including the Iran-related crisis are expected to further affect the business environment, particularly in terms of cost volatility and supply chain disruptions.

The Group however remains bullish of the outlook of these divisions, especially in the construction front as it anticipates benefiting from additional packages under the Penang LRT (Mutiara Line) project, as well as the continued rollout of data centre developments by various technology clients and investors. This anticipation is based on the accomplishment of the division's previous successful track records in tendering strategies and project executions.

ANALYSIS OF FINANCIAL RESULTS

GROUP FINANCIAL PERFORMANCE FOR FY2025

Description	FY2025	FY2024	Variance RM	Variance %
Revenue (RM' Million)	418.81	505.92	(87.11)	(17.22)
Operating Profit (RM' Million)	10.82	14.59	(3.77)	(25.84)
Net Profit (RM' Million)	15.57	12.69	2.88	22.69
**Core Net Profit (RM' Million)	21.54	18.93	2.61	13.79

**Core Net Profit, before considering the impact of the net unrealised gain on foreign exchange and the allowance for expected credit losses on trade and other receivables.

For the financial year ended 31 December 2025 ("FY2025"), the Group recorded revenue of RM418.81 million, representing a 17.22% decline from RM505.92 million in the preceding financial year ("FY2024"). The lower revenue was mainly attributable to reduced construction activity following the completion and/or near-completion of several major construction projects during the year. In addition, the Property Development Division contributed only marginally in FY2025.

The Group reported an operating profit of RM10.82 million in FY2025, down from RM14.59 million in FY2024, a decrease of 25.84%. This was largely in line with a lower revenue base, compounded by the impact of unrealised foreign exchange loss and allowance for expected credit losses on trade and other receivables recognised during the financial year.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

Despite softer topline performance, the Group delivered a higher net profit of RM15.57 million in FY2025, compared to RM12.69 million in FY2024. This improvement was mainly attributable to the recognition of variation orders and final account adjustments arising from completed projects.

On a core basis, the Group's net profit improved to RM21.54 million in FY2025 from RM18.93 million in FY2024, reflecting the Group's underlying operational resilience during the transitional year marked by the completion of several key projects.

GROUP SEGMENTAL PERFORMANCE FOR FY2025

Description	Construction Division	Property Division	Hotel Division	Others Division	Elimination	Total
2025						
Revenue (RM' Million)	394.74	0.67	23.40	0	0	418.81
Revenue Contribution (%)	94.25	0.16	5.59	0	0	100.00
Operating Profit (OP) (RM' Million)	39.09	(3.17)	(1.31)	(4.27)	(19.51)	10.82
2024						
Revenue (RM' Million)	476.78	3.44	25.70	0	0	505.92
Revenue Contribution (%)	94.24	0.68	5.08	0	0	100.00
Operating Profit (OP) (RM' Million)	15.25	9.54	(2.80)	(1.67)	(5.73)	14.59

The Group's financial performance in FY2025 continued to be driven primarily by the Construction Division, which remained the principal contributor to both the revenue and earnings. The Property Development Division remained at an early monetisation stage, while the Hotel Division continued to operate against a challenging cost environment despite stable revenue contribution.

CONSTRUCTION DIVISION

The Construction Division remained the cornerstone of the Group's operations in FY2025, contributing revenue of RM394.74 million, equivalent to 94.25% of the Group's total revenue.

Revenue from this division declined compared to FY2024, mainly due to lower construction activity following the completion and/ or near-completion of several ongoing projects, including the 8MD3 project at Precinct 8, Putrajaya, and the Proposed Refurbishment of the Main Building and Infrastructural Works at Subang Engineering Complex A, Sultan Abdul Aziz Shah Airport (SECA).

Notwithstanding lower revenue contribution, the Construction Division recorded a substantially stronger operating profit of RM39.09 million in FY2025, compared to RM15.25 million in FY2024. This improvement was mainly attributable to the recognition of some variation orders and final account adjustments arising from completed projects.

During the financial year, the Group secured one notable contract, namely the Penang LRT (Mutiara Line) project (CMC1) sub-packages V006 & SLS2, valued at RM550.80 million. This new contract win has strengthened the Group's outstanding order book to approximately RM1.275 billion as at year-end, providing reasonable medium-term revenue visibility.

Moving forward, the Group will continue to pursue new, suitable construction opportunities by leveraging its execution capabilities, financial strength, disciplined cost management, and selective tendering strategy to support sustainable long-term growth.



Completed SECA Project



Penang LRT Project Illustration

PROPERTY DEVELOPMENT DIVISION

Malaysia Operations



The Property Development Division contributed revenue of RM0.67 million (FY2024: RM3.44 million), representing 0.16% of the total Group revenue in FY2025, and recorded an operating loss of RM3.17 million.

The lower revenue contribution during the financial year was primarily due to no revenue being recognized from new development activities, as PERLA Phase 2 and 3 have yet to be launched and are currently targeted for the fourth quarter of 2026. The main revenue contribution during the financial year was derived from the sale of remaining units from earlier developments, namely PERLA Phase 1 and the PPAM (Perumahan Penjawat Awam Malaysia) projects, which were completed in the fourth quarter of 2023.

The operating loss recorded in FY2025 was primarily attributable to ongoing overhead and development-related expenditures incurred in preparation for upcoming development phases.

Following the successful launch of PERLA Phase 1, and in line with the Group's development plans, construction works for PERLA Phases 2 and 3 commenced in the first quarter of FY2025. The Group currently expects the launch of these phases in the fourth quarter of 2026, subject to market conditions and project readiness.

Phase 2 comprises a hotel block with 320 room keys, 134 retail units, and 992 serviced apartments, including 232 affordable housing units, while Phase 3 comprises a 25-storeys Office Block. The planned rollout of these phases is expected to support the Property Development Division's activity levels and contribute to the Group's medium-term revenue streams over the next five years.

INVESTMENT IN AUSTRALIA

Property Development Division (Joint Venture)

The Group, through its Australian Subsidiary (TRC Aust Pty Ltd), continues to participate in the Springridge Estate development in Wallen Melbourne, covering approximately 133.4 hectares.

The Joint Venture development comprises 17 stages with an estimated 1,100 lots in total. As of FY2025, 14 stages comprising 808 lots had been completed and sold, leaving approximately 292 lots available for sale.

For FY2025, this joint venture development contributed RM2.23 million in profit to the Group, compared with RM4.98 million in FY2024. Lower profit contribution was mainly due to a lower number of property settlements completed during the financial year.

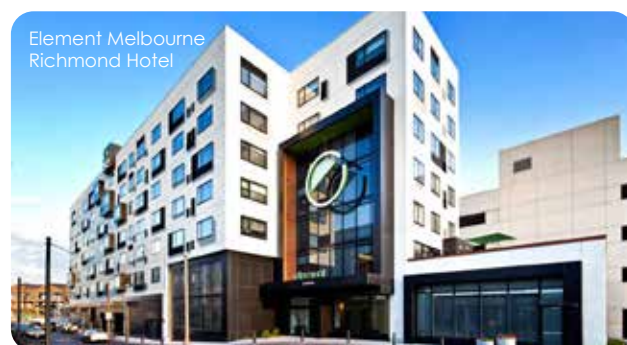
Hotel Division

Hotel Division contributed revenue of RM23.40 million, representing 5.59% of the total Group revenue, and recorded an operating loss of RM1.31 million in FY2025.

Revenue improved slightly compared to FY2024, supported by improving tourism and travel activity in Melbourne, Australia, particularly from international visitors, working holidaymakers, and domestic overnight visitors, which helped drive the occupancy rate above 65% in certain periods during the year.

Despite recording higher revenue, the hotel division remained loss-making in FY2025 due to rising operating costs, including wages, food and beverage expenses, and maintenance, as well as non-operating expenses, such as higher financing-related expenses. In addition, the increased supply of new hotel rooms in the market continued to exert competitive pressure on room rates, impacting the hotel's average daily rate and operating margins.

Despite all these challenges, the Group remains cautiously optimistic about the longer-term outlook for the hospitality industry in Australia, supported by a gradual recovery in international travel and business activity, as reflected in recent trends during the year.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

ANALYSIS OF CONSOLIDATED FINANCIAL STATEMENT AS OF 31 DECEMBER 2025

Description	FY2025	FY2024	Variance (%)
Total Assets (RM' Million)	873.15	973.40	(10.30)
Total Liabilities (RM' Million)	317.38	428.52	(25.93)
Total Equity (RM' Million)	555.77	544.87	2.00
Total Borrowings (RM' Million)	76.91	91.14	(15.61)
Total Bank Balances (RM' Million)	363.45	328.54	10.62
Net Asset per Share (RM)	1.16	1.14	1.75

As at 31 December 2025, the Group's financial position remained sound and resilient. Total assets stood at RM847.00 million, compared to RM973.40 million in FY2024, mainly due to reductions in project-related assets following the completion of major construction activities.

Total liabilities decreased significantly by 32.01% to RM291.35 million, from RM428.52 million in FY2024. This was mainly attributable to lower borrowings, contract liabilities, and trade and other payables.

Total borrowings reduced to RM78.76 million in FY2025 from RM91.14 million in FY2024, reflecting the Group's continued deleveraging efforts and prudent capital management.

The Group's liquidity position strengthened during the year, with total deposits, cash and bank balances increasing by 11.08% to RM364.93 million, compared to RM328.54 million in FY2024. This provides the Group with a solid liquidity buffer to support ongoing operations, capital commitments, and future investment opportunities. Shareholders' equity increased to RM555.65 million in FY2025 from RM544.87 million in FY2024, while the net assets per share improved to RM1.16 from RM1.14, reflecting the Group's solid financial standing at the year end.

Overall, the Group continues to maintain a healthy balance sheet, underpinned by prudent financial management, disciplined cost control, and active cash-flow monitoring.

CONSOLIDATED CASH FLOW ANALYSIS

Net Cash Inflow/(Outflow) from	FY2025	FY2024	Variance (%)
Operating Activities (RM' Million)	46.44	(70.61)	117.05
Investing Activities (RM' Million)	4.06	0.79	3.27
Financing Activities (RM' Million)	(6.45)	(22.89)	16.44
Closing Cash & Cash Equivalent (RM' Million)	245.62	200.50	44.75

The Group's cash and cash equivalents increased to RM245.25 million in FY2025 from RM200.50 million in FY2024, representing an increase of RM44.75 million. This reflects an overall strengthening of the Group's liquidity position during the financial year, supported primarily by improved operating cash generation and lower financing-related cash outflows.

Net Cash inflow from operating activities amounted to RM45.59 million in FY2025, compared to a net cash outflow of RM70.60 million in FY2024. The significant turnaround in operating cash flows was mainly attributable to improved working capital management, including more efficient customer collections and reductions in receivables and contract assets.

Net cash inflow from Investing activities increased to RM4.22 million in FY2025 from RM0.78 million in FY2024, mainly due to higher investment-related cash receipts during the year, including profit distributions from the Group's Australian joint venture and proceeds from the disposal of property, plant & equipment.

Net cash outflow from Financing activities decreased to RM6.24 million in FY2025, compared to RM22.89 million in FY2024. This was mainly attributable to lower financing-related cash commitments during the year, including repayments of bank borrowings and financing obligations, as well as improved management.

Overall, the Group's cash flow position in FY2025 reflected improved cash generation, stronger liquidity, and better cash management discipline, placing the Group in a stronger financial position at the close of the financial year.

DIVIDEND

The Group remains committed to delivering sustainable returns to shareholders. Nevertheless, the level and quantum of dividend distribution is determined after taking into consideration, among others, the Group's financial performance, the cash flow position, retained earnings, capital expenditure commitments, and future investment plans.

For FY2025, subject to shareholders' approval at the forthcoming Annual General Meeting, the Board has proposed a first and final single-tier dividend of 0.90 Sen per ordinary share for the year ended 31 December 2025.

RISK MANAGEMENT AND RISK FACTORS

There are several significant industry specific risk factors that have been identified which need to be closely monitored and mitigated so that they would not pose an adverse impact to the Group's operations and bottom-line:

1. Financial risks

Financial risks mainly involve cost overrun on a project, which may be due either to the ineffective project management such as prolongation of project timeline, ballooning of overhead cost or any other external factors that may be affecting the financial standing of the Group. It may be also due to budget constraints as a result of a very thin margin originally set to win the contract.

2. Regulatory risks

Regulatory compliance requirements have been increasing and becoming more stringent as the country progress. While it is good and necessary to elevate the safety, security, quality, competency and well-being of those involve and also to assure the industry climbs to the next greater height, the additional requirements may add significantly to the cost of doing business and delays, if it is not effectively managed, monitored and implemented.

3. Market volatility

Market volatility normally stems from fluctuations in building material prices, scarcity of labour especially the skilled one. These two risks are seemingly perpetual as far as construction industry is concerned.

4. Project Complexity

As compared to many years ago, projects secured have been getting more and more complex in terms of technical requirements, design and contractual requirements. Contracts award has significantly moved from the traditional form to more hybrid with additional requirements set by client. Overall stakeholder expectations have also increased.

5. Safety hazards

Being categorized as a 3D (Dirty, Dangerous and Difficult) Industry, it is physically demanding and challenging for those who work in this environment. Workers work in a dangerous conditions on daily basis and risk of injuries and accidents are potentially high. Based on data by Department of Occupational Safety and Health (DOSH) the three most common accidents on construction sites are fall from height, struck by objects and electrocution.

6. Supply Chain disruptions

One of the major determinant factors towards successful project execution is effective supply chain management. However, this supply chain oftentimes may be hampered with material shortages, logistic issues and supplier failures to meet the supply timeline.

After identifying the risks as above, they are further categorized into two categories, strategic risks and operational risks. Strategic risks are managed and mitigated at the top management level at headquarter, while the operational risks are managed at project level.

The Group understands the importance of having a workable and effective risk management as it is pertinent in ensuring the business continue to strive without unnecessary disruptions to its operations. Risk management implementation within the Group is an ongoing process from identifying, evaluating and managing the key risks.

These processes are embedded within the Group's overall business operations and guided by policies, operational manual and procedures. The internal auditors use a risk-based approach to review all identified risks and their mitigation measures the keep them in check, on quarterly basis. The findings are then being presented to the Board's Audit and Risk Management Committee, also on quarterly basis. Additionally, by having a robust integrated management system covering quality, safety, and environmental aspects complements the overall business operations by supporting the identification, management, and mitigation of related risks.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

In brief, by adopting sufficient risk management processes and practices, specific mitigation strategies are adopted such as diversification of supply chain by identifying alternative suppliers and materials, financial hedging through locking material prices and service costs. Other specific mitigation strategies that are in place are negotiating fixed-price contracts with suppliers and subcontractors to minimize cost fluctuations and considering a cost-plus contract to ensure transparency and fairness in pricing.

Regular budget reviews are in place to update the management and also ensure projects are on track in terms of both progress and financial. A robust cash flow management system is practiced to ensure timely payments to subcontractors, vendors, suppliers and service providers. Managing liquidity risks is also important to ensure the smooth business operations in all divisions.

To address project complexity risk, adoption technology is more widespread such as through the implementation of Building Information Modelling (BIM) and other digital tools. Other than that, the Group nurtures strategic partnerships by collaborating with suppliers, fellow contractors and relevant stakeholders. Employees are continually being trained either to re-skill or upskill them to equip them with relevant competencies in order for them to discharge their duties in a safe manner.

Adequate insurance coverage for project risks is also obtained which includes liability, workmen's compensation and material damage.

GROUP'S FUTURE OUTLOOK AND PROSPECTS

The Malaysian construction industry is expected to remain steady in 2026, driven by government infrastructure spending and emerging industrial subsectors (The Edge Malaysia, 2026). The market size is also expected to reach approximately RM165 billion, although slightly lower than year 2025, it is still considered healthy for construction players.

Malaysia's construction industry is expected to record 4% growth next year, supported also by sustained public and private investment in housing, oil and gas supply chains, and digital infrastructure.

However, geopolitical climate especially in terms of global trade tensions and tariff pressures alongside labour and cost challenges will still remain front of mind for contractors, the Group included.

Ongoing investments in data centres and digital infrastructure are expected to remain a key growth driver, alongside demand from residential development and energy-related supply chains. The Group is ready to take up and be one of the beneficiaries in this subsector.

Collaboration will be critical in navigating project risks and managing constrained labour resources. Early engagement with clients, stakeholders and the supply chain will enable faster decisions, clearer cost and schedule visibility, and more effective planning of constrained labour resources

The construction division is expected to continue to be the main income earner to the Group, and it will continue to actively participate in tenders by government agencies, GLCs as well as selected private sectors. It is expected to contribute more than 90% revenue to the Group, similar to its contribution for the year 2025. To achieve this goal, construction division is confident it will win some contract awards in 2026 particularly from the roll out of Penang Mutiara LRT and data centres packages.

For the Group's investment in Australia especially for hotel operation, it will continue to operate strategically, maintaining strict control over operational costs. It will strive to be more aggressive in marketing to corporate organizations, to promote holding events such as trainings, seminars and convention at the hotel premise.

The Group will remain focused on construction-related activities, with any business diversification, if undertaken, centred on this core area of expertise. In line with its prudent approach, the Group remains conservative and cautious in pursuing diversification, particularly given the prevailing industry landscape.

Overall, financial performance remains key and is undoubtedly crucial for the Group, as its primary objective is to continue delivering consistent value to shareholders. In addition, other factors such as good governance, compliance with laws and regulations, and the timely delivery of projects in line with expectations are fundamental in ensuring the Group's sustained success.

SUSTAINABILITY STATEMENT



TRC Synergy Berhad ("TRC" or the "Company") and its group of companies (the "Group") recognise that robust sustainability practices are fundamental to long-term value creation and are essential in balancing economic growth with environmental stewardship and social responsibility. In this regard, the Company is pleased to present its Sustainability Statement for the financial year ended 31 December 2025, which outlines how the Company identifies, manages and responds to its Economic, Environmental and Social ("EES") risks and opportunities ("Sustainability Matters").

This Statement reflects the Group's ongoing efforts to integrate sustainability considerations into its business strategies and operations, taking into account the interests and expectations of its key stakeholders. It also highlights initiatives undertaken during the financial year to minimise environmental impact, promote social well-being and uphold strong governance practices across the Group.

Moving forward, the Company will continue to strengthen its sustainability framework, with increased focus on managing climate-related risks and opportunities in line with the National Sustainability Reporting Framework ("NSRF") and evolving regulatory requirements. Through these efforts, the Company aims to support sustainable development while delivering long-term financial and non-financial value to its stakeholders.

SCOPE OF SUSTAINABILITY REPORTING

This Sustainability Statement presents the Group's performance data for the financial period from 1 January 2025 to 31 December 2025 ("FY2025") and has been prepared in accordance with the following:

1. Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements");
2. Sustainability Reporting Guide (3rd Edition), issued September 2022;
3. Bursa Malaysia Enhanced Sustainability Reporting Framework, including the New Climate Change Reporting, issued September 2022; and
4. Bursa Malaysia Corporate Governance Guide (4th Edition), issued April 2021.

This Statement is also guided by the standards issued by the International Sustainability Standards Board, including IFRS S1 and IFRS S2, in line with Malaysia's transition towards the National Sustainability Reporting Framework.

For this financial period, this Statement discloses material sustainability issues related to the Group's core business, which comprises three divisions: construction, property development, and investment. Comparative data for the previous two financial years are also included to provide context on performance trends.

SUSTAINABILITY STATEMENT (CONT'D)

In addition to the principal activities of the holding company and its subsidiaries in Malaysia, the scope of reporting has been expanded to include the Group's foreign subsidiary incorporated in Australia.

Consistent with the prior reporting period, projects that have reached completion and no longer have a material financial or operational impact on the Group during FY2025 are excluded from the scope of this Statement, namely, the Modernisation Project for Bank Negara Malaysia in Shah Alam, Selangor (the "BNM MINT Modernisation Project" or "MINT"), which comprises structural, civil, external, ancillary, architectural, mechanical and electrical works.

This approach ensures that the disclosures remain focused on the Group's ongoing operations and material sustainability matters. Notwithstanding the foregoing, such completed projects are retained in other sections of this Statement solely for comparative purposes, in accordance with the Listing Requirements.

Furthermore, projects and subsidiary operations that have only a marginal or indirect influence on the Group's financial or operational performance in FY2025 are excluded from the scope of this Statement, in line with the principle of materiality. The Company will continue to enhance its data collection and monitoring processes to improve the identification and capture of relevant impacts across all activities, while ensuring alignment with its sustainability objectives.

TRC SYNERGY BERHAD	
Subsidiaries	Foundation
<ul style="list-style-type: none"> ▶ TRC Construction Sdn Bhd ("TRC") <i>(formerly known as Trans Resources Corporation Sdn Bhd)</i> ▶ TRC Land Sdn Bhd ("TRCL") ▶ ADS Projek Sdn Bhd ("ADS") ▶ TRC Niaga Sdn Bhd ("TRCN") ▶ TRC (Aust) Pty Ltd 	<ul style="list-style-type: none"> ▶ Yayasan TRC ("YTRC")
Key Projects	
<p>SECA Subang, Selangor The Refurbishment of Main Building and Infrastructure Works at Subang Engineering Complex A, Sultan Abdul Aziz Shah Airport At Pt 51814 (Lot 94332), Seksyen U3, 40150 Shah Alam, Mukim Sungai Buloh, District of Petaling, Selangor Darul Ehsan ("SECA").</p> <p>SPAC Kuching, Sarawak The Architectural, Structural and Civil Works for the Proposed Transformation of the State Legislative Building ("SPAC").</p> <p>SBSB10 Kota Kinabalu, Sabah The Schedule & Corrective Maintenance of Zone D Area, Jetty Facility Building, Bosun Building, Floating Breakwater Jetty, Ship lift Jetty And Safety Conditioning Facilities At The Royal Malaysian Navy Submarine Base, Sapangar Bay, Kota Kinabalu ("SBSB 10").</p>	<p>EBG Gombak, Selangor Projek Memperkukuhkan Struktur dan Fasiliti Empangan-Empangan Tebatan Banjir, Empangan Batu, Gombak, Selangor (Reka dan Bina) ("EBG").</p> <p>TD2 Klang, Selangor The construction of depot light rail transit line (LRT3) from Bandar Utama to Johan Setia - LRT3 Package TD2 ("TD2").</p> <p>8MD3 Precinct 8, Putrajaya The construction and completion of Residential Towers, Serviced Apartments, Common Facilities, High Street, upgrading and making good works for Promenade and other Ancillary Works ("8MD3").</p> <p>P163 Jalan Raja Laut, Kuala Lumpur The Design & Build of the Remedial Works at Pier No. P163, P164 & P165 and Associated Works near Bandaraya Station of Ampang Line ("P163").</p>

STATEMENT OF ASSURANCE

The Company recognises the importance of independent validation in strengthening stakeholder confidence in its sustainability disclosures. While external assurance has not yet been adopted, the Company will continue to evaluate the feasibility of implementing such measures as part of its evolving sustainability framework.

The data and information presented in this Sustainability Statement have been reviewed and validated by Senior Management and the respective data custodians to ensure accuracy and reliability. In addition, the Statement has been reviewed by the Internal Auditor and subsequently approved by the Board prior to its publication.





SUSTAINABILITY GOVERNANCE AND IMPLEMENTATION

The Company remains committed to strengthening its sustainability initiatives and addressing ESG-related matters across its business operations through the progressive enhancement of its sustainability disclosures.

In recognising the importance of managing the impacts of sustainability matters, the Group continues to address relevant sustainability risks and opportunities in alignment with its sustainability objectives. The Group-level Sustainability Policy, which has been in place since 2017, serves as a key framework in guiding the Board's decision-making, establishing clear sustainability priorities, and supporting the Group's long-term commitment towards sustainable value creation.

Furthermore, the Group has established a structured sustainability governance framework to ensure that sustainability considerations are embedded across all levels of the organisation. This framework provides clear accountability, effective oversight, and coordinated execution of the Group's sustainability agenda.

The Group's existing sustainability governance structure is clearly depicted in the following diagram, which highlights the responsibilities and roles of each tier in managing the material sustainability matters within the Group:

Key Roles	Governance Body	Key Responsibilities
 Oversight	Board of Directors	Provides overall oversight of the Group's sustainability direction. Reviews and approves sustainability policies, strategies, and initiatives, and approves the Sustainability Statement for inclusion in the Annual Report.
 Strategic Monitoring	Sustainability Committee	Oversees the implementation of sustainability initiatives across the Group. Reviews sustainability priorities, internal guidelines, and targets, and recommends the Sustainability Statement to the Board for approval.
 Implementation and Coordination	Sustainability Working Committee	Coordinates sustainability efforts at the operational level, including data collection, analysis, and monitoring of material sustainability matters. Provides regular updates to the Sustainability Committee.
 Assurance and Support	Risk Working Committee	Supports the integration of sustainability considerations within the Group's risk management processes and provides periodic updates.
	Internal Audit	Conducts periodic reviews of the Sustainability Statement to enhance its accuracy, reliability, and completeness prior to submission for review and approval.

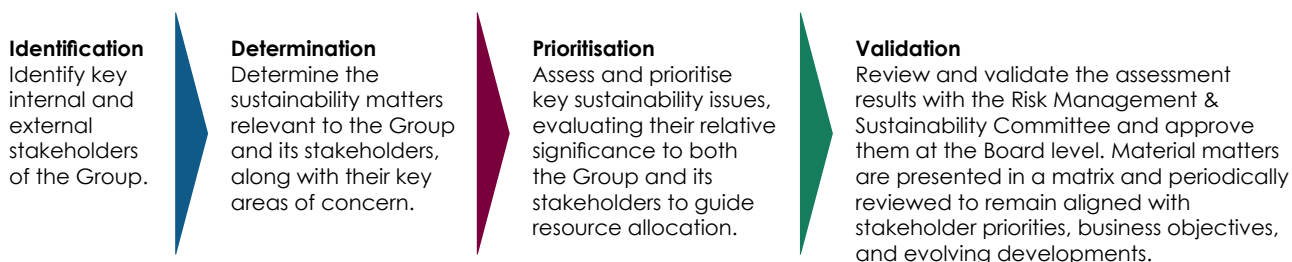
SUSTAINABILITY STATEMENT (CONT'D)

Stakeholder Group	Key Areas of Concern	Engagement Methods	Frequency
Shareholders/ Investors	Financial performance, governance, long-term value creation	AGM, annual reports, quarterly financial reports, investor briefings, corporate announcements	Annually/ Quarterly/ As required
Government and Regulators	Regulatory compliance, governance, environmental and safety standards	Regulatory submissions, meetings, compliance reports, site inspections	As required
Clients/ Customers	Service quality, data protection, reliability, sustainability practices	Meetings, project updates, site visits, progress reports	Ongoing/ As required
Subcontractors/ Suppliers/ Vendors	Procurement practices, fair dealings, safety, project delivery	Tender briefings, meetings, performance evaluations, site coordination	Ongoing/ As required
Employees	Career growth, wellbeing, safe working environment	Training programmes, internal communications, performance appraisals, engagement sessions	Ongoing/ Annually
Local Communities	Social impact, environmental responsibility, community wellbeing	Community programmes, CSR activities, briefings, feedback channels	As required
Financiers	Financial stability, governance, risk profile	Meetings, financial reports, compliance updates	Periodically/ As required

MATERIALITY ASSESSMENT

In pursuit of sustainable growth, the Company places emphasis on material sustainability matters that reflect both stakeholder priorities and its business objectives. By systematically identifying and assessing these matters, the Company ensures the effective allocation of resources, enabling strategic focus on the issues with the greatest impact on its operations, stakeholders, and the communities it serves, while supporting the delivery of optimal outcomes in line with its sustainability objectives, strategies and practices.

Materiality Assessment Process



Key Sustainability Material Matters

For FY2025, the Company has initiated a phased refresh of its materiality assessment process to progressively align with the requirements of IFRS S1 and IFRS S2. This initiative focuses on gaining deeper insights into stakeholder expectations, enabling the Group to more effectively identify, evaluate and address key material sustainability matters.

As part of its ongoing stakeholder engagement efforts, the Company conducted its annual Stakeholder Engagement Survey ("the Survey") throughout FY2025. The Survey was distributed via both physical and digital channels and is also accessible on the Company's website to encourage broader participation. Feedback received is systematically tracked, monitored and evaluated by the Group.

Moving forward, the Company will continue to enhance its materiality assessment approach to remain aligned with the latest regulatory expectations, including the Listing Requirements, as well as evolving industry best practices. In line with IFRS S1 and IFRS S2, the Company aims to strengthen its processes for identifying, assessing and prioritising sustainability-related risks and opportunities, ensuring a more robust integration of ESG considerations into the Group's financial performance and long-term business strategy.

Materiality Matrix

The Survey gathered feedback from a diverse range of stakeholder groups, including shareholders, regulators, clients, suppliers, employees, financiers and local communities. The stakeholders were requested to assess each sustainability material matter based on two dimensions; Importance to Stakeholders and Importance to the Group. This feedback was then used to develop the following materiality matrix:



The results of the Survey demonstrate a strategic evolution in the Group's sustainability landscape, moving from the recovery-focused mindset of previous years toward a future-ready, resilient framework. A significant conclusion drawn from the latest matrix is that the Group's core pillars i.e Health & Safety, Governance & Ethics, and Quality & Reputation remain firmly anchored as the Group's top priorities. This consistency with FY2024 feedback underscores a unified stakeholder belief that these foundational elements are non-negotiable for maintaining the Group's social license to operate and its competitive edge within the industry. By prioritizing these matters, the Group ensures that its long-term viability is built upon a bedrock of operational excellence and ethical integrity.

A notable shift in the FY2025 results is the elevation of Economic Performance back to a top priority status. While both internal and external stakeholders ranked this as a lower priority in FY2024 attributing the shift to the Group's successful navigation of post-pandemic challenges, the current global economic climate has refocused attention on financial stability. The renewed emphasis suggests that stakeholders now view robust financial performance not merely as a result of past success, but as a critical requirement to fund the Group's broader sustainability transitions and digital transformation. Consequently, the Company views this shift not as an invitation to overlook financial health, but as a mandate to maintain rigorous fiscal discipline to ensure sustained business growth amidst market volatility.

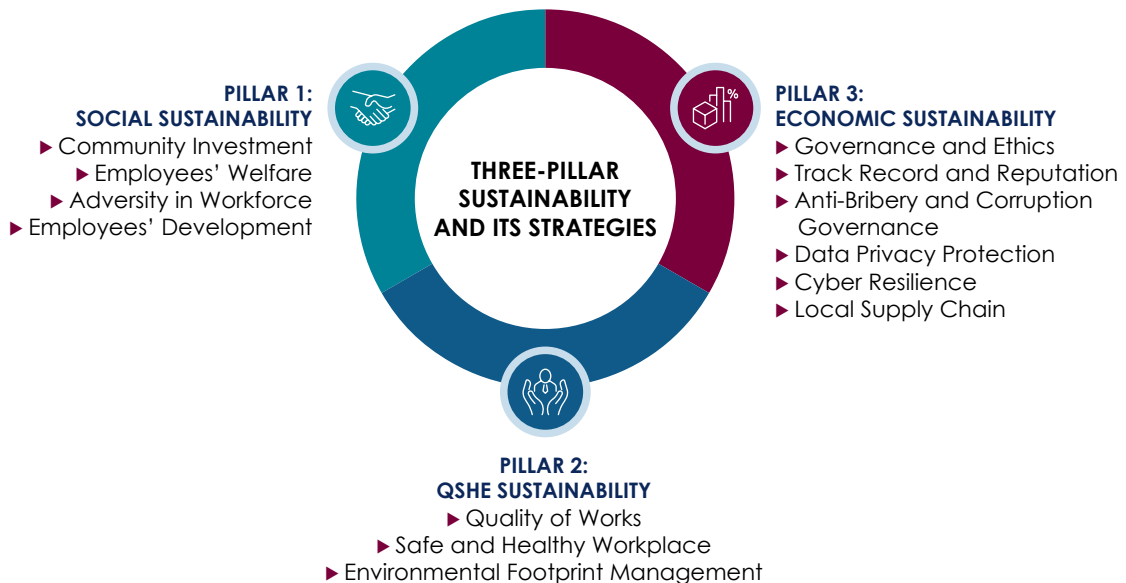
SUSTAINABILITY STATEMENT (CONT'D)

Furthermore, the FY2025 matrix reveals a surge in the importance of environmental matters with Sustainability Risk Governance, Environmental Footprint, and Energy Transition. This represents a distinct progression from FY2024, where the focus was primarily on internal workplace environments. This shift is likely driven by tightening regulatory frameworks and an increased global urgency regarding climate-related disclosures. Stakeholders are clearly signaling that the Group must transition from managing internal operational footprints to overseeing comprehensive ESG risk governance. This ensures the Group remains aligned with international standards while mitigating the long-term risks associated with the global energy transition.

Finally, the Company acknowledges the rising priority of social materiality pillars, specifically Employee Engagement and Learning & Development for FY2025. This upward trend from FY2024, indicates heightened expectations for talent retention and skill enhancement in a tightening labor market. In response to this clear stakeholder directive, the Company is committed to proactively expanding its upskilling opportunities and career development pathways, ensuring our workforce remains agile and equipped for the evolving demands of the 2025 landscape.

THE GROUP'S SUSTAINABILITY FRAMEWORK

In line with our commitment to industry-leading practices, the Company has systematically mapped each identified material matter into our three-pillar sustainability framework namely, Social Sustainability, Quality, Safety, Health and Environment ("QSHE") Sustainability, and Economic Sustainability. This alignment ensures that our most significant ESG impacts are not managed in isolation but are integrated into a targeted strategic approach. By synchronizing these priorities with our core business operations, we adopt tailored strategies designed to address the specific nuances of each pillar.



This integrated approach is designed to be read in conjunction with the Group's Sustainability Policy, ensuring the robust governance oversight required to manage ESG risks effectively while amplifying the positive impact of our business activities across all sectors. By aligning our material matters with our core values, this framework serves as a definitive roadmap for reinforcing a resilient organizational foundation. Ultimately, it guides our commitment to achieving a sustainable and value-driven future for all stakeholders.

The specific strategies, initiatives, and performance metrics associated with these pillars are further elaborated under the Social Sustainability, QSHE Sustainability, and Economic Sustainability sections of this Statement.

SOCIAL SUSTAINABILITY



COMMUNITY INVESTMENT

The TRC Edu-Centre: Bridging Academia and Industry

Since its inception in 2018, the TRC Edu-Centre at Politeknik Ungku Omar (PUO), Ipoh, has served as a vital nexus between academic theory and industry practice. The Centre provides a dedicated platform for the Group's subject matter experts and seasoned professionals to share technical insights and real-world experiences with the next generation of industry talent.



Knowledge-Sharing Sessions at TRC Edu-Centre, PUO.

For FY2025, the Group set a strategic target of delivering twelve (12) hours of specialized knowledge-sharing sessions. We are pleased to report that the Group exceeded this target, contributing a total of 16 hours of high-impact mentorship. Led by our senior management and technical leads, these sessions provide PUO students with a comprehensive overview of the rigorous expectations and evolving trends within the construction industry.

By investing RM2,529.04 into these programs during FY2025, the Group continues to honor its commitment to human capital development. These initiatives are designed to equip students with the practical mindset required to navigate a challenging professional landscape, ultimately enhancing their employability and marketability to future employers.

Beyond specialized educational initiatives, the Group remains a steadfast benefactor of its philanthropic arm. In FY2025, the Group contributed a total of RM18,271.81 to Yayasan TRC.

Yayasan TRC (YTRC): Our Driver for Social Impact

The Group's community and social initiatives are strategically channeled through Yayasan TRC (YTRC), a foundation established to institutionalize our commitment to philanthropic and charitable causes. YTRC serves as the Group's dedicated driver for community investment, with a core mandate to enhance the welfare of our employees and provide meaningful support to the communities surrounding our headquarters and project sites.

YTRC continues to be led by General (R) Tan Sri Dato' Seri Mohd Shahrom Bin Dato' Hj Nordin. As the former Chairman of the Company, his veteran leadership and extraordinary dedication have been instrumental in elevating the foundation's impact and ensuring its initiatives remain deeply aligned with the Group's broader corporate values. While, our staff act as vital pillars of support, contributing their professional expertise and time on an ad-hoc basis. The foundation's success is further bolstered by a strong culture of volunteerism among the Group's employees.

For FY2025, Yayasan TRC (YTRC) demonstrated a robust commitment to social responsibility through strategic investments in education, community welfare, and environmental stewardship with a total contribution of RM190,713.95.

SUSTAINABILITY STATEMENT (CONT'D)

Under its Education and Talent Development pillar, YTRC empowered the next generation by distributing RM15,444.00 in educational aid and scholarships, including a comprehensive sponsorship for a student at UTHM. Academic excellence was further incentivized through awards totaling RM15,100.00, benefiting 35 high-achieving semester students, 11 graduates, and top SPM performers. Beyond individual aid, YTRC provided significant institutional support, notably contributing RM30,000.00 for infrastructure repairs at MRSM Ranau and RM20,000.00 to the Thalatha Tis'á Program at UPSI. YTRC's continued support in education was further reflected through one-off contributions, comprising RM8,000.00 to UniMAP, RM1,500.00 for Engitex'25 at IIUM, and RM1,000.00 to SK Taman Permata.



Bridging Philanthropy and Education for Future Generations through the Thalatha Tis'á Program at Universiti Pendidikan Sultan Idris (UPSI).



Advancing STEM Education at MRSM Ranau through Laboratory Refurbishment.



Strengthening Communities Through Education and Festivity Through the Back-to-School Program at SJK(C) Dengkil, Selangor.

YTRC's focus on Employee Welfare and Community Care centered on providing a safety net for those in need. YTRC allocated funds for emergency health treatments, bereavement support, and disaster relief for fire victims. Festive seasons were marked by inclusivity, with RM27,500.00 dedicated to Chinese New Year and "Back-to-School" initiatives for elderly residents and B40 students, while the Ramadan Al-Mubarak 6.0 program distributed RM39,000.00 to 149 employees and extended assistance to local orphanages and 80 families from the B40 community identified through members of the surau congregation in the surrounding area. These efforts were bolstered by a culture of volunteerism, evidenced by the YTRC x SARA100 initiative where employees voluntarily donated their personal Sumbangan Asas Rahmah (SARA) allocations, raising RM1,600.00 as a collective contribution for their deserving colleagues, and a contribution of RM2,000.00 to the BERNAMA Treasure Hunt to promote professional teamwork.



Embracing the Spirit of Ramadan: Extending Care to TRC Family and Surrounding Communities.

SUSTAINABILITY STATEMENT (CONT'D)



Sharing is Caring: A Collective Effort Through YTRC x SARA100.

Finally, YTRC integrated Environmental Stewardship into its social agenda by addressing ecological health through community-driven action. During the BUOC 4.0 campaign, teams successfully removed over five tons of waste from marine ecosystems in Sabah. This was complemented by the YTRC Tree Planting 2025 event in Putrajaya, where 130 participants including directors and clients planted 50 trees. This initiative not only supports Malaysia's 2050 net-zero aspirations but also strengthens strategic stakeholder relationships through collective environmental action.



Commitment to the Environment: YTRC at Borneo Ultra Ocean Cleanup (BUOC 4.0).



Planting for a Greener Future: YTRC Tree Planting Initiative 2025 at Terra Putrajaya.

SUSTAINABILITY STATEMENT (CONT'D)

Social Value Delivered: A Comparison of FY2024 and FY2025 Contributions

Category	Total			
	Amount (RM)		Beneficiaries	
	FY2024	FY2025	FY2024	FY2025
Internal (Employee Welfare & Engagement)	95,364.80	92,707.11	240	350
External (Community Investment)	58,889.56	118,807.69	340	460
Total Contribution	154,254.36	211,514.80	580	810



EMPLOYEE WELFARE

Incentivizing Excellence: Our Welfare Commitment

The Group firmly believes that a robust benefits framework and a deep investment in employee welfare are the cornerstones of a committed and high-performing workforce. By prioritizing the holistic well-being of our people, we foster a culture of engagement that directly contributes to the Group's long-term operational success. In FY2025, the Group continued to expand its welfare initiatives, categorized across four key strategic areas:

1. Cultural Integration and Engagement

The Group allocated RM244,875.08 toward employee engagement activities, corporate gifts, festive celebrations, and company retreats, reflecting our commitment to strengthening team bonds and maintaining high morale across the organization.

2. Nutritional and On-site Support

To support the health and productivity of our workforce, the Group provided daily lunches for HQ employees and night-shift meals for site personnel. Investment in these provisions rose to RM559,814.50, a 21.88% increase compared to RM459,305.51 in FY2024, ensuring our teams are well-supported across all operational environments.

3. Comprehensive Risk Protection and Insurance

Safeguarding our employees against unforeseen risks remains a core priority. In FY2025, the Group invested RM825,156.78 (up from RM790,411.19 in FY2024 and RM671,750.96 in FY2023) to maintain comprehensive insurance coverage. This includes:

- ▶ Group Term Life (GTL) and Group Personal Accident (GPA);
- ▶ Group Hospitalization and Surgical (GHS); and
- ▶ Worker Hospitalization and Surgical (WHS).

4. Healthcare and Outpatient Support

Complementing our insurance schemes, the Group dedicated RM358,182.93 toward employees' outpatient medical expenses in FY2025. This steady investment (increasing from RM333,681.37 in FY2024 and RM326,000.00 in FY2023) ensures that our workforce has access to essential medical care, promoting a proactive approach to health and wellness.

Employee Healthcare Expenditure Analysis (FY2023–FY2025)

Category	FY2023 (RM)	FY2024 (RM)	FY2025 (RM)	% Increment
Comprehensive Insurance Schemes	671,750.96	790,411.19	825,156.78	+4.39%
Outpatient Medical Expenses	326,000.00	333,681.37	358,182.93	+6.84%

In collaboration with our philanthropic arm, YTRC, the Group extended its support beyond standard employment benefits to address personal milestones and hardships to provide:

- ▶ Educational Support: Financial assistance and monetary gifts for employees' children.
- ▶ Personal Milestones: Gifts for marriages and childbirths.
- ▶ Compassionate Aid: Support for medical emergencies, bereavement, and natural disaster relief.
- ▶ Festive In-kind Contributions: Enhancing the spirit of inclusivity during cultural celebrations.

Employee Engagement: Building a High-Performance Culture

The Company recognizes that employee engagement is a primary catalyst for organizational success. Beyond fostering a positive workplace atmosphere, high levels of engagement drive tangible business outcomes, including enhanced productivity, superior talent retention, and seamless cross-functional collaboration. We believe that when employees are motivated and deeply invested in their roles, they contribute more significantly to a thriving, resilient work environment.

Throughout FY2025, the Group organized and coordinated a wide range of employee engagement activities designed to foster connection, collaboration, and well-being. These initiatives not only provided employees with opportunities to interact and grow together but also reinforced the Group's commitment to creating an inclusive and supportive workplace where everyone feels valued and empowered. By continuously prioritizing employee engagement, the Group aims to strengthen relationships, boost morale, and maintain a productive, high-performing workforce. Among those activities are as follows:

Category	Key Activities & Initiatives
Wellness & Sports	PERKESO Run & Ride 2025, Hiking at Bukit Baling Ayam, CIDB Half Marathon, and weekly brisk walk sessions.
Spiritual & Knowledge	Sessions with Subject Matter Experts (SME), Taddabur Ramadan, and monthly Bacaan Yassin & Tahlil.
Team Bonding	Annual Retreats, Year-End Hi-Tea, and diverse celebratory dinners.



Employee Welfare: Key Highlights of Events & Activities for FY2025.

SUSTAINABILITY STATEMENT (CONT'D)

Project Milestone Celebration: The 8MD3 Success

Following the successful completion of the 8MD3 Project, the Group hosted a milestone event themed "Closing the Chapter, Celebrating a Journey." This dinner, attended by 270 stakeholders including clients and subcontractors, served as a platform to recognize the collective dedication of the team. This was followed by a celebratory retreat to Canopy Villa, Janda Baik, Pahang, to express our appreciation for the hard work of our employees and strengthen team bonds for future challenges.



8MD3 Project Celebration Dinner.

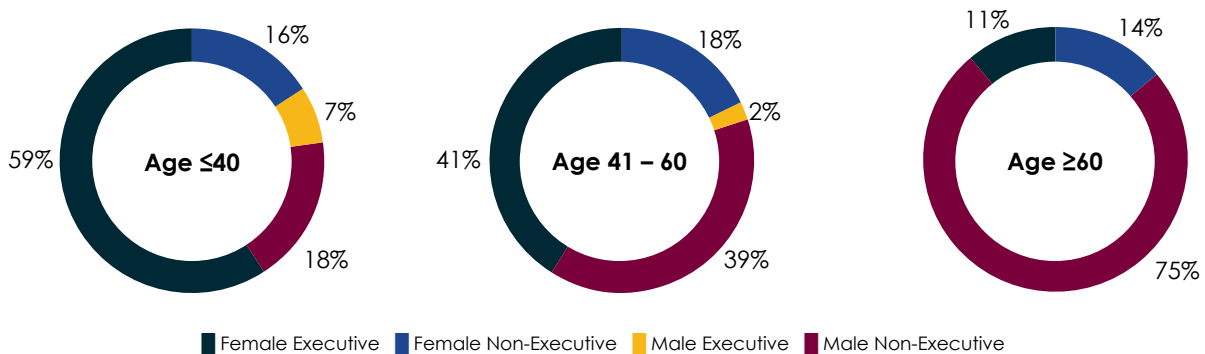


ADVERSITY IN WORKFORCE

Our People: A Strategic Asset for Growth

At the heart of the Group's enduring success is its people. We recognize that our workforce is not merely a collection of personnel, but a diverse ecosystem of high-caliber individuals, each bringing unique talents, specialized skills, and multi-disciplinary experiences to our operations.

In an increasingly complex and technical industry, our ability to attract, develop, and retain this intellectual capital is a critical driver of our organizational resilience. The Group's approach to Talent Management is therefore centered on recognizing the inherent value of every employee, ensuring that their professional growth is aligned with the Group's strategic objectives. By fostering an environment that honors individual contribution while promoting collective excellence, we ensure that our human capital remains our most sustainable competitive advantage.



As of the conclusion of FY2025, the Group's total workforce stands at 616 employees, representing a strategic calibration of 11% compared to 688 employees in FY2024. This adjustment reflects our ongoing commitment to optimizing human resource efficiency in alignment with our current project portfolio and operational requirements. A defining feature of the Group's human capital strategy is our high degree of operational flexibility. Fixed-term contract professionals (encompassing both full-time and part-time roles) constitute the largest segment of our workforce, accounting for 64.45% of total personnel. This composition is strategically distributed as follows:

- ▶ **Executive Roles:** 87 individuals (14.12% of the total workforce), providing specialized leadership and technical oversight.
- ▶ **Non-Executive Roles:** 310 individuals (50.33% of the total workforce), primarily supporting project-based execution.

Employing fixed-term staff for project-based roles allows organizations to remain flexible, control costs, and meet the specific demands of each project. It also enables the Group to manage risks more effectively, as it can adjust staffing levels based on project progress, ensuring that the right talent is available when required.

Category	Executive & Above	%	Non-Executive	%	Total	%
Fixed Term Contract	87	14.12	310	50.33	397	64.45
Permanent	197	31.98	22	3.57	219	35.55
Total	284	46.10	332	53.90	616	100.0

Culture of Diversity, Equity and Inclusion (DEI)

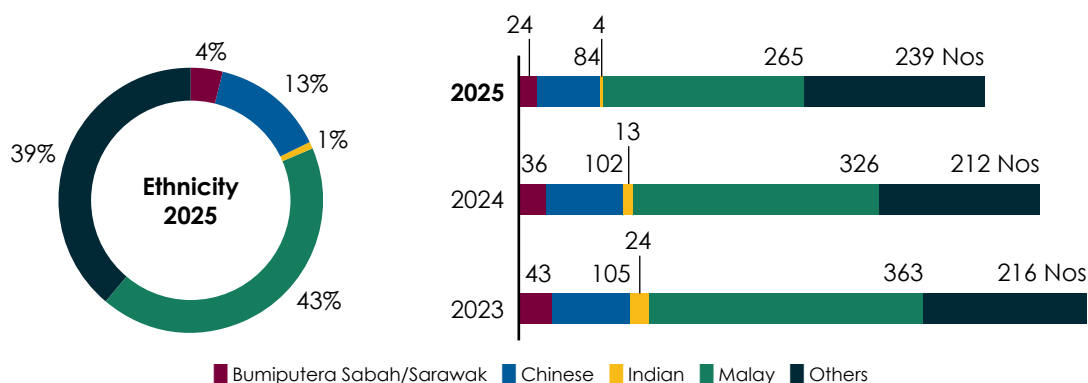
The Company recognizes that a diverse and inclusive workforce is a fundamental driver of organizational resilience and innovative problem-solving. The Company is committed to cultivating a corporate culture where employees from all ethnic backgrounds, genders, and generations feel respected, valued, and empowered to contribute their unique perspectives.

By fostering an environment of cognitive diversity, the Group enhances its decision-making processes and encourages the cross-pollination of ideas, which is essential for delivering complex engineering and construction solutions.

Beyond Recruitment: A Merit-Based Advancement Strategy

Our commitment to diversity is deeply integrated into our human capital lifecycle, extending far beyond the initial recruitment phase. The Group is dedicated to:

- ▶ **Equitable Career Progression:** Ensuring that advancement to leadership and management roles is based strictly on merit and professional excellence, regardless of ethnicity or background.
- ▶ **Inclusive Talent Development:** Providing universal access to specialized training and upskilling programs to ensure every employee can reach their full professional potential.
- ▶ **Removing Structural Barriers:** Continuously auditing and refining our internal policies to identify and eliminate unconscious biases or systemic barriers that may hinder the success of underrepresented groups.



Workforce Gender Dynamics: Inclusive Growth

The Group is committed to a workplace where everyone has an equal chance to succeed. Under our Workforce Gender Dynamics focus, we celebrate the vital roles women play across all areas of our business from our project sites to our corporate offices. By providing a supportive environment and fair opportunities for all, we ensure that every employee can grow and contribute to the Group's long-term success. We believe that a diverse workforce makes us a stronger, more resilient organization.

As of FY2025, female professionals comprise 21% of the Group's total workforce (132 employees), representing a consistent participation rate compared to 23% in FY2024 and 22% in FY2023. While the workforce remains predominantly male (79%), this distribution is largely reflective of the specialized and physically demanding nature of the Group's core activities. These roles often involve field-based operations in challenging environments traditionally categorized as "3D" (Dirty, Dangerous, and Difficult) in which historically attract a higher proportion of male applicants.

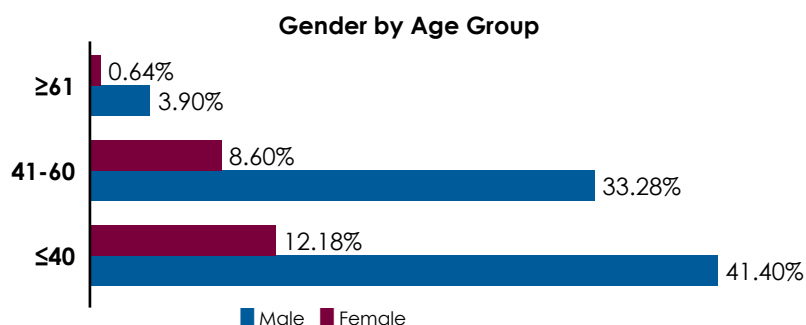
SUSTAINABILITY STATEMENT (CONT'D)

Despite the inherent challenges of the industry, the Group is proactively working to enhance female representation through a Merit-Based Inclusion Strategy. We believe that technical expertise and leadership capability are gender-neutral, and we are focused on the following areas:

- ▶ **Leadership Development:** Identifying and mentoring high-potential female talents to prepare them for senior management and decision-making roles.
- ▶ **Bias-Free Recruitment:** Refining our talent acquisition processes to eliminate unconscious bias, ensuring that all candidates are evaluated strictly on their technical competencies and professional experience.
- ▶ **Enhanced Visibility:** Showcasing the achievements of our female engineers and project leads to inspire a new generation of women to enter the construction and engineering sectors.

By fostering a culture where career advancement is dictated by performance and skill, the Group aims to build a more balanced and resilient workforce that reflects the evolving demographics of the modern engineering landscape.

Gender	Category	Age Group						Total	%
		≤ 40	%	41 - 60	%	≥ 61	%		
Female	Executive	53	8.60	47	7.63	4	0.65	104	16.88
	Non-Executive	22	3.57	6	0.97	0	0.0	28	4.55
	Sub-Total	75	12.18	53	8.60	4	0.65	132	21.43
Male	Executive	60	9.74	99	16.07	21	3.41	180	29.22
	Non-Executive	195	31.66	106	17.21	3	0.49	304	49.35
	Sub-Total	255	41.40	205	33.28	24	3.90	484	78.57
Grand Total		330	53.57	258	41.88	28	4.55	616	100.0



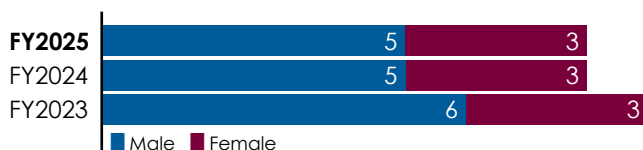
The Power of Perspective: Women in Leadership

In FY2025, the Company maintained a strong representation of women at the Board level. With three female Directors, making up 37.5% of the Board. This figure comfortably exceeds the national target of 30% female representation as required by the Listing Requirements, underscoring our commitment to leading by example in corporate governance. At the operational and management levels, the Group continues to foster a strong pipeline of female leadership. In FY2025, 30% of leadership and management positions were held by women (26 out of 86 total roles), compared to 36% in FY2024. The decline in women's representation in leadership reflects short-term structural and pipeline-related challenges rather than a reduced commitment to gender diversity.

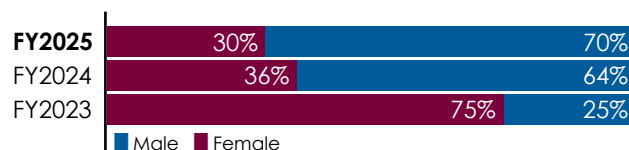
Henceforth, the Group is dedicated to ensuring that career advancement is based on merit and professional excellence. By maintaining an internal target of at least 30% female representation in leadership roles.

Gender	Age Group		Grand Total	%
	41 - 60	≥ 61		
Female	2	1	3	37.5
Male	0	5	5	62.5
Grand Total	2	6	8	100.0
%	25.0	75.0	100.0	

Board of Directors



Top Management, Senior Management and Middle Management



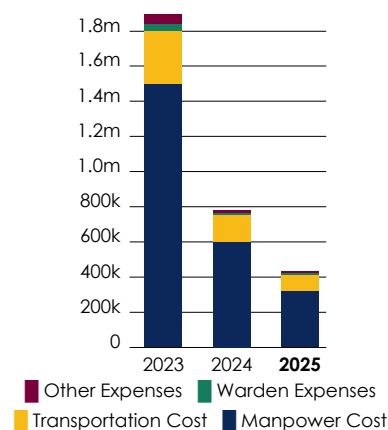
Yellow Ribbons Program: Championing Social Reintegration

Since 2019, the Group has maintained a transformative partnership with the Malaysian Prison Department through the Yellow Ribbon Program. This initiative focuses on providing gainful employment to Persons Under Surveillance (PUS), offering them a vital pathway toward rehabilitation and successful reintegration into society.

In FY2025, the Group integrated 32 PUS into the workforce at the 8MD3 Project site. While this represents a strategic adjustment in line with the specific labor requirements of our current project lifecycle, it reflects a 52% increase in participation compared to FY2024 (25 PUS).

From the program's inception to date, the Group has successfully supported 368 individuals in completing their rehabilitation journey on our construction sites. By providing a stable income and professional experience, we empower these individuals to transition into productive members of the community, directly contributing to the national goal of reducing recidivism.

Yellow Ribbon Expenditure



Nurturing Future Talent: The Work-Based Learning (WBL) and Internship Program

The Group remains committed to developing future talent by facilitating structured internship opportunities across various disciplines through initiatives such as the Work-Based Learning ("WBL") Programme. These initiatives support the Group's human capital development strategy by strengthening the talent pipeline and enhancing workforce readiness.

In FY2025, a total of 32 students and graduates participated in these programmes, including 12 carryovers from the previous year. The Group allocated RM63,671.28 for training allowances, representing an increase of RM3,577.49 (FY2024: RM60,093.79). While the total number of trainees declined by 18% from 39 participants in FY2024, the overall training allowance increased by 6%, reflecting continued investment in trainee support and development.



Certificate Presentation for WBL & Internship Program Completion.

Beyond internship placements, the Group provides opportunities for trainees and graduates to transition into full-time employment, supporting talent retention and continuity within the organisation. In FY2025, three (3) interns were absorbed into permanent roles, compared to seven (7) in FY2024 and fourteen (14) in FY2023. The decline in conversion rates was primarily attributable to slower hiring activities during the financial year.

SUSTAINABILITY STATEMENT (CONT'D)

Metric	FY2023	FY2024	FY2025
Total Trainees/Interns	-	39	32
Total Allowance Allocation (RM)	-	60,093.79	63,671.28
Internal Career Transitions	14	7	3

	Certificate	Diploma	Degree	Total
Level of Attainment	1	12	19	32
%	3.13	37.5	59.37	100.00



EMPLOYEE DEVELOPMENT

Empowering Excellence: Performance & Career Progression

The Group operates on the fundamental principle that organizational success is inextricably linked to the professional growth of our people. We are committed to fostering a high-performance culture that prioritizes continuous learning, merit-based advancement, and strategic career mapping at every level of the organization. The Group's commitment to career progression is evidenced by our preference for internal mobility. We actively provide our workforce with opportunities to take on increased responsibilities and more complex project roles. This strategy not only rewards high-performing individuals but also ensures the retention of institutional knowledge and technical expertise within our core teams. Through this integrated framework of performance and development, the Group maintains a resilient, motivated, and future-ready workforce capable of navigating the complexities of the modern construction landscape.

Gender	Category	Year & Percentage					
		2023	%	2024	%	2025	%
Female	Executive & above	2	7.4	12	25.0	6	35.3
	Non-Executive	7	25.9	1	2.1	0	0.00
	Sub-Total	9	33.3	13	27.1	6	35.3
Male	Executive & above	10	37.0	19	39.6	11	64.7
	Non-Executive	8	29.6	16	33.3	0	0.00
	Sub-Total	18	66.7	35	72.9	11	64.7
Female & Male	Grand Total	27	100.0	48	100.0	17	100.0

Note: Number of promoted employees

Future-Ready Workforce: Continuous Learning & Development

The Group is committed to the sustainable development of its human capital, recognizing that a resilient workforce is built on the foundation of continuous professional evolution. In FY2025, we refined our training strategy to focus on the internalization of expertise, ensuring that our learning programs are directly aligned with our specialized operational needs by investing a total sum of RM310,220.30 for 330 employees in training and upskilling of 138 general workers for transition them into skilled worker roles.

While this represents a strategic reduction in expenditure compared to FY2024 and FY2023, it reflects a deliberate transition toward internally developed and delivered training modules. By leveraging our internal subject matter experts, we have:

Enhanced Knowledge Retention: Ensuring that critical technical expertise remains within the Group's institutional memory

Optimized Resource Allocation: Utilizing approximately 50% of our HRD Corp (HRDC) levy to support high-impact, targeted learning initiatives

Increased Training Relevance: Tailoring curriculum specifically to our unique engineering and project management challenges

Despite the calibration of training hours and expenditure, the Group's commitment to workforce-wide development has never been stronger. In FY2025, we achieved a 97% participation rate exceeding our target for employees attending the minimum required training hours, compared to 94% in FY2024.

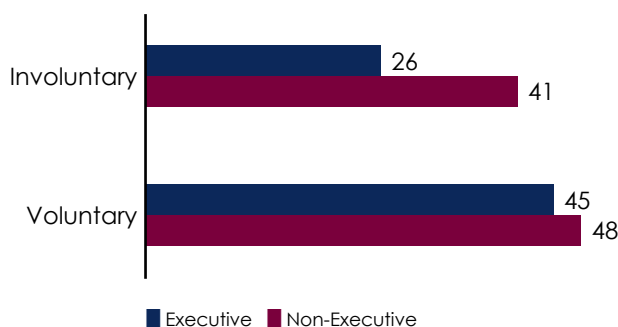
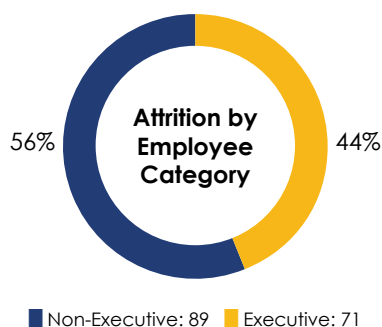
Category	2023		2024		2025	
	Total Number Employee Attended Training	Total Training Hours Attended	Total Number Employee Attended Training	Total Training Hours Attended	Total Number Employee Attended Training	Total Training Hours Attended
Executive	267	6,268.0	312	7,269.0	266	5,389.0
Non-Executive	65	1,018.5	69	1,262.5	64	1,016.5
Grand Total	332	7,286.5	381	8,531.5	330	6,405.5

Training Cost (RM)



Attrition Trends: Strategic Mobility

In FY2025, 160 employees left the organization for various reasons, representing a 26% attrition rate that includes both voluntary and involuntary attrition. This reflects an increase of 7% from the previous year's attrition rate (19% in FY2024) and similar to FY2023 (26%). The rate of voluntary attrition slightly increased to 12.5%, compared to 12% and 9% in the FY2024 and FY2023 respectively, primarily due to employees securing new job offers as their employment contracts with the Group were coming to an end.



SUSTAINABILITY STATEMENT (CONT'D)

QUALITY, HEALTH AND SAFETY, ENVIRONMENT ("QSHE") SUSTAINABILITY



QUALITY OF WORK

Integrating Sustainability and QSHE Excellence

The Group's overarching vision and mission emphasize that Quality, Safety, Health, and Environment (QSHE) remain a top priority, serving as the strategic foundation for long-term business sustainability. This commitment is spearheaded by its primary subsidiary and largest revenue contributor, TRC Construction Sdn Bhd (formerly known as Trans Resources Corporation Sdn Bhd) (TRC). As an ISO-certified entity, TRC maintains rigorous oversight of operational compliance, ensuring that all activities align with the Group's established QSHE policies. By conducting regular reviews and updates of these frameworks, the Group fosters a culture of continuous improvement, systematically strengthening its performance and reinforcing its dedication to operational excellence.



VISION STATEMENT

To be a leading company in sustainable construction and creating values for stakeholders



MISSION STATEMENT

We provide superior quality products and professional construction services to our clients.

We develop effective teams by offering continuous training and an inclusive working experience.

We enrich communities through sustainable practices.

Alignment with IFRS Standards and Net Zero Commitments

The Group ensures long-term value creation and resilience by integrating sustainability-related risks and opportunities, including climate matters, into its governance, strategic planning, and risk management processes in alignment with IFRS S1 and IFRS S2. Under the oversight of the Board of Directors, these considerations are embedded into the Group's vision, mission, and operational decision-making to navigate evolving regulatory and market conditions. Furthermore, the Group remains dedicated to supporting national sustainability objectives, actively aligning its corporate strategy with the United Nations Sustainable Development Goals (SDGs) and the commitment to achieve Net Zero emissions by 2050.

The QSHE Management System and Risk Mitigation

The Group maintains a comprehensive QSHE Manual aligned with internationally recognized standards, which supports the identification, assessment, and management of sustainability-related risks, including environmental and climate-related risks. The Manual forms part of the Group's internal control and risk management framework and is reviewed periodically to ensure continued relevance to regulatory developments and stakeholder expectations. A controlled hard copy of the QSHE Manual has been distributed to each department and project site for reference, which is part of the QSHE Management System Documentation. New employees are requested to acquaint themselves with the manual. The manual is updated regularly to keep pace with any modifications to the ISO requirements.

Recognizing its ethical and legal duty to both its workforce and the general public, the Company has implemented comprehensive Standard Operating Procedures (SOPs) since 2019 to mitigate operational risks. These controls demonstrate the Group's proactive approach to managing risks that impact community safety, regulatory compliance, and project continuity.

SUSTAINABILITY STATEMENT (CONT'D)



COMMUNITY AFFECTED / SOP APPLIED

TD2

Kg Johan Setia

- ▶ Maintenance of public road access.
- ▶ For vibration occurring due to piling works, surveys with photographic documentation are conducted before and after the works with TRC to repair any damage found upon comparison.
- ▶ Dust control via water bowser.
- ▶ In the event of a flood, TRC is to rectify the existing drainage and provide CSR to flood victims such as manpower and machinery for the clean-up.



8MD3

Precinct 8, Putrajaya

- ▶ Noise complaint and mitigated by the Environmental Department.
- ▶ Road closures.
- ▶ Dust control via dust control canvas and water bowser.
- ▶ Silt curtain for lake protection.



P163

Menara DBKL, Kuala Lumpur

- ▶ Maintenance of public road access.



EBG

Taman Jasa Utama, Gombak

- ▶ Noise monitoring to monitor noise level.
- ▶ Water sampling to monitor river water quality.



SECA

Sultan Abdul Aziz Shah Airport, Subang

- ▶ Maintenance of public road access.
- ▶ Silt trap and silt fence to control water quality discharge into Damansara River.



SPAC

Sarawak Performance Art Centre, Kuching

- ▶ Renovation of building.
- ▶ Dust control via water bowser.
- ▶ Silt trap and silt fence to control water quality discharge into Sarawak River.

SUSTAINABILITY STATEMENT (CONT'D)



COMMUNITY AFFECTED / SOP APPLIED (CONT'D)

ADS

LRT Ara Damansara

- ▶ Dust control via water bowser.
- ▶ Wash trough to clean exiting vehicles' wheels.

These operational controls demonstrate the Group's approach to managing sustainability-related risks that may impact communities, regulatory compliance, project continuity, and financial performance. Environmental and social risk mitigation measures are assessed at project level and escalated to management where material risks are identified.

In order for the Group to conform to the requirements of its QSHE Policies and the QSHE Manual, Internal audits addressing QSHE matters are conducted twice annually as part of the Group's sustainability risk management process. Audit findings are reported to Management and form part of continuous improvement measures, ensuring sustainability-related risks and opportunities are systematically monitored and addressed. The resultant Audit Reports serve as guidelines for improvement. The Group also provides adequate Personal Protective Equipment (PPE) to all workers.



SAFE & HEALTHY WORKPLACE

Strategic Commitment to Occupational Health and Safety

Workforce health and safety represent material sustainability-related matters that may affect operational continuity, legal compliance, workforce productivity, and the Group's reputation. The Board and Management oversee occupational safety performance through established reporting structures and performance indicators. The Group recognizes that a safe working environment, the prevention of occupational injuries, and universal access to healthcare are fundamental to its operational integrity. This commitment extends beyond direct employees to encompass subcontractors, suppliers, and all site workers, ensuring a holistic approach to safety across the value chain. By dynamically adjusting business activities to align with the evolving requirements of health authorities, the Group balances two critical priorities: maximizing precautionary measures to protect its human capital and ensuring the continuity of business operations to fulfill its contractual obligations. This dual focus ensures that safety remains a catalyst for reliability rather than a hindrance to productivity.

To operationalize these values, the Group maintains a dedicated Safety, Health, and Environmental (SHE) Committee at its Head Office. This body serves as the primary engine for promoting and enhancing employee well-being, acting as a vital conduit between the workforce and senior leadership. By meeting on a quarterly basis, the Committee provides a structured forum to address high-priority safety concerns and deliberate on feedback raised by employees across the organization. This proactive governance model ensures that safety issues are identified, discussed, and escalated to Management, fostering a transparent culture of accountability and continuous improvement in workplace standards.

Safety Performance and Incident Metrics

The Group maintains a transparent approach to monitoring workplace safety, tracking key performance indicators such as fatalities, injuries, and permanent disabilities. For FY2025, the Group is pleased to report **zero (0) fatalities and zero cases of permanent disability** across all operations for the last three years. **While one (1) Lost Time Incident (LTI)** was recorded during this period, the Group remains committed to analyzing the root causes of all occurrences to maintain and improve its safety record in the upcoming years. The calculation of the LTIR is conducted using the following formula:

SUSTAINABILITY STATEMENT (CONT'D)

$$\frac{A}{B} \times 200,000$$

Where

A: Number of lost time injuries in the reporting period

B: Total number of hours worked in the reporting period

Safety performance indicators, including LTIR and fatality rates, are monitored against internally established targets. Any deviation from targets triggers root cause investigation and corrective action procedures. These metrics are used by Management to assess operational risk exposure and safety performance trends. The LTIR for each of the projects under the Group was compared with the LTIR from the previous three years. The records are as follows:

Project	Lost Time Incident Rate		
	2023	2024	2025
MINT	0	0	
P163	0	0	
8MD3	0	0	0
LRT3-TD2	0	0	0
SECA		0	0.26*
EBG		0	0
SBSB-10		0	0
SPAC		1.29*	0

*A = 1, B = 764,970

The overall trend reveals a strong safety performance across multiple projects, with only 1 Lost Time Incident (LTI) case in 2025. A thorough investigation was conducted to determine the root cause of the incident, ensuring that all preventive measures can be reinforced.

The Group will continue to focus on its safety performance by ensuring proactive safety measures, incident reporting, and continuous training, maintaining the previous years' achievement of zero Lost Time Injury (LTI) incidents. This commitment is further emphasised by two key QSHE objectives:

- ▶ To achieve zero Lost Time Injuries (LTI) for every 500,000 man-hours on projects valued at less than RM 300 million.
- ▶ To achieve zero Lost Time Injuries (LTI) for every 1,000,000 man-hours on projects valued at more than RM 300 million.

The Group maintains a rigorous "Zero-Harm" objective across all project sites, where every safety incident is treated with the utmost urgency. Any Lost Time Injury (LTI) is considered a significant deviation from our core safety goals and triggers an immediate, comprehensive response. This includes a detailed accident investigation to identify root causes, followed by the implementation of robust corrective action procedures. By treating every incident as an opportunity for systemic improvement, we ensure that preventative measures are continuously refined to protect our workforce and prevent future occurrences.

Technical Competency & Professional Skills Advancement

The Group maintains an uncompromising commitment to the safety and well-being of its workforce. We recognize that a highly trained team is the primary defense against operational risks; therefore, we prioritize continuous education to ensure all personnel are equipped with up-to-date knowledge that meets stringent national safety and health requirements.

SUSTAINABILITY STATEMENT (CONT'D)

Our QSHE training framework is designed to go beyond basic compliance, focusing on specialized technical expertise and the maintenance of professional credentials:

- ▶ Continuous Education Program (CEP): The Group actively supports our Safety and Health Officers (SHOs) in securing mandatory CEP points through external training, ensuring our site safety leadership remains fully certified and aligned with Department of Occupational Safety and Health (DOSH) standards.
- ▶ Specialized Operational Training: Key personnel were deployed for high-risk competency training in FY2025, including Lifting Supervisor certifications and Basic Occupational First Aid, ensuring rapid-response capabilities are embedded within our project sites.
- ▶ Multi-Format Learning: Our workforce is engaged in a diverse range of learning environments, from technical workshops and seminars to high-level industry conferences.

In FY2025, 155 employees participated in specialized safety and health-related training. While the total volume of training hours (1,915 hours) reflects a 41% adjustment compared to the previous year (3,227.5 hours), this shift represents a strategic focus on targeted, high-impact competency training rather than generalized sessions. This calibrated approach ensures that the most critical safety roles receive intensive, high-quality instruction while maintaining a lean and efficient operational schedule.

Key Highlights on the Safety & Health Training for FY2025

- ▶ Safety & Health Assessment System In Construction (SHASSIC)
- ▶ Trained Person in Excavation
- ▶ Authorised Entrant and Standby Person for Confined Space (AESP)
- ▶ Working At Height
- ▶ Training for Trained Person in Mobile Elevating Work Platform (MEWP)
- ▶ Skylift Safety Handling Operation
- ▶ Occupational First Aider Competency Course
- ▶ Basic Occupational First Aid, CPR and AED Training
- ▶ Lifting Supervisor Training
- ▶ OSH - Coordinator (OSH-C) Trained Person
- ▶ Basic Scaffold Supervisor Course
- ▶ Intermediate Scaffold Supervisor Course
- ▶ Site Safety Supervisor (SSS) Course

Metric	FY2024	FY2025
Total Employees Trained	174	155
Total Training Hours	3,227.5	1,915.0
Focus Areas	General Safety	CEP Points & Technical Certification

The Wellbeing Focus: Beyond Physical Safety

The Group recognizes that the long-term resilience of our workforce depends on both physical safety and holistic well-being. In FY2025, we transitioned from basic health monitoring to active wellness promotion, launching several high-impact initiatives designed to foster a culture of vitality and preventive care.

- PERKESO Activ@Work: The Group marked its inaugural participation in the PERKESO Activ@Work Program, a national initiative promoting active lifestyles. Our workforce demonstrated exceptional engagement, securing 9th place out of 35 participating groups. Building on this success, the Group has set an ambitious target for the next cycle: increasing participation to 250 members and achieving a collective goal of 200,000,000 steps.
 - ▶ Engagement: 177 employees actively contributed.
 - ▶ Impact: A collective total of 82,368,700 steps recorded.
 - ▶ Recognition: 12 members were awarded prizes totaling RM4,400.



PERKESO Activ@Work: Appreciation Moment.

SUSTAINABILITY STATEMENT (CONT'D)

- The “Fit-Tastic” Weight Loss Challenge: To address specific health concerns such as metabolic wellness, the Group launched the Fit-Tastic Weight Loss Challenge. This voluntary program provided a supportive environment for 40 employees to adopt healthier behaviors through mindful eating and regular exercise.
 - ▶ Targeted Support: The program specifically empowered employees with overweight-related health concerns to take charge of their long-term wellness.
 - ▶ Incentivization: The Group invested RM3,000 in performance-based rewards to motivate and sustain positive lifestyle changes.



“Fit-Tastic” Challenge: Achievement & Recognition.

- Clinical Partnerships & Preventive Consultations: Following a comprehensive Health Screening Program conducted by PERKESO, the Group facilitated specialized medical consultations in collaboration with Zahran Clinic. These sessions ensured that employees did not just receive data, but understood it.
 - ▶ Professional Guidance: Participants received one-on-one reviews of their screening results with medical professionals.
 - ▶ Proactive Care: The consultations provided clear pathways for follow-up care and personalized medical advice, ensuring that potential health risks are managed before they impact an employee's quality of life.

Sustainable Employment: Fair Labour Practices

The Group is committed to the highest standards of ethical conduct and the protection of human rights across its entire value chain. We believe that upholding the dignity and rights of every individual is a fundamental prerequisite for sustainable business growth and long-term community trust.

Our approach to human rights is built on a foundation of active monitoring and continuous improvement. By maintaining transparent labor practices, the Group safeguards the well-being of its employees at all levels, ensuring a workplace free from discrimination, exploitation, and unfair treatment.

The Group maintains a robust grievance mechanism that allows for the safe and confidential reporting of any human rights concerns. Throughout FY2025, the Group recorded:

ZERO SUBSTANTIATED COMPLAINTS
concerning human rights violations

This unblemished record reflects the efficacy of our internal controls and our unwavering commitment to the principles of social justice and ethical employment. We continue to review our policies to ensure alignment with national labor laws and international best practices.

SUSTAINABILITY STATEMENT (CONT'D)



ENVIRONMENTAL FOOTPRINT MANAGEMENT

Building with Purpose: Our Environmental Stewardship

At the foundation of our project delivery is a commitment to environmental responsibility, treated not merely as a corporate goal but as a fundamental risk management priority. Recognizing the unique footprint of the construction sector, we integrate environmental assessments directly into our project-level frameworks to mitigate risks associated with pollution, resource scarcity, and regulatory shifts. By fostering a culture that values sustainability, we actively empower our workforce through targeted awareness initiatives as below:

1. General Activities

- ▶ Safety, Health, and Environment ("SHE") induction training sessions were held at all project sites before work commencement and attended by all project staff and workers
- ▶ SHE briefings which cover environmental issues such as waste management, air pollution, noise pollution, water pollution, and erosion and sediment control were conducted during kick-off meetings prior to sub-contractors starting work. 3R (Reduce, Reuse, Recycle) programmes were also held in compliance with ISO 14001: 2015
- ▶ Weekly SHE inspections at all project sites to comply with the Department of Environment and local authority requirements and DOSH
- ▶ Monthly environmental monitoring of noise, vibration, and ambient air and water quality at all project sites
- ▶ Monthly SHE Committee Meetings at all project sites and quarterly at the Headquarters
- ▶ Internal QSHE Audit at all project sites carried out based on schedule
- ▶ SHE Campaign involving top management
- ▶ Quarterly SHE Corporate Meetings
- ▶ Annual Management Review Meeting

Additional to the above, while ensuring the confidentiality of personal data and sensitive information, the Group successfully recycled 1,180 kg of paper. This initiative was implemented in accordance with data protection and information security standards, with secure handling and disposal processes in place.

The program supports the Group's environmental sustainability objectives by reducing waste sent to landfill and promoting responsible resource management.



2. Training

Several series of training programmes on environmental awareness were organised throughout FY2025. The sessions which covered the following topics were aimed at continuously reminding all site staff and workers of the importance of environmental sustainability:

- ▶ Waste Management
- ▶ Erosion and Sediment Control
- ▶ Pollution on Environment (Air, Noise, Vibration, and Water)
- ▶ Flood Mitigation Control
- ▶ Environmental Aspect and Impact
- ▶ Life Cycle Perspective Table
- ▶ Environmental Regulations and Legislation
- ▶ Environmental Management Plan
- ▶ Scheduled Waste Management
- ▶ Sewage Management
- ▶ Sustainability Awareness



Safety Toolbox Meeting at the Project Sites.



Scheduled Waste Management at Head Office.

3. Environmental Competency & Technical Leadership

- ▶ Certified Environmental Professional in Scheduled Waste Management
- ▶ Certified Inspector of Sediment Erosion Control
- ▶ Certified Erosion and Sediment and Storm Water Inspector

Beyond site-specific initiatives, the Quality, Safety, Health, and Environmental (QSHE) Department conducted comprehensive awareness training sessions for personnel across all departments and project sites. These sessions ensure that our environmental sustainability objectives and policies are not only understood but effectively implemented at every level of the Group.

A key highlight of the Group's commitment toward environmental sustainability is the YTRC Tree Planting Initiative 2025. Organized by our philanthropic arm, Yayasan TRC (YTRC), the program saw the successful participation of 130 individuals, including members of the Board of Directors, senior management, staff, and client representatives. By engaging both our project teams and external stakeholders, the initiative demonstrates our collective effort toward ecological conservation. For further details on this initiative and its community impact, please refer to the Social Sustainability section of this Statement.



YTRC Tree Planting Initiative 2025: A Successful Environmental Effort.

The Green Mindset: Driving Operational Efficiency

The Group actively fosters a "green mindset" by integrating sustainable office practices into the daily routines of our employees. Central to this effort is the 3R (Reduce, Reuse, and Recycle) framework, which is supported by targeted communication through signage and educational posters across all departments. These internal campaigns empower our workforce to adopt energy-efficient habits, such as ensuring all electrical appliances are powered down when not in use, standardizing air conditioning temperatures at 24°C in common areas, and transitioning to LED lighting in open spaces. Beyond these physical measures, environmental stewardship remains a recurring agenda item during Company SHE meetings, ensuring that educational insights and sustainability goals remain a shared priority at every level of the organization.

To ensure these awareness efforts translate into measurable safety and environmental outcomes, the Group operates under a robust Integrated Management System (IMS). Our operations are strictly aligned with internationally recognized standards, including ISO 14001 (Environmental Management), ISO 9001 (Quality Management), and ISO 45001 (Occupational Health and Safety). Furthermore, our framework incorporates the International Labour Organization (ILO) Occupational Safety and Health Guidelines and international labor conventions to mitigate workplace risks and enhance overall performance.

Environmental Stewardship: Monitoring Performance and Impact

The Group utilizes financial intensity metrics specifically for energy, water consumption, waste, and emissions per RM million of project claims to establish a standardized baseline for performance comparison across diverse project cycles. By normalizing environmental data against the value of work performed, the Group can accurately track resource efficiency and mitigate the measurement uncertainty inherent in fluctuating project scales and timelines. This data-driven approach allows for a more transparent assessment of how effectively the Group manages its environmental footprint relative to its operational growth.

SUSTAINABILITY STATEMENT (CONT'D)

1. Energy Management

Energy consumption represents a key climate-related metric under IFRS S2. The Group monitors energy usage across project sites and Head Office to assess exposure to transition risks such as rising energy costs, regulatory developments, and carbon-related policies. The Group regularly monitors and keeps track of the amount of energy usage within the Group. The comparative energy usage data from all project sites and the Head Office within the scope of the Statement are as follows:

Sites	Energy Consumption (GJ)		
	2023	2024	2025
Head Office	1400.52	1349.00	1027.52
TD2	63.36	0.00	0.00
8MD3	2673.54	2898.83	1426.71
PHQ	341.39	-	-
MRSM-R	82.18	-	-
P163	23.04	0.00	-
MINT	31.18	191.83	-
SECA	-	393.81	1380.95
EBG	-	0.76	8.13
SBSB-10	-	155.85	156.95
SPAC	-	64.61	244.87
ADS	-	-	0.00
Total	4615.20	5054.69	4245.13

■ Completed project

■ Project not yet / newly commenced

From year 2025 data, Building Energy Intensity (BEI) was calculated for Head Office by the formula of:

$$\text{Building Energy Intensity} = \frac{\text{Total Energy Consumption (kWh per year)}}{\text{Net Floor Area (m}^2\text{)}}$$

Where, total net floor area of the Group's Head Office = **4938.56 m²**

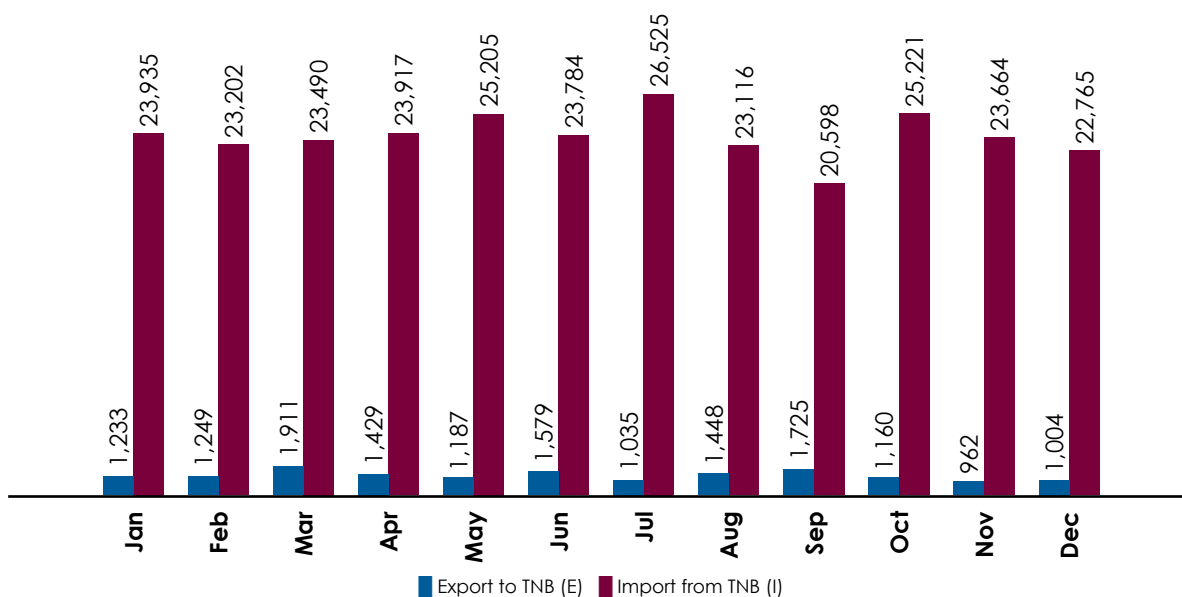
A standout achievement in the Group's decarbonization journey is the energy performance of the Head Office. In FY2025, the facility recorded an energy consumption of 1027.52 GJ (285,422.00 kWh), resulting in a Building Energy Intensity (BEI) of 57.79 GJ/m². This performance has earned the Group the prestigious 5-Star National Building Energy Intensity Labeling, the highest possible rating. This achievement marks the third consecutive year the Group has maintained a BEI well below the 100 GJ threshold, demonstrating a consistent and positive trend in operational efficiency. By maintaining this 5-star benchmark, the Group not only reinforces its commitment to environmental stewardship but also establishes a clear performance standard for future energy-saving initiatives across all project sites.

BEI Range	Star Rating
BEI ≤ 100	5-star
100 ≤ BEI ≤ 130	4-star
130 ≤ BEI ≤ 160	3-star
160 ≤ BEI ≤ 250	2-star
BEI ≥ 250	1-star

The calculation of Building Energy Intensity (BEI) is currently focused exclusively on the Group's Head Office. This approach ensures data accuracy, as project sites lack a fixed net floor area due to the inconsistent and evolving nature of construction progress. During the reporting period, the Head Office recorded a total energy consumption of 1027.52 GJ.

A significant driver of our energy efficiency is the rooftop Solar Photovoltaic (PV) system, installed in April 2022. This strategic investment has successfully reduced our reliance on the national grid by offsetting direct energy consumption. Notably, the system's performance exceeded internal operational requirements in FY2025, generating a surplus of 57.32 GJ of clean energy which was exported back to Tenaga Nasional Berhad (TNB). This surplus not only highlights the efficiency of our renewable energy infrastructure but also underscores the Group's role as a proactive contributor to Malaysia's broader green energy transition.

Head Office Energy Management (kWh), 2025



A cornerstone of the Group's climate transition strategy is the 96.72 kWp rooftop solar photovoltaic (PV) system located in Ukay Perdana, Ampang, Selangor. For the financial year 2025, this system produced an estimated 125.7 MWh of renewable energy, contributing significantly to the reduction of our Scope 2 emissions and mitigating our exposure to electricity price volatility. While real-time inverter data was unavailable during this period, this figure was conservatively derived from installed capacity and average local solar yields, accounting for potential fluctuations in environmental and operational variables. Notably, the system's performance allowed the Group to export a surplus of 57.32 GJ (15,922 kWh) back to the national grid under the Tenaga Nasional Berhad (TNB) framework, demonstrating our role as a proactive contributor to Malaysia's green energy transition.

Beyond centralized infrastructure, the Group is actively diversifying its renewable energy usage by deploying solar-powered machinery and tower lights across project sites. At the SECA project site, these mobile solar units recorded a total energy usage of 7.33 GJ in 2025, serving as a successful pilot for broader fleet integration in the coming years. This transition to solar-integrated equipment is complemented by robust demand-side management at our corporate offices. By pre-setting air conditioning to 24°C, installing LED fluorescent bulbs in open spaces, and maintaining high-visibility conservation signage at power points, the Group ensures that technological innovation is matched by sustainable employee habits. Collectively, these initiatives drive long-term cost efficiency while reinforcing our overarching commitment to environmental stewardship.

2. Water Management

The Group monitors water usage as a core component of its environmental resource management strategy. We actively assess operational exposure to water-related risks including supply disruptions, seasonal scarcity, and evolving regulatory restrictions with a particular focus on the unique demands of our construction project sites. By maintaining rigorous oversight of water consumption, the Group ensures long-term operational resilience and compliance with environmental standards across all regions of operation.

SUSTAINABILITY STATEMENT (CONT'D)

While the Group's primary water supply consists of purchased treated water from Syarikat Air Selangor, we also utilize alternative sourcing strategies to reduce grid reliance and enhance sustainability. At specific project sites, the Group implements rainwater harvesting and controlled extraction from natural resources, such as rivers, for non-potable construction activities. These practices are integrated into our broader effort to optimize resource efficiency and minimize our impact on local water tables. The comparative data for the Group's water consumption is detailed as follows:

Sites	Water Consumption (Megaliters)		
	2023	2024	2025
Head Office	7.584	8.243	9.957
TD2	13.161	1.528	0.00
8MD3	11.747	9.437	2.498
PHQ	7.045	-	-
MRSM-R	3.511	-	-
P163	2.400	0.000	-
MINT	0.000	0.000	-
SECA	-	177.312	80.521
EBG	-	0.025	0.132
SBSB-10	-	0.684	3.545
SPAC	-	2.240	11.406
ADS	-	-	29.024
Total	45.448	199.469	137.083

■ No data was obtained from MINT as the project's water consumption was shared with the client's bill while for P163 project exhibits minimal and lean water usage.

■ Completed project

■ Project not yet / newly commenced

In FY2025, the Group's total water consumption reached 137.083 ML, which included the strategic utilization of alternative water sources to reduce reliance on municipal supplies. Notably, 0.029 ML was extracted from the detention pond at the 8MD3 project site, a practice that successfully reduced the Group's treated water consumption by 0.02% during the reporting period. While this reliance on non-potable sources remains specialized, it underscores our commitment to minimizing clean water usage and maintaining strict oversight to prevent unauthorized extraction, ensuring all activities remain in full alignment with our environmental sustainability and safety protocols.

At the Head Office, water consumption recorded a slight increase of 1.714 ML in FY2025 compared to the previous year. To address this fluctuation and drive long-term reduction, the Group continues to implement targeted efficiency initiatives across both corporate and site-level operations. These measures include the progressive installation of water-efficient products and the prominent display of water-saving signage at all tap points to reinforce conservation habits among employees and contractors. By combining technical upgrades with continuous workforce awareness, the Group remains dedicated to optimizing its water footprint and building a more resource-resilient organization.

3. Waste Management

The Group is committed to mitigating its environmental impact by actively reducing waste and its associated burden on the ecosystem. In a strategic shift from the traditional "cradle-to-grave" model where waste concludes at final disposal, the Group has adopted a "cradle-to-cradle" approach. This methodology prioritizes recycling and recovery methods as the primary means of diverting waste from landfills and reintegrating materials into the value chain. By focusing on circularity, the Group not only reduces its operational footprint but also enhances resource efficiency across its project lifecycles. The comparative data regarding the Group's waste management performance and diversion rates is detailed as follows:

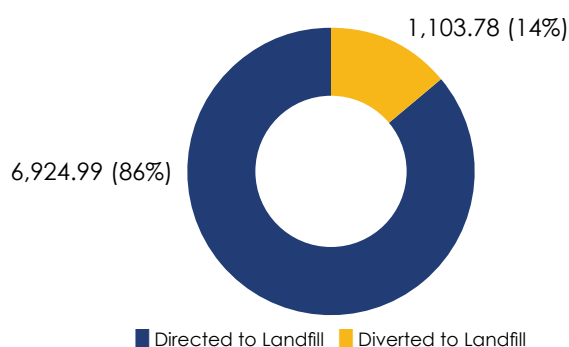
SUSTAINABILITY STATEMENT (CONT'D)

Sites	Waste Generation (MT)					
	2023		2024		2025	
	Directed to Landfill	Diverted from Landfill	Directed to Landfill	Diverted from Landfill	Directed to Landfill	Diverted from Landfill
Head Office	4.88	0.32	4.29	0.25	4.15	1.51
TD2	698.92	4.81	280.94	0.00	282.15	0.00
8MD3	3444.77	106.38	657.22	111.11	363.94	79.0
PHQ	135.80	2.77	-	-	-	-
MRSM-R	4275.00	504.91	-	-	-	-
P163	10.50	0.00	0.00	0.00	-	-
MINT	36.16	0.00	43.44	0.00	-	-
SECA	-	-	8517.29	47.78	353.32	6843.23
EBG	-	-	0.04	0.00	0.21	0.00
SBSB-10	-	-	0.00	0.00	0.00	1.21
SPAC	-	-	0.00	0.00	0.00	0.00
ADS	-	-	-	-	100.01	0.03
Total	8,606.03	619.19	9503.22	159.13	1103.78	6924.99
Grand Total	9225.22		9662.35		8028.77	

- Completed project
- Project not yet / newly commenced

The total wastes directed to and diverted from landfill in FY2025 is presented in pie chart below:

Proportion of Wastes Directed to Landfill and Diverted from Landfill, 2025



The Group tracks waste generation and diversion metrics as primary indicators to evaluate resource efficiency and monitor regulatory exposure. To ensure a meaningful comparison across projects of varying scales and timelines, we utilize Waste Intensity per RM million of progress claims as a normalized performance indicator. By benchmarking disposal volumes against the financial progress of each project, the Group can accurately assess environmental impact relative to the value of work performed, mitigating the data distortions often caused by fluctuating project cycles. This standardized oversight allows the Group to identify high-impact sites and effectively implement targeted material recovery strategies. The waste intensity for 2025 was calculated using the following formula:

$$\text{Waste Intensity} = \frac{\text{Total Amount of Wastes Generation (MT per year)}}{\text{Amount of Interim Payment Application (RM) X 1,000,000}}$$

SUSTAINABILITY STATEMENT (CONT'D)

The resulting waste intensity and diversion performance for the reporting period can be viewed as follows:

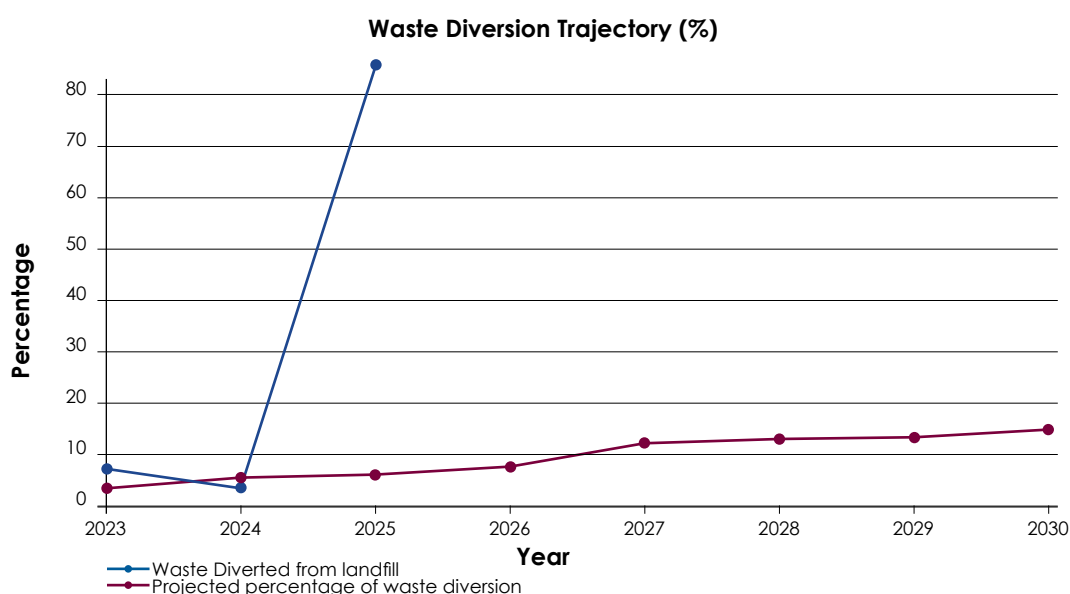
Sites	Directed to Landfill (MT)	Wastes Intensity (MT/million RM)	Diverted from Landfill (MT)	Wastes Intensity (MT/million RM)
TD2	282.15	12.90	0.00	0.000
8MD3	363.94	2.85	79.00	0.620
SECA	353.32	2.35	6843.23	45.480
EBG	0.21	0.01	0.00	0.000
SBSB-10	0.00	0.00	1.21	0.031
ADS	100.01	15.21	0.030	0.004
Total	1099.63	33.32	6923.47	46.135

The Group's waste intensity across its portfolio reveals a clear hierarchy of resource efficiency. Based on FY2025 data, the projects ranked from most to least waste-intensive are ADS, TD2, 8MD3, SECA, EBG, and SBSB-10. A standout achievement for the financial year is the Group's high diversion rate, with 86% of total waste diverted from landfills through recycling and recovery, while only 14% was directed to final disposal.

A primary driver of this success was the SECA Project site, which recorded a significantly higher waste diversion rate compared to other locations. This performance is attributable to the project's specialized refurbishment scope, which differs operationally from standard new construction. The refurbishment works generated a high volume of recyclable scrap metal, which directly boosted the diversion percentage. Simultaneously, the reduced requirement for reinforced concrete activities led to a notable decrease in typical construction debris, such as concrete and timber waste.

Despite these successes, the Group recognizes that challenges related to contaminated and mixed waste streams necessitate continued reliance on landfills for a portion of our output. To address this, the Group has established a long-term sustainability benchmark: the Group aims to divert at least 15% of total waste from landfills by 2030. This target reflects the Group's commitment to continuous improvement and our transition toward a more circular operational model.

The Waste Diversion Trajectory is presented as follow:



*SECA Project led to the higher waste diversion rate, driven by refurbishment works that generated significant volumes of recyclable scrap metal compared to other sites.

The Group considers this deviation to be project-specific in nature rather than indicative of a structural shift in overall waste management performance. Waste generation and diversion trends will continue to be monitored to ensure consistency with the Group's environmental management objectives and landfill reduction targets.

4. Emission Management

Climate change represents both transition and physical risks to the Group's operations. Transition risks include regulatory developments, carbon pricing mechanisms, and evolving client expectations. Physical risks include extreme weather events that may disrupt project timelines. The Group measures and monitors greenhouse gas (GHG) emissions in accordance with recognized methodologies to assess its climate-related risk exposure.

In strategic support of Malaysia's Net Zero Target by 2050 and the national commitment to reducing greenhouse gas (GHG) emissions intensity by 45% relative to GDP by 2030 (benchmarked against 2005 levels), the Group has prioritized the rigorous tracking and reduction of its carbon footprint. Our climate transition strategy is built upon the implementation of high-impact green initiatives designed to decouple our operational growth from our emissions intensity, ensuring the Group plays its part in meeting the collective goals of the Paris Agreement.

To maintain transparency and data integrity, the Group has expanded its carbon accounting framework in FY2025 across the following boundaries:

- ▶ Scope 1 (Direct Emissions): Covering stationary combustion (site equipment/generators) and mobile combustion (company fleet).
- ▶ Scope 2 (Indirect Emissions): Accounting for purchased electricity used at the Head Office and project sites.
- ▶ Scope 3 (Value Chain Emissions): Monitoring Category 6 (Business Travel) and Category 7 (Employee Commuting) to capture the impact of our workforce mobility.

The detailed emissions data for Scope 1 (Stationary Combustion) and Scope 2 (Purchased Electricity), providing a baseline for our ongoing reduction efforts, is presented as follows:

Sites	Scope 1 emissions (tCO ₂ e)*	Carbon Intensity (tCO ₂ e/million RM)	Scope 2 emissions (tCO ₂ e)	Carbon Intensity (tCO ₂ e/million RM)
HQ			220.92	
TD2	22.92	1.05	0.00	0.00
8MD3	137.19	1.07	306.74	2.40
SECA	393.19	2.61	296.90	1.97
EBG	16.93	0.99	1.75	0.10
SBSB-10	0.00	0.00	22.89	0.59
SPAC	121.91	14.63	13.54	1.62
ADS	226.44	16.13	0.00	0.00
Total	918.58	36.48	862.74	6.69

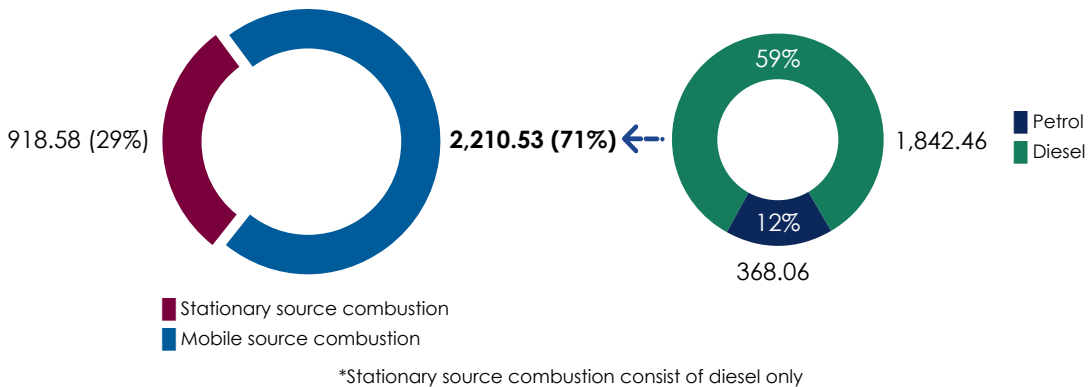
Where, the carbon intensity was calculated by the formula of:

$$\text{Carbon Intensity} = \frac{\text{Total Amount of GHG Emissions (tco}_2\text{e per year)}}{\text{Amount of Interim Payment Application (RM) X 1,000,000}}$$

SUSTAINABILITY STATEMENT (CONT'D)

In FY2025, the Group achieved a significant milestone in its carbon accounting by successfully maintaining full disclosure of its mobile combustion within the Scope 1 inventory. This data reflects the emissions generated from our company-owned vehicle fleet and specialized construction machinery across all active project sites. For the reporting period, the Group's total Scope 1 emissions amounted to 3,129.11 tCO₂e. A primary driver of this total was mobile combustion, which accounted for 2,210.53 tCO₂e, representing a substantial portion of our direct carbon footprint. The remaining balance is attributed to stationary combustion, primarily from onsite power generation and equipment. This detailed breakdown allows the Group to identify key areas for fuel efficiency improvements and explore the gradual transition to low-carbon or electric alternatives for our fleet and machinery. The distribution of the Group's Scope 1 emissions, categorized by source of combustion, is presented in the following breakdown:

Scope 1 Emission Distribution for Stationary and Mobile Source Combustion



In our commitment to rigorous carbon accounting, the Group has differentiated its reporting methodology for the Head Office versus its project sites. As the Head Office does not generate project-specific progress claims, it is excluded from Carbon Intensity calculations to maintain data integrity. Instead, the Group monitors the Head Office through Absolute Emissions metrics.

A significant highlight of our FY2025 performance is the impact of our renewable energy infrastructure. Through the consistent operation of our rooftop solar PV system, the Head Office achieved an estimated 97.29 tCO₂e in avoided emissions. This success is mirrored at the operational level, where the SECA project site quantified an additional 1.58 tCO₂e in avoidance through the use of solar-integrated machinery. These combined efforts resulted in a final Scope 2 emission total of 862.74 tCO₂e for the financial year, demonstrating the tangible benefits of our transition toward cleaner energy sources.

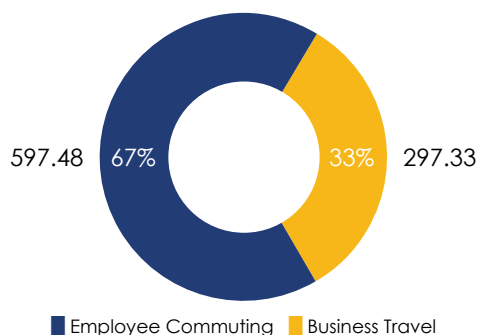
Recognizing that our environmental impact extends beyond our direct operations, the Group continued to expand its Scope 3 monitoring in FY2025. Our focus remained on Category 6 (Business Travel) and Category 7 (Employee Commuting), which represent key areas of workforce-related carbon output. To ensure the accuracy of our Category 7 data, the Group conducted a comprehensive internal survey involving employees across all departments. This data-driven approach allows us to calculate Greenhouse Gas (GHG) emissions based on actual commuting patterns, providing a robust baseline for future initiatives such as carpooling programs or enhanced remote-work efficiencies.

The emission data for scope 3 by both categories can be viewed as below:

	Scope 3 emissions (tCO ₂ e)*
Category 6: Business Travel	297.33
Category 7: Employee Commuting	597.48
Total	894.80

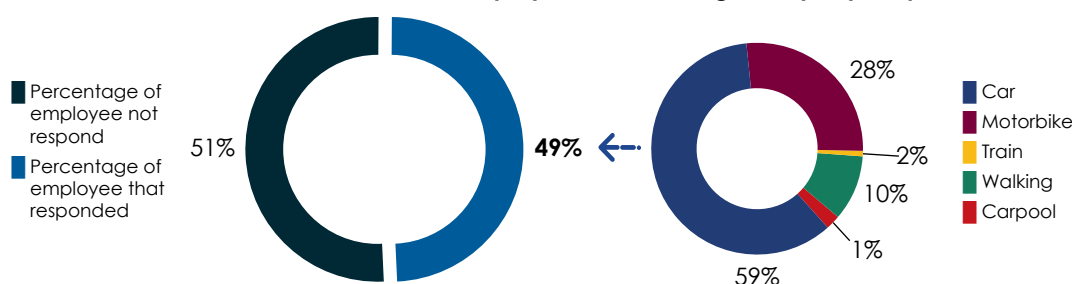
The distribution of Scope 3 Emissions by category is presented by pie chart below:

GHG Emissions: Scope 3 by Category



The participation levels and demographic breakdown of the responses, which form the basis of our Scope 3 commuting calculations for FY2025, are presented in the pie chart below:

Breakdown of GHG Emissions: Employees Commuting Surveys by Responses



The accuracy of our Scope 3 (Category 7) emissions calculation is fundamentally linked to the participation of our workforce. For the FY2025 reporting period, the Group conducted a comprehensive survey across its 680 employees. Of this total, 49.42% (336 employees) provided detailed responses regarding their commuting patterns, while 50.58% (344 employees) did not participate. While this data reflects a significant sample size, the Group acknowledges that this partial response rate suggests the actual overall emissions impact may be higher than currently quantified. This gap is identified as a key area for internal engagement and data refinement in subsequent reporting cycles.

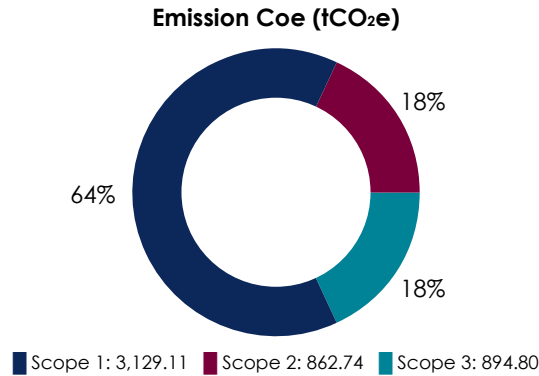
Among the 336 responding employees, the analysis reveals a high dependency on personal vehicles, which serves as a primary driver of commuting-related GHG emissions. Private cars were the dominant mode of transportation, accounting for 59% of respondents, followed by motorbikes at 28%. While motorbikes generally offer higher fuel efficiency than cars, the combined reliance on individual motorized transport totaling 87% underscores a significant opportunity for the Group to explore low-carbon mobility alternatives.

Conversely, a smaller segment of the workforce utilized more sustainable methods. Walking accounted for 10% of commutes, representing the most environmentally friendly option captured. Notably, only 1% of respondents currently carpool, highlighting a clear opportunity for the Group to formalize ride-sharing initiatives. To support these transitions, the Group continues to provide company-sponsored accommodation, which currently houses 26.50% (89) of the responding employees, effectively eliminating or reducing their daily commute. Finally, public rail transport was used by only 2% of respondents, suggesting that public transit accessibility remains a challenge or a less preferred option.

Overall, these insights indicate that personal vehicle usage remains the dominant commuting method. Moving forward, the Group aims to mitigate this impact by incentivizing alternative transportation methods such as carpooling and public transit and leveraging our corporate housing strategy to further decouple our operational growth from workforce emissions.

SUSTAINABILITY STATEMENT (CONT'D)

In summary, the distribution of the scopes of emissions produced by the Group throughout FY2025 is presented as follows:



The Group's total carbon dioxide equivalent (tCO₂e) emissions are categorized into three distinct scopes, representing a holistic view of our environmental impact across the value chain. In FY2025, the distribution of these emissions highlights both the direct operational intensity of our construction activities and our evolving data collection capabilities.

Scope 1: Direct Operational Impact

Scope 1 emissions represent the largest portion of the Group's footprint at 64%, totaling 3,129.11 tCO₂e. These emissions originate from direct sources controlled by the organization, including fuel combustion in company-owned vehicles, heavy machinery, and onsite power generation equipment such as gensets. The prominence of Scope 1 reflects the energy-intensive nature of our core construction operations and serves as a primary target for our future fleet electrification and fuel efficiency initiatives.

Scope 2: Indirect Energy Efficiency

Emissions from purchased electricity for the Group supplied by Tenaga Nasional Berhad (TNB), Sarawak Energy Berhad and Sabah Electricity Sdn Bhd (SESB) accounted for 18% of the Group's total carbon footprint. In FY2025, Scope 2 emissions totaled 862.74 tCO₂e, achieving a substantial 15.09% reduction from the 1,016.17 tCO₂e reported in FY2024. This significant downward trend is a direct result of the Group's strengthened commitment to energy efficiency, optimized building management, and the successful integration of renewable energy sources at our Head Office and project sites.

Scope 3: Value Chain Accountability and Data Maturity

Scope 3 emissions, which arise from sources linked to our operations but not directly owned by the Group, accounted for 18% of the total footprint, amounting to 894.80 tCO₂e. This represents a notable increase from the 849.01 tCO₂e recorded in FY2024. However, this rise is primarily attributable to enhanced data maturity rather than a surge in operational activity. By implementing more comprehensive recording protocols for employee commuting and business travel, the Group has achieved a more accurate and transparent accounting of its indirect impact. This improved baseline provides a robust foundation for developing targeted value-chain reduction strategies in the coming years.

As Scope 1 emissions from operational fuel use are the Group's largest contributor and it is prioritised through energy efficiency improvements and greater adoption of renewable energy. As for Scope 3 emissions, mainly from business travel and commuting, and Scope 2 emissions from purchased electricity follow. The Group has established a holistic mitigation strategy, which includes continuing to enhance operational energy efficiency and adopt renewable energy to address direct impacts, alongside implementing digital-first and flexible work strategies. This approach ensures that mitigation efforts are focused on the highest-impact sources while driving continuous improvement across all emission categories.

The Group continues to enhance data quality and coverage for Scope 3 emissions. The increase in Scope 3 emissions in FY2025 reflects improved data collection and broader reporting coverage rather than a proportional increase in operational activity.

Sustainable Hospitality : Insights from Element Melbourne Richmond Hotel

From the outset, the Hotel has integrated sustainability into its core operations, demonstrating a continuous dedication to eco-conscious practices across the property. This foundational commitment is reflected in the hotel's infrastructure, which features water-efficient fixtures, energy-efficient appliances, and motion-sensor lighting in all public areas. To further optimize resource consumption, the property utilizes smart in-room energy controls, daylight glare management for HVAC efficiency, and CO₂ sensors to maintain superior air quality. These systems are supported by rainwater harvesting and non-chemical water treatment, ensuring that high-performance hospitality remains aligned with environmental stewardship.



Element Melbourne Richmond Hotel: Where sustainability meets comfort.

► The Sustainable Guest Experience : Circularity and Wellness

The hotel's commitment to sustainability is seamlessly woven into the guest experience. The interior design prioritizes organic and natural materials for furniture and incorporates carbon-neutral flooring across all guest and common areas. To encourage low-carbon mobility, the property offers a Bike-to-Borrow program and electric vehicle (EV) charging stations. Furthermore, digital innovation drives waste reduction through contactless mobile check-in, mobile keys, and QR-code-based food and beverage ordering, significantly minimizing the use of paper and plastic.

► Waste Mitigation and Resource Stewardship

A defining operational priority for the hotel is maintaining a minimal plastic footprint. In-room amenities have transitioned to high-capacity dispensers, while a state-of-the-art filtration system provides high-quality water at every faucet, supported by the provision of eco-friendly, refillable bottles. This philosophy extends to the hotel's meeting spaces, which feature linen-free tables and 100% recycled stationery. Culturally, the hotel emphasizes hyper-local sourcing; the Executive Chef maintains an outdoor herb garden for the Mint Lane Restaurant, and the beverage list is curated exclusively from Victorian-based producers to reduce transport-related emissions.

► Performance Validation & Global Accreditation

To validate these efforts through independent benchmarking, the Hotel is currently undergoing Eco Tourism Australia accreditation, with a target to achieve full Sustainability Certification in 2026. This commitment to transparency was recently reinforced by the completion of a comprehensive Level 2 Energy Assessment and Audit, providing a data-driven roadmap for future efficiency gains across the subsidiary's operations. The hotel also secured 95% in the Sustainability Balance Score card from Marriott International.

SUSTAINABILITY STATEMENT (CONT'D)

ECONOMIC SUSTAINABILITY

Governance and Ethics

The Group operates on the core belief that economic sustainability is driven first and foremost by robust corporate governance. By enhancing the efficiency and effectiveness of its business activities, ensure the creation, protection, and long-standing enhancement of shareholder value. The governance framework is strictly aligned with the Malaysian Code on Corporate Governance (MCCG), Listing Requirements, and prevailing regulatory standards.



Enhancing Standards: Insights from Bursa Malaysia Briefing.

To maintain the highest ethical foundations, the Board has established and regularly reviews a comprehensive suite of policies, including the Board Charter, Code of Conduct, Sustainability Policy, and Anti-Bribery and Corruption (ABC) Policy. These documents, accessible via the Company's website (www.trc.com.my), serve as the definitive guide for our responsible interactions with all stakeholders.

Track Record and Reputation

The Group believes that reputation is built upon the successful execution of complex construction and property development projects. Thus, it adheres to a rigorous Quality Management System (ISO 9001:2015) to ensure every project is delivered on time and to the highest standards. Among of the adherence including the following:

- ▶ **Quality Benchmarking:** We adopt the QCLASSIC framework to evaluate performance. Our recent PHQ project has achieved a score of 78%, and this assessment is currently being extended to the 8MD3 project.
- ▶ **Safety Milestones:** In a testament to our "Safety First" culture, the 8MD3 project achieved a milestone of 5 million man-hours without Lost Time Injury (LTI). Furthermore, our PHQ project received a 5-star SCORE rating from CIDB for its proactive Occupational Safety and Health (OSH) management.
- ▶ **Technical Standards:** The Group maintains ISO 45001 and ISO 14001 certifications. We are currently pursuing ISO/IEC 17025 accreditation to further standardize our testing and calibration laboratory capabilities, while successfully maintaining our SAMM lab accreditation through June 2028.

Anti-Bribery and Corruption Governance

Transparency and accountability are the cornerstones of the Company's corporate identity. The Company's Anti Bribery and Corruption (ABC) governance is rigorously aligned with Section 17A of the MACC (Amendment) Act 2018 and Chapter 15.29 of the Listing Requirements.

▶ A Comprehensive Policy Framework

- Since its endorsement by the Board on November 27, 2020, the Group's Anti-Bribery and Corruption (ABC) Policy has served as the definitive guide for ethical behavior. This mandatory policy provides clear protocols for identifying and addressing corruption risks across all stakeholder engagements including government authorities, investors, and supply chain partners.

- Additionally, to ensure the effectiveness of this framework, it is complemented by a Whistleblowing Policy that provides a secure, confidential channel for both internal and external stakeholders to report suspected misconduct without fear of reprisal.

The Group recognizes that employees in decision-making roles face higher exposure to ethical risks. Consequently, the Group prioritizes training for executive-level personnel to fortify our first line of defense against corruption.

▶ Targeted Training & Risk Mitigation

- FY2025 Performance: A total of 230 out of 284 executives (81%) completed specialized Anti-Bribery and Corruption training. This represents 59% of our total targeted workforce.
- Continuous Improvement: While this is a slight adjustment from FY2024 (61% of total target), the Group remains focused on its long-term objective: ensuring 100% of targeted employees possess a comprehensive understanding of the policy and best practices.

There were **zero confirmed incidents of corruption** across the Group's business operations, and there were zero monetary losses arising from legal proceedings associated with charges of bribery or corruption in FY2024.

To further embed the principles of integrity, accountability, and transparency within its operations, the Group's wholly-owned construction subsidiary, TRC Construction Sdn Bhd (formerly known as Trans Resources Corporation Sdn. Bhd.), is currently implementing an Anti-Bribery Management System (ABMS). The Group is working toward full accreditation by 2026, underscoring its steadfast commitment to local anti-corruption laws and regulatory standards.



ABMS Series of Training: Towards Stronger Integrity.

Data Privacy Protection

As a property developer and construction company, the Group manages substantial amounts of personal data, particularly client information collected in connection with the sale and purchase of properties. In full compliance with the Personal Data Protection Act (PDPA) 2010, we are committed to maintaining the highest standards of confidentiality and privacy.

- ▶ Regulatory Compliance: Our subsidiaries, ADS Projek Sdn Bhd and TRC Land Sdn Bhd, are formally registered with the Department of Personal Data Protection (DPDP). All data is collected with the explicit consent of our clients, ensuring they are fully informed of its intended internal use.
- ▶ Access Control & Security: To safeguard against potential breaches, the Group upholds rigorous security standards. Access to systems storing sensitive client data is strictly restricted to authorized personnel only, requiring Management approval and the use of customized, secure IDs.

Consequently, the Group concludes FY2025 with **zero reported cases of data breaches or privacy violations**, underscoring the effectiveness of our ongoing data protection and security measures

SUSTAINABILITY STATEMENT (CONT'D)

Cyber Resilience

The Group remains committed to strengthening its cybersecurity governance as part of its broader Environmental, Social and Governance ("ESG") responsibilities, recognizing the critical importance of protecting stakeholder data, ensuring business continuity, and maintaining stakeholder confidence in an increasingly digital operating environment.

In response to the evolving global cybersecurity threat landscape, the Group has continued to enhance its cybersecurity framework to safeguard corporate information assets and customer data against potential cyber risks. Cybersecurity and data privacy continue to be key areas of concern among stakeholders, as reflected in the Company's Engagement Survey findings since 2021. The Group acknowledges that effective cybersecurity management is fundamental to preserving organizational integrity, operational resilience, and public trust.

During the financial year, the Information and Communications Technology ("ICT") Department implemented and maintained various cybersecurity initiatives aimed at promoting ethical data management practices and strengthening digital resilience across the organization. Key initiatives undertaken include:

- ▶ Deployment of updated cybersecurity technologies, including multi-factor authentication, firewalls, and intrusion detection and prevention systems to enhance system protection;
- ▶ Implementation of employee awareness and training programs covering cybersecurity risks, data privacy obligations, password management, social engineering threats, and regulatory compliance requirements;
- ▶ Establishment of structured incident response procedures to enable timely detection, reporting, and resolution of cybersecurity incidents;
- ▶ Continuous staff education initiatives to reinforce awareness of cybersecurity responsibilities and customer data protection;
- ▶ Enforcement of the Group's Computer Usage Policy to promote responsible and secure use of information systems; and
- ▶ Enhancement of internal control measures to prevent data leakage during computer and laptop handover processes, particularly during employee exit and onboarding transitions.

Hence, the Group is pleased to report that **no cybersecurity incidents** impacting business operations were recorded during FY2025.

Local Supply Chain

The Group prioritizes local procurement to reduce our environmental footprint and stimulate the Malaysian economy. By sourcing materials and services domestically, we reduce logistical lead times, lower costs, and support local employment through economic multiplier effects.

For FY2025, the Group continued to demonstrate strong local sourcing practices, **achieving a local content rate of 98.97%** across all monitored project sites, as shown below.

Sites	No. of Local Suppliers		Percentage of Local Contents
	FY2024	FY2025	FY2025
8MD3	53/53	35/35	100%
EBG	6/6	5/5	100%
MINT	21/21	-	-
SECA	25/25	20/21	95.24%
TD2	10/10	14/14	100%
Total	115/115	96/97	98.97%

■ Completed project

All suppliers are evaluated based on technical proficiency and overall capability through an annual assessment conducted over the year. The assessment includes environmental concerns among its considerations. This is part of the company's continuous efforts to integrate sustainability matters into its daily business operations and support the development and implementation of enterprise sustainability plans.

DELIVERING SUSTAINABLE VALUE CREATION: THE GROUP'S PROMISE

The Group remains committed to managing its business in a balanced, transparent, and responsible manner to support long-term value creation. Sustainability is a key driver of resilience, and ESG principles are embedded in our core strategy to deliver meaningful outcomes for shareholders and stakeholders.

As the global reporting landscape evolves, the Group is dedicated to enhancing the quality and depth of our disclosures. We are actively strengthening our internal data governance and climate-risk assessment frameworks to align with the International Financial Reporting Standards (IFRS) S1 and S2. By adopting these globally recognized standards, the Group aims to provide stakeholders with greater transparency regarding how climate-related risks and opportunities impact our financial position and long-term strategic prospects.



Projek Memperkukuhkan Struktur dan Fasiliti Empangan-Empangan Tebatan Banjir, Empangan Batu, Gombak, Selangor (Reka dan Bina) ("EBG"), Gombak, Selangor.

SUSTAINABILITY STATEMENT (CONT'D)

BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-29_16:22:47
FYE 31/12/2025

TRC SYNERGY BERHAD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Community/ Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	118,80769	-	Internal
Community/ Society	Total number of beneficiaries of the investment in communities	Number	460	-	Internal
Diversity	Percentage of employees by age group for each employee category - Executive and Above (Under 40)	Percentage	18.34	-	Internal
Diversity	Percentage of employees by age group for each employee category - Executive and Above (Between 41-60)	Percentage	23.7	-	Internal
Diversity	Percentage of employees by age group for each employee category - Executive and Above (61 and Above)	Percentage	4.06	-	Internal
Diversity	Percentage of employees by age group for each employee category - Non-executive (Under 40)	Percentage	35.23	-	Internal
Diversity	Percentage of employees by age group for each employee category - Non-executive (Between 41-60)	Percentage	18.18	-	Internal
Diversity	Percentage of employees by age group for each employee category - Non-executive (61 and Above)	Percentage	0.49	-	Internal
Diversity	Percentage of employees by gender for each employee category - Executive and Above (Male)	Percentage	29.22	-	Internal
Diversity	Percentage of employees by gender for each employee category - Executive and Above (Female)	Percentage	16.88	-	Internal

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-29_16:22:47

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BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-29_16:22:47
FYE 31/12/2025

TRC SYNERGY BERHAD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of employees by gender for each employee category - Non-Executive (Male)	Percentage	49.35	-	Internal
Diversity	Percentage of employees by gender for each employee category - Non-Executive (Female)	Percentage	4.55	-	Internal
Diversity	Percentage of directors by gender - Male	Percentage	62.5	-	Internal
Diversity	Percentage of directors by gender - Female	Percentage	37.5	30%	Internal
Diversity	Percentage of directors by age group - Under 40	Percentage	0.0	-	Internal
Diversity	Percentage of directors by age group - Between 41-60	Percentage	25.0	-	Internal
Diversity	Percentage of directors by age group - 61 and Above	Percentage	75.0	-	Internal
Labour practices and standards	Total hours of training by employee category - Executive and Above	Number	5,389	-	Internal
Labour practices and standards	Total hours of training by employee category - Non-Executive	Number	1,016.5	-	Internal
Labour practices and standards	Percentage of employees that are contractors or temporary staff	Percentage	64.45	-	Internal
Labour practices and standards	Total number of employee turnover by employee category - Executive and Above	Number	71	-	Internal

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-29_16:22:47

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SUSTAINABILITY STATEMENT (CONT'D)

BURSA MALAYSIA PRESCRIBED TABLE

TRC SYNERGY BERHAD BMLR Transition Period		Date & Time: 2026-04-29_16:22:47 FYE 31/12/2025			
Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Labour practices and standards	Total number of employee turnover by employee category - Non-Executive	Number	89	-	Internal
Labour practices and standards	Number of substantiated complaints concerning human rights violations	Number	0	-	Internal
Health and Safety	Work-related fatalities	Number	0	-	Internal
Health and Safety	Lost-Time Injury Rate (LTIR)	Rate	0.26	Zero LTIR	Internal
Health and Safety	Number of employees trained on health and safety standards	Number	155	-	Internal
Energy Management	Total energy consumption	Gigajoule (GJ)	3924.72	-	Internal
Water Management	Total volume of water used	Megalitres (ML)	132083	-	Internal
Waste Management	Total generation of waste directed to landfill	Metric tonne (MT)	1103.78	-	Internal
Waste Management	Total generation of waste diverted from landfill	Metric tonne (MT)	6924.99	-	Internal
Waste Management	Percentage of total waste diverted from landfill	Percentage	86.0	15% from the total generation of waste diverted from landfill	Internal
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Executive and Above	Percentage	81.0	100%	Internal
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Non-Executive	Percentage	0.0	-	Internal
Supply Chain Management	Proportion spending on local supplier	Percentage	98.97	-	Internal

BURSA MALAYSIA PRESCRIBED TABLE

TRC SYNERGY BERHAD BMLR Transition Period		Date & Time: 2026-04-29_16:22:47 FYE 31/12/2025			
Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	-	Internal

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-29_16:22:47

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SUSTAINABILITY STATEMENT (CONT'D)

BURSA MALAYSIA PRESCRIBED TABLE

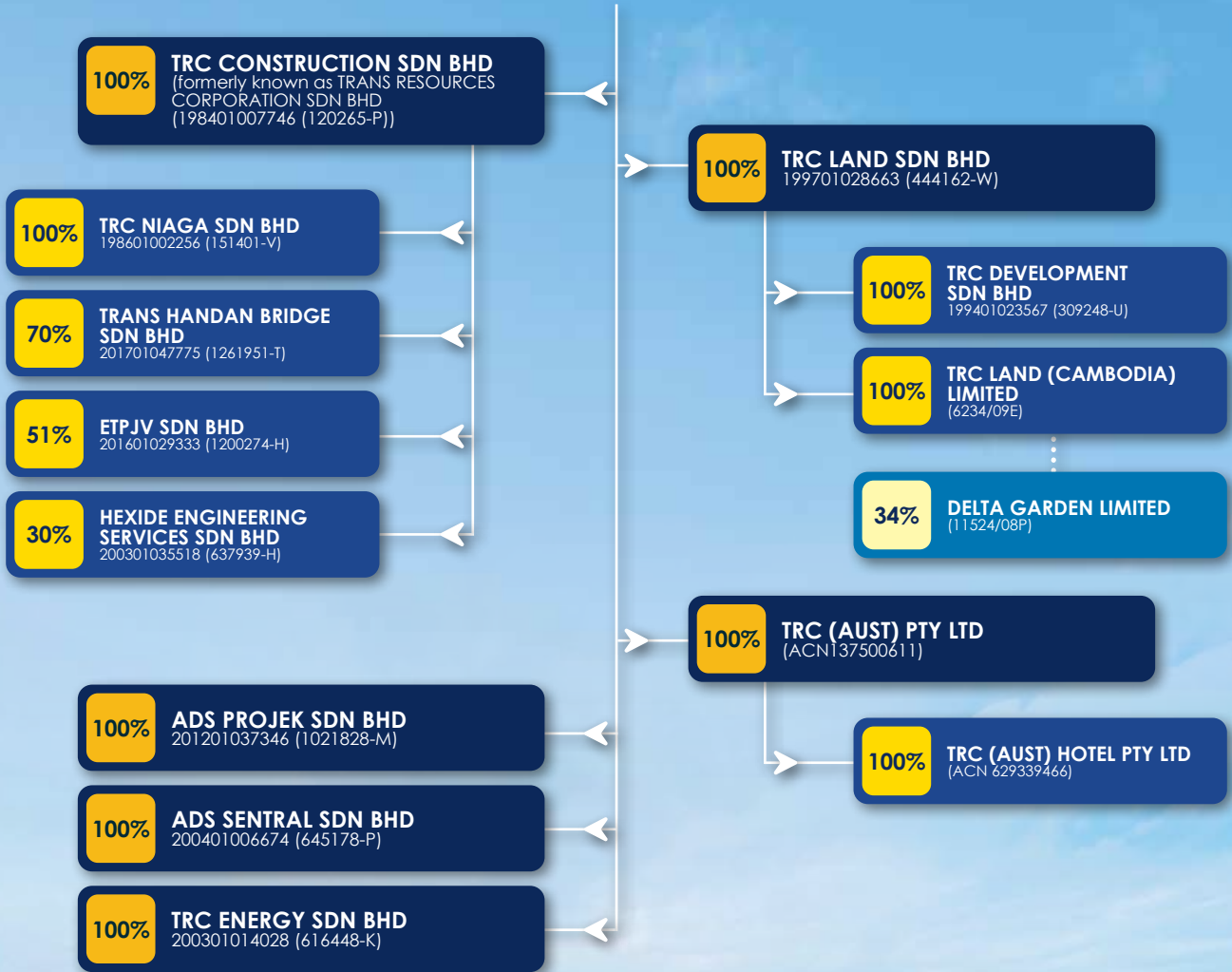
TRC SYNERGY BERHAD IFRS S2		Date & Time: 2026-04-29_16:22:47 FYE 31/12/2025			
Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO2e)	312911	-	Internal
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO2e)	862.74	-	Internal
GHG emissions	Scope 3 Cat.6: Business travel	Metric tonnes of carbon dioxide equivalents (tCO2e)	29733	-	Internal
GHG emissions	Scope 3 Cat.7: Employee commuting	Metric tonnes of carbon dioxide equivalents (tCO2e)	59748	-	Internal
Climate Change	Total energy consumption	Gigajoule (GJ)	424513	-	Internal

CORPORATE STRUCTURE



TRC SYNERGY BERHAD

199601040839 (413192-D)



CORPORATE INFORMATION

BOARD OF DIRECTORS

**Tan Sri Dr Ahmad Kamarulzaman
Ahmad Badaruddin**

Chairman
Independent Non-Executive Director

Tun Jeanne Binti Abdullah

Independent Non-Executive Director
Immediate Past Chairman

Tan Sri Dato' Sri Sufri Bin Hj Mohd Zin

Managing Director

Dato' Abdul Aziz Bin Mohamad

Deputy Group Managing Director

Dato' Richard Khoo Teng San

Executive Director

Dato' Sr. Abdull Manaf Bin Hj Hashim

Independent Non-Executive Director

Puteri Liza Elli Sukma

Independent Non-Executive Director

Siti Sarlina Binti Abdul Rahman

Alternate Director to
Dato' Abdul Aziz Bin Mohamad

Abdul Aziz Bin Mohamed

Alternate Director to
Tan Sri Dato' Sri Sufri Bin Hj Mohd Zin

COMPANY SECRETARY

Abdul Aziz Bin Mohamed

(LS0007370)
(SSM PC No. 201908003187)

STOCK EXCHANGE LISTING

Bursa Malaysia Securities Berhad

Main Market (Construction)
Stock No. 5054

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www.trc.com.my

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SBY Partners PLT (AF0660)
9-C Jalan Medan Tuanku, Medan Tuanku, 50300 Kuala Lumpur.
Tel: 603-26938837 Fax: 603-26938836

SHARE REGISTRAR

Mega Corporate Services Sdn Bhd
Level 15-2, Bangunan Faber Imperial Court, Jalan Sultan Ismail,
50250 Kuala Lumpur.
Tel: 603-26924271 Fax: 603-27325388 & 603-27325399

PRINCIPAL BANKERS

AmBank (M) Berhad
RHB Bank Berhad
Standard Chartered Bank Malaysia Berhad
HSBC Bank Malaysia Berhad
Affin Bank Berhad
Hong Leong Bank Berhad
Bangkok Bank Berhad
Malayan Banking Berhad

SOLICITORS

Messrs Noorzilan & Partners
Messrs C.C. Choo, Hazila & Teong
Messrs Zain Megat & Murad
Messrs Jeff Leong, Poon & Wong
Messrs Adam Bachek & Associates

PROFILE OF DIRECTORS



 Malaysian
 Male
 AGE 67 years old

TAN SRI DR. AHMAD KAMARULZAMAN AHMAD BADARUDDIN

Chairman
Independent Non-Executive Director

Tan Sri Dr Ahmad Kamarulzaman was appointed as a Director of the Company on 25 April 2019. He was then re-designated as Chairman of the Company on 01 March 2024.

Tan Sri Kamarulzaman attended the Advanced Management Program at the Harvard Business School, Harvard University, Boston.

He also holds an MBA from the University of Strathclyde Business School, Scotland and MA in Defense Studies and International Relations from the Universiti Kebangsaan Malaysia.

He also completed the Executive Program in Business Management at Kenan-Flagler Business School, University of North Carolina, USA.

He has served King and country for 42 years and has held numerous positions in the Navy and Joint Services including that of the Chief of Staff of the Malaysian Armed Forces Headquarters and the Joint Force Commander of the Malaysian Armed Forces. He achieved a peak in his career as he assumed command of the 16th Royal Malaysian Navy Chief on 18 November 2015 before he effectively retired on 30 March 2019.

He attended five (5) Board of Directors Meetings held during the financial year ended 31 December 2025.



 Malaysian
 Female
 AGE 73 years old

TUN JEANNE BINTI ABDULLAH

Independent Non-Executive Director
Immediate Past Chairman

Tun Jeanne Binti Abdullah was appointed as a Director of the Company on 01 December 2017 and subsequently as chairman on 27 February 2018. On 01 March 2024 she was redesignated as the Chairman of the Sustainability Committee. She was appointed as a member of Audit and Risk Management Committee on 27 June 2024. The Honourable Tun Jeanne is the wife of the late Former Prime Minister of Malaysia, Tun Abdullah Ahmad Badawi.

Tun Jeanne is the Chancellor of the Open University Malaysia as well as the Chairman of Landscape Malaysia and Tropical Rainforest Conservation and Research Centre, the Executive Chairman of Sekretariat Malaysia Prihatin, and Patron of the Malaysian Paralympic Council.

She received an honorary degree in Sustainability Science from Universiti Malaysia Kelantan and another honorary degree from the University of Nottingham for her outstanding advocacy for conservation. She is also the patron of the Sustainability Committee.

During the financial year ended 31 December 2025, Tun Jeanne attended three (3) out of five (5) Board of Directors Meetings held during the year.

PROFILE OF DIRECTORS (CONT'D)



-  Malaysian
-  Male
-  AGE 70 years old

TAN SRI DATO' SRI SUFRI BIN HJ MOHD ZIN

Managing Director

Tan Sri Dato' Sri Sufri Bin Hj Mohd Zin is the founder of the TRC Group of Companies. He was appointed as the Managing Director of TRC Synergy Berhad on 29 March 2002. He held the position of Executive Chairman of the Company before being re-designated as Managing Director. He is also the Managing Director of the Group's subsidiary Companies.

Tan Sri Sufri graduated from the MARA Institute of Technology in 1982 with a Diploma in Business Studies. He began his career with Standard Chartered Bank before joining Bank Bumiputera Malaysia Berhad in 1982 as an International Banking Division Officer. He then went on to pursue a Bachelor's Degree in Jurisprudence at University of Malaya (UM) and he has since obtained a Master's Degree in Business Law and National University of Malaysia (UKM) in 2014.

In August 2009, he received an Outstanding Entrepreneurship Award organized by Enterprise Asia. He achieved a great personal milestone when he was honoured as CEO of the Year by the Construction Industry Development Board (CIDB) that same year. CIDB also named him as Winner of Contractor of the Year at their Malaysian Construction Industry Excellence Awards 2011. In 2024, he was awarded with Master Entrepreneur Award during Asia Pacific Enterprise Awards (APEA) 2024 under construction industry.

Tan Sri Sufri has been actively involved as a Council Member of the Master Builders Association Malaysia (MBAM) since 2004. Since 2022, Tan Sri Sufri is the Immediate Past President of MBAM. He was elected as the President of MBAM for the period of 2020 to 2022. Throughout his involvement in MBAM, he was a Director of MBAM Onebuild Sdn Bhd. Tan Sri Sufri also represented MBAM as the Board of Director in the Construction Industry Development Board Malaysia (CIDB) and Construction Labour Exchange Berhad (CLAB) from 2020 to 2022 during his presidential term.

On 16 August 2023, he was appointed as Chairman of Board of Director Universiti Malaysia Perlis (UniMAP) by Minister of Higher Education.

Presently, he is a Trustee of Yayasan TRC and Chairman of Whistleblowing Committee of the Company.

During the Financial Year ended 31 December 2025, he attended four (4) out of five (5) Board of Directors Meetings.



DATO' ABDUL AZIZ BIN MOHAMAD

Deputy Group Managing Director

Dato' Abdul Aziz Bin Mohamad Dato' Abdul Aziz Bin Mohamad was appointed as an Executive Director of the Company on 29 March 2002. He was then re-designated as Deputy Group Managing Director of the Company on 15 June 2021. He started his career in TRC Construction Sdn Bhd (Formerly known as Trans Resources Corporation Sdn Bhd), a subsidiary of the TRC Group, in 1994 when he was designated as a Senior Contracts Executive prior to becoming the Chief Executive Officer in 2009 until 2019.

Dato' Abdul Aziz received his early education at the Malay College Kuala Kangsar and later furthered his studies in England where he graduated from Trent Polytechnic, Nottingham in 1983. He is a Quantity Surveyor by profession and is a member of the Royal Institution of Surveyors Malaysia. His career began in 1982 with the position of Assistant Quantity Surveyor at Rider Hunt & Partners, England. He later joined Jabatan Kerja Raya Kuala Lumpur in 1983 as a Quantity Surveyor where he administered the contractual aspects of projects under their purview before going on to make his contribution towards TRC's success.

He is a Member of the Sustainability Committee and a member of the Board of Trustees of Yayasan TRC and Yayasan Ulul Albab.

Dato' Abdul Aziz attended all five (5) Board of Directors Meetings held during the financial year ended 31 December 2025.

-  Malaysian
-  Male
-  67 years old



DATO' RICHARD KHOO TENG SAN

Executive Director

Dato' Richard Khoo Teng San Dato' Richard Khoo Teng San was appointed as a Director of the Company on 25 February 2020. He has been with TRC Group since 1991 when he joined the Group as a Project Coordinator on 13 December 1991. In 2009 Dato Richard was appointed as Chief Operating Officer of TRC Construction Sdn Bhd (Formerly known as Trans Resources Corporation Sdn Bhd), a subsidiary of the TRC Group.

Prior to joining TRC Group, he started his career in 1989 when he joined W.A. Fairhurst & Partners Limited, United Kingdom as a Design Engineer for the years 1989 to 1991.

Throughout his career in TRC Group, he assumed important positions such as Project Coordinator, Region Manager (East Malaysia), and Chief Project Coordinator for various mega projects undertaken by the Group.

He graduated with a Bachelor of Engineering (Civil Engineering) from the University of Strathclyde, United Kingdom in 1989.

Dato' Richard Khoo Teng San attended all five (5) Board of Directors Meetings held during the financial year ended 31 December 2025.

-  Malaysian
-  Male
-  61 years old

PROFILE OF DIRECTORS (CONT'D)



-  Malaysian
-  Male
-  71 years old

DATO' SR. ABDULL MANAF BIN HJ HASHIM

Independent Non-Executive Director

Dato' Sr. Abdull Manaf Bin Hj Hashim was appointed as a Director of the Company on 01 April 2021. He was appointed as the Chairman of the Audit and Risk Management Committee on 01 March 2024. He is also a member of the Nominating and Remuneration Committee as well as the Whistleblowing Committee.

He is a qualified Consultant Quantity Surveyor by profession with a Bachelor's Degree in Quantity Surveying from the University of Technology Malaysia. He has more than 38 years of professional experience in Quantity Surveying and Contract Management. He started his career in Jabatan Kerja Raya Malaysia (JKR) and moved up the ranks. His last position was Deputy Director General of JKR Malaysia from 2012 to 2016. He has also served as a Director in the Quantity Surveyor Division of the Drainage & Irrigation Department Malaysia (DID) from 2001 to 2004.

Dato' Sr. Abdull Manaf held several positions in professional bodies. He was the President of the Board of Quantity Surveyors Malaysia (BQSM) from 2006 to 2017. He was the President of The Royal Institute Surveyors Malaysia (RISM) in 2012 and is still a Fellow of RISM since 2006.

Dato' Sr. Abdull Manaf was bestowed the Kesatria Mangku Negara (2007) and Darjah Indera Mahkota Pahang (2006). He has received numerous awards and recognitions such as Tokoh Alumni Universiti Teknologi Malaysia (2009).

During the financial year ended 31 December 2025, he attended all five (5) Board of Directors Meetings held.



PUTERI LIZA ELLI SUKMA

Independent Non-Executive Director

Puteri Liza Elli Sukma was appointed as an Independent and Non-Executive Director on 01 January 2025. She was appointed as a member of Audit and Risk Management Committee and Nominating and Remuneration Committee on 01 March 2025. She has over 25 years of diversified experience covering Finance and Accounting, Corporate Finance, Strategic Planning, Risk Management, Organisational Realignment, Procurement and Audit.

She graduated with a Bachelor of Commerce (Accounting) Degree from University of New South Wales, Australia. She is a qualified Chartered Accountant and a member of the Institute of Chartered Accountants, Australia and New Zealand (CAANZ). She has attended PETRONAS Senior Leadership Programme (DUKE) during her professional tenure in PETRONAS.

She began her career as an Auditor with KPMG Melbourne, Australia in 1994. Upon returning to Malaysia in 1997, she joined the Corporate Finance Division of Petroliam Nasional Berhad (PETRONAS) before moving to the Corporate Planning and Development Division in 2001, where she was subsequently promoted to Senior Manager. She then moved to the Finance Division of PETRONAS Gas Berhad in 2007 and was later appointed as the Chief Financial Officer (CFO) of PETRONAS Trading Corporation Sdn Bhd in 2009. In 2013, she assumed the CFO position of PETRONAS Dagangan Berhad, a role she held until 2017. She also served as a Board Member of PETRONAS' subsidiaries both locally and internationally until her career break in 2017. From 2022 to 2024, she served as an Independent Non-Executive Director of Pelaburan Hartanah Berhad. Presently, she serves as an Independent Non-Executive Director of Lianson Fleet Group Berhad.

During the financial year ended 31 December 2025, she attended all five (5) Board of Directors Meetings held.

-  Malaysian
-  Female
-  54 years old

PROFILE OF DIRECTORS (CONT'D)



 Malaysian
 Female
 56 years old

SITI SARLINA BINTI ABDUL RAHMAN

Alternate Director to Dato' Abdul Aziz Bin Mohamad

Siti Sarlina Binti Abdul Rahman is currently a Chief Executive Officer ("CEO") of TRC Construction Sdn Bhd (Formerly known as Trans Resources Corporation Sdn Bhd), a construction arm to TRC Synergy Berhad. She is also a CEO of Yayasan TRC a philanthropic arm to the Group. She was appointed as the Alternate Director to Dato' Abdul Aziz Bin Mohamad on 28 November 2016. She is currently a member of the Sustainability Committee.

She joined the Group as a Quality Assurance Manager in 2002 and since 2005, she has been directly involved in various projects undertaken by the Group and has assumed key positions such as Project Head and General Manager.

Her career began in an IT company in 1994 where she was a Sales Engineer. She then moved to Airod Sdn Bhd as a Planning Engineer in 1995. She joined Pesaka Gammon in 1996 as a Site Planning and Quality Control Engineer. In 1997, she worked as a Quality Assurance Engineer at Putra Perdana Construction Sdn Bhd until 2002.

She holds an American Associate Degree in Applied Science from Kolej Persediaan Pengajian Mara, Subang Jaya and a degree in Aerospace Engineering from the State University of New York at Buffalo, New York, United States. She also holds a Master's Degree in Human Resource Management from Open University Malaysia.



 Malaysian
 Male
 55 years old

ABDUL AZIZ BIN MOHAMED

Alternate Director to Tan Sri Dato' Sri Sufri Bin Hj Mohd Zin

Abdul Aziz bin Mohamed was appointed as an Alternate Director to Tan Sri Dato' Sri Sufri Bin Mhd Zin on 21 June 2024. He joined the Group as Company Secretary in April 2002 and has since held that position. Prior to contributing his services to the Group, his career began in 1996 during which he was reading in the chambers of Messrs Hisham, Sobri & Kadir (Advocates & Solicitors). He then pursued a corporate career path whereby he worked as a Legal Executive at Johore Tenggara Oil Palm Berhad from 1996 until 1999 when he was appointed as Company Secretary/Legal Officer. From 2001 to 2002, he acted as Company Secretary at Halim Mazmin Berhad.

He graduated with a Bachelor of Laws (Minor in Syariah) from the International Islamic University Malaysia in 1995. He is also a Licensed Secretary under Section 235 of the Companies Act 2016 (LS0007370).

Notes:

Save as disclosed above,

1. None of the Directors have:

- any family relationship with any director and/or major shareholder of the Company;
- any conflict of interest with the Company; and
- any conviction for offences (other than traffic offences) within the past five (5) years.

2. Save and except for Tan Sri Dr Ahmad Kamarulzaman Ahmad Badaruddin who is also a Chairman of Lagenda Properties Berhad and Puteri Liza Elli Sukma who is an Independent, Non-Executive Director of Lianson Fleet Group Berhad, none of the Directors hold a directorship in other public companies and listed issuers.

PROFILE OF KEY SENIOR MANAGERMENTS

SITI SARLINA BINTI ABDUL RAHMAN

Chief Executive Officer

 Malaysian  Female  56 years old

Siti Sarlina Binti Abdul Rahman was a Deputy Chief Executive Officer from 01 July 2015 before being redesignated as Chief Executive Officer of TRC Construction Sdn Bhd (Formerly known as Trans Resources Corporation Sdn Bhd). She was appointed as the Alternate Director to Dato' Abdul Aziz Bin Mohamad on 28 November 2016.

She joined the Company as Quality Assurance Manager in 2002 and tasked to set up and implement the Company's Quality Management System and assumed the role of Internal Lead Quality Auditor for the company from 2002 to 2005.

Since 2005, she has been directly involved as Project Head for various major projects undertaken by the Group. She also assumed other key positions in the company, as General Manager overseeing several support departments such as Administration, Human Resources and Quality, Safety, Health and Environmental (QSHE).

She started her career with an IT company in 1994 and then moved to Airod Sdn Bhd as a Planning Engineer in 1995 mostly for the maintenance of USAF C130 fleet. She then joined Pesaka Gammon in 1996 as a Site Planning and QC Engineer. This was when her career in the construction industry started. In 1997, she worked as a QA Engineer at Putra Perdana Construction Sdn Bhd and was based on site in Putrajaya until 2002. There she was involved in the construction and completion of several roadworks and government buildings in the then new Putrajaya township.

She holds an American Associate Degree in Applied Science from Kolej Persediaan Pengajian Mara, Subang Jaya and a graduate of the State University of New York at Buffalo, New York, United States with a degree in Aerospace Engineering. She also holds a Master's Degree in Human Resource Management from Open University Malaysia (OUM).

HOO YEN TONG

Chief Operating Officer

 Malaysian  Male  61 years old

Hoo Yen Tong was appointed as Chief Operating Officer (COO) of the Group on 1 May 2024. In this role, he oversees the overall operations of the Group, driving strategic execution and operational excellence across all divisions. He first joined the Group in 2001 as a Project Engineer and has since played pivotal roles in numerous landmark projects. His career progression within the Group reflects his leadership and technical expertise, having served as Project Manager, Project Coordinator, Project Director, and General Manager (Construction) before being promoted to Deputy Chief Operating Officer in July 2022, and subsequently COO in 2024.

He began his career as a Civil Engineer at Berger, Lehman Associates, P.C. in the United States, where he contributed to the design of major infrastructure projects across New York, New Jersey, and Connecticut. He later returned to Malaysia and served as Assistant Resident Engineer at Berakah Jurutera Perunding Sdn Bhd and Engineering & Environmental Consultants Sdn Bhd, where he was involved in the development of the Kuala Lumpur International Airport (KLIA).

Throughout his tenure with the Group, he has led numerous major infrastructure and housing projects in Putrajaya during early days, and subsequently involved in MRT Line 1 (Sungai Buloh Depot, S1 stations, Pasar Seni Paid Link), MRT Line 2 (Serdang Depot, S208 stations), and the Prasarana Headquarters. He also directed the LRT3 Depot project, refurbishment works at Subang Engineering Complex A, and spearheaded tender exercises for the Penang LRT Muflara Line, data centres, and other strategic initiatives currently.

He holds a Bachelor of Science in Civil Engineering from Oklahoma State University and an Engineer-in-Training Certificate from the United States. With over three decades of experience in engineering and project management, he has consistently demonstrated strong leadership in delivering complex infrastructure projects, and his appointment as COO underscores his ability to align operational execution with the Group's long-term vision and growth strategy.

PROFILE OF KEY SENIOR MANAGEMENT (CONT'D)

MAHATHIR BIN MOKHTAR

Senior General Manager (Contracts)

 Malaysian  Male  AGE 50 years old

Mahathir Bin Mokhtar began his professional journey in 1999 as a Quantity Surveyor with Perunding Unikon, a firm specialising in quantity surveying and project management consultancy. In November 2000, he joined TRC Construction Sdn Bhd (formerly known as Trans Resources Corporation Sdn Bhd (TRC) as a Project Quantity Surveyor. Demonstrating consistent dedication and leadership, he was promoted to Senior General Manager (Contracts) in January 2023.




He holds a Diploma in Quantity Surveying and a Bachelor of Quantity Surveying (Hons) from Universiti Teknologi MARA (UiTM). In May 2025, he graduated with a Master of Facility Management from Open University Malaysia (OUM).

With over 25 years of service at TRC, Mahathir has played a key role in delivering major construction projects across various sectors, including infrastructure, security complexes, commercial developments, and education facilities. His experience includes notable projects such as works in Putrajaya, the Bentong Prison Complex, UniKL Pasir Gudang, airport runway extensions, and the refurbishment of the Parliament building. Since 2011, he has been actively involved in rail and metro infrastructure projects, contributing to viaduct, station, and depot works for LRT2, LRT3, MRT1, and MRT2.

Mahathir leads the end-to-end tendering process, particularly for design and build projects and high-profile proposals. He is actively involved in key strategic bids and partnerships with local and international contractors, including MRT Line 3, RTS Link Johor–Singapore, flood mitigation projects, airport hangars, data centres, army camps, and the Penang LRT Mutiara Line. His contributions support TRC's success in securing major infrastructure projects and continue to strengthen its project delivery and growth.

HAIKAL BIN MD ZAIN

General Manager (Construction)

 Malaysian  Male  AGE 54 years old

Haikal Bin Md Zain is a highly seasoned construction professional with over 30 years of extensive experience in structural engineering and project management. As of July 2024, he has been promoted to the role of General Manager (Construction), where he plays a pivotal role in steering the company's strategic direction and operational excellence.

His responsibilities as General Manager include: Leading the implementation of the company's overall business strategies. Monitoring and overseeing the successful execution of multiple construction projects. Managing project budgets to ensure cost efficiency and profitability. Coordinating with project managers, engineers, and subcontractors to ensure seamless project delivery.

Haikal's career commenced as a Project Engineer at Mudajaya Corporation in 1996. He subsequently served as Construction Manager at Hartasuma Sdn Bhd before joining TRC Construction Sdn Bhd in 2007 as a Project Manager. His diverse portfolio encompasses high-rise buildings, institutional structures, infrastructure projects, and airport developments, showcasing his versatility and leadership in the field.

He holds a Bachelor's degree in Civil Engineering from the University of Malaya and is a member of the Board of Engineers Malaysia, reflecting his professional recognition and commitment to engineering standards.

Throughout his tenure with the company, Haikal has contributed to significant projects such as the modernization of Brunei International Airport Terminal, the MRT2 project for the Sungai Buloh – Serdang – Putrajaya route, the Construction and Completion of Pasar Seni Linkway and Other Associated Works between Pasar Seni LRT Station and Kuala Lumpur KTMB, Upgrading and Rehabilitation of Parliament House (Phase 2B) and more.

PROFILE OF KEY SENIOR MANAGEMENT (CONT'D)

NASARUDDIN BIN MAHMUD

General Manager (Development)

 Malaysian  Male  62 years old

Nasaruddin Bin Mahmud was appointed as a General Manager (Development) on 01 September 2016. He joined the group as a Senior Engineer in 2008. He has since been directly and actively involved in various residential and commercial development projects undertaken by the Group.

Prior to joining the Group, he was the Head of Project Implementation at Peremba Jaya Holdings Sdn Bhd where he was involved in the development of the government quarters in Putrajaya.

He graduated from the University of Wyoming, USA with a degree in Chemical Engineering in 1986.

SAMSON ENTEBANG

General Manager (Finance)

 Malaysian  Male  60 years old

Samson Entebang was appointed as General Manager, Finance in 2015 and is responsible for overseeing the Group's finance function. He joined the Group in 1996 as a Project Accountant and has since held various positions, including Group Operation Accountant and Deputy General Manager, Finance.

He holds a Diploma in Business Studies from Universiti Teknologi MARA (ITM) in 1988. He also completed the Chartered Institute of Management Accountants (CIMA), from Emile Woolf College, London in 1995, and subsequently obtained a Corporate Master of Business Administration (CMBA), majoring in Corporate Finance, from University Malaysia Sarawak (UNIMAS) in 2003.

He is an Associate member of the Chartered Global Management Accountant (CGMA) United Kingdom, a member of the Association of International Certified Professional Accountants (AICPA) and a member of the Malaysian Institute of Accountants (MIA)

Prior to joining the Group, he served as an Audit Assistant with Al Jeffry & Co., an Internal Audit Officer with Harwood Timber Sdn Bhd., and a Credit Officer with Malaysian Industrial Development Finance (MIDF).

LEE GAIK SIEW

General Manager (Accounts)

 Malaysian  Female  57 years old

Lee Gaik Siew joined the Group in 1999 as an Accountant and was subsequently appointed Deputy General Manager (Group Accounts) in 2013. She currently serves as the General Manager (Accounts), overseeing the Group's accounting and financial reporting functions.

She is an Associate Member of the Association of Chartered Certified Accountants (ACCA) and has been a Chartered Accountant with the Malaysian Institute of Accountants since April 1999.

She began her professional career in public practice, where she advanced to the position of Assistant Audit Manager. She later transitioned to the Group to gain further experience in corporate accounting and financial reporting. With over two decades of experience within the Group, she brings extensive expertise in financial reporting and regulatory compliance.

PROFILE OF KEY SENIOR MANAGEMENT (CONT'D)

DATO' LEONG KAM HENG

Director/Chief Operating Officer
TRC (Aust) Pty Ltd




 Malaysian  Male  71 years old

Dato' Leong Kam Heng graduated from Monash University, Melbourne, Australia with an Honours Degree in Civil Engineering in 1979. Upon returning to Malaysia in 1980, he joined the Public Works Department ("PWD") as a Building Engineer. In 1984, he resigned from the PWD and ventured out into the building and construction industry.

He joined TRC Synergy Berhad in January 2009 as the Head of Corporate and International Investment. He is also the Director as well as the Chief Operating Officer of TRC (Aust) Pty Ltd, a wholly-owned subsidiary of TRC Synergy Berhad which is based and operating in Melbourne, Australia.

ABDUL AZIZ BIN MOHAMED

(LS0007370)
General Manager (Company Secretary)

 Malaysian  Male  55 years old

Abdul Aziz bin Mohamed joined the Group as Company Secretary in April 2002 and has since held that position. Prior to contributing his services to the Group, his career began in 1996 during which he was reading in the chambers of Messrs Hisham, Sobri & Kadir (Advocates & Solicitors). He then pursued a corporate career path whereby he worked as a Legal Executive at Johore Tenggara Oil Palm Berhad from 1996 until 1999 when he was appointed as Company Secretary/Legal Officer. From 2001 to 2002, he acted as Company Secretary at Halim Mazmin Berhad.

He graduated with a Bachelor of Laws (Minor in Syariah) from the International Islamic University Malaysia in 1995. He is also a Licensed Secretary under Section 235 of the Companies Act 2016 (LS0007370).

Additional Information

Save as disclosed above,

1. None of the Key Senior Management have:
 - any family relationship with any director and/or major shareholder of the Company;
 - any conflict of interest with the Company; and
 - any directorship in other public companies and listed issuers.
2. None of the Key Senior Management have been convicted of any offences (other than traffic offences) within the past five (5) years and there were no public sanctions and/or penalties imposed upon them by the relevant regulatory bodies during the financial year.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("the Board") of TRC Synergy Berhad ("the Company") is pleased to present this Corporate Governance Overview Statement ("this Statement"), which outlines the corporate governance ("CG") practices of the Company and its subsidiaries ("the Group") in place during the financial year ended 31 December 2025 ("FY2025"). This Statement is prepared in accordance with the three key CG principles outlined in the Malaysian Code on Corporate Governance ("the Code") and in compliance with Paragraph 15.25 of the Main Market Listing Requirements ("MMLR"):

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND FOSTERING MEANINGFUL RELATIONSHIPS WITH STAKEHOLDERS

This Statement should be read in conjunction with the Company's Corporate Governance Report ("CG Report") 2025, which can be accessed on the Company's website at www.trc.com.my under the Corporate Governance section, or on Bursa Securities' website at www.bursamalaysia.com.

In general, the Group has applied all applicable practices set out in the Code throughout FY2025, with the following exceptions:

- i. Practice 5.6 - In identifying candidates for the appointment of directors, the Board does not rely solely on recommendations from existing Board members, management, or major shareholders. Instead, the Board utilizes independent sources to identify suitably qualified candidates.
- ii. Practice 8.2 - The Board discloses the remuneration components of the top five senior management personnel on a named basis, including salary, bonus, benefits in kind, and other emoluments in bands of RM50,000.

The explanations for these departures and the measures taken in relation to them are discussed further in the CG Report 2025.

The Group's overall application of the practices is summarized in the following table:

	Total	Applied	Departure	Not Applicable	Not Adopted	Adopted
Recommended practices	43	40	2	1	-	-
Step-up Practices	5	-	-	-	1	4

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

1. Board Leadership

The Company is led and governed by the Board, chaired by the Chairman and supported by the Group Managing Director, along with his deputy and the Executive Director. They bring detailed knowledge and extensive experience in the construction industry. Additionally, the remaining Board Members offer a diverse array of skills and experiences from various sectors, including construction, finance, and general management, relevant to the Group's operations. A brief profile of each Director can be found in the "Profile of Directors" section of this Annual Report.

The primary role of the Board is to provide overarching strategic guidance on corporate governance and the management of the Group's business affairs, ensuring the protection of shareholders' interests and the safeguarding of the Group's assets.

To fulfil its fiduciary duties and oversight functions across specific responsibilities, the Board has established and delegated certain tasks to the following four Board Committees:

- i. Audit and Risk Management Committee
- ii. Nominating and Remuneration Committee
- iii. Sustainability Committee
- iv. Whistleblowing Committee

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

1. Board Leadership (cont'd)

Each committee operates within its terms of reference approved by the Board, which are periodically reviewed. The Board also delegates the authority and responsibility for managing the day-to-day business activities of the Group to the Group Managing Director, his deputy, and the Executive Director. They are accountable for overseeing business development, implementing corporate strategies and business plans, and establishing policies and controls.

2. Board Responsibilities

The Board holds overall responsibility for the stewardship of the Group's direction and performance. It is primarily tasked with determining the Company's strategic objectives and policies while monitoring the progress made towards achieving these objectives and policies. In this context, the Board is guided by a Board Charter, which delineates the roles and responsibilities of Directors and other functions as recommended by the Code. This Charter is intended to promote high standards of corporate governance and to provide guidance and clarity for Directors and Management regarding their roles and the functions of the Board's committees.

The Board is committed to conducting the Group's business activities ethically and legally, ensuring compliance with all applicable laws, including the Malaysian Anti-Corruption Commission Act 2009 (Amendment 2018). In line with this commitment, the Group has implemented an Anti-Bribery and Corruption Policy designed to provide Directors and employees with information and guidance on the standards of behaviour they are expected to adhere to, as well as how to recognize and address issues related to bribery and corruption.

To fulfil its duties, the Board has formalized a Code of Conduct for the Directors that governs core ethical values and reinforces a commitment to high standards of integrity, transparency, and accountability. This Code also promotes good business conduct and fosters a healthy corporate culture within the Group.

The Board Charter, the Directors' Code of Conduct, and the Anti-Bribery and Corruption Policy are accessible on the Company's website at www.trc.com.my.

3. Board Composition

The Board currently comprises seven (7) members, consisting of three (3) Executive Directors and four (4) Independent Non-Executive Directors. The Company meets the requirement of having at least one-third (1/3) of the Board Members as Independent Non-Executive Directors, as stipulated in Paragraph 15.02(1) (a) of the MMLR.

The MMLR mandates that the tenure of an independent director is limited to a maximum cumulative period of twelve (12) years. In line with the MMLR and as part of the Company's ongoing efforts to enhance Board independence and quality, the Company presently has four (4) Independent Directors, all of whom have served on the Board for a cumulative term of less than twelve (12) years.

4. Boardroom Diversity

Paragraph 15.02(1)(b) of the MMLR requires that the Group ensure at least one (1) director is a woman. The Board strongly supports and endorses initiatives to promote female participation not only on the Board but also within the Senior Management team.

Currently, the Company has two (2) female Independent Non-Executive Directors, accounting for 28.6% of the Board's total composition. Additionally, the Company has one (1) female Alternate Director who also serves as the CEO of its major subsidiary.

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

4. Boardroom Diversity (cont'd)

To reinforce its commitment to diversity, the Company has implemented a Boardroom Policy that encompasses the consideration of independent directors' tenure to ensure appropriate turnover. This policy formalizes the Board's current practices related to promoting diversity and limiting the tenure of independent directors. In line with these principles, the Board has established its long-standing practice of restricting the tenure of Independent Directors to a maximum of seven (7) years or two (2) re-elections by shareholders. This approach fosters board refreshment while maintaining independence and governance effectiveness.

After reviewing recommendations from the Nominating and Remuneration Committee ("NRC"), the Board concurs that the current qualifications of individual Board members and their mix of skills are well-suited to support the Group's ongoing business activities.

5. Recruitment and Annual Assessment of Directors

The appointment of new directors involves a formal selection process that evaluates each candidate's abilities in terms of skills, knowledge, experience, expertise, and integrity required to fulfil their responsibilities. A formal checklist has been developed to provide a clear and well-defined understanding of the criteria for considering a proposed candidate, thereby facilitating a smooth recommendation process from the NRC to the Board.

Based on the evaluations and recommendations from the NRC, along with the current nature of the business activities undertaken by the Group, the Board collectively assesses whether the qualifications and skills of its Members are adequate for fulfilling their roles and responsibilities.

In its continuous efforts to enhance Board effectiveness, the Company has expanded its Board performance assessment, as recommended by the Code. This assessment evaluates the performance of the Board as a whole, its committees, and individual directors. The effectiveness of the Board, its committees, and directors is assessed annually by the NRC in accordance with its terms of reference.

During FY2025, the NRC convened twice, and its activities are reported in Item 13 of this Statement.

6. Roles of Chairman and Managing Director

The Board acknowledges the significance of maintaining a clearly defined division of power and responsibilities at the head of the Company to ensure a balanced distribution of power and authority. The roles of the Chairman, Managing Director, and Executive Directors are distinct and separate, promoting accountability and facilitating a clear division of responsibilities within the Company.

The Chairman is tasked with safeguarding the interests of all shareholders by fostering good corporate governance practices, leadership, effectiveness, and the proper conduct and governance of the Board. In contrast, the Managing Director, supported by the Deputy Group Managing Director and the Executive Director, along with the Senior Management team, holds overall responsibility for executing the Group's strategic plan, implementing the policies and decisions established by the Board, and overseeing the operations and business development of the Group.

7. Qualified and Competent Company Secretary

Board members have direct access to the advice and services of the Company Secretary, who is qualified to act in accordance with the requirements of the Companies Act 2016. The Company Secretary is responsible for ensuring compliance with relevant meeting procedures, governance matters, applicable rules, and statutory regulations. Additionally, the Company Secretary advises the Board on any new statutory requirements and oversees adherence to Board policies and procedures. He also briefs and updates the Board on the proposed contents and timing of material announcements to be made to regulators. The Company Secretary attends all Board and Board Committee meetings, as well as Shareholder Meetings, ensuring that these meetings are properly convened and that accurate records of proceedings and resolutions are duly taken and maintained.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

7. Qualified and Competent Company Secretary (cont'd)

The Group's Secretarial Department is led by Abdul Aziz Mohamed, a Licensed Secretary under Section 235 of the Companies Act 2016. He graduated from the International Islamic University Malaysia in 1996 with a Bachelor of Laws and has since held various positions in the secretarial departments of several public listed companies.

8. Access to Information and Advice

All Directors, including Independent Non-Executive Directors, have unrestricted and timely access to all information relevant to the Group's business and affairs, whether acting as full Board members or in their individual capacities, to perform their duties and responsibilities effectively. The Chairman is primarily responsible for organizing the information distributed to the Board. Furthermore, Directors have direct access to the advice and services of the Company Secretary, the Senior Management team, internal and external auditors, solicitors, and other independent professionals at all times, at the Company's expense. However, Directors are required to consult with the Chairman or discuss the matter in Board meetings prior to seeking independent professional advice.

On a quarterly basis, the Company Secretary informs the Directors and Principal Officers of the Company about the trading closure period for the Company's shares in accordance with Paragraph 14 of the MMLR. The Company Secretary also circulates relevant guidelines and updates on statutory and regulatory requirements to the Board periodically and tables them at Board Meetings when necessary.

For Board Meetings, the agenda is set, and Board papers are circulated in a timely manner, no less than three (3) days before the scheduled meetings, via email or in physical form. This practice ensures that Directors have adequate time to review the Board papers and, if needed, seek clarifications from Management or consult the Company Secretary or independent advisors prior to the meeting. This process allows Directors to discuss issues effectively during Board Meetings.

9. Whistleblowing Policy and Procedures

The Company has implemented its Whistleblowing Policy and Procedures, which provide a channel for all of the Group's staff, stakeholders, and members of the public to report any legitimate concerns regarding improper conduct within the Group. The Whistleblowing Committee is charged with assisting the Board in safeguarding the interests of the Company and its stakeholders by investigating complaints of alleged misconduct received in an independent and confidential manner, and taking appropriate actions as necessary. The policy and procedures of the Whistleblowing Committee are accessible on the Company's website at www.trc.com.my.

During FY2025, the Company did not receive any complaints or disclosures from staff, stakeholders, or the public regarding concerns about improper conduct within the Group.

10. Directors' Training

The Board believes that continuous training is vital for Board Members to ensure they remain updated with the necessary skills and knowledge to discharge their duties effectively. As such, Directors are encouraged to participate in training programs at least once a year to enhance their knowledge and stay informed about recent developments in the business environment, relevant changes in laws and regulations, and areas pertinent to their responsibilities.

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

10. Directors' Training (cont'd)

The details of the training programs attended by the Directors during FY2025 are as follows:

Directors	Training Programme	Date	Organiser
Tan Sri Dr Ahmad Kamarulzaman Ahmad Badaruddin	1) Briefing by Boardpac on the latest version installed & refresher on conflict of interest and related governance practice	12 February 2025	Affin Group
	2) Driving sustainability & climate readiness strategy, standards and impact training	23 September 2025	Legenda Properties Berhad
	3) (E-learning) Annual Compliance Attestation (ACA), Anti-Money Laundering, Countering Financing of Terrorism & Countering Proliferation Financing (AML/CFT/CPF), Anti-Bribery and Corruption (ABC)	1 October 2025	Affin Group
	4) Cybersecurity Training, (AML/CFT/CPT) & Briefing on Conflict of Interest/Connected Party Transaction Submission via Workday	6 October 2025	Affin Group
	5) 8MD3 Project Site Visit & YTRC Tree Planting Initiative 2025	6 December 2025	Yayasan TRC
Tun Jeanne Binti Abdullah	1) Mandatory Accreditation Programme Part II : Leading for Impact (LIP)	14 – 15 May 2025	Institute of Corporate Directors Malaysia
	2) 8MD3 Project Site Visit & YTRC Tree Planting Initiative 2025	6 December 2025	Yayasan TRC
Tan Sri Dato' Sri Sufri Bin Hj Mohd Zin	1) Briefing session on the Implementation of ISO 37001:2016 ABMS	20 January 2025	Trans Resources Corporation Sdn Bhd
	2) Mandatory Accreditation Programme Part II : Leading for Impact (LIP)	12 – 13 May 2025	Institute of Corporate Directors Malaysia
	3) 8MD3 Project Site Visit & YTRC Tree Planting Initiative 2025	6 December 2025	Yayasan TRC
Dato' Abdul Aziz Bin Mohamad	1) Mandatory Accreditation Programme Part II : Leading for Impact (LIP)	12 – 13 February 2025	Institute of Corporate Directors Malaysia
	2) 8MD3 Project Site Visit & YTRC Tree Planting Initiative 2025	6 December 2025	Yayasan TRC

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

10. Directors' Training (cont'd)

The details of the training programs attended by the Directors during FY2025 are as follows (cont'd):

Directors	Training Programme	Date	Organiser
Dato' Richard Khoo Teng San	1) Mandatory Accreditation Programme Part II : Leading for Impact (LIP)	12 – 13 February 2025	Institute of Corporate Directors Malaysia
	2) 8MD3 Project Site Visit & YTRC Tree Planting Initiative 2025	6 December 2025	Yayasan TRC
Dato' Sr. Abdull Manaf Bin Hj Hashim	1) Mandatory Accreditation Programme Part II : Leading for Impact (LIP)	14 – 15 May 2025	Institute of Corporate Directors Malaysia
	2) 8MD3 Project Site Visit & YTRC Tree Planting Initiative 2025	6 December 2025	Yayasan TRC
Puteri Liza Elli Sukma	1) Mandatory Accreditation Programme Part I	24 – 26 March 2025	Institute of Corporate Directors Malaysia
	2) Mandatory Accreditation Programme Part II : Leading for Impact (LIP)	7 – 8 October 2025	Institute of Corporate Directors Malaysia
	3) AOB Conversation with Audit Committee	25 November 2025	Securities Commission
Fadzilah Binti Mohd Salleh <i>(retired on 24 June 2025)</i>	Nil	Nil	Nil

In addition to the aforementioned efforts, active participation in relevant associations has equipped the Managing Director with the latest information and technologies in the construction industry.

The Company Secretary plays a crucial role in educating the Board by regularly highlighting and updating relevant guidelines on statutory and regulatory requirements. Furthermore, the external auditors brief the Board on any changes to the Malaysian Financial Reporting Standards that may impact the Group's financial statements throughout the year.

All Directors of the Company have successfully completed the Mandatory Accreditation Programme ("MAP") Part I and Part II, which provides them with essential knowledge on sustainability matters and enhances their collective understanding in this area, as required by Bursa Malaysia.

Additionally, as part of the Directors' continuous training and development efforts, the Board conducted a strategic site visit to the 8MD3 project, which was successfully completed during the financial year. This visit provided Directors with first-hand exposure to the project's execution and sustainability practices, thereby strengthening their oversight role and deepening their understanding of the Group's operations.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)**11. Time commitment**

The Board is pleased with the level of time commitment and focus demonstrated by the Directors in fulfilling their roles and responsibilities as members of the Company's Board. Notably, none of the Directors, except for Tan Sri Dr. Ahmad Kamarulzaman Ahmad Badaruddin and Puteri Liza Elli Sukma, hold directorships in other public companies.

The Board has agreed to convene at least four (4) times a year, with additional meetings scheduled as necessary. During FY2025, the Board met five (5) times, and the attendance record for each Director is as follows:

Name	No. of Meeting Attended	% of Attendance
Tan Sri Dr Ahmad Kamarulzaman Ahmad Badaruddin	5/5	100
Tun Jeanne binti Abdullah	3/5	60
Tan Sri Dato' Sri Sufri bin Hj Mohd Zin	4/5	80
Dato' Abdul Aziz bin Mohamad	5/5	100
Dato' Richard Khoo Teng San	5/5	100
Dato' Sr. Abdull Manaf Bin Hj Hashim	5/5	100
Puteri Liza Elli Sukma	5/5	100
Fadzilah Binti Mohd Salleh (<i>retired on 24 June 2025</i>)	3/3	100

All Directors have met the minimum requirement of at least 50% attendance at Board meetings during the financial year, as stipulated in the MMLR.

In the process of appointing new directors, the Board has agreed that time commitment will be a key factor in the selection criteria. Prior to their appointment, an informal discussion will be conducted between Board representatives and the identified candidates to assess their suitability, as well as their level of time commitment to fulfil their roles and responsibilities as Directors of the Company.

12. Sustainability Strategies

The Board is fully cognizant of the significance of the Group's sustainable business strategy, which aims to create long-term benefits for the organization and its employees while prioritizing the conservation and protection of resources. Together with Management, the Board is responsible for overseeing sustainability governance within the Company, including the establishment of the Company's sustainability strategies, priorities, and targets. This strategy, which integrates economic, environmental, and social factors into the Group's policies, practices, and processes, is firmly embedded in the Company's Sustainability Policy.

Additionally, the Company's Sustainability Policy aims to:

- Endeavour to integrate the principles of sustainability into the Group's strategies, policies, and procedures;
- Promote sustainable practices;
- Ensure that the Board and Senior Management are actively involved in the implementation of this policy and in reviewing the Group's sustainability performance; and
- Foster a culture of sustainability within the Group and the community, emphasizing the integration of environmental, social, and governance considerations into decision-making and the delivery of outcomes.

The specifics of the sustainability practices adopted by the Group are detailed in the Sustainability Statement of this Annual Report. This Statement assists the Company in communicating both the positive and negative impacts of its actions on the environment, society and economy, thereby setting appropriate priorities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

13. Nominating and Remuneration Committee ("NRC")

The NRC was established by the Board, with all its members being Independent Non-Executive Directors. The formation of the Committee is designed to support and advise the Board in fulfilling its responsibilities to shareholders by ensuring that the Board and Senior Management of the Group consist of individuals with an optimal mix of qualifications, skills, and experience. Additionally, the Committee aids the Board in evaluating the remuneration packages of its members and the Senior Management of the Group.

Details of the members of the NRC and their respective attendance at meetings during FY2025 are as follows:

NRC Members	Meeting Attendance
Puteri Liza Elli Sukma (<i>appointed as Chairman on 1 July 2025</i>)	1/1
Dato' Sr. Abdull Manaf Bin Hj Hashim	2/2
Fadzilah Binti Mohd Salleh (<i>retired on 24 June 2025</i>)	1/1

During FY2025, the NRC convened twice and conducted the necessary assessments, reviews, and recommendations to the Board as follows:

- i. Reviewed the evaluation results of the Board, Board Committees, and Directors' Performance Self-Assessment, which is conducted annually through the distribution of a set of questionnaires.
- ii. Evaluated the effectiveness of the Board as a whole, the various Committees, and each individual Director's contribution to the Board's decision-making process, and informed the Board of areas for potential improvement.
- iii. Assessed the composition of the Board and Board Committees and made recommendations to the Board regarding adjustments deemed necessary to ensure that the Board continues to maintain the right balance of skills, knowledge, experience, and diversity within each of the Board Committees.
- iv. Evaluated the competency of the Board by examining the mix of skills, character, competencies, qualifications, experience, integrity, financial standing, declaration of interest (if any), and time commitment required to effectively discharge their roles and responsibilities.
- v. Recommended to the Board regarding the re-election/re-appointment of Directors in accordance with the provisions in the Company's Articles of Association, the MMLR, and the Company's Boardroom Policy for shareholders' approval at the 2024 AGM.
- vi. Reviewed the training programs attended by the Directors for the year 2025 and assessed their ongoing training and development needs.
- vii. Reviewed the proposed allowance payments to the Executive Directors, Chief Executive Officer, and Company Secretary to support the Company's tax planning and ensure alignment with the Company's Remuneration Policy.

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

14. Remuneration policies and procedures

14.1 Policies and Procedure

The Board recognizes that the remuneration of the Directors and Senior Management should adequately reflect their responsibilities and contributions to the successful and efficient operation of the Group's activities.

To assist in fulfilling its duties, the NRC is guided by the Remuneration Policy and Procedures adopted by the Company since 29 November 2022. Based on this Policy, the NRC will review and recommend the remuneration packages for each individual member of the Board of Directors and the Senior Management of the Group, aiming to attract and retain competent executives who can add value to the Company. The determination of remuneration packages for Board members, particularly for Non-Executive Directors and Senior Management, is the responsibility of the Board. Those individuals concerned shall abstain from participating in discussions regarding their own remuneration.

14.2 Remuneration Packages

The Board believes that the level of remuneration provided by the Company is adequate to attract and retain both Executive and Non-Executive Directors, as well as the Senior Management required to effectively operate the Group. The aggregate remuneration of the Directors and Senior Management received and receivable from the Company and its subsidiaries during FY2025 is detailed in the CG Report 2025, which should be reviewed in conjunction with this Statement. The CG Report 2025 is available on the Company's website at www.trc.com.my.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

1. Audit and Risk Management Committee ("ARMC")

The establishment of the ARMC is crucial in assisting the Board in fulfilling its fiduciary responsibilities, particularly regarding business ethics, policies and practices, and financial management and control. The primary objectives of the ARMC are as follows:

- i. To assist the Board in fulfilling its statutory and fiduciary responsibilities, ensuring that the internal and external audit functions of the Group are carried out adequately and effectively;
- ii. To help the Board effectively discharge its primary responsibilities by identifying principal risks and implementing appropriate systems and risk assessment processes to manage those risks for the Group.

Currently, the ARMC comprises three (3) Non-Executive Directors, all of whom are Independent Directors. The Committee is chaired by Dato' Sr. Abdull Manaf Bin Hj Hashim, an experienced Quantity Surveyor, and is assisted by Tun Jeanne Binti Abdullah and Puteri Liza Elli Sukma, a qualified Accountant in compliance with Paragraph 15.09(1)(c) of the Listing Requirements.

During FY2025, the ARMC convened five (5) times, and the details of the activities undertaken by the Committee are outlined in the Audit and Risk Management Committee Report.

The ARMC operates under terms of reference, which can be accessed on the Company's website at www.trc.com.my.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

2. Risk Management and Internal Control Framework

The Board acknowledges that effective risk management and internal control are essential components of a company's governance, management, and operations. The Board assumes overall responsibility for maintaining the effectiveness and adequacy of the Group's system of risk management and internal control, including the establishment of appropriate frameworks for ongoing review and monitoring of these systems' integrity. This comprehensive control process encompasses not only financial aspects but also operations, risk management, and compliance with statutory rules and regulatory guidelines, thereby sustaining ethical values and promoting effective governance structures.

The Board believes that the risk management and internal control system in place for FY2025 is robust and sufficient to safeguard the Group's assets, as well as the investments of shareholders and the interests of customers, regulators, employees, and other stakeholders. A detailed analysis of the system is provided in the Statement on Risk Management and Internal Control within this Annual Report.

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

1. Communication with Stakeholders

The Board is fully conscious that a key element of good corporate governance is the effective communication and proper dissemination of all significant issues and major developments concerning the Company to all shareholders and investors. To this end, the Company maintains effective communication channels with its shareholders, investors, and the public through timely announcements and disclosures made to Bursa Malaysia, as well as, when necessary, the distribution of press releases.

The Company cultivates a positive relationship with financial analysts, investors, and journalists, who play a crucial role in conveying information about the Group to the public, shareholders, and investors. Press releases are occasionally organized to clarify specific matters related to the Company and its operating units.

The Company has consistently utilized technology to broaden its information dissemination channels and enhance the quality of engagement with stakeholders. To facilitate this, the Company has established a corporate website (www.trc.com.my), which serves as a platform for sharing information about the Company and the Group. Stakeholders can also provide their feedback on the Company's sustainability practices through the Stakeholder Engagement Survey available on the website. Additionally, the Company has set up its Facebook page and Instagram account to further expand communication channels.

2. Conduct of General Meetings

The Company's General Meetings serve as the primary channel of communication with its shareholders, particularly private investors. At each General Meeting, shareholders are encouraged and provided with ample time and opportunities to participate in the proceedings, raise questions, and engage in discussions concerning the operations and financial aspects of the Group. They may seek clarification on the Group's performance, major developments, and the resolutions being proposed. All Board Members, the Senior Management team, and the Company's external auditors are available to address relevant questions posed by shareholders at the Meeting.

Furthermore, in alignment with good corporate governance practices, the notice for the 29th Annual General Meeting ("AGM") of the Company was issued more than 28 days prior to the date of the AGM.

For its 29th AGM, the Company will conduct the meeting physically, as required by Bursa Securities, to facilitate active participation from shareholders.

ADDITIONAL COMPLIANCE INFORMATION

In compliance with the MMLR, the following information is provided:

Utilization of proceeds

For FY2025, no proceeds were raised from any exercises.

Share buybacks

As of 31 December 2025, the Company held a total of 9,208,400 treasury shares. During FY2025, the Company did not purchase its own shares under the Share Buybacks scheme.

Sanctions and/or penalties

There were no sanctions and/or penalties imposed on the Company and its subsidiaries, Directors, or Management by the relevant regulatory bodies during FY2025.

Non-Audit Fees

The non-audit fees paid to external auditors amounted to RM5,000.00 for FY2025. The details of the fees paid or payable to the external auditors are reported in the Financial Statements of this Annual Report.

Material Contracts

There were no material contracts between the Company and its subsidiaries involving the interests of any Directors or major shareholders during FY2025.

Recurrent Related Party Transaction

The Company did not enter into any recurrent related party transactions that require shareholders' mandate during the financial year ended 31 December 2025.

STATEMENT OF DIRECTORS' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS

The Board is responsible for ensuring that the Financial Statements are prepared in accordance with the provisions of the Companies Act 2016 and any applicable approved accounting standards in Malaysia, providing a true and fair view of the state of affairs of the Group and the Company as of the end of each financial year, as well as their results and cash flows for that financial year. Additionally, the Board is responsible for maintaining accounting records that accurately disclose the financial position of the Group and the Company, enabling compliance with the Companies Act 2016.

The Directors have general responsibilities for taking reasonable steps to safeguard the assets of the Group and to detect and prevent fraud and other irregularities.

The Directors are confident that, in preparing the Financial Statements of the Group for FY2025, appropriate accounting policies have been adopted and applied prudently and consistently. They also believe that reasonable and prudent judgments and estimates were made, and that all applicable approved accounting standards in Malaysia have been adhered to accordingly.

This CG Overview Statement was approved by the Board of Directors of the Company on 22 April 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors of TRC Synergy Berhad ("the Board") is pleased to present the Statement on Risk Management and Internal Control, which details the status of the risk management and internal control framework of the Company and its subsidiaries ("the Group") for the financial year ending 31 December 2025 ("FY2025").

This statement has been prepared in accordance with paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("the Listing Requirements") and is guided by the latest Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies ("the Guidelines").

BOARD'S RESPONSIBILITY

The Board acknowledges the significance of maintaining a robust system of risk management and internal control within the Group and affirms its overall responsibility for ensuring the adequacy and effectiveness of this system to protect shareholders' interests and safeguard the Group's assets. This responsibility aligns with the requirements outlined in the Malaysian Code on Corporate Governance ("the MCCG") issued by the Securities Commission of Malaysia.

The Group's internal control system encompasses not only financial aspects but also includes various controls related to operations, risk management, and compliance with statutory regulations and guidelines to uphold ethical values and foster effective governance structures.

The internal control system addresses core business operations with the objective of achieving business goals by managing risks that may emerge in the course of operations. Additionally, the internal control system aims to:

- i. Ensure that existing controls over all significant operations function effectively and efficiently in achieving the Group's objectives.
- ii. Ensure that proper documentation and accounting records are maintained.
- iii. Ensure that the financial and operational information generated is reliable and accurate.

The Board understands that all internal control systems have inherent limitations and can only provide reasonable, though not absolute, assurance against material misstatements in financial information and records or against financial losses due to fraud and error. This system is designed to manage and mitigate risks, rather than eliminate them, ensuring that the Group has a strategy to achieve its business objectives. The Board remains responsible for the governance of risk and oversees all actions taken by the Board Committees concerning delegated oversight responsibilities.

The Audit and Risk Management Committee ("ARMC") confirms that an ongoing process is in place to identify, analyze, evaluate, treat, and monitor significant risks faced by the Group. The ARMC conducts quarterly reviews of this process to ensure alignment with the Guidelines and Listing Requirements. If necessary, the ARMC will escalate issues to the Board for appropriate action.

It is important to note that the Board's responsibility for internal control does not extend to associated companies, which are managed separately. Nevertheless, Management is responsible for overseeing and monitoring the administration, operations, and performance of these material joint ventures.

MANAGEMENT'S RESPONSIBILITY

The Management is responsible for executing the Group's policies and procedures related to risk management and internal control. This encompasses the identification, evaluation, and reporting of risks, as well as assessing the effectiveness of the internal control system and taking appropriate and timely remedial actions as needed.

To fulfill these responsibilities, the Management identifies and evaluates risks that are pertinent to achieving the Group's business objectives and strategies. Management will also develop suitable policies and procedures to manage these risks, as well as design, implement, and monitor their effective execution. Additionally, Management will provide timely reports to the ARMC regarding these matters.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

RISK MANAGEMENT

The Board considers risk management to be a vital aspect of the Group's corporate governance framework. It is an ongoing process that engages management from various business units to collaboratively identify, evaluate, monitor, manage, and mitigate risks that could affect the achievement of the Group's business and corporate objectives.

The Group embraces a decentralized approach to risk management, encouraging all business units to actively participate and take ownership of their identified risks. The Risk Working Committee ("RWC") and the Group's senior management oversee the risk management process and the implementation of related policies, providing reports to the Board through the ARMC.

Moreover, the risk management framework is integrated into the Quality Policy in accordance with ISO 9001:2015, as implemented by TRC Construction Sdn Bhd (formerly known as Trans Resources Corporation Sdn Bhd) ("TRC"), a wholly-owned subsidiary and significant revenue contributor to the Group. For specific large projects, the project teams, in collaboration with Project Delivery Partners, are required to adhere to the risk management procedures established by the clients.



To ensure that business units are adequately informed and aware of risk management controls, the Group conducted annual risk training for all available key staff. This annual session aimed to refresh and enhance their understanding of risk management, enabling the respective business units to effectively address emerging risks and any associated issues. Additionally, the Group has designated a Risk Coordinator to participate in various risk-related seminars and workshops focused on the construction industry and enterprise risk management practices. This initiative enriches the Risk Working Committee (RWC) with current knowledge of global risk management practices and governance.

In 2025, the RWC organized four series of risk workshops to thoroughly review associated risks for various departments and projects. These quarterly sessions were designed to promote a culture of risk-based thinking across all business units within the Group, which is essential for effective risk management. The results of these workshops and brainstorming sessions were compiled and prepared quarterly for review by the ARMC.

Recognizing the importance of managing corruption risk within its business processes, the Company established an Anti-Bribery and Corruption Policy and a Whistleblowing Policy in 2022, in line with Paragraph 15.29 of the Listing Requirements. Furthermore, the Group's wholly-owned subsidiary, TRC, is in the process of implementing an Anti-Bribery Management System ("ABMS"). The Group aims to achieve ISO 37001:2025 certification by 2026 and continues to reaffirm its commitment to compliance with all prevailing laws and regulations related to bribery and corruption.

Risk Management Framework

The Group's risk management activities are guided by the COSO internal control framework. The risk universe includes a broad spectrum of activities that influence the risk profile inherent in the business, which could hinder the achievement of business objectives if not appropriately managed. Risk factors are categorized into two primary groups: external risks and internal risks.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

RISK MANAGEMENT (CONT'D)

Risk Identification, Evaluation and Ranking

The management of each business unit, along with the projects undertaken by the Group, is tasked with identifying and documenting all potential risks that could impact their objectives. Operational managers and heads of departments bear the responsibility for recognizing risks that may affect the achievement of their respective business goals.

The risk identification process takes into account specific risks associated with meeting business objectives, as well as those that may influence the success and continuity of the business. The identified risks are evaluated based on the following criteria:

- Probability or likelihood of occurrence
- Significance or magnitude of the risk impact

Qualitative risk analyses are performed using the enterprise's established risk matrices to assess risk significance and prioritize the necessary risk responses. For certain high-priority risks, an appropriate quantitative risk analysis may be utilized to provide a deeper understanding of potential risk exposure. This methodology aids the organization in making informed decisions at all levels while aiming to maintain risks at a level as low as reasonably practicable.

Risk Mitigation Measure

Risk mitigation measures are formulated to manage risks, including the following:

- Sustaining strong client relationships
- Being responsive to public relations
- Ensuring adequate insurance coverage
- Employing competent and experienced personnel
- Monitoring projects within budgeted costs, profit margins, and timelines
- Adhering to stringent quality and safety standards
- Implementing an efficient procurement management system
- Closely monitoring construction work progress
- Ensuring compliance with statutory requirements
- Establishment of comprehensive policies, procedures and guidelines

Recognizing the severity of cyber threats, the Group has prioritized these issues by developing and implementing essential measures to ensure that all activities related to the procurement and provision of Information and Communications Technology ("ICT") services operate continuously without disruptions that could jeopardize the security of the Group's operations.

To this end, the Group has established a Computer Usage Policy aimed at providing guidance to all staff regarding the appropriate use of computers, software, and the internet. Additionally, awareness training on data privacy and cybersecurity, encompassing a wide range of security topics, has been provided to employees. These initiatives are designed to mitigate the risk of cyber threats and promote the responsible use of technology in the workplace. The Computer Usage Policy, along with cybersecurity awareness training, has been incorporated into the recruitment induction training module for new staff within the Group.

Risk Reporting and Monitoring

Significant risks identified from each business unit or project are compiled in the risk assessment report and presented to the Risk Working Committee (RWC), senior management, and the ARMC. These risks are subsequently recommended to the Board for deliberation and attention, while matters and decisions within the purview of the ARMC and senior management are escalated to the Board for their notation.

Significant issues arising from changes in the business environment are continuously monitored to ensure minimal impact on the Group. The ongoing process of monitoring inherent risks includes the presentation of the top ten risks to the ARMC for consideration.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

INTERNAL CONTROL

The key elements of the Group's internal control system are described below:-

Internal Audit Function

The Board establishes, approves, and supports the authority, role, and responsibility of the internal audit function conducted by the Internal Audit Department (IAD). The primary objective of the IAD is to provide objective assurance on internal controls and governance to the ARMC in the fulfillment of its duties and responsibilities. This includes delivering independent and objective reports concerning the organization, management, and accounting records related to accounting policies to both the ARMC and the Board. As stipulated by the Listing Requirements, the internal auditors report directly to the ARMC and operate independently from the activities they audit, providing periodic reports on their audit outcomes, which are subsequently reviewed and evaluated by the committee.

Internal audit activities are executed according to the annual audit plan approved by the ARMC and the Board. The internal audit process assesses the adequacy, efficiency, and effectiveness of the Group's existing internal control system, along with recommending improvements to those controls. The results of these audit reviews are reported periodically to the ARMC.

Additionally, the internal auditors conduct follow-up visits to ensure that recommendations for enhancing control systems are effectively implemented. The presence of the internal audit function provides a necessary level of assurance regarding the effectiveness and credibility of the Group's internal control system.

Throughout FY2025, the IAD undertook several independent audit assignments in accordance with the approved audit plan. Details of the internal audit activities are reported in the Internal Audit Function section of the Audit and Risk Management Committee Report in this Annual Report.

In alignment with the Group's commitment to strengthening governance over sustainability matters, the IAD also supports the oversight of sustainability-related risks and opportunities by evaluating the adequacy and effectiveness of internal controls, risk management processes, and governance frameworks relating to ESG matters. Furthermore, the sustainability data intended for disclosure in the FY2025 Annual Report will be reviewed by the IAD to ensure such disclosures are accurate, relevant, complete, and timely, and prepared in accordance with the applicable reporting framework.

Importantly, none of the weaknesses or issues identified during the FY2025 review resulted in any non-compliance with the Listing Requirements or any other recommended industry practices that would necessitate disclosure in the Group's Annual Report; or any material non-compliance with relevant policies or procedures.

Lines of Reporting

Clear definitions of the terms of reference, encompassing the functions, authorities, and responsibilities of the committees established by the Board for all aspects of the business, have been outlined within the Group. This framework also includes detailed job descriptions and specifications for each employee, supported by a well-defined organizational structure.

Dissemination of Information within the Group

Regular operational meetings are held monthly at headquarters to address all operational risks and issues impacting the Group. Subsequently, important (high-priority) risks and issues are discussed by senior management during their quarterly meetings. Alongside routine operational matters, these meetings provide comprehensive information on financial performance, key business indicators, key operating statistics, significant business risks, as well as environmental, legal, and regulatory matters. Key issues affecting the Group are escalated to the ARMC and reported to the Board on a regular basis.

Detailed Budgeting Process

A comprehensive budgeting process has been established, requiring operating units to prepare budgets for their respective projects, which are then discussed during Senior Management meetings. These budgets are monitored quarterly against actual results, with significant variances explained and reviewed. If necessary, management actions and follow-ups are initiated to ensure alignment with the budgetary goals.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

INTERNAL CONTROL (CONT'D)

ARMC

The ARMC, on behalf of the Board, regularly reviews and engages in discussions with senior management and External Auditors regarding matters related to internal control and corporate governance that are highlighted during their statutory audit of the Group's financial statements.

The Report on the ARMC, as detailed in the Audit and Risk Management Committee Report of this Annual Report, provides further insights into the activities undertaken by the ARMC in 2025.

Board

The Board maintains regular discussions with the ARMC, senior management, and External Auditors to review their reports on internal controls and to deliberate on recommendations for implementation.

The Board has taken all reasonable steps to ensure that sufficient internal control systems are established to safeguard the Group's assets, with the aim of reducing the risk of fraud, irregularities, and material misstatements in the financial statements.

Additionally, through the Board Sustainability Committee, the Board provides oversight of sustainability-related risks and opportunities, ensuring these matters are appropriately integrated into the Group's strategy, risk management processes, and internal control systems. This includes oversight of significant ESG issues and climate-related risks that may affect the Group's financial performance, position, and long-term value creation.

The Board believes that the internal control system is functioning effectively and is adequate to safeguard the Group's business operations, ensuring that risks are maintained within an acceptable level given the context of the Group's business environment.

The Board is not aware of any significant weaknesses in the internal control system that could materially affect the Group's business operations or lead to material losses.

ISO STANDARDS

Quality Policy

TRC, the Group's primary revenue contributor, maintains a clear and well-documented Quality Policy in line with ISO 9001:2015. This policy, along with the relevant procedures, is communicated to staff for implementation. The key features of the Quality Policy are as follows:

- i. Internal quality audits are conducted at planned intervals to evaluate whether the Quality Management System is effectively implemented, maintained, and complies with the established requirements of the internal standard, ISO 9001:2015.
- ii. An annual Internal Quality Audit Plan is developed, encompassing all departments and projects. This plan considers the status and significance of relevant processes, the areas to be audited, and the outcomes of previous audits.
- iii. Certified Internal Quality auditors are assigned to carry out audit tasks according to the Internal Quality Audit Plan. Their reports are examined, analyzed, and presented to Management during the Management Review Board Meetings.
- iv. As part of the Quality Management System, Management meets monthly to discuss and deliberate on all issues related to the Group's business.
- v. An annual Management Review Board Meeting is conducted to assess and discuss the overall performance of the Quality Management System and the projects undertaken. During this meeting, Review Board members discuss and endorse any identified action plans for further improvements.
- vi. The ARMC has access to relevant reports related to Quality Management, and these matters are discussed further in the Board Meeting, as necessary.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

ISO STANDARDS (CONT'D)

Quality Policy (cont'd)

To ensure the success of the projects undertaken, risk management strategies are implemented by identifying the project's strengths, weaknesses, opportunities, and threats, whether from internal or external sources. This assessment is conducted early in the project lifecycle, allowing for the establishment of appropriate methods for addressing identified risks.

Monitoring of these risks is carried out monthly by the respective project team members, with red flags raised if any risks threaten the project's health, enabling prompt and necessary actions to be taken.

TRC was accredited with the ISO 9001 Standard in 2002. In its commitment to adopting internationally recognized working standards, TRC also received accreditation for ISO 45001 (Safety and Health Standard) and ISO 14001 (Environmental Standard) in April 2019.

MANAGING DIRECTOR AND GROUP'S ACCOUNTANT ASSURANCE

In accordance with the Guidelines, the Managing Director and the Accountant of the Group have assured the Board that the Group's risk management and internal control systems are operating adequately and effectively in all material respects. The Board is confident that the risk management and internal control systems implemented during the financial year 2025 are robust and sufficient to protect the interests of shareholders and safeguard the Group's assets.

REVIEW OF STATEMENT BY EXTERNAL AUDITORS

In accordance with paragraph 15.23 of the Listing Requirements and paragraphs 41 and 42 of the Guidelines, the External Auditors have reviewed this statement for inclusion in the 2025 Annual Report and have reported to the Board that nothing has come to their attention to suggest that the Statement intended for inclusion in the 2025 Annual Report is not prepared in all material aspects or is factually inaccurate.

CONCLUSION

This statement is made in compliance with the MCCG, paragraph 15.26(b) of the Listing Requirements, and Practice Note 9 issued by Bursa Malaysia Securities Berhad. It is also made in accordance with the resolution provided by the Board of Directors on 22 April 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The TRC Synergy Berhad Board of Directors ("the Board") is delighted to share the Audit and Risk Management Committee Report ("the Report") for the financial year ended 31 December 2025.

1. INTRODUCTION

The Board formed the Audit Committee in accordance with Chapter 15 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("the Listing Requirements") on 22 May 2002. The primary aim of the Committee is to support the Board in fulfilling its fiduciary duties, especially concerning business ethics, policies, and practices, along with financial management and control. Beyond this main purpose, the Audit Committee is also responsible for overseeing the risk assessment for the company and its subsidiaries ("the Group").

In line with the Malaysian Code on Corporate Governance ("the MCCG") recommendation for listed companies to establish a risk management committee, the Board made the decision on 19 May 2021, to formally create such a committee by merging the risk management function into the existing Audit Committee. As a result, it was rebranded as the Audit and Risk Management Committee ("ARMC").

2. MEMBERS OF ARMC

For the financial year 2025, the ARMC comprised the following Independent Non-Executive Directors:

Chairman: **Dato' Sr. Abdull Manaf Bin Hj Hashim**
(Independent Non-Executive Director)

Members: i) **Tun Jeanne Binti Abdullah**
(Independent Non-Executive Director)

ii) **Puteri Liza Elli Sukma**
(Independent Non-Executive Director)
(Qualified Accountant)
(appointed on 1 January 2025)

iii) **Fadzilah Binti Mohd Salleh**
(Independent Non-Executive Director)
(Qualified Accountant)
(retired on 24 June 2025)

Secretary: **Abdul Aziz Bin Mohamed**
(Company Secretary)

The detailed profiles of the ARMC members can be found in the Profile of Directors section of this Annual Report.

The current composition aligns with the requirements set forth in Paragraph 15.09(1)(a) and (b) of the Listing Requirements as well as Practice 9.4 (Step Up) of the MCCG, as the ARMC is comprised entirely of Independent Directors. Each member possesses relevant knowledge and experience necessary to effectively fulfill their duties and responsibilities. Importantly, none of the ARMC members have appointed alternate directors.

Noteworthy is the fact that both Fadzilah Binti Mohd Salleh and Puteri Liza Elli Sukma are qualified accountants, ensuring that the Company adheres to Paragraph 15.09(1)(c) of the Listing Requirements.

3. TERMS OF REFERENCE

In light of the decision to merge the risk management function with the existing Audit Committee and rename it the ARMC, the Board has updated the Terms of Reference for the Audit Committee to encompass this responsibility. These Terms of Reference comply with both the Listing Requirements and the MCCG, with full adherence to all stipulated requirements. The Terms of Reference for the ARMC can be accessed on the Company's website, www.trc.com.my.

4. SUMMARY OF ACTIVITIES OF ARMC

4.1 Meetings

During the financial year ended 31 December 2025, ARMC met five (5) times. The details of ARMC members' attendance are as follows:

No.	ARMC Members	Attendance
1.	Dato' Sr. Abdull Manaf Bin Hj Hashim	5/5
2.	Tun Jeanne Binti Abdullah	3/5
3.	Puteri Liza Elli Sukma (<i>appointed on 1 March 2025</i>)	4/4
4.	Fadzilah Binti Mohd Salleh (<i>retired on 24 June 2025</i>)	2/3

The Group's Accountant, the Company Secretary (serving as the ARMC's secretary), the Group's Internal Auditors, and a representative from the Risk Working Committee ("RWC") will regularly participate in ARMC meetings. Other senior management members and the Group's External Auditors may join the meetings by invitation.

Furthermore, in addition to the formally scheduled meetings, the ARMC has the authority to engage with both External and Internal Auditors without the presence of Executive Board Members or senior management whenever necessary.

4.2 Summary of Activities

During the financial year 2025, the ARMC undertook the following activities to fulfill its functions and responsibilities as outlined in its Terms of Reference:

a) Financial Statements

- Reviewed the Group's quarterly unaudited financial results and the consolidated audited annual financial statements of both the Company and the Group, subsequently making recommendations to the Board for approval. This review ensured compliance with statutory reporting requirements, including but not limited to the applicable Malaysian Financial Reporting Standards, International Financial Reporting Standards, Chapter 9.22, Part A, Appendix 9B of the Listing Requirements, and the provisions of the Companies Act 2016.
- In the evaluation of the quarterly unaudited financial reports and the consolidated annual audited financial statements, the ARMC engaged in discussions with management and the External Auditors regarding the financial reporting standards applied, including the judgments made in the application of those standards. They also examined the critical accounting estimates and assumptions that influenced the reported amounts of various items.

b) Matters relating to External Audit

- The ARMC reviewed the audit planning memorandum presented by the External Auditors, which encompassed the audit scope, engagement team, materiality, audit methodology and timing, key focus areas, significant audit policies and disclosures, as well as the independence of the External Auditors, directors' responsibilities, and auditors' responsibilities.
- The ARMC examined the External Auditors' report, paying close attention to the significant audit findings highlighted.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

4. SUMMARY OF ACTIVITIES OF ARMC (CONT'D)

4.2 Summary of Activities (cont'd)

b) Matters relating to External Audit (cont'd)

- The Committee assessed the suitability, objectivity, and independence of the External Auditors, taking into account their technical competencies, audit quality, and the adequacy of manpower resources required to conduct the audit of the Group. Following this evaluation, the ARMC recommended their appointment to the Board.
- Additionally, the ARMC reviewed the reasonableness of the audit fees in relation to the size and complexity of the Group. They assessed the non-audit services provided by the External Auditors to ensure there was no compromise to their independence or objectivity. This included monitoring the total fees for non-audit services to ensure they did not threaten the auditors' independence. For the financial year ending 31 December 2025, the non-audit fees paid to the external auditors amounted to RM5,000.00 which are further detailed in the Financial Statements of this Annual Report.

c) Matters relating to Internal Audit

- The ARMC reviewed and approved the annual internal audit plan, ensuring it adequately covered the Group's activities based on identified and assessed key risk areas. The Committee also evaluated the sufficiency of the internal audit team's manpower resources to execute the activities outlined in the audit plan.
- The ARMC examined the internal audit reports prepared by the Internal Auditors and subsequently discussed the management's actions taken to enhance the internal control system and address any outstanding issues. Additionally, the ARMC reviewed follow-up reports from the Internal Auditors on unresolved audit matters to assess the effectiveness of the corrective actions taken by management.
- The Committee evaluated the internal auditors' recommendations and management's responses concerning system and control weaknesses, advocating for their rectification and the implementation of these recommendations. During the financial year ending 31 December 2025, the ARMC was informed of the critical need to establish an Anti-Bribery Management System ("ABMS"), which was initiated by the Internal Audit team and spearheaded by the Company's wholly-owned subsidiary, TRC Construction Sdn Bhd (Formerly known as Trans Resources Corporation Sdn Bhd) ("TRC"), a significant revenue contributor for the Group.

d) Matters relating to Risk Management and Internal Control

- The ARMC reviewed the quarterly Risk Management Report prepared by the Internal Auditors and the Risk Working Committee (RWC), and subsequently discussed management's actions related to risk management and internal control before submitting it to the Board for notation.
- The Committee evaluated the adequacy and completeness of internal control framework. Since May 2019, the organization has adopted the Internal Control Integrated Framework from the Committee of Sponsoring Organizations of the Treadway Commission, known as the COSO Framework, which offers flexibility and allows for discretion in designing, implementing, and executing internal controls.

4. SUMMARY OF ACTIVITIES OF ARMC (CONT'D)**4.2 Summary of Activities (cont'd)****d) Matters relating to Risk Management and Internal Control (cont'd)**

- The ARMC reviewed and assessed the effectiveness of the COSO Framework, which consists of five integrated components and seventeen principles aimed at enhancing governance, risk assessment, and internal control. These components include:
 - i. Control Environment: This establishes the foundational tone, standards, processes, and structures essential for internal control. Governance oversight is provided by the Board and Senior Management, which clearly defines authority and responsibility.
 - ii. Risk Assessment: This ongoing process involves identifying and analyzing risks that could hinder the achievement of objectives, taking into account their potential impact.
 - iii. Control Activities: Management implements control activities comprising, practices, and procedures, designed to mitigate risks associated with achieving objectives.
 - iv. Information and Communication: Relevant information is identified and communicated to support the functioning of other internal control components.
 - v. Monitoring Activities: Continuous monitoring, including regular evaluations, ensures that all five internal control components are effectively present and functioning.
- The ARMC also reviewed the findings from the Risk Management Report, which highlighted significant concerns for risk owners and documented the responses taken by the RWC to mitigate or eliminate the identified risks.

e) Other Matters

- The ARMC reviewed the Audit Committee Report, and the Statement on Risk Management and Internal Control, ensuring they were prepared in accordance with the guidelines set by the MCCG and any other relevant and applicable regulatory requirements. The Committee also recommended that these statements be included in the Annual Report for the Board's approval.
- The ARMC created and presented its reports and recommendations to the Board for incorporation into the Annual Report.
- The ARMC examined the procedures related to related party transactions ("RPTs"), recurring related party transactions ("RRPT") and potential conflict of interest scenarios within the Company and the Group. Additionally, the Committee monitored, tracked, and verified RPTs on a quarterly basis to ensure adherence to established policies and procedures, confirming that all transactions remained within the approved mandate and authority limits and complied with the prescribed thresholds outlined in the Listing Requirements.

5. INTERNAL AUDIT FUNCTION

The Group maintains an independent in-house Internal Audit Department (IAD) that reports directly to the ARMC. It operates independently from the Group's activities, executing its functions in accordance with the approved annual audit plan. The primary role of the IAD is to assist the Group in evaluating and improving the effectiveness of risk management, control, and governance processes, ensuring that adequate internal controls are in place to protect the Group's assets and safeguard shareholders' interests.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

5. INTERNAL AUDIT FUNCTION (CONT'D)

Throughout the financial year that ended on 31 December 2025, the IAD undertook several independent audit assignments per the approved annual audit plan. The details of activities performed during this period include:

- Preparation of the annual audit plan for discussion and approval by the ARMC and the Board.
- Examination and review of existing controls over significant Group operations and systems to ensure that the Group's objectives are met efficiently and economically.
- Conducting operational audits and recommending appropriate control measures to address identified weaknesses or deficiencies.
- Reviewing the scope, functions, capabilities, and resources of the IAD to determine what is necessary for carrying out the audits.
- Assessing the effectiveness of controls associated with the procurement and management of assets within the Group.
- Evaluating the adequacy, relevance, and effectiveness of risk management practices for projects and departments.
- Collaborating closely with the Quality Management Team to enhance internal audit processes and procedures.
- Engaging with process owners to improve communication and mitigate potential risks and conflicts arising from dissatisfaction, misalignment, and uncertainty.
- Providing independent assurance to the Board, through the ARMC, on the adequacy and effectiveness of the Group's governance, risk management, and internal control processes concerning sustainability-related risks and opportunities.
- Reviewing and validating ESG data and reports from relevant business units for inclusion in the Sustainability Statement for FY2025, ensuring accuracy, relevance, completeness, and timeliness. Identifying, evaluating, and documenting all associated risks in the Quarterly Audit and Risk Management report, alongside the necessary remedial actions.

Upon completion of the audit assignments, the IAD prepares an independent audit report for the ARMC, highlighting key risk areas and weaknesses identified, along with relevant recommendations for consideration. All recommendations for addressing identified weaknesses are reviewed, discussed, and communicated to management. The IAD has instituted follow-up reviews to monitor the effective implementation of recommendations agreed upon by the ARMC.

The IAD is led by Mr. Lee Deck Heng (age 58), a member of the Chartered Institute of Management Accountants (CIMA) and the Institute of Internal Auditors Malaysia (IIAM), who possesses extensive experience in audit and risk management. He is supported by two staff members, all of whom are free from any conflict of interest. The total cost incurred for internal audit and risk management functions for the financial year ending 31 December 2025 amounted to RM 240,300.00.

Moving forward, the IAD aims to strengthen its capacity and enhance its efficiency to improve its contributions to the Group, following the Audit Charter and the Internal Audit Plan as approved by the ARMC and the Board.

This Report was approved by the Board of Directors of the Company on 22 April 2026.

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DIRECTORS' REPORT

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

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding, general contractors and provision of corporate, administrative and financial support services to its subsidiaries. There have been no significant changes in the nature of these principal activities of the Company and its subsidiaries during the year.

Name of subsidiaries	Country of incorporation/ Principal place of business	Effective interest		Principal activities
		2025 %	2024 %	
TRC Construction Sdn. Bhd. (Formerly Known as Trans Resources Corporation Sdn. Bhd.)	Malaysia	100	100	Construction
TRC Land Sdn. Bhd.	Malaysia	100	100	Property development
TRC Energy Sdn. Bhd.	Malaysia	100	100	Oil and gas
ADS Sentral Sdn. Bhd.	Malaysia	100	100	Dormant
TRC (Aust) Pty. Ltd.	Australia	100	100	Investment in land development
ADS Projek Sdn. Bhd.	Malaysia	100	100	Property development
Held through subsidiaries:				
TRC (Aust) Hotel Pty. Ltd.	Australia	100	100	Hotel operation activities
The Swan Synergy Unit Trust	Australia	100	100	Investment in commercial property
TRC Development Sdn. Bhd	Malaysia	100	100	Property development and project management
TRC Land (Cambodia) Limited	Kingdom of Cambodia	100	100	Commercial and trading operations, property investment and construction
TRC Niaga Sdn. Bhd.	Malaysia	100	100	Manufacture and trading in concrete piles, sand and ready mixed concrete, general trading and services
TRC (B) Sdn. Bhd.	Brunei Darussalam	100	90	Construction and property development
ETPJV Sdn. Bhd.	Malaysia	51	51	Construction
Trans Handan Bridge Sdn. Bhd.	Malaysia	70	70	Construction of elevated guideway and bridge works specialist in heavy lifting and launching works

DIRECTORS' REPORT (CONT'D)

RESULTS

	Group RM'000	Company RM'000
Profit for the financial year	15,570	2,459
Profit attributable to:		
Owners of the Company	15,443	2,459
Non-controlling interests	127	-
	15,570	2,459

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

DIVIDEND

The amount of the dividend paid by the Company during the year in respect of the year ended 31 December 2024, was as follows:

	RM'000
First and final single tier dividend of 0.70 sen per ordinary share, on 471,288,703 ordinary shares, paid on 14 July 2025	3,299

At the forthcoming Annual General Meeting, a provisional single tier dividend in respect of the year ended 31 December 2025 of 0.90 sen per ordinary share on 471,288,703 ordinary shares (net of treasury shares at the date of this report) amounting to a dividend payable of RM4,241,598 will be proposed for shareholders' approval. The financial statements for the current year do not reflect this proposed dividend. Such dividend, if approved by the shareholders, will be accounting for in equity as an appropriation of retained earnings in the year ending 31 December 2026.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions except as disclosed in the financial statements.

SHARES AND DEBENTURES

The Company did not issue any new shares or debentures during the financial year.

SHARE OPTIONS

No options have been granted by the Company to any parties during the financial year to take up unissued shares of the Company.

DIRECTORS' REPORT (CONT'D)

DIRECTORS

The directors of the Company in office during the financial year and during the period from the end of the financial year to the date of this report are:

Tan Sri Dr Ahmad Kamarulzaman Ahmad Badaruddin
Tun Jeanne Binti Abdullah
Tan Sri Dato' Sri Sufri Bin Hj Mohd Zin
Dato' Abdul Aziz Bin Mohamad
Dato' Richard Khoo Teng San
Dato' Sr. Abdull Manaf Bin Hj Hashim
Fadzilah Binti Mohd Salleh (Retired on 24 June 2025)
Puteri Liza Elli Sukma
Siti Sarlina Binti Abdul Rahman (Alternate director to Dato' Abdul Aziz Bin Mohamad)
Abdul Aziz Bin Mohamed (Alternate director to Tan Sri Dato' Sri Sufri Bin Hj Mohd Zin)

DIRECTORS OF SUBSIDIARIES

The directors of the subsidiaries in office during the financial year and during the period from the end of the financial year to the date of this report are:

Dato' Rosli Bin Mohamed Nor
Abdul Aziz Bin Mohamed
Pehin Orang Kaya Seri Dewa Major General (B) Dato Seri Pahlawan Haji Mohammad Bin Haji Daud
(Resigned on 31 December 2025)
Loh Leh Wong
Azizul Qahar Bin Abdullah
Nasaruddin Bin Mahmud
Lu Yew Hee
Tan Khoon Kian
Ren Bin Qing
Philip Ting Siew Ming
Samaon @ Samson Anak Entebang
Dato' Leong Kam Heng
Zachariah Leong Weisheng
Mohmad Nazari Bin Rahman (Resigned on 14 January 2026)

DIRECTORS' BENEFITS

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

During and at the end of the financial year, the Company was not a party to any arrangement whose object was to enable the directors to acquire benefits through the acquisition of shares in, or debentures of, the Company or any other body corporate.

DIRECTORS' INTERESTS

According to the register of directors' shareholdings 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 during the financial year are as follows:

	Number of ordinary shares			
	At 1.1.2025	Bought	Sold	At 31.12.2025
Direct interest:				
Tan Sri Dato' Sri Sufri Bin Hj Mohd Zin	50,480,217	-	-	50,480,217
Dato' Abdul Aziz Bin Mohamad	8,011,497	-	-	8,011,497
Dato' Richard Khoo Teng San	12,611,397	583,600	-	13,194,997
Tan Sri Dr Ahmad Kamarulzaman Ahmad Badaruddin	600,000	-	-	600,000
Dato' Sr Abdull Manaf Bin Hj Hashim	50,000	-	-	50,000
Siti Sarlina Binti Abdul Rahman (Alternate director to Dato' Abdul Aziz Bin Mohammad)	7,000	-	-	7,000
Abdul Aziz Bin Mohamed (Alternate director to Tan Sri Dato' Sri Sufri Bin Hj Mohd Zin)	394,912	-	-	394,912
Deemed interest:				
Dato' Abdul Aziz Bin Mohamad*	124,795,200	-	-	124,795,200

* Deemed interest by virtue of his substantial shareholdings in TRC Capital Sdn. Bhd. and Kolektif Aman Sdn. Bhd.

Dato' Abdul Aziz Bin Mohamad by virtue of his interest in shares in the Company is also deemed to have interests in shares of its related companies to the extent the Company has an interest.

TREASURY SHARES

During the previous financial year, the Company obtained shareholders' approval on the renewal authority for the Company to purchase up to 10% of the share capital of the Company. During the year, the Company did not purchase any of its own shares and none of the treasury shares held was cancelled, sold or used for other purpose permitted under the Companies Act 2016.

As at 31 December 2025, the Company held 9,208,400 shares as treasury shares out of its total issued and paid-up share capital.

DIRECTORS' REMUNERATION

Remuneration of the directors of the Group and of the Company during the financial year:

	Group 2025 RM'000	Company 2025 RM'000
Fees	269	269
Salaries, allowances and bonus	4,312	169
Other emoluments	445	193
	<u>5,026</u>	<u>631</u>

DIRECTORS' REPORT (CONT'D)

INDEMNIFYING DIRECTORS, OFFICERS OR AUDITORS

During the financial year, the total amount of indemnity coverage and insurance premium paid for officers of the Group are RM500,000 and RM6,146 respectively.

There was no indemnity given to or insurance effected for the directors and auditors of the Group and of the Company in accordance with Section 289 of the Companies Act, 2016.

OTHER STATUTORY INFORMATION

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

- a) to ascertain that proper action had been taken in relation to the writing-off of bad debts and the making of allowance for doubtful debts, and have satisfied themselves that all known bad debts had been written-off and that adequate allowance had been made for doubtful debts; and
- b) to ensure that any current assets which were unlikely to be realised at their book values in the ordinary course of business have been written down to their estimated realisable values.

As at the date of this report, the directors are not aware of any circumstances:

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

As at the date of this report, there does not exist:

- a) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year and secures the liability of any other person; or
- b) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

No contingent or other liability 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.

In the opinion of the directors:

- a) the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.
- b) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of operations of the Group and of the Company for the financial year in which this report is made.

SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

On 10 November 2025, the Company acquired an additional 10% equity interest in TRC (B) Sdn. Bhd. through its subsidiary for a cash consideration of RM358,310 (BND110,500).

SIGNIFICANT EVENT SUBSEQUENT TO THE END OF FINANCIAL YEAR

The Registrar of Companies, Brunei Darussalam, had on 13 January 2026 approved the application to strike off TRC (B) Sdn. Bhd., a wholly-owned, dormant subsidiary of the Group. The approval was communicated to the Company on 20 January 2026.

The strike-off was undertaken as part of the Group's corporate rationalisation exercise to reduce administrative costs. This is a non-adjusting event under IAS 10 and is not expected to have a material impact on the Group's financial position or performance for the financial year ending 31 December 2026.

AUDITORS' REMUNERATION

Total amounts paid to or receivable by the auditors as remuneration for their services as auditors of the Company are as follows:

	Group 2025 RM'000	Company 2025 RM'000
Statutory audit:		
- SBY Partners PLT	302	77
- Other auditors	114	-
Other services	5	5
	421	82

AUDITORS

The auditors, **SBY Partners PLT**, have indicated their willingness to continue in office.

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

Tan Sri Dato' Sri Sufri Bin Hj Mohd Zin
Director

Dato' Abdul Aziz Bin Mohamad
Director

Kuala Lumpur

Dated: 22 April 2026

STATEMENT BY DIRECTORS

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

The directors of **TRC Synergy Berhad** state that, in the opinion of the directors, the financial statements are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and financial performance of the Group and of the Company for the financial year ended 31 December 2025.

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

Tan Sri Dato' Sri Sufri Bin Hj Mohd Zin
Director

Dato' Abdul Aziz Bin Mohamad
Director

Kuala Lumpur
Dated: 22 April 2026

STATUTORY DECLARATION

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

I, **Lee Gaik Siew (MIA membership no.: 13839)**, the officer primarily responsible for the financial management of **TRC Synergy Berhad**, do solemnly and sincerely declare that the financial statements are, in my opinion, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by)
the abovenamed **Lee Gaik Siew**)
at Kuala Lumpur on 22 April 2026)

Lee Gaik Siew

Before me,

Commissioner for oaths

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF TRC SYNERGY BERHAD

Registration No.: 199601040839 (413192-D)
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of TRC Synergy Berhad, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy, as set out on pages 99 to 155.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and their cash flows for the 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 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. For the matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditors' responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis of our audit opinion on the accompanying financial statements.

(a) Revenue recognition for construction contracts

For the financial year ended 31 December 2025, the Group's revenue for construction contracts were amounted to RM364,583,872 which represents 87% of the Group's revenue, as disclosed in Note 27 to the financial statements.

We determined this to be a key audit matter because it requires management to exercise significant judgement and estimation in respect of total budgeted costs in measuring progress towards complete satisfaction of performance obligations.

INDEPENDENT AUDITORS' REPORT (CONT'D)

Key Audit Matters (cont'd)

(a) Revenue recognition for construction contracts (cont'd)

Our audit response

In addressing this area of audit focus, we performed, amongst others, the following procedures:

- (i) We have assessed and evaluated the appropriateness of the design and implementation of controls in the revenue cycle;
- (ii) We have assessed and evaluated the operating effectiveness on the relevant controls identified in the revenue cycle;
- (iii) We have reviewed the adequacy of management's revenue recognition policy in accordance with MFRS 15 Revenue from Contracts with Customers;
- (iv) We have reviewed significant contracts and assessed terms and conditions of the contract to evaluate the appropriateness of revenue recognition;
- (v) We have reviewed management's budgeting process and evaluated the reasonableness of assumptions used in determining whether foreseeable losses are required;
- (vi) We have reviewed and assessed management's adequacy of liquidated ascertained damages ("LAD") of projects;
- (vii) We have verified revenue recognised to work certified by external third party; and
- (viii) We have reviewed adequacy of disclosure in the financial statements.

(b) Impairment of trade receivables and contract assets

At 31 December 2025, trade receivables and contract assets of the Group were amounted to RM131,106,079 and RM32,448,921 respectively as disclosed in Notes 12 and 14 to the financial statements.

We determined this to be key audit matter because it requires management to exercise significant judgement in determining the probability of default by trade receivables and appropriate forward-looking information.

Our audit response

In addressing this area of audit focus, we performed, amongst others, the following procedures:

- (i) We have assessed and evaluated the appropriateness of the design and implementation of controls in the impairment of trade receivables and contract assets;
- (ii) We have reviewed and evaluated the appropriateness of management's impairment policy and model in accordance with MFRS 9 Financial Instruments;
- (iii) We have assessed the appropriateness of macroeconomic factors identified by the management for the purpose of determining forward-looking rate;
- (iv) We have reviewed and assessed the appropriateness of specific provision made by the management in accordance with the Group's impairment policy;
- (v) We have recomputed management's impairment assessment on trade receivables and contract assets for mathematical accuracy; and
- (vi) We have reviewed adequacy of disclosure in the financial statements.

We have determined that there are no key audit matters to be communicated in our auditors' report on the separate financial statements of the Company.

Information Other Than the Financial Statements and Auditors' Report Thereon

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

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

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

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

Responsibilities of the Directors for the Financial Statements

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

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group 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 of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

INDEPENDENT AUDITORS' REPORT (CONT'D)

Auditors' Responsibilities for the Audit of the Financial Statements (cont'd)

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

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

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 Matters

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

SBY Partners PLT
202106000003 (LLP0026726-LCA) & AF 0660
Chartered Accountants

Kuala Lumpur
Dated: 22 April 2026

WONG WOEI TENG
03571/04/2027 J
Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
ASSETS					
NON-CURRENT ASSETS					
Property, plant and equipment	3	183,276	191,046	-	-
Right-of-use assets	4	10,855	14,031	-	-
Investment properties	5	11,958	11,958	-	-
Inventories	6	23,751	23,554	-	-
Investment in subsidiaries	7	-	-	240,002	240,002
Investment in associates	8	7,561	4,655	-	-
Investment in joint venture	9	27,768	32,015	-	-
Other investment	10	66	66	-	-
Deferred tax assets	11	2,248	2,840	-	-
Total non-current assets		267,483	280,165	240,002	240,002
CURRENT ASSETS					
Inventories	6	63,126	29,352	-	-
Trade receivables	12	131,106	298,723	-	-
Other receivables	13	15,162	15,885	147	149
Contract assets	14	32,449	18,402	-	-
Contract cost assets	15	77	1,315	-	-
Current tax assets		292	1,016	217	178
Amount due from subsidiaries	16	-	-	9,511	9,501
Deposits, cash and bank balances	17	363,453	328,540	3,056	3,614
Total current assets		605,665	693,233	12,931	13,442
Total assets		873,148	973,398	252,933	253,444

STATEMENTS OF FINANCIAL POSITION (CONT'D)

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
EQUITY AND LIABILITIES					
EQUITY					
Share capital	18	240,457	240,457	240,457	240,457
Treasury shares	19	(2,460)	(2,460)	(2,460)	(2,460)
Reserves	20	21,310	22,288	-	-
Retained earnings		289,139	275,738	6,211	7,051
Equity attributable to Owners of the Company		548,446	536,023	244,208	245,048
Non-controlling interests		7,324	8,850	-	-
Total equity		555,770	544,873	244,208	245,048
NON-CURRENT LIABILITIES					
Borrowings	21	74,878	2,930	-	-
Deferred tax liabilities	11	1,356	4,605	-	-
Total non-current liabilities		76,234	7,535	-	-
CURRENT LIABILITIES					
Borrowings	21	2,030	88,209	-	-
Provision	23	775	17,387	-	-
Trade payables	24	104,050	175,390	-	-
Other payables and accruals	25	10,487	12,257	509	480
Contract liabilities	14	118,054	121,227	-	-
Current tax liabilities		5,489	6,512	-	-
Deferred income		251	-	-	-
Amount due to a director	26	8	8	8	8
Amount due to subsidiaries	16	-	-	8,208	7,908
Total current liabilities		241,144	420,990	8,725	8,396
Total liabilities		317,378	428,525	8,725	8,396
Total equity and liabilities		873,148	973,398	252,933	253,444

The accompanying notes form an integral part of the financial statements

STATEMENTS OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue	27	418,808	505,921	3,300	5,660
Cost of sales		(374,484)	(457,062)	-	-
Gross profit		44,324	48,859	3,300	5,660
Other income	28	1,722	2,613	-	-
Administrative expenses		(33,818)	(35,410)	(924)	(1,368)
(Losses)/gains on impairment of financial assets		(1,403)	(1,473)	-	988
Profit from operations		10,825	14,589	2,376	5,280
Finance income	29	8,810	10,161	97	89
Finance costs	30	(4,622)	(10,856)	(3)	(2)
Share of profit of associates		3,506	3,474	-	-
Share of profit of joint venture		2,233	4,982	-	-
Profit before tax	31	20,752	22,350	2,470	5,367
Tax expense	34	(5,182)	(9,657)	(11)	(10)
Profit for the financial year		15,570	12,693	2,459	5,357
Other comprehensive income/ (loss), net of tax					
<i>Items that may be reclassified subsequently to profit or loss</i>					
Foreign currency translation differences for foreign operations		(1,016)	(15,308)	-	-
Total comprehensive income/ (loss) for the financial year, net of tax		14,554	(2,615)	2,459	5,357
Profit for the financial year attributable to					
Owners of the Company		15,443	12,573	2,459	5,357
Non-controlling interests		127	120	-	-
		15,570	12,693	2,459	5,357
Total comprehensive income/ (loss) for the financial year, net of tax attributable to:					
Owners of the Company		14,465	(2,628)	2,459	5,357
Non-controlling interests		89	13	-	-
		14,554	(2,615)	2,459	5,357
Earnings per share attributable to Owners of the Company:					
Basic (sen)	35	3.28	2.67		
Diluted (sen)	35	3.28	2.67		

The accompanying notes form an integral part of the financial statements

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Group	Note	Attributable to Owners of the Company							Total equity RM '000
		Non-Distributable			Distributable				
		Share capital RM '000	Treasury shares RM '000	Asset valuation reserve RM '000	Foreign currency translation reserve RM '000	Retained earnings RM '000	Non-controlling interests RM '000	Total RM '000	
At 1 January 2024		240,457	(2,460)	39,297	(1,808)	268,820	8,837	544,306	553,143
Dividends	36	-	-	-	-	(5,655)	-	(5,655)	(5,655)
Profit for the financial year		-	-	-	-	12,573	120	12,573	12,693
Other comprehensive loss for the financial year		-	-	-	(15,201)	-	(107)	(15,201)	(15,308)
Total comprehensive (loss)/income for the financial year		-	-	-	(15,201)	12,573	13	(2,628)	(2,615)
At 31 December 2024		240,457	(2,460)	39,297	(17,009)	275,738	8,850	536,023	544,873

STATEMENTS OF CHANGES IN EQUITY (CONT'D)

Group	Note	Attributable to Owners of the Company							Total equity RM '000
		Non-Distributable				Distributable			
		Share capital RM '000	Treasury shares RM '000	Asset valuation reserve RM '000	Foreign currency translation reserve RM '000	Retained earnings RM '000	Non-controlling interests RM '000	Total RM '000	
At 1 January 2025		240,457	(2,460)	39,297	(17,009)	275,738	8,850	536,023	544,873
Dividends	36	-	-	-	-	(3,299)	-	(3,299)	(3,299)
Profit for the financial year		-	-	-	-	15,443	127	15,443	15,570
Other comprehensive loss for the financial year		-	-	-	(978)	-	(38)	(978)	(1,016)
Total comprehensive (loss)/income for the financial year		-	-	-	(978)	15,443	89	14,465	14,554
Transaction with owners:									
Acquisition of additional interest in a foreign subsidiary		-	-	-	-	1,257	(1,615)	1,257	(358)
		-	-	-	-	1,257	(1,615)	1,257	(358)
At 31 December 2025		240,457	(2,460)	39,297	(17,987)	289,139	7,324	548,446	555,770

STATEMENTS OF CHANGES IN EQUITY (CONT'D)

Company	Note	Share capital RM'000	Treasury shares RM'000	Retained earnings RM'000	Total equity RM'000
At 1 January 2024		240,457	(2,460)	7,349	245,346
Dividends	36	-	-	(5,655)	(5,655)
Total comprehensive income for the financial year		-	-	5,357	5,357
At 31 December 2024/ 1 January 2025		240,457	(2,460)	7,051	245,048
Dividends	36	-	-	(3,299)	(3,299)
Total comprehensive income for the financial year		-	-	2,459	2,459
At 31 December 2025		240,457	(2,460)	6,211	244,208

The accompanying notes form an integral part of the financial statements

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Profit before tax	20,752	22,350	2,470	5,367
Adjustment for:				
Losses/(gains) on allowance for expected credit loss on trade and other receivables	1,403	1,473	-	(988)
Amortisation of right-of-use assets	2,092	2,102	-	-
Amortisation of investment in joint venture	759	1,941	-	-
Bad debts written off:				
- Amount due from subsidiaries	-	-	-	39
- Trade receivables	-	148	-	-
Depreciation of property, plant and equipment	6,718	7,482	-	-
Interest expense	5,241	12,271	3	2
Property, plant and equipment written off	-	2	-	-
Unrealised loss on foreign exchange	4,564	4,773	-	-
Dividend income	-	-	(3,300)	(5,660)
Gain on disposal of property, plant and equipment and right-of-use assets	(451)	(1,461)	-	-
Fair value gain on money market funds	(2,122)	(2,183)	(35)	(31)
Dividend income from money market funds	(1,234)	(1,326)	(4)	(3)
Interest income	(5,454)	(6,652)	(58)	(55)
Share of profit of associates	(3,506)	(3,474)	-	-
Share of profit of joint venture	(2,233)	(4,982)	-	-

STATEMENTS OF CASH FLOWS (CONT'D)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Operating profit/(loss) before working capital changes	26,529	32,464	(924)	(1,329)
Changes in inventories	(33,971)	1,597	-	-
Changes in contract assets/liabilities	(17,221)	23,710	-	-
Changes in contract cost assets	1,238	(1,285)	-	-
Changes in trade receivables	162,608	(123,552)	-	-
Changes in other receivables	(35)	1,881	2	988
Changes in trade payables	(71,976)	48,074	-	-
Changes in other payables and accruals	(18,132)	(51,121)	29	(80)
CASH GENERATED FROM/(USED IN) OPERATIONS	49,040	(68,232)	(893)	(421)
Interest received	5,454	6,652	58	55
Interest paid	(26)	(36)	(3)	(2)
Tax paid	(8,028)	(8,994)	(51)	(220)
NET CASH GENERATED FROM/(USED IN) OPERATING ACTIVITIES	46,440	(70,610)	(889)	(588)
CASH FLOWS FROM INVESTING ACTIVITIES				
(Advance to)/Repayment from subsidiaries	-	-	(10)	308
Acquisition of property, plant and equipment and right-of-use assets (A)	(1,035)	(5,575)	-	-
Proceeds from disposal of property, plant and equipment and right-of-use assets	452	1,524	-	-
Distribution of profit received from joint venture	5,006	4,837	-	-
Acquisition of additional interest in foreign subsidiary	(358)	-	-	-
Dividend received	-	-	3,300	5,660
NET CASH GENERATED FROM INVESTING ACTIVITIES	4,065	786	3,290	5,968

STATEMENTS OF CASH FLOWS (CONT'D)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
CASH FLOWS FROM FINANCING ACTIVITIES				
Advances from subsidiaries	-	-	300	886
Withdrawal of/(Placement in) pledged fixed deposits and designated bank accounts	8,717	689	(50)	(55)
Drawdown of borrowings	-	996	-	-
Repayment of borrowings	(6,655)	(12,320)	-	-
Dividend paid	(3,299)	(5,655)	(3,299)	(5,655)
Interest paid	(5,215)	(6,598)	-	-
NET CASH USED IN FINANCING ACTIVITIES	(6,452)	(22,888)	(3,049)	(4,824)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	44,053	(92,712)	(648)	556
EFFECT OF CHANGES IN FAIR VALUE OF MONEY MARKET FUNDS	3,357	3,509	39	34
EFFECT OF EXCHANGE RATE CHANGES	(2,288)	2,833	-	-
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR	200,501	286,871	1,650	1,060
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	245,623	200,501	1,041	1,650
Cash and cash equivalents are represented by:				
Cash and bank balances	115,544	109,692	22	646
Bank overdrafts (Note 21)	(23)	(1,516)	-	-
Money market funds placed with fund managers	115,434	77,860	1,019	1,004
Fixed deposits with licensed banks	14,668	14,465	-	-
	245,623	200,501	1,041	1,650

STATEMENTS OF CASH FLOWS (CONT'D)

(A) CASH PURCHASE OF PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS

	Group	
	2025	2024
	RM'000	RM'000
Addition of property, plant and equipment	783	1,989
Addition of right-of-use-assets	452	8,149
Less: Financed by finance lease arrangement	(200)	(4,563)
Cash paid during the year	<u>1,035</u>	<u>5,575</u>

(B) RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	Group	
	2025	2024
	RM'000	RM'000
At 1 January		
Borrowings	84,759	98,480
Lease liabilities	4,864	3,557
	<u>89,623</u>	<u>102,037</u>
Cash flows		
Drawdown of borrowing	-	996
Repayment of borrowings	(6,655)	(12,320)
Interest paid	(5,215)	(6,598)
	<u>(11,870)</u>	<u>(17,922)</u>
Non-cash changes		
Finance cost	5,215	6,598
Exchange differences	(6,283)	(5,653)
Acquisition of right-of-use assets through finance lease arrangement	200	4,563
	<u>(868)</u>	<u>5,508</u>
At 31 December		
Borrowings	74,347	84,759
Lease liabilities	2,538	4,864
	<u>76,885</u>	<u>89,623</u>

The accompanying notes form an integral part of the financial statements

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and is listed on the Main Market of the Bursa Malaysia Securities Berhad. The registered office and principal place of business of the Company is located at TRC Business Centre, Jalan Andaman Utama, 68000 Ampang, Selangor Darul Ehsan.

The principal activities of the Company are investment holding, general contractors and provision of corporate, administrative and financial support services to its subsidiaries.

The information on the name of subsidiaries, place of incorporation and principal activities and effective interest held by the Company in each subsidiary is as disclosed in Note 7 to the financial statements.

2. BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with the Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards ("IFRS") and the requirements of the Companies Act, 2016.

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of amendments to MFRSs during the year.

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements.

The financial statements are presented in Ringgit Malaysia ("RM") which is also the functional currency of the Group and of the Company.

Adoption of amendments to MFRS

During the financial year, the Group and the Company have adopted the following amendments to MFRS issued by the Malaysian Accounting Standard Board ("MASB") that are mandatory for the current financial year:

Amendments to MFRS 121	Lack of Exchangeability
------------------------	-------------------------

The adoption of the above-mentioned amendments to MFRS has no significant impact on the financial statements of the Group and of the Company.

New MFRSs and amendments to MFRSs in issue but not yet effective

The following new MFRSs and amendments to MFRSs that have been issued by the Malaysian Accounting Standards Board ("MASB") up to the date of the issuance of the Group's and of the Company's financial statements but have not been adopted by the Group and the Company:

Description	Effective for annual periods beginning on or after
Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - <i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
Annual Improvement to MFRS Accounting Standards Volume 11	1 January 2026
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

2. BASIS OF PREPARATION (CONT'D)

New MFRSs and amendments to MFRSs in issue but not yet effective (cont'd)

Description	Effective for annual periods beginning on or after
Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates <i>- Translation to a Hyperinflationary Presentation Currency</i>	1 January 2027
Amendments to MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 10 Consolidated Financial Statements and MFRS 128 <i>Investment in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred

The directors anticipate that the above-mentioned new MFRSs and amendments to MFRSs will be adopted by the Group and the Company when they become effective.

The adoption of the above new MFRSs and amendments to MFRSs is not expected to have any significant impact on the financial statements of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

3. PROPERTY, PLANT AND EQUIPMENT

Group	Valuation				Cost					Total RM'000
	Freehold land RM'000	Freehold buildings RM'000	Plant, machinery and equipment RM'000	Motor vehicles RM'000	Office equipment RM'000	Furniture and fittings RM'000	Renovation RM'000			
Cost										
As at 1 January 2025	39,996	151,904	65,034	24,005	5,141	2,731	2,965			291,776
Additions	-	-	411	150	196	26	-			783
Disposals	-	-	(838)	(2,099)	-	-	-			(2,937)
Exchange differences	(738)	(2,803)	-	-	(4)	-	-			(3,545)
Written off	-	-	(130)	-	(350)	(87)	-			(567)
Transfer from right-of-use- assets (Note 4)	-	-	4,381	1,086	936	803	-			7,206
As at 31 December 2025	39,258	149,101	68,858	23,142	5,919	3,473	2,965			292,716
Accumulated depreciation										
As at 1 January 2025	-	5,905	61,359	23,526	4,466	2,647	2,827			100,730
Charges for the financial year	-	4,253	1,661	392	282	47	83			6,718
Disposals	-	-	(838)	(2,098)	-	-	-			(2,936)
Exchange differences	-	(178)	-	-	(8)	-	-			(186)
Written off	-	-	(130)	-	(350)	(87)	-			(567)
Transfer from right-of-use- assets (Note 4)	-	-	3,525	493	915	748	-			5,681
As at 31 December 2025	-	9,980	65,577	22,313	5,305	3,355	2,910			109,440
Carrying amount										
As at 31 December 2025	39,258	139,121	3,281	829	614	118	55			183,276

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

Group	Valuation				Cost					Total RM'000
	Freehold land RM'000	Freehold buildings RM'000	Plant, machinery and equipment RM'000	Motor vehicles RM'000	Office equipment RM'000	Furniture and fittings RM'000	Renovation RM'000			
Cost										
As at 1 January 2024	44,551	168,879	67,345	25,501	4,911	2,711	2,965			316,863
Additions	-	430	1,186	24	329	20	-			1,989
Disposals	-	-	(3,291)	(2,350)	(19)	-	-			(5,660)
Exchange differences	(4,555)	(17,324)	-	-	(76)	-	-			(21,955)
Written off	-	-	(278)	-	(4)	-	-			(282)
Transfer from right-of-use- assets (Note 4)	-	-	72	830	-	-	-			902
Reversal	-	(81)	-	-	-	-	-			(81)
As at 31 December 2024	39,996	151,904	65,034	24,005	5,141	2,731	2,965			291,776
Accumulated depreciation										
As at 1 January 2024	-	1,843	62,880	25,150	4,185	2,595	2,715			99,368
Charges for the financial year	-	4,502	1,953	380	483	52	112			7,482
Disposals	-	-	(3,228)	(2,350)	(19)	-	-			(5,597)
Exchange differences	-	(440)	-	-	(181)	-	-			(621)
Written off	-	-	(278)	-	(2)	-	-			(280)
Transfer from right-of-use- assets (Note 4)	-	-	32	346	-	-	-			378
As at 31 December 2024	-	5,905	61,359	23,526	4,466	2,647	2,827			100,730
Carrying amount										
As at 31 December 2024	39,996	145,999	3,675	479	675	84	138			191,046

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

Company	Furniture and fittings RM'000	Office equipment RM'000	Renovation RM'000	Total RM'000
Cost				
At as 1 January 2025/ 31 December 2025	2,055	758	1,937	4,750
Accumulated depreciation				
As at 1 January 2025/ 31 December 2025	2,055	758	1,937	4,750
Carrying amounts				
As at 1 January 2025/ 31 December 2025	-	-	-	-
Cost				
As at 1 January 2024/ 31 December 2024	2,055	758	1,937	4,750
Accumulated depreciation				
As at 1 January 2024/ 31 December 2024	2,055	758	1,937	4,750
Carrying amounts				
As at 1 January 2024/ 31 December 2024	-	-	-	-

(a) All property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and any accumulated impairment losses.

(b) Freehold land is not depreciated as it has an infinite life. Other property, plant and equipment are depreciated on a straight-line basis to allocate their depreciable amounts over the estimated useful lives, as follows:

Buildings	15 to 40 years
Plant, machinery and equipment	2.5% - 50%
Motor vehicles	20%
Office equipment	10% - 20%
Furniture and fittings	14% - 20%
Renovation	10% - 35%

Revaluation

Freehold land and buildings of the Group were revalued using the open market valuation basis carried out on 19 July 2023, 5 November 2023, 8 November 2023 and 9 November 2023 by a firm of independent professional valuers who have appropriate professional qualifications and recent experience in the relevant location and assets being valued. The valuers adopted comparison approach and income approach to arrive at their opinion of the present market value.

Under comparison approach, the value of the property is determined by comparing it with recent sales then and/or listings of similar properties in the vicinity, or if not available, within similar localities.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

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

Revaluation (cont'd)

Certain freehold land and buildings were valued by adopting income approach by independent professional valuers who have appropriate professional qualifications and recent experience in the relevant industry in which the asset being used. Under income approach, the value of property converts future amounts to a single discounted amount taking into account, inter alia, risk and uncertainty.

The following table shows the valuation techniques used in the determination of fair values within Level 3, as well as the significant unobservable inputs used in the valuation models.

Key Inputs	Significant Unobservable inputs	Relationship of unobservable inputs and fair value
Income approach which capitalises the actual or estimated income stream, net of projected operating costs, using a discount rate derived from capitalisation rate	Discount rate of 7.5%	The higher the discount rate, the lower the fair value
	Growth rate of 3%	The higher the growth rate, the higher the fair value
	Occupancy rate of 74%	The higher the occupancy rate, the higher the fair value

The carrying amount of land and building were adjusted to reflect the revaluations and the revaluation surpluses were credited to revaluation reserve. The revaluation reserve cannot be distributed to the shareholders due to legal restriction.

Had the Group's land and buildings been measured on a historical cost basis, their carrying amounts would have been as follows:

	Group	
	2025 RM'000	2024 RM'000
Freehold land	17,866	18,208
Freehold buildings	120,433	126,714
	<u>138,299</u>	<u>144,922</u>

The carrying amounts of the land and buildings (at valuation) of the Group are categorised as follows:

	Level 2 RM'000	Level 3 RM'000	Total RM'000
2025			
Freehold land	4,801	34,457	39,258
Freehold buildings	17,404	121,717	139,121
	<u>22,205</u>	<u>156,174</u>	<u>178,379</u>
2024			
Freehold land	4,801	35,195	39,996
Freehold buildings	17,951	128,048	145,999
	<u>22,752</u>	<u>163,243</u>	<u>185,995</u>

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

Revaluation (cont'd)

Policy on transfer between levels

The fair value of an asset to be transferred between levels is determined as of the date of the event or change in circumstances that caused the transfer.

Transfer between Level 1, 2, and 3 fair values

There is no transfer between Level 1, 2 and 3 fair values during the year.

Security

All property, plant and equipment belong to a foreign subsidiary incorporated in Australia with a carrying amount of RM156,873,000 (2024: RM163,249,000) have been pledged to a financial institution as securities for credit facilities obtained by the foreign subsidiary.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

4. RIGHT-OF-USE ASSETS

Group	Valuation			Cost					Total RM'000
	Leasehold land RM'000	Leasehold buildings RM'000	Plant, machinery and equipment RM'000	Motor vehicles RM'000	Office equipment RM'000	Furniture and fittings RM'000	Building under construction* RM'000		
Cost									
As at 1 January 2025	851	3,240	8,394	3,946	956	820	2,319	20,526	
Additions	-	-	-	398	-	-	54	452	
Exchange differences	-	-	(56)	-	(20)	(17)	-	(93)	
Transfer to property, plant and equipment (Note 3)	-	-	(4,381)	(1,086)	(936)	(803)	-	(7,206)	
As at 31 December 2025	851	3,240	3,957	3,258	-	-	2,373	13,679	
Accumulated amortisation									
As at 1 January 2025	14	81	4,021	800	927	652	-	6,495	
Charges for the financial year	12	68	1,125	768	8	111	-	2,092	
Exchange differences	-	-	(47)	-	(20)	(15)	-	(82)	
Transfer to property, plant and equipment (Note 3)	-	-	(3,525)	(493)	(915)	(748)	-	(5,681)	
As at 31 December 2025	26	149	1,574	1,075	-	-	-	2,824	
Carrying amount									
As at 31 December 2025	825	3,091	2,383	2,183	-	-	2,373	10,855	

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

4. RIGHT-OF-USE ASSETS (CONT'D)

Group	Valuation				Cost					Total RM'000
	Leasehold land RM'000	Leasehold buildings RM'000	Plant, machinery and equipment RM'000	Motor vehicles RM'000	Office equipment RM'000	Furniture and fittings RM'000	Building under construction* RM'000			
Cost										
As at 1 January 2024	851	3,240	5,414	2,355	1,057	927	-	13,844		
Additions	-	-	3,389	2,421	20	-	2,319	8,149		
Exchange differences	-	-	(337)	-	(121)	(107)	-	(565)		
Transfer to property, plant and equipment (Note 3)	-	-	(72)	(830)	-	-	-	(902)		
As at 31 December 2024	851	3,240	8,394	3,946	956	820	2,319	20,526		
Accumulated amortisation										
As at 1 January 2024	2	12	3,061	547	995	608	-	5,225		
Charges for the financial year	12	69	1,252	599	49	121	-	2,102		
Exchange differences	-	-	(260)	-	(117)	(77)	-	(454)		
Transfer to property, plant and equipment (Note 3)	-	-	(32)	(346)	-	-	-	(378)		
As at 31 December 2024	14	81	4,021	800	927	652	-	6,495		
Carrying amount										
As at 31 December 2024	837	3,159	4,373	3,146	29	168	2,319	14,031		

* In respect of the construction of a double storey warehouse cum office on a parcel of leasehold land.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

4. RIGHT-OF-USE ASSETS (CONT'D)

- (a) The right-of-use assets are initially measured at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any re-measurement of the lease liabilities.

The Group leases leasehold land and buildings, plant, machinery and equipment, motor vehicles, office equipment and furniture and fittings.

The right-of-use assets are depreciated on the straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of right-of-use assets are as follows:

Leasehold land	71 to 73 years
Leasehold buildings	36 to 73 years
Plant, machinery and equipment	2.5% - 50%
Motor vehicles	20%
Office equipment	20% - 50%
Furniture and fittings	14% - 20%

- (b) The Group have certain leases of certain assets with lease term of 12 months or less, and low value leases of RM20,000 and below. The Group apply the "short-term lease" and "lease of low value assets" exemptions for these leases.

- (c) Leasehold land and building

Revaluation

Leasehold land and building of the subsidiaries were revalued using the open market valuation basis carried out on 5 November 2023 and 9 November 2023 by a firm of independent professional valuers who have appropriate professional qualifications and recent experience in the relevant location and assets being valued. The valuers adopted comparison approach to arrive at their opinion of the present market value.

Under comparison approach, the value of the property is determined by comparing it with recent sales then and/or listings of similar properties in the vicinity, or if not available, within similar localities.

The carrying amount of land and building were adjusted to reflect the revaluations and the revaluation surpluses were credited to revaluation reserve. The revaluation reserve cannot be distributed to the shareholders due to legal restriction.

Had the Group's leasehold land and building been measured on a historical cost basis, their carrying amounts would have been as follows:

	Group	
	2025	2024
	RM'000	RM'000
Leasehold land	475	485
Leasehold buildings	1,378	1,408
	<u>1,853</u>	<u>1,893</u>

4. RIGHT-OF-USE ASSETS (CONT'D)

(c) Leasehold land and building (cont'd)

Revaluation (cont'd)

The carrying amounts of leasehold land and buildings (at valuation) of the Group are categorised as follows:

	Level 2 RM'000
2025	
Leasehold land	825
Leasehold buildings	3,091
	3,916
2024	
Leasehold land	837
Leasehold buildings	3,159
	3,996

Policy on transfer between levels

The fair value of an asset to be transferred between levels is determined as of the date of the event or change in circumstances that caused the transfer.

Transfer between Level 1, 2, and 3 fair values

There is no transfer between Level 1, 2 and 3 fair values during the year.

Security

A leasehold building of a subsidiary with a net carrying amount of RM1,598,000 (2024: RM1,645,000) has been charged to a financial institution as security for various credit facilities obtained by the subsidiary.

The building under construction has been pledged to a financial institution as security for a term loan granted to a subsidiary.

(d) Plant, machinery and equipment, motor vehicles, office equipment and furniture and fittings

The Group has leased certain assets under hire purchase arrangements with lease terms of 2 to 5 (2024: 2 to 5) years.

Certain assets belong to a foreign subsidiary incorporated in Australia with a carrying amount of RM Nil (2024: RM765,000) have been pledged to a financial institution as collateral for credit facilities obtained by the foreign subsidiary.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

4. RIGHT-OF-USE ASSETS (CONT'D)

(e) The Group made the following cash outflows for leases as lessee:

	Group	
	2025	2024
	RM'000	RM'000
Included in net cash from operating activities		
Expenses relating to short-term leases and low value assets	2,052	3,308
Interest expenses on lease liabilities (Note 30)	185	70
Included in net cash from financing activities		
Payments of principal portion of lease liabilities	2,700	3,057
	4,937	6,435

5. INVESTMENT PROPERTIES

	Group	
	2025	2024
	RM'000	RM'000
At valuation		
At 1 January/31 December	11,958	11,958

Investment properties comprise a number of commercial properties that are leased to third parties. The subsequent renewals of the leases are negotiated with the lessees and on average renewal period of one to two years. No contingent rents are charged.

Valuation of investment property

Investment properties are stated at fair value which is based on valuation carried out on 1 July 2023 and 9 November 2023 by independent professional valuers who have appropriate professional qualifications and recent experience in the relevant location and assets being valued. The fair value of the investment property was determined using the comparison approach whereby the value of the property is determined by comparing it with recent sales then and/or listings of similar properties in the vicinity, or if not available, within similar localities.

	Group	
	2025	2024
	RM'000	RM'000
At fair value		
Freehold land and buildings	11,958	11,958

5. INVESTMENT PROPERTIES (CONT'D)

The following are recognised in profit or loss in respect of investment properties:

	Group	
	2025	2024
	RM'000	RM'000
Rental income	288	247
Direct operating expense	24	17

Fair value of investment properties is categorised as follows:

	Level 2
	RM'000
2025	
Freehold land and buildings	11,958
2024	
Freehold land and buildings	11,958

Policy on transfer between levels

The fair value of an asset to be transferred between levels is determined as of the date of the event or change in circumstances that caused the transfer.

Transfer between Level 1, 2, and 3 fair values

There is no transfer between Level 1, 2 and 3 fair values during the year.

6. INVENTORIES

Non-Current assets

(a) Land held for property development

	Group	
	2025	2024
	RM'000	RM'000
Freehold land		
At 1 January	23,554	23,283
Additions	197	271
At 31 December	23,751	23,554

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

6. INVENTORIES (CONT'D)

Current Assets

(b) Property development costs

	Group	
	2025 RM'000	2024 RM'000
At 1 January	17,009	15,372
Costs incurred during the year:		
- Development costs	34,566	1,637
At 31 December	51,575	17,009

(c) Inventories

	Group	
	2025 RM'000	2024 RM'000
Cost		
Finished goods	21	24
Completed properties	11,530	12,319
	11,551	12,343
Total (b) and (c)	63,126	29,352

7. INVESTMENT IN SUBSIDIARIES

	Company	
	2025 RM'000	2024 RM'000
Unquoted ordinary shares, at cost	91,748	91,748
Unquoted preference shares, at cost	148,254	148,254
	240,002	240,002

Details of subsidiaries are as follows:

Name of subsidiaries	Country of incorporation/ Principal place of business	Effective interest		Principal activities
		2025	2024	
		%	%	
TRC Construction Sdn. Bhd. (Formerly Known as Trans Resources Corporation Sdn. Bhd.)	Malaysia	100	100	Construction
TRC Land Sdn. Bhd.	Malaysia	100	100	Property development
TRC Energy Sdn. Bhd.	Malaysia	100	100	Oil and gas

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

Details of subsidiaries are as follows: (cont'd)

Name of subsidiaries	Country of incorporation/ Principal place of business	Effective interest		Principal activities
		2025	2024	
		%	%	
ADS Sentral Sdn. Bhd.	Malaysia	100	100	Dormant
TRC (Aust) Pty. Ltd.**	Australia	100	100	Investment in land development
ADS Projek Sdn. Bhd.	Malaysia	100	100	Property development
Held through subsidiaries:				
TRC (Aust) Hotel Pty. Ltd.**	Australia	100	100	Hotel operation activities
The Swan Synergy Unit Trust**	Australia	100	100	Investment in commercial property
TRC Development Sdn. Bhd	Malaysia	100	100	Property development and project management
TRC Land (Cambodia) Limited*	Kingdom of Cambodia	100	100	Commercial and trading operations, property investment and construction
TRC Niaga Sdn. Bhd.	Malaysia	100	100	Manufacture and trading in concrete piles, sand and ready mixed concrete, general trading and services
TRC (B) Sdn. Bhd.**	Brunei Darussalam	100	90	Construction and property development
ETPJV Sdn. Bhd.**	Malaysia	51	51	Construction
Trans Handan Bridge Sdn. Bhd.	Malaysia	70	70	Construction of elevated guideway and bridge works specialist in heavy lifting and launching works

* The financial statements of TRC Land (Cambodia) Limited have not been audited due to the exemptions given by the country of incorporation.

** Not audited by SBY Partners PLT.

Details of non-wholly-owned subsidiaries that have non-controlling interests

The table below shows details of non-wholly-owned subsidiaries that have non-controlling interests:

Name of company	ETPJV Sdn. Bhd.	TRC (B) Sdn. Bhd.	Others*	Total
2025				
NCI percentage of ownership and voting interest (%)	49	-	-	-
Carrying amount of NCI (RM'000)	6,836	-	488	7,324
2024				
NCI percentage of ownership and voting interest (%)	49	10	-	-
Carrying amount of NCI (RM'000)	6,715	1,839	296	8,850

* Amounts are negligible

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

Summarised financial information in respect of the subsidiaries that has non-controlling interests are set out below. The summarised financial information below represents amounts before intragroup eliminations.

	ETPJV Sdn. Bhd.		TRC (B) Sdn. Bhd.	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<u>Statement of financial position</u>				
Current assets	19,060	33,298	3,157	18,389
Current liabilities	(5,109)	(19,593)	-	-
Net assets	13,951	13,705	3,157	18,389
<u>Statement of comprehensive income</u>				
Revenue	8,176	37,734	-	-
Profit/(Loss) for the financial year	246	373	-	(58)
Total comprehensive income/(loss) for the financial year	246	373	-	(1,131)
<u>Statement of cash flows</u>				
Net cash (used in)/from:				
Operating activities	(5,598)	(9,174)	15,232	(42)
Financing activities	7,632	(380)	-	(154)
Net changes in cash and cash equivalents	2,034	(9,554)	15,232	(196)

The Group has assessed the remaining non-controlling interests in the subsidiaries of the Group and has determined that the remaining non-controlling interests are not individually material to the Group's financial position, performance and cash flows.

8. INVESTMENT IN ASSOCIATES

	Group	
	2025 RM'000	2024 RM'000
Unquoted shares, at cost	10,261	10,261
Less: Accumulated impairment losses	(7,562)	(7,562)
	2,699	2,699
Share of post-acquisition profit:		
Share of profit of associates	6,675	3,169
Share of exchange reserve	(913)	(913)
Dividend income from an associate	(900)	(300)
	7,561	4,655

8. INVESTMENT IN ASSOCIATES (CONT'D)

Details of associates are as follows:

Name of company	Country of incorporation/ Principal place of business	Effective interest		Principal activities
		2025	2024	
		%	%	
Delta Garden Limited*	Kingdom of Cambodia	34	34	Property development
Hexide Engineering Services Sdn. Bhd.**	Malaysia	30	30	Provision of mechanical and electrical services

* The financial statements of Delta Garden Limited have not been audited due to the exemptions given by the country of incorporation.

** Not audited by SBY Partners PLT.

Summarised financial information of the material associates are set out as below. The summarised financial information below represents amounts before intragroup eliminations.

	Delta Garden Limited		Hexide Engineering Services Sdn. Bhd.	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
<u>Assets and Liabilities</u>				
Total assets	15,487	17,067	48,039	36,841
Total Liabilities	(24,325)	(26,808)	(22,836)	(21,324)
<u>Results</u>				
Revenue	-	-	44,396	42,129
Profit for the financial year	-	-	11,686	11,580
Total comprehensive income for the financial year	-	-	11,686	11,580

Reconciliation of summarised financial information of material associates to carrying amount of interest in associates are as follows:

	Delta Garden Limited		Hexide Engineering Services Sdn. Bhd.	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Net (liabilities)/assets	(8,839)	(9,740)	25,203	15,517
Group share of net (liabilities)/assets	(3,005)	(3,312)	7,561	4,655
Goodwill	9,620	10,874	-	-
Impairment loss	(6,615)	(7,562)	-	-
Carrying amount of the Group's interest in associate	-	-	7,561	4,655

The Group does not have any capital commitment or contingent liabilities in relation to its interest in the associates as at 31 December 2025.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

9. INVESTMENT IN JOINT VENTURE

	Group	
	2025 RM'000	2024 RM'000
Unquoted shares, at cost	22,900	23,392
Share of post-acquisition profits, net of distribution	4,868	8,623
	27,768	32,015

Details of the joint venture are as follows:

Joint arrangement	Country of incorporation/ Principal place of business	Effective interest		Type of joint arrangement
		2025	2024	
		%	%	
Springridge Partnership*	Australia	33	33	Partnership

* Not audited by SBY Partners PLT.

Material joint ventures

The following information is provided for joint venture that is material to the Group and is the amount per the Joint Venture's financial statements, adjusted for fair value adjustments at acquisition date and differences in accounting policies:

	2025 RM'000	2024 RM'000
BB Ngiam and KH Leong Family Trust and TRC (Aust) Pty Ltd		
Summarised statement of financial position		
Cash and cash equivalents	6,147	8,051
Current assets	85,980	83,828
Non-current assets	2,432	3,035
Current liabilities	(40,344)	(39,423)
Non-current liabilities	(1,732)	(3,437)
Net assets	52,483	52,054
Summarised statement of comprehensive income		
Gross profit	11,452	21,981
Other income	394	442
Administrative expenses	(5,125)	(6,820)
Other expenses	(77)	(215)
Total comprehensive income	6,644	15,388
Group's share of comprehensive income	2,215	5,129
Distribution of profit received from joint venture	5,006	4,837

9. INVESTMENT IN JOINT VENTURE (CONT'D)

Material joint ventures (cont'd)

Reconciliation of summarised financial information for joint venture accounted for using the equity method to the carrying amount of interest in joint venture is as follows:

	Group	
	2025	2024
	RM'000	RM'000
Net assets of joint venture	52,483	52,054
Fair value adjustment on the net assets of the joint venture acquired	30,830	44,001
	<u>83,313</u>	<u>96,055</u>
Proportion of ownership held by the Group	33%	33%
The Group's share of net assets of the joint venture	<u>27,768</u>	<u>32,015</u>

The Group does not have any capital commitment or contingent liabilities in relation to its interest in the joint venture as at 31 December 2025.

10. OTHER INVESTMENT

	Group	
	2025	2024
	RM'000	RM'000
Fair value through profit or loss ("FVTPL")		
Corporate membership	<u>66</u>	<u>66</u>

Fair value of corporate membership of the Group is categorised as Level 2 in the fair value hierarchy. There is no transfer between levels of hierarchy during the year.

11. DEFERRED TAX ASSETS/(LIABILITIES)

The following are the movements of deferred tax assets and liabilities (before offsetting):

	Group	
	2025	2024
	RM'000	RM'000
At 1 January	(1,765)	(4,477)
Recognised in profit or loss	2,738	(20)
Prior financial years	(100)	2,450
Exchange differences	19	282
At 31 December	<u>892</u>	<u>(1,765)</u>
Represented by:		
Deferred tax assets	2,248	2,840
Deferred tax liabilities	<u>(1,356)</u>	<u>(4,605)</u>
	<u>892</u>	<u>(1,765)</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

11. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

The Group has recognised the deferred tax assets as it is probable that its existing business would generate sufficient taxable profit in the future against which the deferred tax assets can be utilised.

The deferred tax assets/(liabilities) on temporary differences recognised in the financial statements are as follows:

	Group	
	2025	2024
	RM'000	RM'000
Deductible/(Taxable) temporary differences:		
Unabsorbed tax losses	13,573	11,265
Unabsorbed capital allowance	24	63
Excess of capital allowance claimed over accumulated depreciation on property, plant and equipment and right-of-use assets	923	(509)
Revaluation surplus on properties	(13,916)	(14,175)
Changes on fair value of investment properties	(256)	(256)
Future deductible development cost	1	86
Accruals	416	764
Deferred revenue	127	997
	892	(1,765)

12. TRADE RECEIVABLES

	Group	
	2025	2024
	RM'000	RM'000
Receivables from contracts with customers		
- Third parties	63,383	197,431
- Retention sum	72,900	106,298
	136,283	303,729
Less: Allowance for expected credit losses	(5,177)	(5,006)
	131,106	298,723

Receivables from contracts with customers are non-interest bearing and are receivable generally on 30 to 60 (2024: 30 to 60) days terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Retention sums are receivable upon the expiry of the defect liability periods stipulated in the respective construction contracts and sale and purchase agreements. The defect liability period stated in the construction contracts and sale and purchase agreements is 24 months (2024: 24 months).

12. TRADE RECEIVABLES (CONT'D)

The movement in allowance for expected credit losses during the financial year is as follows:

	Group	
	2025 RM'000	2024 RM'000
As at 1 January	5,006	4,464
Charge for the financial year	645	677
Exchange difference	(474)	(135)
As at 31 December	5,177	5,006

The aged analysis of trade receivables at the end of the reporting period:

	Group	
	2025 RM'000	2024 RM'000
Neither past due nor impaired	100,748	262,603
1 to 30 days past due not impaired	7,196	21,129
31 to 60 days past due not impaired	5,128	-
61 to 90 days past due not impaired	5,879	4,756
Over 90 days past due not impaired	17,332	15,241
	136,283	303,729
Impaired	(5,177)	(5,006)
	131,106	298,723

13. OTHER RECEIVABLES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Amount due from an associate	8,888	9,795	-	-
Less: Allowance for expected credit losses	(8,110)	(8,139)	-	-
	778	1,656	-	-
Other receivables	5,401	5,667	145	147
Deposits	5,643	6,201	2	2
Prepayments	3,340	2,361	-	-
	14,384	14,229	147	149
	15,162	15,885	147	149

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

13. OTHER RECEIVABLES (CONT'D)

The movement in allowance for expected credit losses during the financial year is as follows:

	Group	
	2025 RM'000	2024 RM'000
As at 1 January	8,139	7,530
Charge for the financial year	758	796
Exchange difference	(787)	(187)
As at 31 December	<u>8,110</u>	<u>8,139</u>

Amount due from an associate is unsecured, non-interest-bearing advances, receivable on demand and expected to be settled in cash.

14. CONTRACT ASSETS/(LIABILITIES)

	Note	Group	
		2025 RM'000	2024 RM'000
Contract assets			
Construction contracts	(a)	32,587	18,555
Less: Allowance for expected credit losses		(138)	(153)
		<u>32,449</u>	<u>18,402</u>
Contract liabilities			
Property development contracts	(b)	-	21
Construction contracts	(a)	118,054	114,860
Advances received from customers	(c)	-	6,346
		<u>118,054</u>	<u>121,227</u>

(a) Construction contracts

	Group	
	2025 RM'000	2024 RM'000
At 1 January	(96,458)	(78,266)
Revenue recognised during the year	249,724	286,815
Revenue recognised that was included in contract liabilities at the beginning of the year	114,860	195,231
Progress billings issued during the year	(353,731)	(500,240)
Exchange differences	-	2
At 31 December	<u>(85,605)</u>	<u>(96,458)</u>
Represented by:		
Contract assets	32,587	18,555
Contract liabilities	(118,054)	(114,860)
Allowance for expected credit losses	(138)	(153)

14. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

(a) Construction contracts

The movements in allowance for expected credit losses for contract assets are as follows:

	Group	
	2025	2024
	RM'000	RM'000
As at 1 January	153	157
Exchange difference	(15)	(4)
As at 31 December	<u>138</u>	<u>153</u>

Revenue relating to construction contracts is recognised over time, while the customers pay according to contractual milestones.

The contract assets primarily relate to the Group's rights to consideration for work performed but not yet billed at the reporting date for its construction activities. The contract assets will be transferred to trade receivables when the rights become unconditional.

The contract liabilities primarily relate to the advance consideration received from customers for construction contract, which revenue is recognised over time during the construction activities.

(b) Property development contracts

	Group	
	2025	2024
	RM'000	RM'000
At 1 January	(21)	(112)
Revenue recognised during the year	21	1,121
Progress billings issued during the year	-	(1,030)
At 31 December	<u>-</u>	<u>(21)</u>

Revenue relating to property development contracts is recognised over time, while the customers pay according to contractual milestones.

Represents non-cash consideration received for unsold completed properties.

(c) Advances received from customers

Represent advances received from customers for the construction works yet to be performed at the reporting date and advance deposits received on hotel rooms and sold developing units for property development project.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

15. CONTRACT COST ASSETS

	Note	Group	
		2025 RM'000	2024 RM'000
Contract cost assets			
Costs to fulfil contracts with customers	(a)	77	1,315

(a) Cost to fulfill contracts with customers

	Group	
	2025 RM'000	2024 RM'000
At 1 January	1,315	30
Cost recognised in profit or loss	(5,674)	(30)
Cost incurred for construction contract	4,436	1,315
At 31 December	77	1,315

16. AMOUNT DUE FROM/(TO) SUBSIDIARIES

Amounts due from/(to) subsidiaries are unsecured, non-interest-bearing advances, receivables or payables on demand and expected to be settled in cash.

Changes in liabilities arising from amount due to subsidiaries under financing activities:

	Company	
	2025 RM'000	2024 RM'000
At 1 January	7,908	7,022
Cashflows:		
Net advances from a subsidiary	300	886
At 31 December	8,208	7,908

17. DEPOSITS, CASH AND BANK BALANCES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash on hand and at bank	121,103	109,692	22	646
Deposits:				
- Money market funds placed with fund managers	115,434	77,860	1,019	1,004
- Fixed deposit with licensed banks	126,916	140,988	2,015	1,964
	363,453	328,540	3,056	3,614

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

17. DEPOSITS, CASH AND BANK BALANCES (CONT'D)

Cash at banks earn interest at floating rates based on daily bank deposit rates.

Money market funds placed with fund managers are subject to insignificant change in value. There is no varying period for money market funds as these monies are collectable on demand.

Investment in money market funds is valued with reference to the latest unit price as at the reporting date as advised by the fund manager. The fair value of the funds is classified under Level 2 of the fair value hierarchy. There is no transfer between levels of hierarchy during the year.

Fixed deposits are placed for varying periods of between one and twelve (2024: one and twelve) months depending on the immediate cash requirements of the Group and the Company, and earn interests at the respective fixed deposit rates. The interest rate for the Group and the Company ranges from 1.05% - 3.60% (2024: 1.30% - 3.50%) and 2.20% - 2.80% (2024: 2.80% - 2.90%) per annum respectively.

Included in cash at bank of the Group are amounts of RM4,037,000 (2024: RM4,007,000) held pursuant to Section 7A of the Housing Developers (Control and Licensing) Act, 1991 and are restricted from use in other operations.

Deposits with other financial institutions of the Group and the Company amounting to RM112,247,000 (2024: RM126,523,000) and RM2,015,000 (2024: RM1,964,000) respectively are pledged as securities for borrowing facilities as disclosed in Note 21.

Included in cash at bank are sinking funds with amounts of RM5,559,000 (2024: Nil) which pledged as securities for borrowing facilities as disclosed in Note 21.

18. SHARE CAPITAL

	Group and Company			
	Number of ordinary shares		Amount	
	2025 Units	2024 Units	2025 RM'000	2024 RM'000

Issued and fully paid:

Ordinary shares

As at 1 January/31 December	480,497,103	480,497,103	240,457	240,457
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19. TREASURY SHARES

	Group and Company			
	Number shares		Amount	
	2025 Units	2024 Units	2025 RM'000	2024 RM'000

As at 1 January/31 December	9,208,400	9,208,400	2,460	2,460
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The treasury shares have no rights to voting, dividends or participation in other distribution.

As at 31 December 2025, the Group and the Company held 9,208,400 shares as treasury shares out of it total issued and paid-up share capital.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

20. RESERVES

		Group	
	Note	2025 RM'000	2024 RM'000
Non-distributable:			
Foreign reserve	(a)	(17,987)	(17,009)
Revaluation reserve	(b)	39,297	39,297
		<u>21,310</u>	<u>22,288</u>

(a) Foreign reserve

The foreign currency translation reserve is used to record exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency. It is also used to record the exchange differences arising from monetary items which form part of the Group's net investment in foreign operations.

(b) Revaluation reserve

The asset revaluation reserve is used to record increases in the fair value of the asset and decreases to the extent that such decrease relates to an increase on the same asset previously recognised in equity.

21. BORROWINGS

		Group	
	Note	2025 RM'000	2024 RM'000
Non-current			
Market rate loan	(vi)	73,743	-
Finance lease liabilities (Note 22)	(v)	867	2,354
Term loan	(iv)	268	576
		<u>74,878</u>	<u>2,930</u>
Current			
Bank overdrafts	(i)	23	1,516
Invoice financing	(ii)	-	1,720
Revolving credit and loan	(iii)	-	3,300
Term loan	(iv)	336	336
Finance lease liabilities (Note 22)	(v)	1,671	2,510
Market rate loan	(vi)	-	75,325
Promissory note financing	(vii)	-	3,502
		<u>2,030</u>	<u>88,209</u>

(i) Bank overdrafts

The bank overdrafts of the subsidiaries are subject to interest at rates range from 0% to 1.5% (2024: 0% to 1.5%) per annum above the banks' base lending rates. The interest rates charged by the banks range from 6.45% to 8.14% (2024: 6.70% to 8.39%) per annum.

21. BORROWINGS (CONT'D)

(ii) Invoice financing

The invoice financing is subject to interest rate at 0.85% (2024: 0.85%) per annum above the bank's cost of funds. The interest rate charged by the bank is at 4.57% (2024: 4.13% to 4.50%) per annum.

The invoice financing is secured by the following:

- (a) Corporate guarantee from the Company;
- (b) Master/Legal deed of assignment of contract proceeds;
- (c) Letter of set-off;
- (d) Memorandum of deposit; and
- (e) Third party for legal charge over property owned by the Group under right-of-use assets as disclosed in Note 4.

(iii) Revolving credit and loan

The revolving credit and loan are subject to commissions at rates range from 0.75% to 1.5% (2024: 0.75% to 1.5%) per annum above the banks' cost of funds. The interest rates charged by the banks range from 5.33% to 5.35% (2024: 4.68% to 5.55%) per annum.

The revolving credit and loan are secured by the following:

- (a) Corporate guarantee from the Company;
- (b) Master/Legal deed of assignment of contract proceeds;
- (c) Letter of set-off;
- (d) Memorandum of deposit; and
- (e) Third party for legal charge over property owned by the Group under right-of-use assets as disclosed in Note 4.

(iv) Term loan

The term loan is subject to interest rate at 1.25% (2024: 1.25%) per annum above the bank's cost of funds. The interest rate charged by the bank is 4.59% to 4.92% (2024: 4.92%) per annum.

Term loan is secured by the following:

- (a) Corporate guarantee from the Company; and
- (b) First party legal charge over a parcel of land where a double storey warehouse cum office is being constructed as disclosed in Note 4.

(v) Obligations under finance leases

These obligations are secured by a corporate guarantee from the Company and a charge over the leased assets (Note 4). The interest rate implicit in the leases ranges from 2.08% to 3.1% (2024: 0.88% to 3.74%) per annum.

(vi) Market rate loan

The market rate loan is a pure interest servicing loan and subject to change in interest rate every 3 months at interest rate of 1.25% above bank bill swap bid rate. The interest rate charged by the bank is 6.00% (2024: 5.99%) per annum.

The said loan was initially scheduled to expire in September 2025. As at 31 December 2025, the loan had been successfully renewed and is set to expire 31 August 2028.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

21. BORROWINGS (CONT'D)

(vi) Market rate loan (cont'd)

Market rate loan is secured by the following:

- (a) All present and future properties of a subsidiary incorporate in Australia under property, plant and equipment as disclosed in Note 3;
- (b) Term deposit of the Company;
- (c) Standby Letter of Credit of AUD3,000,000 (approximately RM8,119,000); and
- (d) Corporate guarantee of AUD33,228,037 (approximately RM89,922,000).

(vii) Promissory note financing

The promissory note financing is subject to interest rate at 0.70% (2024: 0.70%) per annum above the bank's cost of funds. The interest rates charged by the bank range from 4.81% to 4.86% (2024: 4.65% to 4.85%) per annum.

22. FINANCE LEASE LIABILITIES

	Group	
	2025	2024
	RM'000	RM'000
Minimum lease payments:		
Less than one year	1,761	2,694
Later than one year but not later than two years	882	2,452
Total minimum lease payments	2,643	5,146
Less: Unearned interest	(105)	(282)
Present value of finance lease liabilities	2,538	4,864
Represented by:		
Current (Note 21)	1,671	2,510
Non-current (Note 21)	867	2,354
	2,538	4,864

23. PROVISIONS

		Group	
	Note	2025	2024
		RM'000	RM'000
Provision for onerous contract	(a)	775	10,631
Provision for property development cost		-	6,330
Provision for legal case		-	426
		775	17,387

(a) The provision for onerous contract represents the unavoidable costs of meeting the obligations under the construction contract exceed the economic benefits expected to be received under it.

24. TRADE PAYABLES

	Group	
	2025 RM'000	2024 RM'000
Third parties	84,273	111,974
Amount due to an associate	361	722
Accruals	19,416	62,694
	<u>104,050</u>	<u>175,390</u>

Trade payables comprise amounts outstanding from trade purchases, sub-contractors claim on contract works performed and retention sums payable. The normal credit periods granted by trade suppliers and sub-contractors range from 45 to 60 (2024: 45 to 60) days whereas retention sums are payable upon the expiry of the defect liability periods of the respective construction contracts of 24 months.

The amount due to an associate is trade in nature and expected to be settled within normal credit term granted.

Trade accruals mainly consist of construction costs yet to be billed by sub-contractors.

25. OTHER PAYABLES AND ACCRUALS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Other payables	3,237	5,784	373	372
Accruals	7,250	6,473	136	108
	<u>10,487</u>	<u>12,257</u>	<u>509</u>	<u>480</u>

26. AMOUNT DUE TO A DIRECTOR

This amount due to a director is unsecured, interest-free and repayable on demand.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

27. REVENUE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue from contracts with customers:				
<u>Recognised over time</u>				
- Construction contracts	364,584	433,090	-	-
- Hotel room and ancillary services	17,519	19,503	-	-
- Servicing of motor vehicles	24	48	-	-
<u>Recognised at a point in time</u>				
- Sale of construction materials and others	28,063	40,694	-	-
- Sale of completed properties	671	3,443	-	-
- Sale of food and beverages	5,883	6,191	-	-
	<u>416,744</u>	<u>502,969</u>	-	-
Other revenue:				
- Rental of motor vehicles and heavy machineries	2,064	2,952	-	-
- Dividend income	-	-	3,300	5,660
	<u>2,064</u>	<u>2,952</u>	<u>3,300</u>	<u>5,660</u>
	<u>418,808</u>	<u>505,921</u>	<u>3,300</u>	<u>5,660</u>

As of 31 December 2025, the aggregate amount of the transaction price allocated to remaining performance obligations is RM1,026,334,000 (2024: RM776,246,000). The Group will recognise this amount of revenue as performance obligations are satisfied, which is expected to occur over the next 6 years.

28. OTHER INCOME

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Gain on disposal of property, plant and equipment and right-of-use assets	451	1,461	-	-
Rental of premises	1,063	833	-	-
Miscellaneous	51	96	-	-
Net realised gain on foreign exchange	157	223	-	-
	<u>1,722</u>	<u>2,613</u>	-	-

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

29. FINANCE INCOME

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Fair value gain on money market funds	2,122	2,183	35	31
Dividend income from money market funds	1,234	1,326	4	3
Fixed deposit interest	3,222	4,019	51	55
Short-term deposit interest	153	599	-	-
Interest income - others	2,079	2,032	7	-
Late payment interest charges	-	2	-	-
	8,810	10,161	97	89

30. FINANCE COSTS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Bank overdraft interest	4	13	-	-
Bank charges	22	23	-	-
Finance lease interest	185	70	-	-
Interest on borrowings	4,682	5,524	-	-
Commitment fee and others	348	1,004	3	2
Unwinding of discount on provision	-	5,637	-	-
	5,241	12,271	3	2
Less: Expensed off in cost of sales	(582)	(1,398)	-	-
Less: Interest capitalised into right-of-use assets	(37)	(17)	-	-
	4,622	10,856	3	2

31. PROFIT BEFORE TAX

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Auditors' remuneration				
- statutory audit	416	436	77	77
- overprovision	-	(2)	-	3
Other non-audit services	5	5	5	5
Depreciation of property, plant and equipment	6,718	7,482	-	-
Property, plant and equipment written off	-	2	-	-
Short-term lease expenses	2,052	3,308	-	-
Amortisation of investment in joint venture	759	1,941	-	-

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

31. PROFIT BEFORE TAX (CONTINUED)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Bad debt written off on amount due from subsidiaries	-	-	-	39
Bad debts written off on trade receivables	-	148	-	-
Amortisation of right-of-use assets	2,092	2,102	-	-
Unrealised loss on foreign exchange	4,564	4,773	-	-

32. EMPLOYEE BENEFIT EXPENSE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Employees (Including directors)				
Salaries, wages, bonus, allowances and other emoluments	66,900	68,069	645	1,036
Social security contributions	527	546	-	1
Defined contribution plan	4,707	4,840	-	23
	<u>72,134</u>	<u>73,455</u>	<u>645</u>	<u>1,060</u>

33. DIRECTORS' REMUNERATION

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Executive directors' remuneration				
Salaries, allowance and bonus	4,164	5,213	21	360
Other emoluments	252	393	-	24
	<u>4,416</u>	<u>5,606</u>	<u>21</u>	<u>384</u>
Non-executive directors' remuneration				
Fees	269	270	269	270
Allowances and other emoluments	341	352	341	352
	<u>610</u>	<u>622</u>	<u>610</u>	<u>622</u>

34. TAX EXPENSE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Income tax				
Current financial year	7,873	6,177	11	10
Prior financial years	(53)	5,911	-	-
	<u>7,820</u>	<u>12,088</u>	<u>11</u>	<u>10</u>
Deferred tax				
Current financial year	(1,008)	(1,253)	-	-
Prior financial years	100	(2,450)	-	-
	<u>(908)</u>	<u>(3,703)</u>	<u>-</u>	<u>-</u>
Foreign taxation				
Deferred tax				
Current financial year	(1,730)	1,272	-	-
	<u>5,182</u>	<u>9,657</u>	<u>11</u>	<u>10</u>

A reconciliation of income tax expense applicable to profit before tax at the applicable statutory income tax rate to income tax expense at the effective income tax rate of the Group and of the Company are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit before tax (excluding share of results of associate and joint venture)	<u>15,013</u>	<u>13,894</u>	<u>2,470</u>	<u>5,367</u>
Taxation at statutory rate of 24% (2024: 24%)	3,603	3,334	593	1,288
Effect of different tax rates in other countries	318	(375)	-	-
Prior financial years	65	3,460	-	-
Tax effects of:				
- non-taxable income	(6,002)	(14,580)	(801)	(1,603)
- non-deductible expenses	7,471	18,148	244	331
- special deduction	(199)	(244)	(25)	(6)
Deferred tax assets not recognised	2	1	-	-
Utilisation of deferred tax assets not recognised previously	-	(49)	-	-
Others	(76)	(38)	-	-
	<u>5,182</u>	<u>9,657</u>	<u>11</u>	<u>10</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

35. EARNINGS PER SHARE

Basic and diluted earnings per share of the Group is calculated by dividing profit for the financial year attributable to Owners of the Company by the weighted average number of ordinary shares in issue during the year.

	Group	
	2025	2024
	RM'000	RM'000
Profit attributable to Owners of the Company	15,443	12,573
Weighted average number of ordinary shares in issue	471,289	471,289
Basic and diluted earnings per share (sen)	3.28	2.67

36. DIVIDENDS

	Group	
	2025	2024
	RM'000	RM'000
First and final single tier dividend of 0.70 sen per ordinary share in respect of the year ended 31 December 2024	3,299	-
First and final single tier dividend of 1.20 sen per ordinary share in respect of the year ended 31 December 2023	-	5,655
	3,299	5,655

37. RELATED PARTY DISCLOSURE

a) Identify related parties

For the purposes of these financial statements, parties are considered to be related to the Group if the Group or the Company has 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 or the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include all the directors of the Group, and certain members of senior management of the Group.

The Group and the Company have related party relationships with its subsidiaries, related companies and key management personnel.

37. RELATED PARTY DISCLOSURE (CONT'D)

b) Significant related party transactions and balances

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Transactions with subsidiaries				
Dividend income	-	-	3,300	5,660
Amount due from subsidiaries written off	-	-	-	39
Transactions with an associate				
Maintenance services incurred for electrical and mechanical engineering	2,348	991	-	-

The directors are of the opinion that all the transactions above have been entered into in the normal course of business and have been established on terms and conditions that are not materially different from that obtainable in transactions with unrelated parties.

c) Compensation of key management personnel

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Executive Directors				
Salaries, allowances and bonus	4,164	5,213	21	360
Other emoluments	252	393	-	24
Other key management personnel				
Salaries, allowances and bonus	7,466	7,291	10	59
Other emoluments	601	541	-	-

The other key management personnel comprise person other than the directors of the Company, having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly.

For salaried key management personnel, the Group also makes contributions to the Employee Provident Fund ("EPF") as required by law.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

38. FINANCIAL INSTRUMENTS

a) Classification of financial instruments

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis:

	At Fair value through profit or loss			
	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000

Financial assets

Money market funds placed with fund managers	115,434	77,860	1,019	1,004
Other investment	66	66	-	-
	<u>115,500</u>	<u>77,926</u>	<u>1,019</u>	<u>1,004</u>

	At Amortised cost			
	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000

Financial assets

Trade receivables	131,106	298,723	-	-
Other receivables	11,044	11,868	147	149
Cash and bank balances	121,103	109,692	22	646
Fixed deposits with licensed institutions	126,916	140,988	2,015	1,964
Amount due from subsidiaries	-	-	9,511	9,501
Amount due from an associate	778	1,656	-	-
	<u>390,947</u>	<u>562,927</u>	<u>11,695</u>	<u>12,260</u>

Financial liabilities

Trade payables	104,050	175,390	-	-
Other payables and accruals	10,487	12,257	509	480
Borrowings	76,908	91,139	-	-
Amount due to subsidiaries	-	-	8,208	7,908
Amount due to a director	8	8	8	8
	<u>191,453</u>	<u>278,794</u>	<u>8,725</u>	<u>8,396</u>

b) Fair values of financial instruments

The carrying amounts of short-term receivables and payables, cash and cash equivalents and bank borrowings except term loans approximate their fair values due to the relatively short-term nature of these financial instruments and insignificant impact of discounting.

The fair values of quoted equity investments are measured at fair value in the statements of financial position as at the end of the reporting period using Level 1 inputs for the purpose of fair value hierarchy based on the published price quotations in an active stock market. The fair values of unquoted equity investments are measured at fair value using adjusted net asset method in the statements of financial position as at the end of the reporting period. The fair value of unquoted equity investment is classified within Level 3 of the fair value hierarchy due to the unobservable inputs used for the purpose of fair value measurement.

38. FINANCIAL INSTRUMENTS (CONT'D)**b) Fair values of financial instruments (cont'd)**

The fair value of lease liabilities is determined by discounting the relevant cash flows using current interest rates for similar instruments as at the end of the financial reporting period.

The carrying amounts of the floating rate term loans approximate their fair values as these instruments bear interest at variable rates.

39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Company are exposed to financial risk arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk and market risk.

The following sections provide details regarding the Group's and the Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of those risks.

(i) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's and the Company's exposure to credit risk arises primarily from all the financial assets. For other financial assets (including deposit, cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

The Group's and the Company's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group and the Company trade only with recognised and creditworthy third parties. It is the Group's and the Company's policies that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's and the Company's exposure to bad debts is not significant.

Exposure to credit risk

At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position with positive fair values.

Contract assets

None of the contract assets at the reporting date were past due. Management does not expect any credit loss based on their assessment at the reporting date.

Financial assets that are neither past due nor impaired

Information regarding trade and other receivables that are neither past due nor impaired is disclosed in Note 12 and Note 13 respectively. Deposits with banks and other financial institutions are placed with reputable financial institutions with high credit ratings and no history of default.

Information about major customers

There is no significant concentration of revenue from any major customers as the Groups sells its development properties to individual end purchasers and no single concentrated customer in construction activities.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(i) Credit risk (cont'd)

Advances to intercompany

Exposure to credit risk arising from unsecured advances to intercompany is managed through credit evaluation and ongoing monitoring of credit quality of the intercompany.

Management assessed the credit risk in respect of advances to intercompany with reference to the financial capability and probability of default.

Impairment for receivables from intercompany is recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model.

(ii) Liquidity and cash flow risks

Liquidity and cash flow risks is the risk that the Group and the Company will encounter difficulty in meeting their financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity and cash flow risks arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the bank borrowings and internally generated funds.

Financial guarantee

The Company provides financial guarantees amounting to RM141,951,000 (2024: RM228,217,000) to banks in respect of credit facilities granted to certain subsidiaries and monitors on an ongoing basis the performance of the subsidiaries. At end of the financial year, there was no indication that the subsidiaries would default on repayment.

Analysis of financial instruments by remaining contractual maturities

All financial liabilities in the Company are due within one year.

The table below summarises the maturity profile of the Group's liabilities at the reporting date based on contractual undiscounted repayment obligations.

Group	Carrying amount RM'000	On demand or within one year RM'000	One to five years RM'000	Total RM'000
2025				
Non-derivative financial liabilities				
Trade payables	104,050	104,050	-	104,050
Other payables	10,487	10,487	-	10,487
Amount due to a director	8	8	-	8
Borrowings	76,908	2,141	74,899	77,040
	<u>191,453</u>	<u>116,686</u>	<u>74,899</u>	<u>191,585</u>
2024				
Non-derivative financial liabilities				
Trade payables	175,390	175,390	-	175,390
Other payables	12,257	12,257	-	12,257
Amount due to a director	8	8	-	8
Borrowings	91,139	88,432	3,053	91,485
	<u>278,794</u>	<u>276,087</u>	<u>3,053</u>	<u>279,140</u>

39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(iii) Foreign currency exchange risk

Foreign currency exchange risk is the risk that the fair value of future cash flows of the financial instruments will fluctuate because of changes in foreign currency exchange rates.

The Group holds bank balances denominated in foreign currencies for working capital purposes. The currencies giving rise to this risk are primarily United States Dollar ("USD"), Singapore Dollar ("SGD"), and Euro ("EUR"). The exposure to foreign currency exchange risk is as follow:

Group	USD RM'000	SGD RM'000	EUR RM'000
2025			
Cash and bank balances	594	66,971	79
Other payables	(102)	(17)	-
	<u>492</u>	<u>66,954</u>	<u>79</u>
2024			
Cash and bank balances	602	68,691	38
Trade payable	(311)	-	-
	<u>291</u>	<u>68,691</u>	<u>38</u>

Sensitivity analysis for foreign currency exchange risk

A 10% strengthening of Ringgit Malaysia against the following foreign currencies at the reporting date would increase/(decrease) the profit before tax and other comprehensive income by the amounts shown below. This analysis assumes that all other variables remain unchanged.

	Group	
	2025 RM'000	2024 RM'000
USD	49	29
SGD	6,695	6,869
EUR	8	2
	<u>6,752</u>	<u>6,900</u>

A 10% weakening of Ringgit Malaysia against the above foreign currencies at the reporting date would have had the equal but opposite effect on the above currencies to the amounts shown above, on the basis that all other variables remain unchanged.

(iv) Interest rate risk

The Group's and the Company's deposits with financial institutions and bank borrowings are exposed to a risk of change in their fair value due to changes in interest rates. The Group's and the Company's variable rates of the borrowings are exposed to a risk of change in cash flows due to changes in interest rates.

The Group and the Company manage the interest rate risk of its deposits with financial institutions by placing them at the most competitive interest rates obtainable, which yield better returns than cash at bank and maintaining a prudent mix of short-term and long-term deposits.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(iv) Interest rate risk (cont'd)

The Group and the Company manage its interest rate risk exposure from interest-bearing borrowings by obtaining financing with the most favourable interest rates in the market. The Group and the Company constantly monitor its interest rate risk by reviewing its debts portfolio to ensure favourable rates are obtained. The Group and the Company do not utilise interest swap contracts or other derivative instruments for trading or speculative purposes.

The interest rate profile of the Group's and the Company's significant interest-bearing financial instruments, based on carrying amounts at the end of the reporting period was:

	2025 RM'000	2024 RM'000
Group		
Fixed rate instruments		
Financial liabilities	2,538	4,864
Floating rate instruments		
Financial assets	126,916	140,988
Financial liabilities	74,371	86,275
Company		
Floating rate instruments		
Financial assets	2,015	1,964

Interest rate risk sensitivity analysis

At the reporting date, if interest rates had been 50 basis points lower/higher, with all variables held constant, the Group's profit after tax would have been RM200,000 (2024: RM208,000) higher/lower, arising mainly as a result of lower/higher interest expense from floating rate borrowings. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment. The financial impact arising from changes in interest rate is not significant to the Company, accordingly, the sensitivity analysis has not been presented.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

40. SEGMENTAL REPORTING

The Group is organised into business units based on its products and services, and has four reportable operating segments as follows:

Construction activities	The construction contracts, sales of construction related materials, rendering of construction related services and others.
Property development	The development of residential properties.
Hotel operations	The hotel related operations
Others	Investment holdings

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated statement of comprehensive income. Group financing (including finance costs) and income taxes are managed on a group basis and are not allocated to operating segments.

The following is an analysis of the Group's revenue and results by the operating segments:

Group	Construction activities RM'000	Property development RM'000	Hotel operations RM'000	Others RM'000	Eliminations RM'000	Consolidated RM'000
2025						
Revenue						
External sales	394,736	671	23,401	-	-	418,808
Inter-segment sales	36,218	-	-	3,300	(39,518)	-
Total revenue	430,954	671	23,401	3,300	(39,518)	418,808
Result						
Segment profit/(loss)	39,092	(3,174)	(1,315)	(4,266)	(19,512)	10,825
Share of profit of associates						3,506
Share of profit of joint venture						2,233
Finance costs						(4,622)
Finance income						8,810
Profit before tax						20,752
Tax expense						(5,182)
Profit for the financial year						15,570

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

40. SEGMENTAL REPORTING (CONT'D)

Group	Construction activities RM'000	Property development RM'000	Hotel operations RM'000	Others RM'000	Eliminations RM'000	Consolidated RM'000
2025						
Other information						
Segment assets	592,635	153,180	190,544	412,431	(510,971)	837,819
Investment in associates						7,561
Investment in joint venture						27,768
Consolidated total assets						<u>873,148</u>
Segment liabilities	218,820	32,017	149,286	42,456	(125,201)	317,378
Consolidated liabilities						<u>317,378</u>
Capital expenditure	-	-	-	-	-	-
Allowance for expected credit losses	-	-	-	1,403	-	1,403
Depreciation on property, plant and equipment	2,936	19	3,763	-	-	6,718
Amortisation of right-of-use assets	1,816	21	255	-	-	2,092
Amortisation of investment in joint venture	-	-	-	759	-	759
Other material non-cash items	451	-	-	-	-	451

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

40. SEGMENTAL REPORTING (CONT'D)

Group	Construction activities RM'000	Property development RM'000	Hotel operations RM'000	Others RM'000	Eliminations RM'000	Consolidated RM'000
2024						
Revenue						
External sales	476,783	3,443	25,695	-	-	505,921
Inter-segment sales	37,347	-	-	5,660	(43,007)	-
Total revenue	514,130	3,443	25,695	5,660	(43,007)	505,921
Result						
Segment profit/(loss)	15,252	9,536	(2,799)	(1,675)	(5,725)	14,589
Share of profits of associates						3,474
Share of loss of joint venture						4,982
Finance costs						(10,856)
Finance income						10,161
Profit before tax						22,350
Tax expense						(9,657)
Profit for the financial year						12,693

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

40. SEGMENTAL REPORTING (CONT'D)

Group	Construction activities RM'000	Property development RM'000	Hotel operations RM'000	Others RM'000	Eliminations RM'000	Consolidated RM'000
2024						
Other information						
Segment assets	722,179	148,659	199,302	549,353	(682,765)	936,728
Investment in associates						4,655
Investment in joint venture						32,015
Consolidated total assets						<u>973,398</u>
Segment liabilities	372,170	25,303	160,848	51,599	(181,395)	428,525
Consolidated liabilities						<u>428,525</u>
Capital expenditure	9,943	6	-	189	-	10,138
Allowance for expected credit losses	-	2,761	-	1,473	(2,761)	1,473
Depreciation on property, plant and equipment	3,334	24	-	4,124	-	7,482
Amortisation of right-of-use assets	1,680	21	-	400	1	2,102
Amortisation of investment in joint venture	-	-	-	1,941	-	1,941
Other material non-cash items	1,825	15	-	1,461	13	3,314

40. SEGMENTAL REPORTING (CONT'D)

Geographical segments

Group	Malaysia RM'000	Australia RM'000	Total RM'000
2025			
Revenue	395,406	23,402	418,808
Non-Current assets	80,420	184,749	265,169
2024			
Revenue	480,227	25,694	505,921
Non-Current assets	81,284	195,975	277,259

Non-Current assets information presented above consist of the following items as presented in the consolidated statement of financial position.

	Group	
	2025 RM'000	2024 RM'000
Property, plant and equipment	183,276	191,046
Inventories	23,751	23,554
Investment properties	11,958	11,958
Investment in associates	7,561	4,655
Investment in joint venture	27,768	32,015
Right-of-use assets	10,855	14,031
	<u>265,169</u>	<u>277,259</u>

The construction activities, property development, hotel operations and others segments are managed on a worldwide basis. In presenting information on the basis of geographical segments, segment revenue is based on geographical location of customers. Segment assets are based on the geographical location of the assets. The amounts of non-current assets do not include financial instruments, other investments and deferred tax assets.

41. CAPITAL MANAGEMENT

The primary objective of the Group's and of the Company's capital management is to ensure that they maintain a strong credit rating and healthy capital ratios in order to support their business and maximise shareholder's value.

The Group and the Company manage their 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. No changes were made in the objectives, policies or processes during the years ended 31 December 2025 and 31 December 2024.

The Group monitors capital using a gearing ratio. This ratio is calculated as total net debt divided by total equity. Total debt is calculated as the sum of the current and non-current borrowings as shown in the statements of financial position.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

41. CAPITAL MANAGEMENT (CONT'D)

The Group defines net cash as borrowings less deposits, cash and bank balances. Total equity includes equity attributable to the Owners of the Company and non-controlling interests.

Gearing ratio

	Group	
	2025	2024
	RM'000	RM'000
Debt	76,908	91,139
Less: Deposits, cash and bank balances	(363,453)	(328,540)
Net cash	(286,545)	(237,401)
Equity	555,770	544,873
Gearing ratio (%)	N/A	N/A

N/A: The gearing ratio may not provide a meaningful indicator of the borrowing risk.

Pursuant to the requirements of Practice Note No. 17/2005 of the Bursa Malaysia Securities Berhad, the Group is required to maintain a consolidated shareholders' equity of more than 25% of the issued and paid-up capital and such shareholders' equity is not less than RM40.0 million. The Group has complied with this requirement for the financial year ended 31 December 2025.

42. SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

On 10 November 2025, the Company acquired an additional 10% equity interest in TRC (B) Sdn. Bhd. through its subsidiary for a cash consideration of RM358,310 (BND110,500).

43. SIGNIFICANT EVENT SUBSEQUENT TO THE END OF FINANCIAL YEAR

The Registrar of Companies, Brunei Darussalam, had on 13 January 2026 approved the application to strike off TRC (B) Sdn. Bhd., a wholly-owned, dormant subsidiary of the Group. The approval was communicated to the Company on 20 January 2026.

The strike-off was undertaken as part of the Group's corporate rationalisation exercise to reduce administrative costs. This is a non-adjusting event under IAS 10 and is not expected to have a material impact on the Group's financial position or performance for the financial year ending 31 December 2026.

44. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to current year's presentation.

Reconciliation of statements of financial position as at 31 December 2024 (extract):

	Company		
	As previously reported RM'000	Reclassification RM'000	As restated RM'000
CURRENT LIABILITIES			
Other payables and accruals	578	(98)	480
Amount due to subsidiaries	7,810	98	7,908

Reconciliation of statements of cash flows for the financial year ended 31 December 2024 (extract):

	Group		
	As previously reported RM'000	Reclassification RM'000	As restated RM'000
CASH FLOWS FROM OPERATING ACTIVITIES			
<i>Adjustment for:</i>			
Interest expense	12,254	17	12,271
<i>Cash used in operations</i>			
Interest paid	(13)	(23)	(36)
CASH FLOWS FROM FINANCING ACTIVITIES			
Interest paid	(6,604)	6	(6,598)

	Company		
	As previously reported RM'000	Reclassification RM'000	As restated RM'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Changes in other payables and accruals	18	(98)	(80)
CASH FLOWS FROM FINANCING ACTIVITIES			
Advances from subsidiaries	788	98	886

45. AUTHORISATION FOR ISSUE OF THE FINANCIAL STATEMENTS

The financial statements of the Group and of the Company were authorised for issue by the Board of Directors on 22 April 2026.

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to the requirements of Paragraph 9.25A of the Bursa Malaysia Securities Berhad, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(A) GROUP TOTAL INCOME AND TOTAL ASSETS

Total Income	Remarks	Group	
		2025 RM	2024 RM
Revenue		418,807,889	505,921,235
Other income		1,722,693	2,613,416
Interest/Finance income		8,810,285	10,161,167
Share of profit of associates		3,505,874	3,473,944
Share of profit of ventures		2,233,459	4,982,388
Total		435,080,200	527,152,150
Total Assets		873,146,696	973,398,692

(B) BUSINESS ACTIVITIES

Shariah Non-Compliant Activities	Remarks	Group	
		2025 RM	2024 RM
Pork, non-halal food and related products and activities		4,224,437	4,200,841
Liquor/ alcoholic beverages and related products and activities		638,668	758,316
Dividend income received from conventional instruments		69,323	1,280,338
Funds management, financial advisory and related services	Fair value gain on money market funds	500,239	2,148,898
Interest income	Fixed deposit interest	2,618,435	3,821,105
Interest income	Interest income from Housing Development Account	33,320	38,813
Interest income	Short-term deposit interest	153,253	598,689
Interest income	Interest income-others	2,026,165	1,975,754
Total		10,263,840	14,822,754

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONT'D)

(C) COMPONENT OF FINANCIAL POSITION

(i) Cash Component

Islamic Account/Instruments	Remarks	Group	
		2025 RM	2024 RM
Cash and bank balances (exclude cash in hand)		195,927	319,835
Cash held under Housing Development Accounts		1,402,930	1,388,119
Money market instruments		113,766,487	62,071,940
Deposits with licensed bank		14,368,897	19,880,619
Cash in hand (to be placed under Islamic Account/Instruments only)		265,415	291,168
Total Cash		129,999,656	83,951,681

Conventional Account/Instruments	Remarks	Group	
		2025 RM	2024 RM
Cash and bank balances (exclude cash in hand)		116,605,297	105,073,793
Cash held under Housing Development Accounts		2,634,216	2,618,765
Money market instruments		1,667,387	15,787,959
Deposits with licensed bank		112,546,597	121,107,676
Total Cash		233,453,497	244,588,193

(ii) Debt Component

Islamic Financing	Remarks	Group	
		2025 RM	2024 RM
Current			
Hire purchase payables		1,332,844	1,463,863
Non-Current			
Hire purchase payables		791,877	1,940,738
Total Financing		2,124,721	3,404,601

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONT'D)

(C) COMPONENT OF FINANCIAL POSITION (CONT'D)

(ii) Debt Component (cont'd)

Conventional Borrowing	Remarks	Group	
		2025 RM	2024 RM
Current			
Hire purchase payables		338,082	1,046,545
Term loans		336,000	336,300
Invoice financing		-	1,719,572
Revolving credit and loans		-	3,300,000
Bank overdrafts		23,330	1,516,234
Other interest bearing debt (please specify in the remarks column)	Promissory note	-	3,502,591
Other interest bearing debt (please specify in the remarks column)	Market Rate Loan	-	75,325,350
Non-Current			
Hire purchase payables		74,890	412,972
Term loans		268,532	576,000
Other interest bearing debt (please specify in the remarks column)	Market Rate Loan	73,743,004	-
Total Debt		74,783,838	87,735,564

LIST OF PROPERTIES

AS AT 31 DECEMBER 2025

No.	Location	Tenure	Description/ Existing Use	Approx. Age of Buildings	Land Area/Build Up Area	Net Book Value 31/12/2025 RM	Date of Valuation
1.	Lot No.3626, Block 16, Kuching Central Land District, Taman Timberland, Lorong Rock 2, 93200 Kuching, Sarawak.	60-year leasehold expiring 18/4/2059	A corner 4-storey shop/office	29 years	2,214 sq ft/ 8,857 sq ft	1,597,685	05-11-2023
2.	Lot No. 31281, Off Jalan Bahagia, 70400 Seremban, Negeri Sembilan.	99-year leasehold expiring 18/9/2095	An agricultural land	-	392,990 sq ft	581,708	05-11-2023
3.	Unit No. 218-A and 218-B, Jalan Negara 2, Taman Melawati Metro 1, 53100 Kuala Lumpur.	Freehold	A stratified office unit within a 4-storey shop/office	37 years	1,550 sq ft each	884,265	09-11-2023
4.	Lot No.121254, PN 56268, Mukim of Plentong, District of Johor Bahru, Johor Darul Ta'zim.	Leasehold expiring 21/1/2097	Tapak perkhemahan	-	18,665 sq ft	242,582	09-11-2023
5.	A part of HS(D) 310780 PTD 158256, Mukim of Plentong, District of Johor Bahru, State of Johor.	Freehold	A residential land	-	27.636 acres	12,597,803	-
6.	Lot 2265, Jalan Batu 26, Kg Jenderam Hilir, 43800 Dengkil, Selangor Darul Ehsan.	Freehold	A residential land	-	280,421 sq ft	4,800,000	05-11-2023
7.	TRC Business Centre, Jalan Andaman Utama, 68000 Ampang, Selangor Darul Ehsan.	Freehold	An 8-storey office block adjoins with 4 units of 4-storey shop/office together with car park building	17 years	Varying from 23,250 sq ft, 16,759.41 sq ft, 1,141 sq ft, 1,238 sq ft, 1,324 sq ft, 1,335 sq ft, 1,378 sq ft, 1,464 sq ft, 1,475 sq ft & 1,722 sq ft	16,519,250	09-11-2023
8.	Lot 73971, Jalan 1A, Pekan Baru Subang, Section U3, 40150 Shah Alam, Selangor Darul Ehsan.	Freehold	-	-	74,767 sq ft	10,000,000	01-07-2023
9.	588, Swan Street Richmond, Melbourne, Australia.	Freehold	5 storey hotel with an additional two levels of basement car park	6 1/2 years	3,074 sq meters	156,173,203	19-07-2023
10.	Unit no. 01-09, 01-10, 01-11 & 01-12, Block 11, Residensi Impian Senibong, Persiaran Senibong, 81750 Johor Bahru, Johor Darul Ta'zim.	99-year leasehold expiring 21/1/2097	1 1/2-storey apartment unit	8 years	1,158 sq ft each	1,494,448	08-11-2023

LIST OF PROPERTIES (CONT'D)

No.	Location	Tenure	Description/ Existing Use	Approx. Age of Buildings	Land Area/Build Up Area	Net Book Value 31/12/2025 RM	Date of Valuation
11.	Lot No. 10013 Presint 18, Bandar Putrajaya, Daerah Putrajaya, 62000 Putrajaya, Wilayah Persekutuan Putrajaya.	Freehold	A development land	-	87,274 sq ft	11,153,299	15-09-2023
12.	A parcel of land described as Country Lease No. 015677326 (Lot 4), situate at Melawa, Telipok, District of Kota Kinabalu, Sabah, Malaysia.	99-year leasehold expiring 31/12/2099	A double storey warehouse cum office	-	2,575.60 sq meters	2,373,942	Under Construction

ANALYSIS OF SHAREHOLDINGS

AS AT 31 MARCH 2026

Fully Paid-Up Capital	:	RM240,248,551.50
Issued Share Capital	:	480,497,103 shares
Class of Shares	:	Ordinary Shares
Voting Rights	:	One Vote Per Ordinary Share
No. of Shareholders	:	3,369

DISTRIBUTION OF SHAREHOLDINGS (As at 31 March 2026)

Category	No. of Holders	%	No. of Shares	%
Less than 100	153	4.54	5,475	0.00
100 - 1,000	358	10.63	159,599	0.03
1,001 - 10,000	1,373	40.75	8,109,629	1.70
10,001 - 100,000	1,234	36.63	42,132,871	8.77
100,001 and less than 5% of issued shares	247	7.33	238,539,708	49.64
5% and above of the issued shares	4	0.12	191,549,821	39.86
Total	3,369	100.00	480,497,103	100.00

LIST OF SUBSTANTIAL SHAREHOLDERS (As at 31 March 2026)

No.	Name	Direct		Indirect	
		No. of Shares	%	No. of Shares	%
1.	Kolektif Aman Sdn Bhd	65,241,600	13.84	-	-
2.	TRC Capital Sdn Bhd	59,553,600	12.64	-	-
3.	Tan Sri Dato' Sri Sufri Bin Hj Mohd Zin	50,480,217	10.71	-	-
4.	Dato' Leong Kam Heng	46,584,276	9.88	-	-
5.	Khoo Tew Choon	37,584,404	7.97	-	-

DIRECTORS' INTEREST IN SHARES (As at 31 March 2026)

No.	Name	Direct		Indirect	
		No. of Shares	%	No. of Shares	%
1.	Tan Sri Dato' Sri Sufri Bin Hj Mohd Zin	50,480,217	10.71	-	-
2.	Dato' Abdul Aziz Bin Mohamad	8,011,497	1.70	124,795,200*	26.48
3.	Dato' Richard Khoo Teng San	13,394,997	2.84	-	-
4.	Tan Sri Dr Ahmad Kamarulzaman bin Ahmad Badaruddin	600,000	0.13	-	-
5.	Dato' Sr. Abdull Manaf Bin Hj Hashim	70,000	0.01	-	-

* Deemed interested by virtue of his shareholdings in Kolektif Aman Sdn Bhd and TRC Capital Sdn Bhd

ANALYSIS OF SHAREHOLDINGS (CONT'D)

LIST OF 30 LARGEST SHAREHOLDERS (As at 31 March 2026)

NO.	NAME OF SHAREHOLDER	SHARES	%
1.	AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KOLEKTIF AMAN SDN BHD	65,241,600	13.84
2.	AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TRC CAPITAL SDN BHD	59,553,600	12.64
3.	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KHOO TEW CHOON	36,934,404	7.84
4.	AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR SUFRI BIN MHD ZIN	29,820,217	6.33
5.	HLB NOMINEES (TEMPATAN) SDN BHD LEONG KAM HENG (CUST.SIN 10678)	23,920,356	5.08
6.	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEONG KAM HENG	22,663,920	4.81
7.	SUFRI BIN MHD ZIN (TAN SRI DATO' SRI)	20,660,000	4.38
8.	NGIAM BUEY BUEY	20,309,907	4.31
9.	CIMB GROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR DBS BANK LTD (SFS)	9,235,400	1.96
10.	RICHARD KHOO TENG SAN	7,496,757	1.59
11.	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK TRUSTEES BERHAD FOR DANA MAKMUR PHEIM (211901)	6,691,200	1.42
12.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LGF)	6,639,500	1.41
13.	YAP YON TAI	6,399,501	1.36
14.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR RICHARD KHOO TENG SAN (MY3062)	5,860,800	1.24
15.	ABDUL AZIZ BIN MOHAMAD	5,142,816	1.09
16.	OOI CHIN SENG	3,400,040	0.72
17.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	3,125,475	0.66
18.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN CHIN HOOI	3,064,500	0.65
19.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (PHEIM)	2,807,200	0.60
20.	VOON JIEW MIN	2,271,100	0.48
21.	LEONG KOK ONN	1,997,200	0.42
22.	ABDUL AZIZ BIN MOHAMAD	1,868,681	0.40
23.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR GOALKEY SYSTEM SDN BHD (MY1461)	1,793,100	0.38
24.	JIMMY LEE SHING CHOI	1,777,300	0.38
25.	CHOONG KEAN LEANG	1,639,900	0.35
26.	HOO YEN TONG	1,520,000	0.32
27.	YEM CHIU HISA	1,515,744	0.32
28.	PUBLIC NOMINEES (EMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN CHIN HOOI (E-BMM)	1,430,000	0.30
29.	PINTARAS JAYA BHD	1,428,300	0.30
30.	CHEE SHIH YEE	1,315,100	0.28
TOTAL		357,523,618	75.86

NOTICE OF TWENTY-NINTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Ninth Annual General Meeting of TRC Synergy Berhad (Registration No. 199601040839 (413192-D)) ("the Company") will be held at **Indah Ballroom, Flamingo Hotel, 5, Tasik Ampang, Jalan Hulu Kelang, 68000 Ampang, Selangor**, on **Wednesday, 24 June 2026**, at **10:30 a.m.** for the purpose of transacting the following business:

AGENDA

AS ORDINARY BUSINESS

1. To receive and adopt Audited Financial Statements, Report of the Directors and Report of the Auditors thereon for the year ended 31 December 2025. **(Please refer to Note 2)**
2. To approve the payment of first and final single tier dividend of 0.90 sen per share for the year ended 31 December 2025. **Ordinary Resolution 1**
(Please refer to Note 3)
3. To approve the payment of Directors' fees in respect of the financial year ended 31 December 2025. **Ordinary Resolution 2**
(Please refer to Note 4)
4. To approve the payment of Directors' benefits (other than Directors' fees) to Non-Executive Directors in respect of the financial year ended 31 December 2025. **Ordinary Resolution 3**
(Please refer to Note 5)
5. To re-elect YBhg Dato' Abdul Aziz bin Mohamad who shall retire as Director of the Company pursuant to Articles 84 of the Company's Articles of Association. **Ordinary Resolution 4**
6. To re-elect YBhg Dato' Richard Khoo Teng who shall retire as Director of the Company pursuant to Articles 84 of the Company's Articles of Association. **Ordinary Resolution 5**
7. To re-appoint SBY Partners PLT as Auditors of the Company to hold office until the conclusion of the next Annual General Meeting and to authorise the Directors to fix their remuneration. **Ordinary Resolution 6**

SPECIAL BUSINESS

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

8. Authority to allot shares pursuant to Section 75 and 76 of the Companies Act, 2016 and Waiver of Pre-Emptive Rights pursuant to Section 85 of the Companies Act 2016 and Clause 53 of the Company's Articles of Association. **Ordinary Resolution 7**
(Please refer to Note 6)

"THAT subject always to the Companies Act, 2016 ("the Act"), the Articles of Association of the Company and approvals from Bursa Malaysia Securities Berhad ("Bursa Securities") and any other governmental/regulatory authorities, the Directors of the Company be and are hereby empowered, pursuant to Section 75 and 76 of the Act, to allot shares in the Company at any time and upon such terms and conditions and for such purposes as the Directors of the Company may, in their absolute discretion, deem fit provided that the aggregate number of shares to be issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company for the time being **AND THAT** the Directors of the Company be and are hereby empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities **AND FURTHER THAT** such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company.

NOTICE OF TWENTY-NINTH ANNUAL GENERAL MEETING (CONT'D)

AND THAT in connection with the above, pursuant to Section 85 of the Companies Act 2016 read together with Clause 53 of the Company's Articles of Association, the shareholders of the Company do hereby waive their statutory pre-emptive rights over all new shares in the Company and such new shares when issued, to rank pari passu with existing issued shares in the Company."

9. Proposed renewal of authority for the company to purchase its own shares.
(Please refer to Note 7)

**Ordinary
Resolution 8**

"THAT subject to compliance with all applicable rules, regulations and orders made pursuant to the Companies Act, 2016 ("Act"), provisions in the Company's Memorandum and Articles of Association, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") ("MMLR") and any other relevant authorities, the Company be and is hereby authorised to purchase such number of ordinary shares of the company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company **PROVIDED THAT:-**

- (1) the aggregate number of shares purchased does not exceed ten per centum (10%) of the issued and paid-up share capital of the Company as quoted on Bursa Securities as at the point of purchase;
- (2) the maximum fund to be allocated by the Company for the purpose of purchasing such number of ordinary shares shall not exceed the retained profit account of the Company. As at the financial year ended 31 December 2025, the audited retained profit of the Company stood at RM6,210,844.03;
- (3) The renewal of authority conferred by this resolution will commence immediately upon passing of this resolution and will continue to be in force until:-
 - (a) at the conclusion of the next AGM of the Company following the general meeting in which the authorization is obtained, at which time it shall lapse unless by ordinary resolution passed at that 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 is required by law to be held; or
 - (c) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting.

whichever occurs first;

AND THAT upon completion of the purchase(s) of the ordinary shares of the Company, the Directors of the Company be and are hereby authorised to deal with the ordinary shares so purchased in the following manners:-

- (a) to cancel the ordinary shares so purchased; or
- (b) to retain the ordinary shares so purchased as treasury shares for distribution as dividend to shareholders and/or resell on Bursa Securities or subsequently cancel; or
- (c) to retain part of the ordinary shares so purchased as treasury shares and cancel the remainder; and
- (d) in any other manner prescribed by the Act, rules, regulations and orders made pursuant to the Act, the Listing Requirements of Bursa Securities and any other relevant authorities for the time being in force.

AND THAT the Directors of the Company be and are hereby authorised to act and to take all such steps as they may deem necessary or expedient in order to implement, finalise and give full effect to the aforesaid share buy-back with full powers to assent to any conditions, modifications, variations, and/or amendments as may be required or imposed by the relevant authorities and to do all such acts and things (including executing all documents) as the Board may deem fit and expedient in the best interest of the Company."

10. To transact any other business of which due notice shall be given in accordance with the Articles of Association of the Company and the Companies Act, 2016.

NOTICE OF TWENTY-NINTH ANNUAL GENERAL MEETING (CONT'D)

NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS HEREBY GIVEN, that a first and final dividend of 0.90 sen per share in respect of the financial year ended 31 December 2025 will be paid on 13 July 2026 to shareholders whose names appear on the Company's Register of Depositors on 30 June 2026.

A Depositor shall qualify for entitlement to the dividend only in respect:-

- a) Shares transferred into the Depositor's Securities Account before 4.30pm on 30 June 2026 in respect of ordinary transfers; and
- b) Shares bought on the Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of the Bursa Malaysia Securities Berhad.

BY ORDER OF THE BOARD

ABDUL AZIZ BIN MOHAMED
(LS 007370)
Secretary

Selangor Darul Ehsan
30 April 2026

Notes:

1. Audited Financial Statements for the Year Ended 31 December 2025

This Agenda item is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act, 2016 does not require a formal approval of the shareholders for the Audited Financial Statements. Hence, this Agenda item is not put forward for voting by shareholders of the Company.

2. Appointment of Proxies

- a. A proxy may but need not be a member of the Company.
- b. To be valid, the duly completed proxy form must be deposited with the Poll Administrator of the Company at Mega Corporate Services Sdn Bhd, Level 15-2, Bangunan Faber Imperial Court, Jalan Sultan Ismail, 50250 Kuala Lumpur, Malaysia or by email to mega-sharereg@megacorp.com.my or to submit electronically at <https://www.equiti.my> not less than forty-eight (48) hours before the time for holding the meeting or any adjournment thereof.
- c. A member holding one thousand (1,000) ordinary shares or less may appoint only one (1) proxy to attend and vote at the meeting.
- d. A member holding more than one thousand (1,000) ordinary shares may appoint up to two (2) proxies to attend and vote at the meeting.
- e. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportions of his holdings to be represented by each proxy.
- f. Where a member is an authorised nominee as defined under the Central Depositories Act, it may appoint at least one (1) proxy in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account.
- g. If the appointer is a corporation, the proxy form must be executed under its Common Seal or under the hand of its attorney.
- h. Only members whose names appears in the Record of Depositors as at 18 June 2026 will be entitled to attend and vote at the meeting.

3. Dividend Payment (Ordinary Resolution No. 1)

With reference to Section 131 of the Companies Act 2016, a company may only make a distribution to the shareholders out of profits of the company available if the company is solvent. On 22 April 2026 the Board of Directors had considered the amount of dividend and decided to recommend the same for the shareholders' approval.

NOTICE OF TWENTY-NINTH ANNUAL GENERAL MEETING (CONT'D)

4. Payment of Directors Fees to the Non-Executive Directors (Ordinary Resolution No. 2)

Section 230(1) of the Companies Act 2016 provides amongst others that the fees of the directors payable to the directors of a listed company shall be approved at a general meeting. During the financial year ended 31 December 2025, the Company has paid RM269,000.00 as Directors' fees to its Non-Executive Directors.

5. Payment of Directors' Benefits (excluding Directors' Fees) to the Non-Executive Directors (Ordinary Resolution No. 3)

The Company is seeking shareholders' approval for the following payments of benefits to its Non-Executive Directors pursuant to Section 230(1) of the Companies Act 2016:-

	RM
Chairman to the Board of Directors	62,500.00
Chairman to the Audit and Risk Management Committee	40,600.00
Allowance	44,800.00
Other emoluments	193,578.00
TOTAL	341,478.00

6. Authority for allotment of shares and Waiver of Pre-Emptive Rights (Ordinary Resolution No. 7)

The proposed Ordinary Resolution No. 7 is a renewal of the General Mandate for the Directors to allot shares pursuant to Section 75 and 76 of the Companies Act, 2016 and Waiver of Pre-Emptive Rights pursuant to Section 85 of the Companies Act 2016 and Clause 53 of the Company's Articles of Association.

The proposed Ordinary Resolution No. 7, if passed, will authorize the Directors of the Company, from the date of the above Annual General Meeting, to allot shares up to ten per centum (10%) of the issued and paid-up capital of the Company for the time being for such purposes as the Directors consider would be in the best interest of the Company. This authority, unless revoked or varied by the Company in general meeting, will expire at the conclusion of the next Annual General Meeting of the Company. By voting in favour of Ordinary Resolution No. 7, shareholders of the Company will agree to waive their pre-emptive rights under Section 85 of the Companies Act 2016 and read together with Clause 53 of the Company's Articles of Association over all new shares to be allotted and issued by the Directors pursuant to this mandate.

As at the date of this Notice, no new shares in the Company were allotted pursuant to the authority granted to the Directors at the Twenty-Eighth Annual General Meeting held on 24 June 2025 and which will lapse at the conclusion of the Twenty-Ninth Annual General Meeting to be held on 24 June 2026.

The authority will provide flexibility to the Company for any possible fund raising activities, including but not limited to further placing of shares, for purpose of funding future investment project(s), working capital and/or acquisitions.

The rationale for this resolution is to eliminate the need to convene separate general meeting(s) from time to time to seek Shareholder approval as and when the Company issues new shares and thereby reducing administrative time and costs associated with the convening of such meeting(s).

7. Proposed renewal of authority for the Company to purchase its own shares (Ordinary Resolution No. 8)

The proposed adoption of the Ordinary Resolution No. 8 is to renew the authority granted by the shareholders of the Company at the Annual General Meeting held on 24 June 2025 to empower the Directors of the Company to purchase not more than 10% of the issued and paid-up share capital of the Company for the time being, for such purposes as they consider would be in the best interest of the Company. This authority, unless revoked or varied at a general meeting will expire at the conclusion of the next Annual General Meeting of the Company. Further information is set out in the Share Buy-Back Statement dated 30 April 2026 which is dispatched together with the Notice of the Twenty-Ninth Annual General Meeting.



STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

FURTHER DETAILS OF INDIVIDUALS WHO ARE STANDING FOR ELECTION

No Directors will stand for election during the Twenty-Ninth Annual General Meeting.

STATEMENT RELATING TO GENERAL MANDATE FOR ISSUANCE OF SECURITIES

The proposed adoption of Ordinary Resolution No 7 as detailed out in the Notice of Meeting is for the purpose of seeking a renewal for the general mandate to empower the Directors of the Company pursuant to Section 75 and 76 of the Companies Act, 2016, and Waiver of Pre-Emptive Rights pursuant to Section 85 of the Companies Act 2016 and Clause 53 of the Company's Articles of Association from the date of the above Meeting, to allot ordinary shares of not more than ten percent (10%) from the unissued share capital of the Company for such purposes as the Directors of the Company consider would be in the interest of the Company. By voting in favour of Ordinary Resolution No. 7, shareholders of the Company will agree to waive their pre-emptive rights under Section 85 of the Companies Act 2016 and read together with Clause 53 of the Company's Articles of Association over all new shares to be allotted and issued by the Directors pursuant to this mandate.

This authority will, unless revoked or varied at a General Meeting, expire at the conclusion of the next Annual General Meeting of the Company. This authority will provide flexibility and enable the Directors to take swift action for allotment of shares for any possible fund raising activities, including but not limited to further placement of shares for purpose of funding future investment project(s), working capital and/or acquisition(s) and to avoid delay and cost in convening general meetings to approve such issue of shares.

As at the date of this Notice, no new shares in the Company were issued under the provision of the general mandate granted to the Directors at the Twenty-Eights Annual General Meeting held on 24 June 2025 and which will lapse at the conclusion of the Twenty-Ninth Annual General Meeting to be held on 24 June 2026. Hence, no proceeds were raised therefrom.

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**TRC SYNERGY BERHAD**199601040839 (413192-D)
(Incorporated in Malaysia)**PROXY FORM**

No. of Ordinary Shares held

I/We, _____ of _____

being a member/members of the above-named Company, hereby appoint:

Name	Email Address	Mobile No.	NRIC/Passport	% of Shares

*And/or failing him/her (delete as appropriate)

Name	Email Address	Mobile No.	NRIC/Passport	% of Shares

or failing which, the Chairman of the Meeting as *my/our proxy to vote for me/us and on my/our behalf at the **Twenty-Ninth Annual General Meeting** of the Company, to be held at **Indah Ballroom, Flamingo Hotel, 5, Tasik Ampang, Jalan Hulu Kelang, 68000 Ampang, Selangor** on **Wednesday, 24 June 2026** at **10.30 a.m.** and at every adjournment thereof.

I/We direct my/our proxy to vote for or against the resolutions to be tabled at the Twenty-Ninth Annual General Meeting as hereunder indicated.

RESOLUTIONS		FOR	AGAINST
ORDINARY RESOLUTION 1	To approve the payment of first and final single tier dividend of 0.90 sen per share for the year ended 31 December 2025		
ORDINARY RESOLUTION 2	To approve the payment of Directors' Fees in respect of the financial year ended 31 December 2025		
ORDINARY RESOLUTION 3	To approve the payment of Directors' Benefits (other than Directors' Fees) to Non-Executive Directors in respect of the financial year ended 31 December 2025		
ORDINARY RESOLUTION 4	To re-elect YBhg Dato' Abdul Aziz bin Mohamad as Director of the Company		
ORDINARY RESOLUTION 5	To re-elect YBhg Dato' Richard Khoo Teng San as Director of the Company		
ORDINARY RESOLUTION 6	To re-appoint SBY Partners PLT as Auditors of the Company and to authorise the Directors to fix their remuneration		
ORDINARY RESOLUTION 7	To grant authority to the Directors to allot and issue shares pursuant to Section 75 and 76 of the Companies Act 2016, and Waiver of Pre-Emptive Rights pursuant to Section 85 of the Companies Act 2016 and Clause 53 of the Company's Constitution		
ORDINARY RESOLUTION 8	To approve the Proposed Renewal of Authority for Share Buy-Back		

(Please indicate with an X in the space provided how you wish your vote to be cast on the resolution specified in the Notice of the Twenty-Ninth Annual General Meeting. If this form of proxy is returned without any indication as to how the proxy shall vote, the proxy will vote or abstain from voting at his/her discretion.)

Dated this: _____

Signature/Common Seal**Notes :**

1. A proxy may but need not be a member of the Company.
2. To be valid, the duly completed proxy form must be deposited with the Poll Administrator of the Company at Mega Corporate Services Sdn Bhd, Level 15-2, Bangunan Faber Imperial Court, Jalan Sultan Ismail, 50250 Kuala Lumpur, Malaysia or by email to mega-sharereg@megacorp.com.my or to submit electronically at <https://www.equiti.my> not less than forty-eight (48) hours before the time for holding the meeting or any adjournment thereof.
3. A member holding one thousand (1,000) ordinary shares or less may appoint only one (1) proxy to attend and vote at the meeting.
4. A member holding more than one thousand (1,000) ordinary shares may appoint up to two (2) proxies to attend and vote at the meeting.
5. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportions of his holdings to be represented by each proxy.
6. Where a member is an authorized nominee as defined under the Central Depositories Act, they may appoint at least one (1) proxy in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account.
7. If the appointer is a corporation, the proxy form must be executed under its Common Seal or under the hand of its attorney.
8. Only members whose names appears in the Record of Depositors as at 18 June 2026 will be entitled to attend and vote at the meeting.

Fold this flap for sealing

Then fold here

AFFIX
STAMP

The Company Secretary

TRC SYNERGY BERHAD

199601040839 (413192-D)

TRC Business Centre
Jalan Andaman Utama
68000 Ampang, Selangor

1st fold here



TRC SYNERGY BERHAD

199601040839 (413192-D)

TRC Business Centre, Jalan Andaman Utama
68000 Ampang, Selangor Darul Ehsan, Malaysia.
Tel: 603-4103 8000

www.trc.com.my