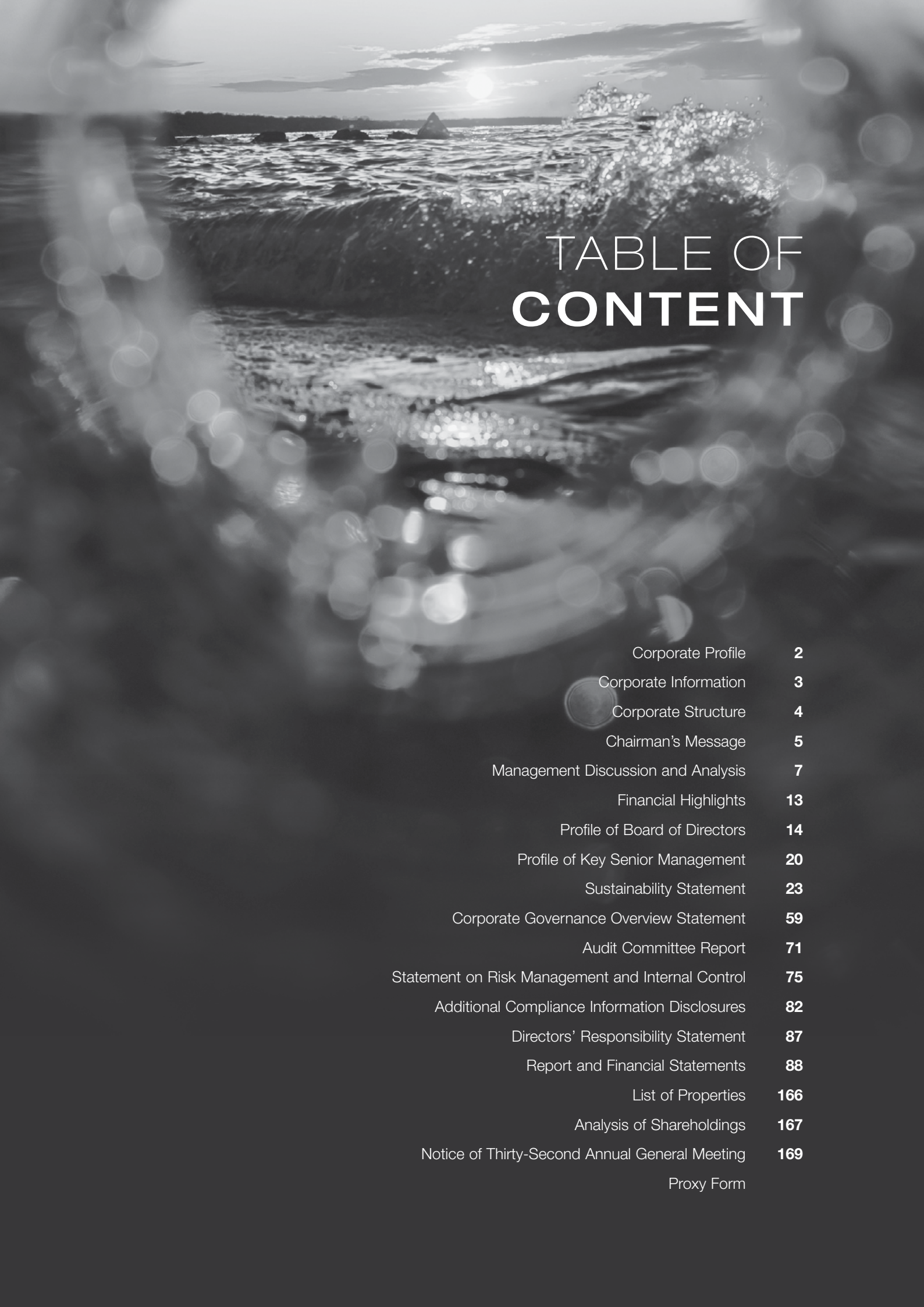
BINTAI KINDEN CORPORATION BERHAD

[199401005191 (290870-P)]

RESTORED STRENGTH RENEWED FOCUS

Annual Report **2026**



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CORPORATE PROFILE

Bintai Kinden Corporation Berhad ("Bintai" or the "Group") is an established investment holding company listed on the Main Market of Bursa Malaysia Securities Berhad since 23 January 1998. Since its incorporation on 28 February 1994, the Group has evolved into a diversified business enterprise with capabilities spanning engineering, construction, concession-related activities, healthcare solutions, and project management services.

Through its subsidiaries, the Group is principally involved in the provision of Mechanical and Electrical ("M&E") Engineering services, Construction, Medical-related services, Concession Arrangements, and Civil & Structural works. The Group also undertakes turnkey projects and provides integrated project management solutions across various sectors, leveraging its technical expertise and extensive industry experience.

Over the years, Bintai has established a track record in delivering complex engineering and infrastructure projects for both public and private sector clients. The Group remains committed to maintaining high standards of quality, safety, operational excellence, and project delivery while continuously enhancing its technical capabilities and service offerings.

Following the successful completion of its corporate regularisation journey and upliftment from PN17 status, Bintai stands at the threshold of a new growth chapter. Anchored by strengthened operational fundamentals, a revitalised business platform, and a clear strategic direction, the Group is well-positioned to pursue sustainable growth opportunities while delivering long-term value creation for its stakeholders.

Guided by its commitment to innovation, sustainability, and value creation, Bintai remains focused on strengthening its market position, pursuing sustainable business growth, and delivering long-term value to shareholders, customers, business partners, and the wider communities in which it operates.

OUR VISION

To be an international class conglomerate with diverse commercial interests and core competencies in selected sectors.

OUR MISSION

Committed to maximising shareholders' value and providing satisfaction to customers through innovation, reliability, high quality workmanship and superior services. We support these goals with a corporate philosophy of adhering to the highest management standards in all its business dealings, treatment of its employees and social and environmental policies.

CORE VALUES

INTEGRITY	We uphold the highest standards of ethics, accountability, and transparency in all our business dealings. Integrity guides our decisions, strengthens stakeholder confidence, and forms the foundation of our corporate culture.
EXCELLENCE	We are committed to delivering excellence through disciplined execution, operational efficiency, and continuous improvement. By maintaining the highest standards of quality and professionalism, we strive to create sustainable value for our stakeholders.
RESILIENCE	We embrace challenges with determination, adaptability, and perseverance. Our ability to navigate change, overcome adversity, and emerge stronger reflects the resilience that underpins our long-term success and sustainable growth.
COLLABORATION	We believe that lasting success is achieved through teamwork, mutual respect, and strong partnerships. By fostering open communication and leveraging the collective strengths of our people and stakeholders, we create shared value and achieve common goals.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Datuk Ng Choon Koon
Independent
Non-Executive Chairman

Datuk Tay Chor Han
Managing Director cum
Chief Executive Officer

Datuk Mohd Idzwan Izuddin Bin Datuk Ab Rahman
Non-Independent
Non-Executive Director

Ooi Jit Huat
Independent
Non-Executive Director

Surendran Chelvarajah
Independent
Non-Executive Director

Ng Siew Kim
Independent
Non-Executive Director

AUDIT COMMITTEE

Ooi Jit Huat, Chairman
Ng Siew Kim, Member
Surendran Chelvarajah, Member

NOMINATION COMMITTEE

Surendran Chelvarajah, Chairman
Ooi Jit Huat, Member
Ng Siew Kim, Member

REMUNERATION COMMITTEE

Surendran Chelvarajah, Chairman
Ooi Jit Huat, Member
Ng Siew Kim, Member

RISK MANAGEMENT COMMITTEE

Ng Siew Kim, Chairperson
Ooi Jit Huat, Member
Surendran Chelvarajah, Member

COMPANY SECRETARIES

Tan Tong Lang
(MAICSA 7045482 & SSM PC No. 202208000250)
Tan Lay Khoon
(MAICSA 7077867 & SSM PC No. 202208000544)

AUDITORS

HLB Ler Lum Chew PLT (AF0276)
Chartered Accountants
A-23-1, Level 23,
Hampshire Place Office,
157 Hampshire, No. 1,
Jalan Mayang Sari,
Off Jalan Tun Razak,
50450 Kuala Lumpur
Tel : +603 7890 5588
Email : general@hlblerlumchew.com

REGISTERED OFFICE

B-21-1, Level 21, Tower B,
Northpoint Mid Valley City,
No. 1, Medan Syed Putra Utara,
59200 Kuala Lumpur
Tel : +603 9770 2200
Fax : +603 2201 7774
Email : boardroom@boardroom.com.my

PRINCIPAL PLACE OF BUSINESS

10-01-02, PJX-HM Shah Tower,
Jalan Persiaran Barat,
46050 Petaling Jaya
Selangor
Tel : +603 7662 0488
Fax : +603 7662 0400
E-mail : admin@bintai.com.my
Website : www.bintai.com.my

SHARE REGISTRAR

Aldpro Corporate Services Sdn Bhd [Registration No. 202101043817 (1444117-M)]
B-21-1, Level 21, Tower B,
Northpoint Mid Valley City,
No. 1, Medan Syed Putra Utara,
59200 Kuala Lumpur
Tel : +603 9770 2200
Fax : +603 2201 7774
Email : admin@aldpro.com.my

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
Stock Name : BINTAI
Stock Code : 6998
Sector : Industrial Products & Services

CORPORATE STRUCTURE

BINTAI KINDEN CORPORATION BERHAD *199401005191 (290870-P)*

1%

100%
BINTAI TRADING SDN BHD ("BTSB")
199401005095 (290774-H)

100%
KEJURUTERAAN BINTAI KINDENKO SDN BHD ("KBK")
198201010052 (89776-P)

100%
OPTIMAL PROPERTY MANAGEMENT SDN BHD ("OPM")
201401005402 (1081481-H)

50%
BINTAI ENERGY SDN BHD ("BESB")
202101032914 (1433214-P)

100%
BINTAI PROPERTY DEVELOPMENT SDN BHD ("BPD")
199201004635 (236139-V)

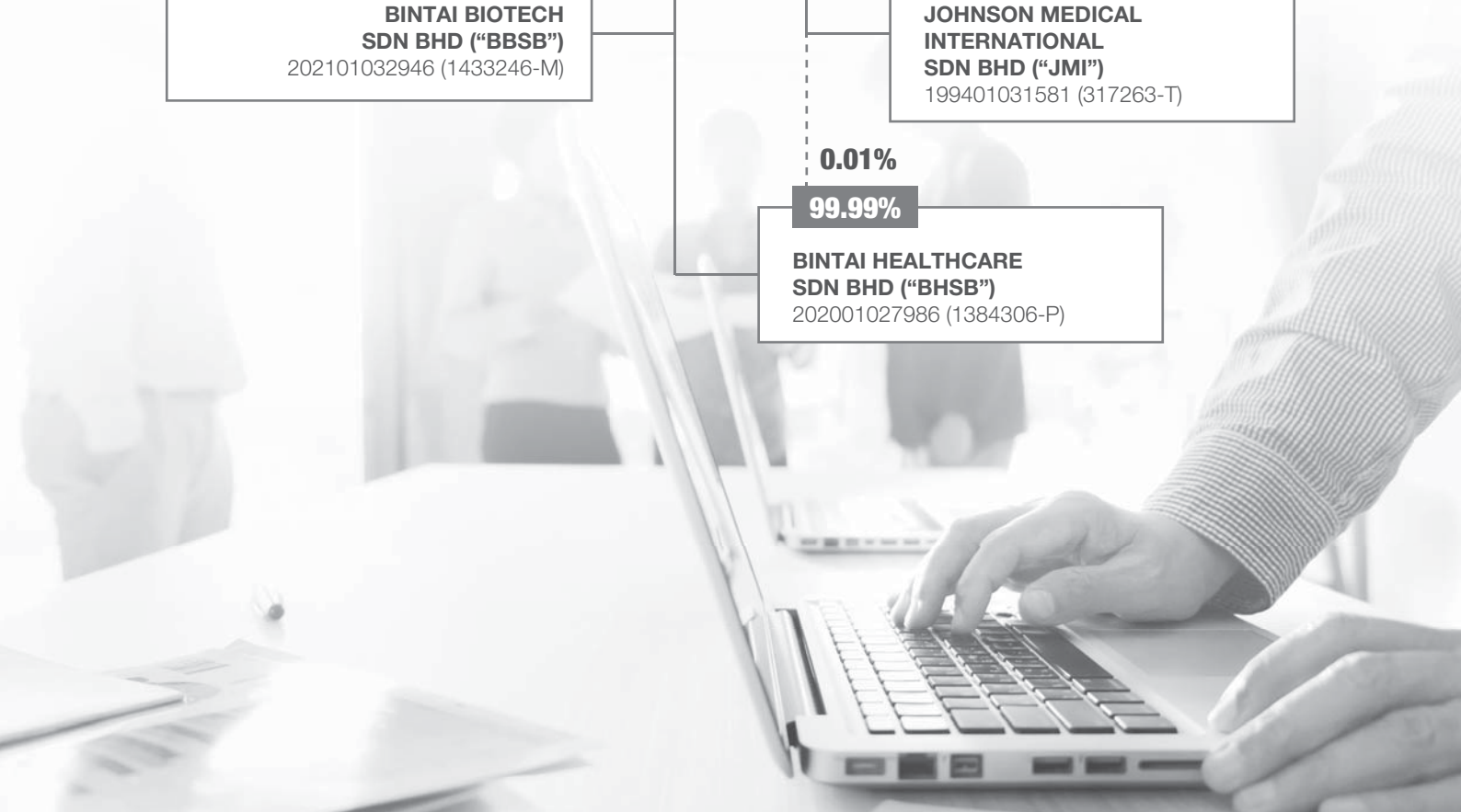
50.05%
BINTAI MEDICAL SOLUTION SDN BHD ("BMS")
202101014643 (1414943-T)

100%
BINTAI BIOTECH SDN BHD ("BBSB")
202101032946 (1433246-M)

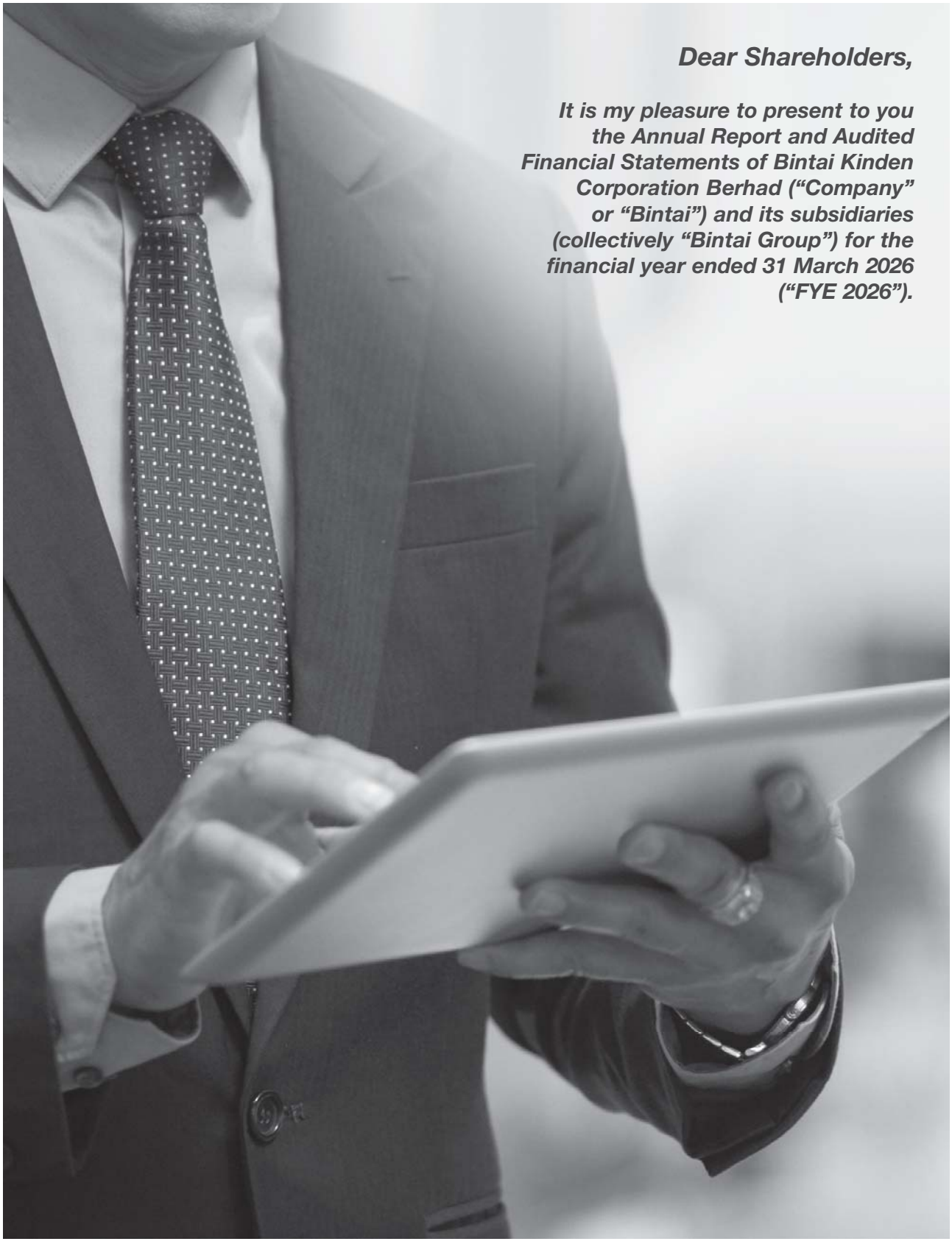
100%
JOHNSON MEDICAL INTERNATIONAL SDN BHD ("JMI")
199401031581 (317263-T)

0.01%

99.99%
BINTAI HEALTHCARE SDN BHD ("BHSB")
202001027986 (1384306-P)



CHAIRMAN'S MESSAGE



Dear Shareholders,

It is my pleasure to present to you the Annual Report and Audited Financial Statements of Bintai Kinden Corporation Berhad ("Company" or "Bintai") and its subsidiaries (collectively "Bintai Group") for the financial year ended 31 March 2026 ("FYE 2026").

CHAIRMAN'S MESSAGE
(cont'd)

Financial Year 2026 marks a defining milestone in the history of Bintai Kinden Corporation Berhad. After years of perseverance, discipline, and unwavering commitment, the Group successfully exited its Practice Note 17 ("PN17") classification, signifying a major turning point in our corporate journey and reaffirming the resilience of our business fundamentals.

On 26 February 2026, the Company received official confirmation from Bursa Malaysia Securities Berhad that the upliftment of Bintai's PN17 status would take effect on 27 February 2026. This achievement represents far more than a regulatory milestone, it is the culmination of years of hard work, difficult decisions, and collective determination by the Board, management, employees, and stakeholders who stood firmly with the Group throughout one of the most challenging periods in our history.

Since our classification under PN17 in March 2023, the Group embarked on an intensive transformation and recovery journey. The period tested our resilience, agility, and conviction as we navigated operational pressures, financial constraints, and an increasingly challenging economic landscape. Yet, throughout these challenges, we remained steadfast in our commitment to restoring the Group's financial stability, strengthening governance practices, rebuilding market confidence, and positioning Bintai for sustainable long-term growth.

The successful regularisation of the Group did not happen overnight. It was achieved through disciplined execution of strategic initiatives, prudent financial management, operational restructuring, and continuous efforts to strengthen our core business fundamentals. Equally important was the unwavering support from our shareholders, financiers, customers, business partners, and employees, all of whom played a significant role in helping the Group regain its footing and move forward with renewed strength and confidence.

Today, Bintai stands on stronger foundations. Emerging from PN17 has allowed the Group to reset its strategic direction with greater clarity and optimism. While the experience was undoubtedly challenging, it has also transformed the organisation into a leaner, more disciplined, and more resilient enterprise. We have gained invaluable lessons that will continue to guide our approach towards governance, risk management, operational efficiency, and sustainable growth moving forward.

Malaysia's economic outlook continues to present encouraging opportunities, particularly within the construction and infrastructure sectors. Supported by ongoing investments in infrastructure development, digitalisation initiatives, industrial expansion, and data centre growth, the industry is expected to remain resilient despite external uncertainties in the global economy. As a mechanical and electrical ("M&E") engineering specialist, Bintai remains well-positioned to capitalise on these emerging opportunities by leveraging our technical expertise, industry experience, and established market presence.

Looking ahead, the Group will continue to focus on strengthening its order book, improving operational efficiencies, enhancing financial discipline, and pursuing sustainable business opportunities that align with our long-term strategic objectives. We remain committed to delivering value to our shareholders while ensuring that our business growth is guided by sound governance, accountability, and operational excellence.

The successful exit from PN17 is not the end of our journey — rather, it marks the beginning of a new chapter for Bintai. With renewed momentum, stronger foundations, and a clearer strategic direction, we are confident in our ability to rebuild, grow, and create sustainable value for all stakeholders in the years ahead.

ACKNOWLEDGEMENTS

On behalf of the Board of Directors, I would like to extend my sincere appreciation to our management team and employees for their unwavering dedication, resilience, and hard work throughout this challenging journey. Their commitment and perseverance have been instrumental in achieving this significant milestone.

I would also like to express my heartfelt gratitude to our shareholders, customers, financiers, business partners, suppliers, vendors, and regulatory authorities for their continued trust, patience, and support during this transformative period. Your confidence in the Group has been invaluable to us.

As we move forward into this new chapter, we remain committed to building a stronger, more resilient, and future-ready Bintai. Together, we look ahead with renewed optimism and confidence towards achieving greater success in the years to come.

Datuk Ng Choon Koon
Independent Non-Executive Chairman

MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW

The financial year ended 31 March 2026 ("FYE 2026") represented a transformative year for Bintai Kinden Corporation Berhad ("Bintai" or the "Group"), marking the culmination of the Group's corporate rehabilitation journey and the commencement of a new chapter focused on sustainable growth, operational excellence, and long-term value creation. Following the completion of the Group's Proposed Regularisation Plan in the preceding financial year, Management remained focused on enhancing operational performance, restoring financial resilience, and fulfilling the remaining requirements for the upliftment of the Company's Practice Note 17 ("PN17") status under the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities").

As disclosed in the Company's Annual Report for FYE 2025, the Group completed the Proposed Placement and Proposed Share Capital Reduction, which formed key components of the Proposed Regularisation Plan. These corporate exercises significantly reinforced the Group's capital structure and established a solid foundation for sustainable business recovery and future growth.

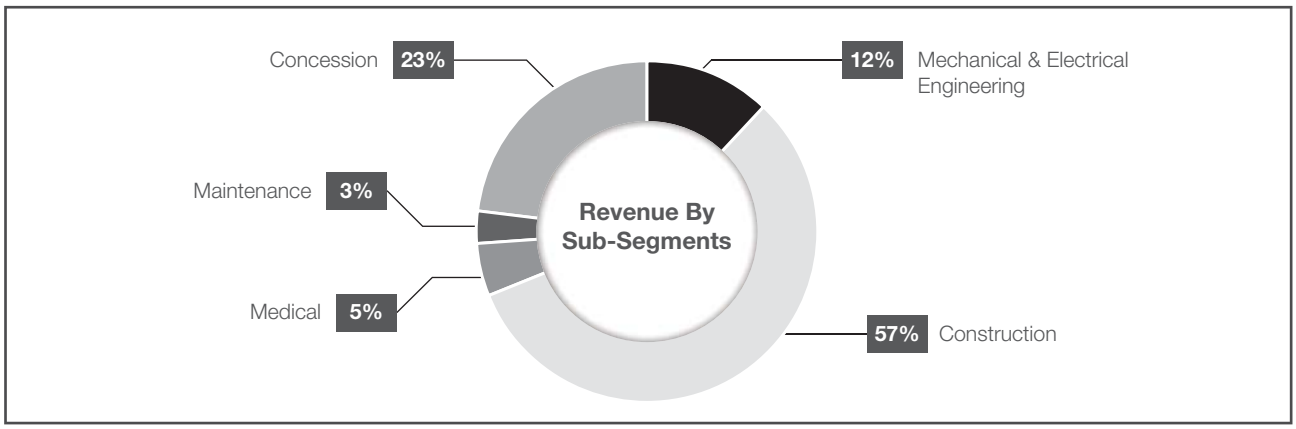
During FYE 2026, the Group delivered a significant turnaround in its financial performance, underpinned by stronger operational execution, improved project delivery, disciplined cost management, and the absence of substantial one-off expenses recognised in the previous financial year. The Group also recorded two consecutive profitable quarterly results for the financial quarters ended 30 September 2025 and 31 December 2025, demonstrating the effectiveness of Management's strategic initiatives and operational transformation.

The upliftment from PN17 represents a defining milestone in the Group's corporate rehabilitation journey and reflects the restoration of confidence in its financial position, operational capabilities, and long-term prospects. The financial year also marked the restoration of the Group's ability to actively pursue strategic project opportunities, enabling it to compete for a substantially broader pipeline of tenders across its core business segments. This positive momentum provides a strong platform for the Group to accelerate its growth trajectory, strengthen its market position, and deliver sustainable long-term value for its shareholders.

REVIEW OF FINANCIAL RESULTS AND OPERATIONS

For FYE 2026, the Group recorded revenue of RM55.80 million, representing a substantial increase of 120.6% compared with RM25.29 million achieved in FYE 2025.

The significant increase in revenue was principally driven by higher contributions from the Mechanical and Electrical Engineering ("M&E") segment, which accounted for approximately 74.56% of total Group revenue, while the Concession Arrangements segment contributed the remaining 25.44%.



The Group recorded a profit before tax ("PBT") of RM3.91 million compared with a loss before tax ("LBT") of RM31.97 million in the preceding financial year, representing a significant turnaround of RM35.88 million.

MANAGEMENT DISCUSSION AND ANALYSIS
(cont'd)

During FYE 2026, the Group implemented the Employees' Share Option Scheme ("ESOS") following shareholders' approval obtained at the Extraordinary General Meeting held on 25 February 2025. The ESOS forms part of the Group's long-term talent retention and performance incentive framework, designed to align the interests of eligible employees with those of shareholders while supporting sustainable long-term value creation.

Pursuant to the ESOS, a total of 125.00 million options were granted on 29 May 2025 to eligible employees, entitling them to subscribe for ordinary shares in the Company at an exercise price of RM0.0665 per share, subject to the terms and conditions stipulated under the ESOS By-Laws, including the applicable vesting and service conditions.

During the financial year, a total of 29.60 million ordinary shares were issued pursuant to the exercise of ESOS options at RM0.0665 per share, while a further 12.00 million subscription options were exercised at RM0.0800 per share, raising aggregate proceeds of approximately RM2.93 million. In accordance with MFRS 2 Share-based Payment, the Group recognised share-based payment expenses amounting to RM3.86 million during the financial year.

The following section presents an analysis of the financial performance of each of the Group's operating business segments for FYE 2026 as compared with the preceding financial year.

SEGMENTAL PERFORMANCE

MECHANICAL & ELECTRICAL ENGINEERING SEGMENT ("M&E")

The M&E segment remained the Group's principal revenue contributor, generating RM41.60 million during FYE 2026, representing approximately 74.56% of total Group revenue.

The segment comprises three key business components, namely:

- Mechanical and Electrical Engineering;
- Construction; and
- Medical-related services.

i) Mechanical & Electrical Engineering

The M&E Engineering sub-segment generated revenue of RM6.73 million, representing a significant increase from RM3.10 million recorded in the preceding financial year.

The improved performance was primarily driven by contributions from two major projects, including one contract secured in FYE 2025 and a newly awarded contract during FYE 2026 with a total contract value of approximately RM17.93 million.

ii) Construction

The Construction sub-segment recorded revenue of RM31.68 million compared with RM4.72 million in FYE 2025, contributing approximately 56.78% of total Group revenue.

The strong growth was attributable to contributions from seven projects comprising five ongoing contracts and two newly secured contracts with a combined contract value of approximately RM32.94 million.

During the financial year, one project was successfully completed, while six projects remained actively under construction as at year-end. Revenue recognition increased significantly as several major projects progressed into more advanced stages of completion, resulting in higher certified claims and work progress.

iii) Medical

The Medical sub-segment contributed revenue of RM3.19 million. The revenue was generated from medical-related service contracts, the sale of medical equipment and related products, as well as maintenance services.

The segment's performance was largely supported by the continued execution of contracts secured in prior years. Nevertheless, the medical industry remains highly competitive, with increasing market penetration by international manufacturers offering cost-effective alternatives. This has intensified pricing pressures and competition within the medical equipment and healthcare technology sectors.

MANAGEMENT DISCUSSION AND ANALYSIS
(cont'd)

The M&E segment recorded a loss before tax ("LBT") of RM2.96 million for FYE 2026, compared with an LBT of RM18.84 million in the preceding financial year, representing a substantial improvement of RM15.88 million.

The significant improvement in the segment's financial performance was primarily attributable to a marked turnaround in gross profitability, which improved by approximately RM20.79 million from a gross loss of RM14.30 million in FYE 2025 to a gross profit of RM6.49 million in FYE 2026. The gross loss recognised in the preceding financial year was principally due to contractual back-charges amounting to RM18.71 million arising from the termination of ten projects.

The improved performance was further supported by gains amounting to RM0.56 million arising from the disposal of assets classified as held for sale and the modification of trade and other payables. In addition, lower finance costs of approximately RM0.77 million also contributed positively to the segment's overall financial performance.

The favourable performance was, however, partially offset by expected credit loss ("ECL") expenses of RM1.11 million recognised during the current financial year, together with share-based payment expenses of RM3.19 million arising from the Employees' Share Option Scheme ("ESOS").

For comparative purposes, the preceding financial year included a gain on disposal of property, plant and equipment amounting to RM0.25 million and a debt waiver of RM2.34 million, both of which did not recur during the current financial year.

Following the successful conclusion of the global settlement with Tenaga Nasional Berhad ("TNB") in June 2025, the Group's participation restrictions were lifted, enabling the reinstatement of its vendor registration and licences.

Subsequently, the Group obtained the reinstatement of its TNB vendor registration and licences in August 2025 and resumed active participation in TNB tenders from September 2025 onwards.

As at 31 March 2026, the Group had participated in 14 TNB tenders with an aggregate value of approximately RM1.78 billion. Subsequently, on 2 April 2026, the Group secured its first TNB contract following the reinstatement, namely the Asset Replacement & Refurbishment for Primary and Secondary Combined Equipment and New 1 x 240MVA Autotransformer at PMU 275/132kV Bukit Tengah, Pulau Pinang, with a contract value of RM44.65 million.

INVESTMENT HOLDINGS AND OTHERS

The investment holding segment did not generate any external revenue during the financial year under review, as its principal activities are primarily related to investment holding and the provision of corporate support functions within the Group.

The segment recorded a PBT of RM1.57 million for FYE 2026, compared with a LBT of RM14.55 million in the preceding financial year, representing a significant improvement of RM16.11 million.

The improved performance was principally attributable to the reversal of ECL provisions amounting to RM2.64 million during the current financial year, compared with an ECL expense of RM1.41 million recognised in the preceding financial year, resulting in a favourable variance of RM4.05 million.

The improvement was further supported by the absence of one-off expenses incurred in the previous financial year, including professional fees of RM2.36 million relating to the implementation of the Group's Proposed Regularisation Plan, share-based payment expenses of RM6.94 million arising from the granting of share options, and the write-off of profit guarantee receivables amounting to RM2.40 million.

CONCESSION SEGMENT

The Concession Arrangements segment contributed revenue of RM14.19 million during FYE 2026, remaining relatively consistent with the preceding financial year owing to the recurring nature of the concession business.

The segment's operations are principally derived from a 25-year concession granted by Universiti Islam Melaka Berhad ("UIMB") to design, construct, complete, operate and maintain student hostel accommodation and a student centre.

The segment recorded a PBT of RM5.30 million for FYE 2026, compared with a PBT of RM1.42 million in the preceding financial year, representing an improvement of RM3.88 million.

MANAGEMENT DISCUSSION AND ANALYSIS
(cont'd)

The improved financial performance was principally attributable to the reversal of expected credit loss ("ECL") provisions amounting to RM0.11 million during the current financial year, compared with an ECL expense of RM3.37 million recognised in FYE 2025, resulting in a favourable variance of RM3.48 million.

The segment's performance was further supported by lower staff costs, legal and professional fees, and finance costs, which decreased by approximately RM0.67 million, RM0.24 million, and RM0.34 million, respectively, reflecting the Group's continued focus on operational efficiency, cost optimisation, and prudent financial management.

The favourable performance was partially offset by higher cost of sales of approximately RM0.23 million, primarily attributable to higher repair and maintenance expenditure undertaken during the financial year, as well as share-based payment expenses of RM0.67 million recognised pursuant to the ESOS.

The Group continued to engage constructively with UIMB regarding the Extended Interim Settlement Proposal ("EISP") and the proposed EISP 1 arrangement. The Board remains committed to safeguarding the interests of the Group while maintaining a pragmatic and commercially balanced approach towards the resolution of outstanding matters.

On 17 March 2026, the Group received a request from UIMB for an extension of the deadline stipulated under paragraph 2(b) of the EISP dated on 30 October 2024, from 31 March 2026 to 31 May 2026. After due consideration, the Company has agreed to the request strictly on a goodwill basis.

On 20 May 2026, the Group received a request from UIMB for an extension of the EISP dated 30 October 2024 for the period from 1 July 2026 to 31 December 2026 ("EISP 1").

Under EISP 1, UIMB has proposed to make payments to Optimal Property Management Sdn Bhd ("OPM") totalling RM3.9 million based on the following payment schedule:-

a) RM600,000 per month for the period from July 2026 to September 2026; and
b) RM700,000 per month for the period from October 2026 to December 2026.

Following due deliberation, the Board of Directors of BKCB had, via its letter dated 25 May 2026, agreed in principle to grant EISP 1 subject to, amongst others, the following conditions:-

i) UIMB shall make an offer for the full acquisition of OPM with immediate effect upon completion of the due diligence exercise on OPM, subject to the approval of the Board of Directors of BKCB and/or shareholders' approval at an EGM (if deemed necessary);
ii) An acceptable offer from UIMB must be finalised and agreed upon by both parties on or before 31 July 2026;
iii) The proposed full acquisition of OPM shall be completed through the execution of a Share Sale Agreement on or before 30 September 2026;
iv) In the event that the proposed full acquisition of OPM is not agreed upon, UIMB shall fully settle all outstanding amounts due to OPM as at 31 December 2026 by no later than 15 January 2027;
v) UIMB shall restructure the Availability Charge Rate ("ACR") payment effective from 1 January 2027 onwards providing at all times any such restructuring shall not cause any loss to OPMSB and/or BKCB and is acceptable to MBSB Bank Berhad; and
vi) UIMB shall finalise and execute the Supplementary Agreement in relation to the ACR referred to in paragraph (v) above on or before 30 September 2026.

On 28 May 2026, UIMB had acknowledged receipt of BKCB's aforesaid conditions but informed the Company that it was unable to confirm its acceptance thereof pending the convening of its Board meeting for deliberation.

Accordingly, the Board of Directors of BKCB had on 29 May 2026 resolved to conditionally approve EISP 1 and to grant UIMB until 29 June 2026 to formally accept the terms and conditions set out in BKCB's letter dated 25 May 2026.

In the event UIMB fails to formally accept the said terms and conditions by 29 June 2026, EISP 1 shall automatically lapse and be deemed null and void without any further action required by BKCB and/or OPM. In such circumstances, UIMB shall continue to be bound by and shall fully comply with the terms and conditions of the EISP dated 30 October 2024.

On 26 June 2026, the Group received a reply from UIMB in response to BKCB's letter dated 25 May 2026 setting out the conditions for the proposed extension of the EISP for the period from 1 July 2026 to 31 December 2026 ("EISP 1").

MANAGEMENT DISCUSSION AND ANALYSIS
(cont'd)

UIMB has informed the Company that it agrees in principle to the terms and conditions proposed by BKCB for the extension of EISP 1, subject to the necessary approvals, finalisation of the relevant terms and execution of the appropriate transaction documents.

UIMB has also informed the Company that it expects to provide its final decision on the proposed settlement arrangement on or before 31 July 2026.

RISK EXPOSURE AND MITIGATION

The Group recognises that effective risk management is fundamental to preserving shareholder value, maintaining operational resilience, and supporting the sustainable growth of its businesses. Accordingly, the Board and Management remain committed to maintaining a robust risk management framework that facilitates the timely identification, assessment, monitoring, and mitigation of risks arising from the Group's operating environment.

The principal risks affecting the Group and the corresponding mitigation measures are outlined below:

Operational Risk

The Group's financial performance is dependent on its ability to continuously replenish its order book and successfully execute projects within the stipulated timelines and budget parameters. Delays in project awards, disruptions in project execution, supply chain constraints, labour shortages, or unforeseen operational challenges may adversely affect revenue recognition, profitability, and cash flow generation.

To mitigate these risks, the Group actively pursues tender opportunities across both the public and private sectors while maintaining close engagement with clients, consultants, and industry stakeholders. Continuous improvements in project management processes, resource planning, procurement strategies, and operational controls are undertaken to enhance execution efficiency and ensure the timely delivery of projects.

In addition, the Group remains focused on strengthening its technical capabilities, expanding its client base, and diversifying its project portfolio to reduce dependency on any single customer, project, or industry segment.

Market and Competitive Risk

The Group operates in highly competitive industries characterised by evolving customer requirements, changing market conditions, and increasing competition from both local and international market participants. Economic uncertainties, inflationary pressures, fluctuations in material prices, and competitive pricing environments may impact project margins and overall profitability.

The Group addresses these challenges through prudent cost management, disciplined tender participation, strategic procurement initiatives, and continuous operational optimisation. Management closely monitors industry developments, market trends, and regulatory changes to ensure that business strategies remain responsive, competitive, and aligned with prevailing market conditions.

The Group also continues to leverage its technical expertise, industry experience, and project execution capabilities to strengthen its competitive positioning and pursue quality business opportunities.

Financial Risk

Maintaining a healthy liquidity position and prudent financial management remains a key priority for the Group. The Group's financial performance may be affected by factors such as project cash flow timing, collection of receivables, financing obligations, and broader economic conditions.

To strengthen financial resilience, the Group maintains disciplined cash flow management and working capital practices, supported by continuous monitoring of operational expenditure, funding requirements, and collection performance. Management remains committed to preserving financial flexibility, optimising resource utilisation, and ensuring the Group maintains sufficient liquidity to support its ongoing operations and future growth initiatives.

MANAGEMENT DISCUSSION AND ANALYSIS
(cont'd)

OUTLOOK AND PROSPECTS

Following its successful upliftment from PN17, Bintai enters the new financial year on significantly stronger footing, supported by a strengthened balance sheet, improved operational performance, renewed stakeholder confidence, and a clearer strategic direction for future growth.

The successful completion of the Group's regularisation journey represents a transformational milestone that has restored financial stability and enhanced the Group's ability to pursue business opportunities with greater agility and confidence. Having successfully navigated a challenging period of corporate rehabilitation, Management is now firmly focused on accelerating business growth, strengthening operational capabilities, and delivering sustainable value creation for shareholders.

The Board remains encouraged by the positive outlook within the construction, infrastructure, utilities, industrial, healthcare, and data centre sectors, which continue to present attractive opportunities for the Group's Mechanical and Electrical Engineering and Construction businesses. Increasing investments in infrastructure development, power transmission and distribution networks, healthcare facilities, industrial expansion, and digital infrastructure are expected to generate a healthy pipeline of opportunities that are well aligned with the Group's technical expertise and core competencies.

The reinstatement of the Group's vendor registration and licences with Tenaga Nasional Berhad ("TNB") marks another significant development in the Group's recovery journey. This reinstatement has enabled the Group to actively participate in TNB-related tenders and strategically position itself to capitalise on opportunities within Malaysia's energy and utility infrastructure sector.

As at 31 March 2026, the Group's outstanding order book stood at approximately RM22.08 million for the Mechanical and Electrical Engineering segment and RM140.44 million for the Construction segment, providing earnings visibility and operational continuity for the upcoming financial periods.

In addition, tenders with an estimated aggregate value of approximately RM1.94 billion within the Mechanical and Electrical Engineering segment and RM143.25 million within the Construction segment remain under evaluation by various awarding authorities. While there can be no assurance regarding the successful conversion of these tenders into contract awards, Management remains cautiously optimistic given the Group's improving market position, technical capabilities, and industry track record.

Moving forward, the Group's strategic priorities will remain focused on:

- Replenishing and strengthening its order book through active participation in public and private sector tenders;
- Delivering ongoing projects safely, efficiently, and within budget;
- Enhancing operational excellence and project execution capabilities;
- Strengthening cost optimisation initiatives and procurement efficiency;
- Improving productivity through better resource allocation and process improvements;
- Maintaining prudent financial discipline and healthy cash flow management; and
- Pursuing quality projects and strategic opportunities that are aligned with the Group's core competencies and long-term growth objectives.

While macroeconomic uncertainties, geopolitical developments, inflationary pressures, and industry-specific challenges may continue to influence the operating landscape, the Board believes that the foundations established over the past several years have significantly strengthened the Group's resilience and competitive position.

Supported by a healthier financial profile, a growing tender pipeline, improving operational performance, and renewed access to key market opportunities, the Group is confident that it is well-positioned to embark on the next phase of its growth trajectory.

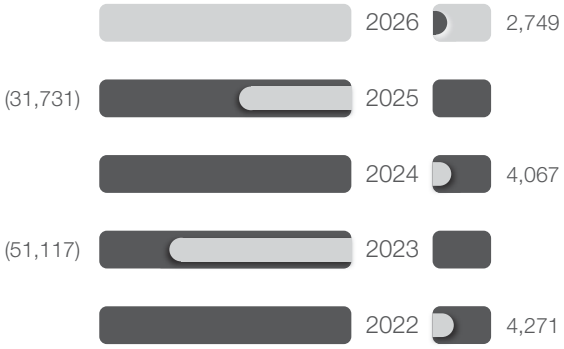
The Board remains committed to driving sustainable growth, strengthening shareholder value, and building a resilient, future-ready organisation capable of delivering long-term success for all stakeholders.

FINANCIAL HIGHLIGHTS

	2026 RM'000	2025 RM'000	2024 RM'000	2023 RM'000	2022 RM'000
Revenue	**55,798**	25,287	36,792	116,100	96,262
(Loss)/Profit before Taxation	**3,910**	(31,969)	5,175	(116,624)	3,902
(Loss)/Profit after Taxation attributable to owners	**2,749**	(31,731)	4,067	(51,117)	4,271
Shareholders fund	**111,878**	107,226	113,490	93,495	200,974
Total Assets	**244,581**	234,818	247,814	252,680	440,995
Total Liabilities	**161,122**	161,445	167,598	191,622	219,525
Total Borrowings	**119,764**	128,831	139,293	144,070	147,255
Earnings per share (sen)	**0.19**	(2.57)	0.43	(6.08)	0.91
Net asset per share (sen)	**7.61**	8.69	11.86	10.36	27.21

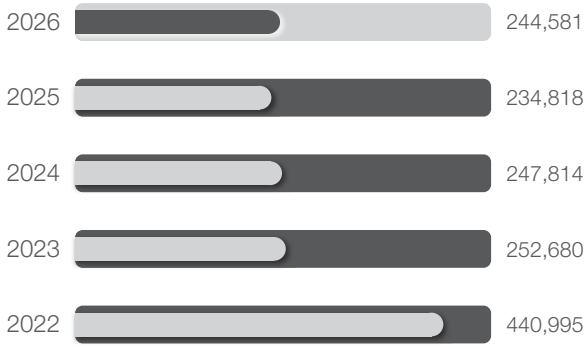
Revenue
RM'000

(Loss)/Profit after Taxation attributable to owners
RM'000



Shareholders fund
RM'000

Total Assets
RM'000



PROFILE OF BOARD OF DIRECTORS

DATUK NG CHOON KOON
Independent Non-Executive Chairman

Gender | Male Age | 51 Nationality | Malaysian

Datuk Ng was admitted as an Advocate and Solicitor of the High Court of Malaya in 2000. In 2003, he established Messrs. C.K. Ng & Associates, where he continues to lead a legal practice with a primary focus on conveyancing, corporate and Islamic banking transactions, joint ventures, and property development matters. Over the course of his legal career spanning more than two decades, he has advised a diverse range of clients across the property, financial services, and commercial sectors.

Beyond his legal profession, Datuk Ng has accumulated extensive experience in public service, corporate leadership, and industry representation. He served as the State Assemblyman for Bemban, Melaka from 2013 to 2018, during which he actively contributed to policy development, community initiatives, and socio-economic programmes within the state.

Datuk Ng has previously held several prominent leadership positions, including serving as Director of the Lembaga Perumahan Melaka, Chairman of the Real Estate and Housing Developers' Association (REHDA) Melaka, and National Council Member of REHDA Malaysia. His contributions also extend to the sporting fraternity, where he served as Assistant Secretary General of the Malaysia Basketball Association. In addition, he has acted as Legal Adviser to various non-governmental and community-based organisations, contributing his expertise and experience to the wider community.

Currently, Datuk Ng is a Director of Wawasan Intact Group, a property development group involved in residential and mixed-development projects.

Datuk Ng provides leadership to the Board and is responsible for ensuring its effectiveness in discharging its governance and oversight responsibilities. Leveraging his extensive legal expertise, public sector experience, and industry knowledge, he plays a key role in promoting high standards of corporate governance, facilitating constructive Board deliberations, and guiding the Group's long-term strategic direction.

Date of Appointment

15th May 2023
Independent Non-Executive Director

30th May 2023
Independent Non-Executive Chairman

Academic/Professional Qualification

- Bachelor of Laws (LLB), University of London
- Certificate of Legal Practice (CLP), Ranger College

Directorship in other public listed companies

None

Declarations

- Uncle of Madam Ng Siew Kim, the Independent Non-Executive Director of the Company
- Saved as disclosed herewith, no family relationship with any other Director and/or major shareholders of the Company
- Does not have any conflict of interest with the Group
- Has not been convicted of any offences within the past 5 years other than traffic offences, if any, and there is no sanction or penalty imposed on him by relevant regulatory bodies.

PROFILE OF BOARD OF DIRECTORS
(cont'd)

DATUK TAY CHOR HAN
Managing Director cum Chief Executive Officer

Gender | Male Age | 55 Nationality | Malaysian

Datuk Tay has more than 25 years of experience spanning banking, construction, property development, corporate management, and entrepreneurship.

He commenced his professional career in 1996 with a financial institution, where he held various positions within the corporate banking division. During his tenure, he gained extensive experience in corporate financing, credit evaluation, risk management, and business development, ultimately advancing to the position of Head of Credit/Assistant Manager at the institution's Melaka branch.

Following his banking career, Datuk Tay ventured into the construction and property development industry, where he held senior management positions overseeing finance, project operations, and business development functions. His extensive industry experience and leadership capabilities subsequently led to his appointment as General Manager of a construction company, where he was responsible for driving operational performance and business growth.

In 2012, he founded his own property development and construction company, reflecting his entrepreneurial vision and commitment to creating sustainable value within the built environment sector. Over the years, he has successfully led and participated in various development and construction projects, further strengthening his expertise in project management, strategic planning, and business expansion.

Datuk Tay is currently the Group Chief Executive Officer and Managing Director of Bintai Kinden Corporation Berhad, where he is responsible for the overall leadership, strategic direction, and management of the Group. He plays a pivotal role in driving the Group's growth strategy, strengthening operational performance, identifying new business opportunities, and enhancing stakeholder value.

In addition to his responsibilities within the Group, Datuk Tay remains actively involved in the property development industry. He was elected Deputy Chairman of the Real Estate and Housing Developers' Association ("REHDA") Melaka and a National Council Member of REHDA Malaysia for the 2026–2028 term. He also serves as a Director of Handal Jayabina Sdn. Bhd., a company principally engaged in property development and construction activities.

Leveraging his extensive experience in banking, construction, property development, and corporate leadership, Datuk Tay continues to spearhead the Group's strategic initiatives, business transformation efforts, and long-term growth agenda while fostering sustainable value creation for shareholders and stakeholders.

Date of Appointment

15th May 2023

Academic/Professional Qualification

- Bachelor of Economics (Business Administration) Hons, Universiti Malaya

Directorship in other public listed companies

None

Declarations

- No family relationship with any Director and/or major shareholders of the Company.
- Does not have any conflict of interest with the Group.
- Has not been convicted of any offences within the past 5 years other than traffic offences, if any, and there is no sanction or penalty imposed on him by relevant regulatory bodies.

PROFILE OF BOARD OF DIRECTORS
(cont'd)

DATUK MOHD IDZWAN IZUDDIN BIN DATUK AB RAHMAN
Non-Independent Non-Executive Director

Gender | Male Age | 45 Nationality | Malaysian

Datuk Mohd Idzwan has over 15 years of experience spanning banking, corporate strategy, business transformation, digital innovation, investment management, and corporate governance.

He commenced his career in the financial services industry in 2009 with CIMB Bank Berhad, where he held the position of Regional Vice President and subsequently served as Regional Consumer Exposure Lead for CIMB Group Malaysia. During his tenure, he was actively involved in strategic initiatives that supported the Group's regional growth and business expansion.

In 2012, he joined Malaysia Building Society Berhad ("MBSB") as Chief Marketing Officer, leading key marketing, branding, and business development initiatives. He subsequently broadened his expertise through senior leadership roles in business transformation, product development, corporate strategy, and innovation within leading financial institutions and advisory organisations, including McKinsey & Company and Hong Leong Bank Group.

Throughout his professional career, Datuk Mohd Idzwan has been involved in numerous strategic and transformational initiatives across the banking and financial services sector, with particular emphasis on digitalisation, business growth, strategic partnerships, and organisational development.

Currently, he serves as Director of CDMH Capital Sdn. Bhd., Chairman of Invesco Capital Management Berhad, Independent Chairman of PMB Investment Berhad and Executive Vice Chairman of Handal Energy Berhad. He also holds various advisory and leadership positions across both the public and private sectors, reflecting his broad experience in corporate management, investment, and governance.

Datuk Mohd Idzwan contributes valuable strategic insights drawn from his extensive experience in banking, corporate finance, investment management, and business transformation. His diverse professional background and extensive industry network support the Board in shaping the Group's strategic direction, enhancing stakeholder value, and pursuing sustainable long-term growth.

Date of Appointment

10th January 2022
Independent Non-Executive Director

15th May 2023
Executive Director

3rd March 2025
Non-Independent Non-Executive Director

Academic/Professional Qualification

- Bachelor Degree in Information System, Universiti Technology Mara
- Master Degree in Computer Science/Information Technology, University of Salford
- Module 9 and 10 of Capital Markets Services Representative's License

Directorship in other public listed companies

- Handal Energy Berhad

Declarations

- No family relationship with any Director and/or major shareholders of the Company.
- Does not have any conflict of interest with the Group
- Has not been convicted of any offences within the past 5 years other than traffic offences, if any, and there is no sanction or penalty imposed on him by relevant regulatory bodies.

PROFILE OF BOARD OF DIRECTORS
(cont'd)

OOI JIT HUAT
Independent Non-Executive Director

Gender | Male Age | 75 Nationality | Malaysian

Mr. Ooi is a highly experienced finance professional with more than four decades of experience spanning auditing, corporate finance, financial advisory, business consultancy, and corporate governance.

He commenced his professional career with KPMG in Kuala Lumpur and London between 1980 and 1982, where he gained extensive exposure to audit, assurance, and financial advisory assignments across diverse industries. He subsequently joined a multinational corporation listed on the New York Stock Exchange ("NYSE"), further broadening his experience in international finance, corporate operations, and business management.

In 1985, Mr. Ooi established Russ Ooi & Associates, a public accounting and consultancy firm, where he currently serves as Principal Consultant. Over the years, he has successfully built the firm into a reputable practice providing a comprehensive range of professional services, including corporate advisory, financial management consultancy, auditing, forensic investigations, internal controls, and management information systems.

Throughout his distinguished career, Mr. Ooi has advised numerous public-listed companies and private enterprises on corporate finance matters, regulatory compliance, business restructuring, mergers and acquisitions, and other strategic corporate exercises. His extensive knowledge of financial reporting, governance frameworks, risk management, and business strategy has earned him recognition as a trusted adviser within the corporate community.

Mr. Ooi contributes valuable perspectives and oversight to the Board through his extensive expertise in finance, auditing, corporate governance, and regulatory compliance. His breadth of experience supports the Board in promoting sound governance practices, effective risk management, and sustainable value creation for stakeholders.

Date of Appointment

30th November 2020

Academic/Professional Qualification

- Chartered Accountant, Malaysian Institute of Accountants

Directorship in other public listed companies

None

Declarations

- No family relationship with any Director and/or major shareholders of the Company.
- Does not have any conflict of interest with the Group.
- Has not been convicted of any offences within the past 5 years other than traffic offences, if any, and there is no sanction or penalty imposed on him by relevant regulatory bodies.

PROFILE OF BOARD OF DIRECTORS
(cont'd)

SURENDRAN CHELVARAJAH
Independent Non-Executive Director

Gender | Male Age | 55 Nationality | Malaysian

Mr. Surendran Chelvarajah was admitted as an Advocate and Solicitor of the High Court of Malaya in 2001 and has over two decades of distinguished experience in legal practice, corporate advisory, regulatory compliance, governance, industrial relations, and dispute resolution.

Prior to entering legal practice, he gained valuable corporate experience with several established multinational and local organisations, providing him with a strong appreciation of business operations, corporate governance, regulatory frameworks, and organisational management. He later served as an Industrial Relations Officer with the National Union of Commercial Workers, where he was actively involved in collective bargaining, employment matters, labour dispute resolution, and stakeholder negotiations, further strengthening his expertise in employment law and industrial relations.

In 2005, Mr. Surendran established his own legal practice, which subsequently expanded through a strategic merger in 2009 to form SEKAR GILL & C. SUREN, a multidisciplinary legal practice providing comprehensive legal services across a broad spectrum of practice areas. Throughout his legal career, he has advised public listed companies, multinational corporations, financial institutions, government- linked entities, business organisations, and private enterprises on corporate, commercial, regulatory, governance, and dispute resolution matters.

As a respected member of the Malaysian legal fraternity, Mr. Surendran has held various leadership roles within the Malaysian Bar and was previously selected to represent Malaysia at the Commonwealth Law Conference in Melbourne, Australia. In recognition of his professional standing and commitment to the legal profession, he was recently elected as the Bar Representative for the Malacca Bar to the Malaysian Bar Council and presently serves as a Member of the Malaysian Bar Council, contributing to the governance, development, and advancement of the legal profession in Malaysia.

As an Independent Non-Executive Director, Mr. Surendran brings to the Board extensive legal expertise, sound governance perspectives, strategic insight, and a strong understanding of regulatory compliance and risk management. His breadth of experience enables him to provide independent judgement and effective oversight, supporting the Board in upholding the highest standards of corporate governance while safeguarding the long-term interests of the Company and its stakeholders.

Date of Appointment

22nd May 2023

Academic/Professional Qualification

- Bachelor of Laws (LLB), University of London
- Certificate of Legal Practice (CLP), Malaysian Bar

Directorship in other public listed companies

None

Declarations

- No family relationship with any Director and/or major shareholders of the Company.
- Does not have any conflict of interest with the Group.
- Has not been convicted of any offences within the past 5 years other than traffic offences, if any, and there is no sanction or penalty imposed on him by relevant regulatory bodies.

PROFILE OF BOARD OF DIRECTORS
(cont'd)

NG SIEW KIM
Independent Non-Executive Director

Gender | Female Age | 35 Nationality | Malaysian

Ms. Ng is a legal practitioner with extensive experience in conveyancing, banking documentation, property transactions, and corporate advisory matters.

She commenced her legal career as a chambering student with Messrs. C.K. Ng & Associates, where she developed a strong foundation in legal practice, client advisory, and transactional matters. In January 2016, she joined Messrs. Sern & Lee as a Legal Associate, where she gained broad exposure to various areas of legal practice and further enhanced her expertise in advisory and transactional work.

Over the course of her legal career, Ms. Ng has developed substantial experience in property and conveyancing matters, including sale and purchase transactions, banking and financing documentation, real estate advisory services, and commercial agreements. Her practice also encompasses corporate and business-related legal matters, enabling her to provide practical and commercially focused legal solutions to both individual and corporate clients.

In September 2021, she rejoined Messrs. C.K. Ng & Associates as a Partner, where she currently oversees a broad portfolio of legal matters involving property transactions, banking facilities, corporate documentation, and commercial advisory services. Her meticulous attention to detail, strong analytical capabilities, and client-centric approach have contributed to the firm's continued growth and reputation.

Ms. Ng contributes valuable legal insights and perspectives to the Board, particularly in matters relating to corporate governance, regulatory compliance, contractual arrangements, and risk management. Her legal expertise and commercial understanding support the Board in safeguarding the Group's interests and promoting sound governance practices.

Date of Appointment

15th May 2023

Academic/Professional Qualification

- Bachelor of Laws (LLB), University of London
- Certificate of Legal Practice (CLP), Brickfields Asia College

Directorship in other public listed companies

None

Declarations

- Niece of Datuk Ng Choon Koon, the Independent Non-Executive Chairman of the Company
- Saved as disclosed herewith, no family relationship with any other Director and/or major shareholders of the Company.
- Does not have any conflict of interest with the Group.
- Has not been convicted of any offences within the past 5 years other than traffic offences, if any, and there is no sanction or penalty imposed on him by relevant regulatory bodies.

PROFILE OF
KEY SENIOR MANAGEMENT

DATUK TAY CHOR HAN *Chief Executive Officer*	Gender | Male Age | 55 Nationality | Malaysian

Please refer to Directors' Profile on page 15 of this Annual Report

Ir ANG WEE BAN *Chief Operating Officer*	Gender | Male Age | 56 Nationality | Malaysian

Ir. Ang commenced his career with Kejuruteraan Bintai Kindenko Sdn. Bhd. ("KBK") in 1995 as a Project Engineer and has since accumulated more than three decades of experience in the mechanical and electrical ("M&E") engineering and construction industry. Throughout his tenure with the Group, he has been instrumental in the successful execution and delivery of numerous M&E and construction projects across both the public and private sectors.

A Professional Engineer registered with the Board of Engineers Malaysia, Ir. Ang possesses extensive expertise in project management, engineering operations, contract administration, and construction execution. His in-depth industry knowledge, technical proficiency, and operational leadership have contributed significantly to strengthening the Group's project delivery capabilities and operational performance.

In recognition of his longstanding contributions and leadership, he was appointed to the Board of KBK on 1 December 2023 and subsequently assumed the role of Chief Operating Officer on 3 March 2025.

As Chief Operating Officer, Ir. Ang oversees the Group's operational and project execution functions, driving efficiency, productivity, and performance across its engineering and construction businesses. He plays a key role in ensuring the successful delivery of projects, strengthening operational governance, and supporting the Group's strategic growth initiatives.

His leadership is characterised by a strong emphasis on operational excellence, technical discipline, stakeholder collaboration, and the continuous pursuit of sustainable business growth.

Date of Appointment

1st April 2014
Senior Vice President
1st April 2023
President
3rd March 2025
Chief Operating Officer

Academic/Professional Qualification

- Bachelor of Science in Electrical Engineering, Wichita State University

Declarations

- Does not have any conflict of interest with the Group.
- Has not been convicted of any offences within the past 5 years other than traffic offences, if any, and there is no sanction or penalty imposed on him by relevant regulatory bodies.

PROFILE OF KEY SENIOR MANAGEMENT
(cont'd)

Ir. MOHD FADZILLAH BIN RAZALI
Head of Mechanical & Electrical Division

Gender : Male
Age : 53
Nationality : Malaysian

Ir. Fadzillah joined Kejuruteraan Bintai Kindenko Sdn. Bhd. ("KBK") in 1997 as an Assistant Electrical Engineer and has since built an extensive career spanning more than two decades in the electrical engineering and construction industry. Through his dedication, technical expertise, and leadership capabilities, he has progressed through various key positions within the organisation and currently serves as Vice President, a position he has held since 1 April 2014.

A Professional Engineer registered with the Board of Engineers Malaysia, Ir. Fadzillah possesses extensive experience in the planning, design, execution, commissioning, and management of complex electrical engineering projects. His project portfolio encompasses a broad spectrum of developments, including power generation facilities, airport infrastructure, commercial and high-rise developments, industrial facilities, and high-voltage transmission and distribution projects, including Main Intake Substations (PMU) undertaken in collaboration with Tenaga Nasional Berhad.

In his current role, Ir. Fadzillah provides strategic and technical leadership across multiple operational functions, including engineering, procurement, estimation, construction, commissioning, and project management. He plays an integral role in ensuring operational efficiency, maintaining engineering excellence, and supporting the successful delivery of projects across the Group.

Leveraging his extensive industry experience and technical proficiency, Ir. Fadzillah continues to contribute towards strengthening the Group's engineering capabilities, enhancing project execution standards, and supporting the Group's long-term growth and operational objectives.

Date of Appointment

1st April 2014
Vice President

Academic/Professional Qualification

- Bachelor of Electrical Engineering, University Malaya

Declarations

- Does not have any conflict of interest with the Group
- Has not been convicted of any offences within the past 5 years other than traffic offences, if any, and there is no sanction or penalty imposed on him by relevant regulatory bodies.

TAN HAN LEONG
Head of Civil & Structure Division

Gender : Male
Age : 46
Nationality : Malaysian

Mr. Tan has over 20 years of experience in civil and structural engineering, project management, property development, and construction.

He began his career in 2005 with Cvist Group Consultants Sdn. Bhd. as a Civil and Structural Engineer and Knights Project Management Sdn. Bhd., where he gained extensive experience in C&S engineering design, construction inspection and related authority submission matters.

Subsequently, he held various project management positions with reputable property developers and corporations, including Perdana ParkCity Group, Malton Berhad, Vanke Malaysia Sdn. Bhd., Setia Awan Group of Companies. Throughout his career, he has been involved in the planning, management, and delivery of numerous residential, commercial, mixed-development, and infrastructure projects, including large-scale developments with gross development values exceeding RM1 billion.

Mr. Tan joined Kejuruteraan Bintai Kindenko Sdn. Bhd. ("KBK") in 2025 and currently heads the Civil & Structural Division. He is responsible for overseeing the Division's operational and technical functions, including project execution, engineering coordination, and construction management.

Leveraging his extensive industry experience and technical expertise, he plays a key role in strengthening the Group's engineering capabilities and supporting its growth initiatives.

Date of Appointment

8th September 2025

Academic/Professional Qualification

- Bachelor of Civil Engineering (Hons), University Malaya

Declarations

- Does not have any conflict of interest with the Group.
- Has not been convicted of any offences within the past 5 years other than traffic offences, if any, and there is no sanction or penalty imposed on him by relevant regulatory bodies.

PROFILE OF
KEY SENIOR MANAGEMENT
(cont'd)

AMIRUL ARIFIN SOPIEE BIN MD NOORDIN
Head of Facility Management, Property Development & Medical Division

Gender : Male
Age : 49
Nationality : Malaysian

Mr. Amirul commenced his professional career in 1999 in the field of asset management, where he developed a strong foundation in business operations, strategic planning, and investment management. In 2003, he co-founded a boutique consultancy and publishing firm, marking the beginning of his entrepreneurial journey and broadening his experience across multiple business sectors.In 2011, he expanded his involvement into the property development and construction industry, where he gained valuable experience in project development, business management, and stakeholder engagement. Over the years, he has built a diverse professional portfolio encompassing asset management, consultancy, publishing, property development, construction, and automotive-related businesses.

Prior to his current role, Mr. Amirul served as a Director of Optimal Property Management Sdn. Bhd., a subsidiary of Bintai Kinden Corporation Berhad ("BKCB"). Through his involvement in the Group's concession and property-related operations, he has developed extensive knowledge of business administration, operational management, and corporate governance.

With more than two decades of entrepreneurial and management experience, Mr. Amirul currently serves on the boards of several subsidiaries within the BKCB Group. His diverse business background, commercial acumen, and strategic perspective continue to contribute towards strengthening the Group's operational effectiveness and supporting its long-term growth aspirations.

Date of Appointment

15th May 2023

Academic/Professional Qualification

- Bachelor of Science in Business Administration, State University of New York

Declarations

- Does not have any conflict of interest with the Group.
- Has not been convicted of any offences within the past 5 years other than traffic offences, if any, and there is no sanction or penalty imposed on him by relevant regulatory bodies.

NOR BALQISSH BINTI ABDUL GHANI
Head of Finance

Gender : Female
Age : 34
Nationality : Malaysian

Ms. Balqissh commenced her professional career in 2016 with Jutareca Construction Sdn. Bhd., where she served as an Accounts Controller and gained valuable experience in financial management within the construction and project management industry.

In 2017, she joined Teguh Majuria Sdn. Bhd., a property development company, where she was entrusted with overseeing the full spectrum of finance and accounting functions. Her responsibilities included budgeting, financial reporting, cash flow management, financial forecasting, treasury management, and the implementation of internal control policies to support the company's operational and strategic objectives.

In 2022, Ms. Balqissh assumed a leadership role at AGSM Resources Sdn. Bhd., where she oversaw the company's financial, strategic, and operational matters, including corporate planning, taxation, regulatory compliance, and legal affairs. This role further broadened her expertise in corporate management and business operations.

Currently, Ms. Balqissh heads the Finance Division of Bintai Group, where she oversees the Group's financial management, treasury, budgeting, corporate reporting, and strategic planning functions. She works closely with Management and the Board of Directors in driving financial discipline, supporting strategic decision-making, and enhancing overall business performance. She also played a key role in supporting various corporate and financial initiatives undertaken by the Group during its transformation and recovery journey.

With extensive experience across the construction, property development, and corporate services sectors, Ms. Balqissh continues to contribute towards strengthening the Group's financial resilience, operational efficiency, and long-term sustainability.

Date of Appointment

5th December 2022

Academic/Professional Qualification

- Bachelor of Arts in Accounting and Finance (Hons), Asia Pacific University
- Chartered Accountant, Malaysian Institute of Accountants

Declarations

- Does not have any conflict of interest with the Group.
- Has not been convicted of any offences within the past 5 years other than traffic offences, if any, and there is no sanction or penalty imposed on him by relevant regulatory bodies.

SUSTAINABILITY STATEMENT

1. ABOUT THIS REPORT

Bintai Kinden Corporation Berhad ("Bintai" or the "Group") is pleased to present its Sustainability Statement for the financial year ended 31 March 2026 ("FY2026"). This Statement communicates the Group's approach to managing sustainability-related matters and demonstrates how environmental, social and governance ("ESG") considerations are integrated into its governance framework, business strategy and day-to-day operations.

As an integrated engineering and construction solutions provider, the Group undertakes Engineering, Procurement, Construction and Commissioning ("EPCC"), mechanical and electrical engineering (" M&E engineering"), construction, concession arrangements, investment holdings and related services. Through these activities, Bintai remains committed to delivering quality projects while creating long-term value for its stakeholders and supporting sustainable economic development.

Recognising that sustainable business practices are essential to long-term resilience, the Group continues to strengthen its governance, manage sustainability-related risks and opportunities, and enhance operational efficiency. By balancing economic performance with environmental stewardship, responsible business conduct and social responsibility, the Group seeks to build lasting stakeholder confidence and support sustainable growth.

This Sustainability Statement presents the Group's material sustainability matters, governance structure, strategic priorities, performance and progress achieved during FY2026, together with its ongoing commitment to improving sustainability performance across the organisation.

1.1. Reporting Period, Scope, Boundaries, and Connectivity with Financial Statements

This Sustainability Statement covers the Group's sustainability performance for the period from 1 April 2025 to 31 March 2026, which corresponds with the reporting period of the Group's audited financial statements.

Unless otherwise stated, the disclosures cover Bintai and its subsidiaries over which the Group exercises financial control. The reporting scope encompasses the Group's principal business activities, including EPCC, M&E engineering, construction, concession arrangements, investment holdings and related services.

Where relevant, sustainability-related risks and opportunities arising from upstream and downstream activities within the Group's value chain have also been considered where they may reasonably influence the Group's enterprise value, operational resilience or stakeholder relationships.

Comparative information has been presented where available to facilitate meaningful assessment of the Group's sustainability performance over time. Unless otherwise stated, all monetary amounts disclosed in this Statement are presented in Malaysian Ringgit ("RM").

The Group applies the following planning horizons when assessing sustainability-related risks and opportunities:

- Short term: 0 to 12 months
- Medium term: 1 to 5 years
- Long term: Beyond 5 years

1.2. Compliance with Sustainability Disclosure Standards

Bintai prepares its Sustainability Statement in accordance with the sustainability reporting requirements applicable to companies listed on Bursa Malaysia. The Group is committed to providing transparent, credible and decision-useful sustainability information that enables stakeholders to better understand how sustainability-related matters are governed, managed and integrated into the Group's long-term business strategy.

SUSTAINABILITY STATEMENT
(cont'd)

In preparing this Sustainability Statement for FY2026, the Group has complied with the applicable sustainability reporting requirements of Bursa Malaysia and has also taken into consideration the following sustainability reporting frameworks and guidance, where relevant, to support the progressive enhancement of its sustainability disclosures:

- Bursa Malaysia Main Market Listing Requirements;
- National Sustainability Reporting Framework ("NSRF");
- IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board ("ISSB"), including IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures.

The Group's reference to the NSRF and the IFRS Sustainability Disclosure Standards reflects its commitment to progressively strengthening its sustainability reporting practices in line with evolving regulatory expectations and internationally recognised reporting frameworks. Such references should not be construed as an explicit and unreserved statement of compliance with IFRS S1 or IFRS S2.

The Group recognises that sustainability reporting continues to evolve alongside changing stakeholder expectations and regulatory developments. Accordingly, Bintai remains committed to strengthening its reporting processes, improving the quality of sustainability data and progressively enhancing its disclosures to support greater transparency and accountability.

1.3. Reporting Approach and Reference Standards

The Group adopts a structured and principles-based approach in preparing this Sustainability Statement to ensure that the information disclosed is relevant, reliable, balanced and reflective of the Group's sustainability performance and long-term value creation.

The reporting process is guided by applicable regulatory requirements, recognised sustainability reporting frameworks and international best practices. These references support the Group in identifying material sustainability-related risks and opportunities, assessing their potential impacts on the business and communicating its sustainability performance in a consistent and meaningful manner.

For FY2026, the Group has commenced aligning selected climate-related disclosures with IFRS S2 under the NSRF's phased implementation approach. As the Group continues to strengthen its sustainability reporting capabilities, it does not make an explicit and unreserved statement of compliance with IFRS S1 or IFRS S2 for FY2026.

The IFRS S1 and IFRS S2 alignment indices included in the Appendix are provided solely as cross-references to assist readers in locating relevant disclosures and should not be interpreted as evidence of full compliance with either Standard.

In addition, the Group has considered the following internationally recognised frameworks and guidance, where relevant to its business operations:

Corporate Governance and Global Sustainability Alignment
• Malaysian Code on Corporate Governance ("MCCG") by the Securities Commission Malaysia
• United Nations Sustainable Development Goals ("UNSDGs")
• Task Force on Climate-related Financial Disclosures ("TCFD") now under ISSB
Reporting Framework
• National Sustainability Reporting Framework ("NSRF")
• International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards
o IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information
o IFRS S2 Climate-related Disclosures
• Sustainability Accounting Standards Board ("SASB") now under ISSB
• Integrated Reporting Framework ("IR") now under ISSB

SUSTAINABILITY STATEMENT
(cont'd)

International Standards and Guidelines
• AccountAbility Standards
o AA1000 AccountAbility Principles
o AA1000 Stakeholder Engagement Standard
• International Workshop Agreements ("IWA")
o IWA 48:2024 – Framework for Implementing ESG Principles
o IWA 42:2022 – Net Zero Guidelines
• International Organisation for Standardisation ("ISO")
o ISO 14064-1:2018 – Greenhouse Gases ("GHG") Standard
o ISO 20400:2017 – Sustainable Procurement – Guidance
o ISO 59004:2024 – Circular Economy – Vocabulary, Principles and Guidance for Implementation
• ISO 59020:2024 – Circular Economy – Measuring and Assessing Circularity Performance
Rating tools
• Financial Times Stock Exchange ("FTSE") Russell ESG Ratings

1.4. Judgement and Measurement Uncertainty

The preparation of sustainability-related disclosures requires management to exercise professional judgement in identifying material sustainability-related risks and opportunities, determining reporting boundaries and selecting appropriate methodologies for measuring and reporting sustainability information.

In making these judgements, management considers the Group's business strategy, operational activities, stakeholder expectations, enterprise risks, applicable regulatory requirements and the availability of reliable information.

Reporting Boundary

The reporting boundary is established using the financial control approach and includes entities over which the Group exercises financial control during the reporting period.

Where relevant, sustainability-related risks and opportunities associated with the Group's value chain are considered when these could reasonably influence the Group's enterprise value or long-term business performance.

Material Sustainability Matters

Material sustainability matters are identified through the Group's materiality assessment process, which considers stakeholder engagement outcomes, business priorities, enterprise risk assessments, regulatory developments and the potential financial implications of sustainability-related matters.

Measurement Uncertainty

Certain sustainability metrics are subject to estimation due to limitations in data availability, evolving measurement methodologies or the maturity of internal reporting systems. Where estimates or assumptions have been applied, they represent management's best judgement based on information available as at the reporting date.

The Group remains committed to strengthening data governance, enhancing internal controls and continuously improving the quality, completeness and consistency of sustainability information.

SUSTAINABILITY STATEMENT
(cont'd)

1.5. GHG Inventory Boundary

The Group prepares its GHG inventory using the financial control approach, whereby emissions are reported for operations over which the Group exercises financial control during the reporting period.

For FY2026, the Group's GHG inventory and independent limited assurance scope include:

- **Scope 1**: Direct GHG emissions arising from fuel consumption and other identified direct emission sources within the reporting boundary; and
- **Scope 2**: Indirect GHG emissions arising from purchased electricity consumed at locations included within the reporting boundary.

The organisational and operational boundaries, emission factors, estimation methodologies and exclusions applied in calculating the reported emissions are described in the Basis of Preparation.

FY2026 represents the Group's initial assured GHG reporting baseline. The Group will continue to enhance its data collection, internal controls and emissions reporting processes.

1.6. Assurance

As part of the Group's commitment to strengthening the credibility and reliability of its sustainability disclosures, Bintai has early adopted independent limited assurance over its Scope 1 and Scope 2 greenhouse gas emissions for the financial year ended 31 March 2026.

The limited assurance engagement was performed by **ASAP Advisory PLT** in accordance with **ISSA 5000**. The subject matter covered the Group's reported:

- Scope 1 GHG emissions arising from fuel consumption and other applicable direct emission sources; and
- Scope 2 GHG emissions arising from purchased electricity.
- Energy Management

The assurance engagement was conducted using the Group's disclosed basis of preparation and relevant GHG calculation methodologies as the applicable criteria. The independent assurance practitioner's conclusion and the scope, limitations and procedures of the engagement are presented in the Independent Limited Assurance Report accompanying this Sustainability Statement.

The Group's other sustainability disclosures were not subject to independent assurance unless otherwise stated. Bintai intends to progressively strengthen its sustainability data governance, internal controls and assurance coverage as its reporting practices mature.

1.7. Directors' Statement and Acknowledgements

The Board of Directors acknowledges its responsibility for overseeing the Group's sustainability agenda and ensuring that material sustainability-related matters are effectively integrated into the Group's governance, strategy, risk management and business operations.

The Board believes that this Sustainability Statement provides a fair and balanced representation of the Group's sustainability performance, key initiatives and progress achieved during FY2026.

The Board also extends its appreciation to employees, customers, suppliers, shareholders, business partners, regulators and other stakeholders for their continued trust, collaboration and support in advancing the Group's sustainability journey.

1.8. Forward-Looking Statements

This Sustainability Statement contains forward-looking statements relating to the Group's sustainability strategy, priorities, objectives and anticipated performance. These statements are based on information available as at the reporting date and reflect management's current expectations, assumptions and business outlook.

Actual outcomes may differ from those expressed or implied due to changes in economic conditions, regulatory developments, market dynamics, technological advancements, climate-related risks and other factors beyond the Group's control.

1.9. Stakeholder Feedback

The Group values feedback from its stakeholders as an important source of insight for strengthening its sustainability performance and reporting practices.

Stakeholder engagement enables the Group to better understand evolving expectations, identify areas for improvement and enhance the relevance, transparency and quality of its sustainability disclosures.

Stakeholders are encouraged to share their views and suggestions through: corpservices@bintai.com.my

2. ABOUT BINTAI

2.1. Our Principal Business Activities

Bintai is principally engaged in providing integrated engineering and construction solutions across Malaysia. Leveraging decades of industry experience and technical expertise, the Group undertakes projects spanning EPCC, mechanical and electrical ("M&E") engineering, general construction, concession arrangements, as well as investment holdings and related services.

The Group delivers comprehensive project solutions throughout the project lifecycle, from planning and engineering design to procurement, construction, installation, testing, commissioning and maintenance. Through close collaboration with clients, suppliers, consultants, contractors and regulatory authorities, Bintai strives to deliver projects that meet quality, safety and operational requirements while creating sustainable value for stakeholders.

As the construction industry continues to evolve, the Group remains committed to strengthening operational excellence, enhancing project execution capabilities and integrating sustainability considerations into its business activities. By embedding responsible business practices, effective governance and sound risk management across its operations, Bintai aims to build long-term resilience and support sustainable business growth.

The Group's principal business activities and geographical presence are summarised below.

Main Business Activity	Geographical Locations	% of total revenue
Construction & M&E engineering	Malaysia	74.56
Investment holdings and others	Malaysia	0
Concession arrangements	Malaysia	25.44

SUSTAINABILITY STATEMENT
(cont'd)

2.2. Our Value Chain

The Group recognises that sustainability extends beyond its direct operations and encompasses the activities performed throughout its value chain. By integrating sustainability considerations into each stage of project delivery, Bintai seeks to strengthen operational resilience, manage sustainability-related risks and opportunities, and create long-term value for its stakeholders.

The Group's value chain enables Bintai to:

- Deliver high-quality engineering and construction solutions through responsible project planning and execution.
- Promote responsible procurement by working closely with suppliers and contractors that meet the Group's expectations on quality, safety, ethical conduct and regulatory compliance.
- Strengthen collaboration with clients, consultants, subcontractors and business partners to ensure successful project outcomes.
- Enhance operational efficiency through effective resource management, continuous process improvement and innovation.
- Uphold strong governance, occupational safety and environmental management practices throughout the project lifecycle.

Value Chain Overview

Value Chain Stage	Key Activities	Key ESG Considerations
Upstream	Procurement of construction materials, M&E equipment, machinery, subcontractor services and professional consultancy services. Supplier evaluation and contract management.	Responsible procurement, supplier governance, ethical business conduct, regulatory compliance, sustainable sourcing, quality assurance.
Core Operations	Engineering design, project planning, EPCC services, mechanical and electrical installation, construction works, project management, testing and commissioning, quality assurance and maintenance services.	Occupational health and safety, project quality, energy and resource efficiency, waste management, environmental compliance, employee competency, operational excellence, business ethics.
Downstream	Project completion, handover, maintenance services, client support, concession management and ongoing stakeholder engagement.	Customer satisfaction, service quality, regulatory compliance, asset reliability, community relations, long-term stakeholder value creation.

FTSE Russell ESG Ratings

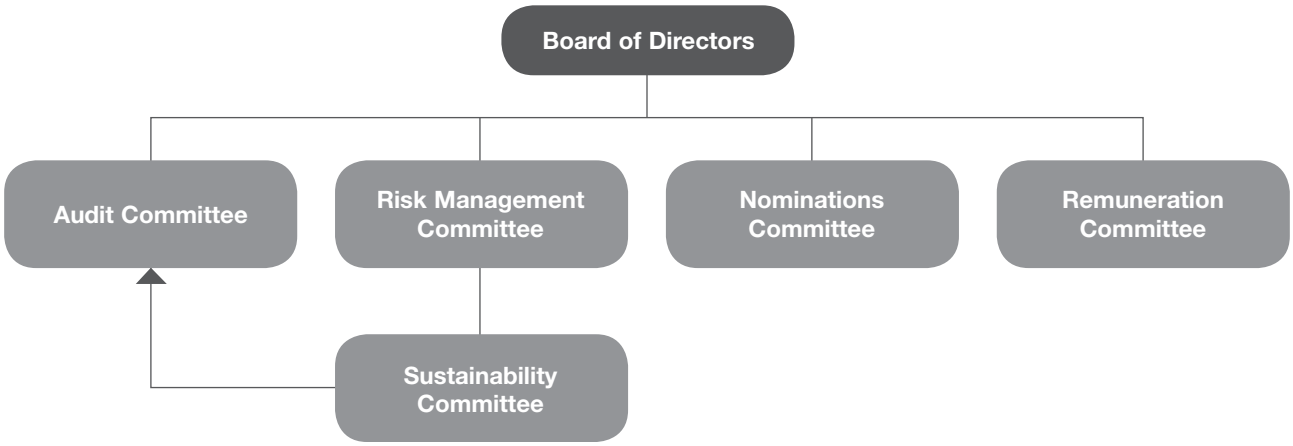
The Group recognises the importance of benchmarking its sustainability performance against recognised market standards. Bintai's 2-Star FTSE4Good Bursa Malaysia ESG Rating1 reflects its current level of ESG maturity and provides valuable insights to support continuous improvement.

Moving forward, the Group will continue strengthening its governance framework, sustainability management practices and climate-related disclosures while enhancing stakeholder engagement and data quality to support further improvements in its ESG performance.

[1]The FTSE4Good ESG Rating disclosed above is based on the results of the FTSE Russell review conducted in June 2026.

3. SUSTAINABILITY GOVERNANCE

Bintai is committed to integrating sustainability into its governance framework and business operations. The Board of Directors, supported by the Board Committees and the Sustainability Committee, oversees the Group's sustainability strategy, material sustainability matters and ESG performance. This governance structure promotes accountability, effective decision-making and the integration of sustainability considerations across the Group.



3.1. Roles and Responsibilities

Governance Body	Key Sustainability Responsibilities
Board of Directors	The Board of Directors has overall responsibility for overseeing the Group's sustainability strategy and governance. The Board provides strategic direction, reviews material sustainability matters, oversees sustainability-related risks and opportunities, and monitors the Group's sustainability performance to support long-term value creation.
Audit Committee	The Audit Committee assists the Board in overseeing the integrity of the Group's sustainability reporting and the effectiveness of internal controls relating to sustainability-related information. The Committee reviews sustainability disclosures where appropriate to support transparent and reliable reporting.
Risk Management Committee	The Risk Management Committee supports the Board by overseeing the identification, assessment and management of sustainability-related risks and opportunities. The Committee works with Management to integrate these considerations into the Group's enterprise risk management framework.
Sustainability Committee	The Sustainability Committee is responsible for implementing the Group's sustainability strategy and coordinating sustainability initiatives across the organisation. The Committee monitors sustainability performance, oversees data collection and reporting, and provides regular updates to the Board on material sustainability matters.
Nomination Committee	The Nomination Committee assists the Board in reviewing Board composition, succession planning and the balance of skills, experience and diversity required to support the Group's long-term strategy, including sustainability oversight.
Remuneration Committee	The Remuneration Committee reviews the remuneration framework for Directors and Key Senior Management to ensure it remains fair, competitive and aligned with the Group's long-term business objectives.
Continuous Improvement	The Group is committed to continuously enhancing its sustainability governance framework in line with evolving business needs, stakeholder expectations and regulatory requirements. The Group will continue to strengthen its governance practices, improve sustainability reporting processes and build organisational capabilities to support long-term sustainable growth.

SUSTAINABILITY STATEMENT
(cont'd)

4. STAKEHOLDER ENGAGEMENT

Bintai values regular engagement with its stakeholders as part of its commitment to responsible and sustainable business practices. By maintaining open communication, the Group seeks to understand stakeholder expectations, address key concerns and identify opportunities for continuous improvement.

The Group engages with employees, customers, suppliers and subcontractors, shareholders and investors, government and regulatory authorities, local communities and business partners through various communication channels. Feedback from these engagements supports the identification of material sustainability matters, strengthens business decisions and enhances the Group's sustainability performance.

The table below summarises the Group's key stakeholder groups, their areas of interest and the engagement methods undertaken during FY2026.

Key Stakeholders	Areas of Concern/ Interest	Engagement Approach	Our Responses
Customers	• Product and service quality and compliance • Privacy and security measures • Customer service and experience	• Reliable service • Customer Relationship Management	• Adhere to quality standards
Employees	• Health and safety • Welfare and remuneration • Workplace diversity • Training and career development • Value equal opportunities	• Employee engagement programmes and events • Training programmes • Performance appraisal • Management and staff meetings	• Encourage transparent communication with employees • Ensure equal employment opportunities for all individuals without discrimination • Provide reasonable benefits and remuneration package
Suppliers	• Transparent procurement practices • Payment schedule • Anti-bribery	• Anti-bribery commitment • Performance evaluation	• Prioritise the establishment of transparent procurement processes
Investors	• Financial performance • Business strategies • Shareholder value	• Annual report • Annual General Meeting • Financial report • Corporate website • Company announcements • Investor relations activities	• Provide timely updates on the Group's strategy and financial performance through investor briefings and announcements • Uphold good governance practices across the Group
Government Agencies	• Governance compliance • Environment management and compliance • Fair labour practices	• Annual report • Meeting and seminar • Public announcement	• Full compliance with regulatory requirements • Adoption of practices outlined in the Malaysian Code on Corporate Governance ("MCCG")
Local Communities	• Impact of business operation • Social issue	• Customer relationship and engagement	• Enhance the welfare and well-being of the community

5. MATERIALITY ASSESSMENT

Bintai recognises that understanding its material sustainability matters is essential to creating long-term value and supporting sustainable business growth. The materiality assessment enables the Group to identify the ESG matters that are most relevant to its business and stakeholders, while considering their potential impact on the Group's strategy, operations and long-term resilience.

The outcomes of the assessment guide the Group's sustainability strategy, risk management approach and business priorities. They also support informed decision-making, resource allocation and performance monitoring to ensure the Group focuses on the sustainability matters that are most significant to its stakeholders and long-term success.

The materiality assessment was conducted with reference to the IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2), the NSRF, Bursa Malaysia Main Market Listing Requirements and other relevant sustainability reporting guidance.

5.1. Materiality Assessment Process

The Group adopts a structured approach to identify, evaluate and prioritise material sustainability matters. The assessment is reviewed periodically to ensure that it remains relevant to the Group's business activities, stakeholder expectations and the evolving sustainability landscape. The materiality assessment comprises the following key stages:

Identification	Potential material sustainability matters are identified based on the Group's business activities, strategic priorities, enterprise risks, regulatory developments, industry trends and recognised sustainability reporting standards.
Stakeholder Engagement	The Group engages with key stakeholder groups to better understand their expectations and sustainability priorities. Feedback obtained through these engagements provides valuable input in determining the sustainability matters that are most relevant to the Group.
Assessment & Prioritisation	Each sustainability matter is evaluated based on: • significance to stakeholders; • relevance to the Group's business strategy and operations; • potential financial and operational impacts; and • associated sustainability-related risks and opportunities. The assessment results are used to prioritise the Group's material sustainability matters and support the development of sustainability strategies and initiatives.
Review and Validation	The materiality assessment is reviewed by Management and endorsed by the Board of Directors to ensure the identified material sustainability matters remain aligned with the Group's strategic objectives, risk management priorities and stakeholder expectations. The assessment is reviewed periodically to reflect changes in the operating environment and regulatory landscape.

SUSTAINABILITY STATEMENT
(cont'd)

5.2. Materiality Matrix

The Group's material sustainability matters represent the ESG topics that have the greatest influence on its long-term business performance and stakeholder interests. These matters form the foundation of the Group's sustainability framework and guide the development of its sustainability strategies, targets and performance disclosures.

The materiality matrix illustrates the relative significance of each material sustainability matter based on two key considerations:

- Importance to Stakeholders; and
- Impact on the Group's Business Operations and Long-term Value Creation.

As stakeholder expectations, industry trends and regulatory requirements continue to evolve, the Group will periodically review its material sustainability matters to ensure they remain relevant and continue to support effective sustainability management.

Level of Stakeholder Concerns	Low	Medium	High
High			E1 S1 G1, G2, G3
Medium		S3, S5 ENV1, ENV2, ENV3	S2, S4
Low			

Impact on Business Operations

Material Topics		
Economic	E1	Financial Performance
Environment	ENV1	Climate Change (Energy Management & GHG Emissions)
	ENV2	Waste Management
	ENV3	Water Management
Social	S1	Product & Service Quality
	S2	Diversity & Inclusion
	S3	Employee Management
	S4	Occupational Health & Safety
	S5	Training and Development
Governance	G1	Anti-Bribery and Corruption
	G2	Cybersecurity & Data Privacy
	G3	Sustainable Supply Chain

6. SUSTAINABILITY FRAMEWORK

Bintai has established a sustainability framework to integrate environmental, economic, social and governance ("EESG") considerations into its business strategy, governance and daily operations. Guided by its material sustainability matters, the framework supports the Group in managing sustainability-related risks and opportunities while delivering sustainable value to stakeholders.

The framework is underpinned by four strategic pillars that reflect the Group's commitment to responsible business practices, operational excellence and long-term business resilience.

ESG Pillars	
Economic	
The Group is committed to creating sustainable economic value by maintaining sound financial performance, delivering quality engineering and construction solutions and strengthening relationships with customers, suppliers and business partners. Through prudent financial management, responsible procurement and continuous operational improvement, Bintai aims to enhance business resilience and support long-term growth.	**Purpose:** Drive sustainable business growth and create long-term shareholder value.
Material Matters: Financial Performance	
Environmental	
The Group recognises its responsibility to minimise the environmental impacts arising from its operations. Bintai strives to improve resource efficiency, optimise energy consumption, reduce greenhouse gas emissions and manage waste responsibly while ensuring compliance with applicable environmental regulations.	**Purpose:** Minimise environmental impacts and improve resource efficiency across operations.
Material Matters: Climate Change (Energy Management & GHG Emissions), Waste Management, Water Management	
Social	
People are fundamental to the Group's long-term success. Bintai is committed to providing quality services, maintaining a safe and healthy workplace, investing in employee development and fostering positive relationships with customers, suppliers and local communities.	**Purpose:** Foster a safe, inclusive and productive workplace while creating value for customers and communities.
Material Matters: Product & Service Quality, Diversity & Inclusion, Employee Management, Occupational Health & Safety, Training and Development	
Governance	
Strong corporate governance supports the Group's ability to operate responsibly and ethically. Bintai is committed to maintaining high standards of business integrity through effective governance, regulatory compliance, responsible supply chain management and robust cybersecurity practices.	**Purpose:** Strengthen ethical business practices, accountability and effective risk management.
Material Matters: Anti-Corruption, Cybersecurity & Data Privacy, Sustainable Supply Chain	

SUSTAINABILITY STATEMENT
(cont'd)

6.1. Sustainability Performance at a Glance

Material Topics	Aligned SDGs	Performance Summary	Short-term Targets	Long-term Targets
Economic				
Financial Performance		Maintained prudent financial management and operational efficiency to support business resilience and sustainable growth.	Strengthen cost management and improve project execution efficiency.	Enhance long-term financial resilience through sustainable business growth and operational excellence.
Environmental				
Climate Change (Energy Management & GHG Emissions)		Established Scope 1 and Scope 2 GHG inventory and monitored energy consumption across operations.	Improve energy monitoring and strengthen GHG data collection.	Enhance energy efficiency and progressively improve climate-related performance.
Waste Management		Managed waste in accordance with applicable regulatory requirements and promoted responsible waste disposal practices.	Strengthen waste monitoring and encourage waste reduction initiatives.	Improve resource efficiency through better waste management and recycling practices.
Water Management		Monitored water consumption and promoted responsible water usage within office operations.	Increase employee awareness on water conservation and monitor water consumption.	Improve water efficiency through continuous monitoring and responsible water management practices.

SUSTAINABILITY STATEMENT
(cont'd)

Material Topics	Aligned SDGs	Performance Summary	Short-term Targets	Long-term Targets
Social				
Product & Service Quality	 	Maintained quality standards throughout project delivery to meet customer expectations.	Enhance quality monitoring and customer satisfaction.	Continuously improve project quality and strengthen customer confidence.
Diversity & Inclusion	 	Promoted fair employment practices and equal opportunities across the workforce.	Foster an inclusive and respectful workplace culture.	Strengthen workforce diversity and promote equal opportunities at all levels.
Employee Management	 	Maintained fair employment practices and supported employee wellbeing and engagement.	Enhance employee engagement and strengthen workforce retention.	Build a resilient, motivated and high-performing workforce.
Occupational Health and Safety *SASB/IF-EN-320a.1*	 	Implemented workplace safety measures and complied with applicable occupational safety requirements.	Maintain a safe working environment through continuous safety awareness and training.	Strengthen the Group's safety culture and continuously reduce workplace incidents.

SUSTAINABILITY STATEMENT
(cont'd)

Material Topics	Aligned SDGs	Performance Summary	Short-term Targets	Long-term Targets
Training and Development		Provided employees with training to enhance technical competencies and professional development.	Identify training needs and increase employee participation in learning programmes.	Develop a skilled workforce through continuous learning and capability development.
Governance				
Anti-Corruption		Maintained a zero-tolerance approach towards bribery and corruption through policies and ethical business practices.	Continue ethics awareness and policy communication across the Group.	Strengthen ethical culture and maintain high standards of corporate integrity.
Data Privacy & Cybersecurity		Implemented cybersecurity controls to safeguard business information and systems.	Enhance cybersecurity awareness and review information security controls regularly.	Strengthen cyber resilience and continuously improve information security management.
Sustainable Supply Chain		Worked closely with suppliers to support quality, compliance and reliable project delivery.	Strengthen supplier engagement and responsible procurement practices.	Enhance supply chain resilience by progressively integrating sustainability considerations into supplier management.

7. MATERIAL SUSTAINABILITY MATTERS

7.1. Strategic Priorities

Bintai has identified its material sustainability matters through a structured materiality assessment, taking into consideration the sustainability-related risks and opportunities that are most relevant to its business operations and stakeholders. These material matters support the Group's ability to create long-term value, strengthen operational resilience and contribute to sustainable business growth.

The identified material sustainability matters are organised under the Group's EESG pillars, providing a structured framework for integrating sustainability into governance, strategy and daily operations. These priorities guide the Group's sustainability initiatives, resource allocation and performance monitoring while supporting responsible decision-making across the organisation.

The Group periodically reviews its material sustainability matters to ensure they remain aligned with its business strategy, stakeholder expectations, regulatory developments and the evolving operating environment.

Material Topics	Why it Matters	Risks	Opportunities
Economic			
Financial Performance	Supports business continuity, financial resilience and long-term shareholder value.	Economic uncertainty, project delays, cost inflation and cash flow pressures may affect profitability.	Improve operational efficiency, diversify revenue streams, strengthen project delivery and enhance long-term financial performance.
Environmental			
Climate Change (Energy Management & GHG Emissions)	Efficient energy use and emissions management help reduce environmental impacts and support climate resilience.	Rising energy costs, evolving climate regulations and increasing stakeholder expectations.	Improve energy efficiency, reduce operating costs and strengthen climate-related performance.
Waste Management	Responsible waste management minimises environmental impacts and improves resource efficiency.	Inefficient waste handling may increase disposal costs, environmental impacts and compliance risks.	Enhance waste reduction, recycling and operational efficiency while supporting responsible resource management.
Water Management	Responsible water use supports operational efficiency and environmental stewardship.	Water shortages, rising water costs and inefficient consumption may affect operations.	Improve water efficiency, reduce operating costs and promote responsible resource use.
Social			
Product & Service Quality	Delivering quality engineering and construction solutions strengthens customer confidence and business reputation.	Quality failures, project defects or delays may affect customer satisfaction and business performance.	Strengthen customer relationships, improve project delivery and enhance competitive advantage.
Diversity & Inclusion	A diverse and inclusive workforce supports innovation, collaboration and organisational performance.	Limited workforce diversity may affect employee engagement and talent attraction.	Foster an inclusive workplace, strengthen employee engagement and broaden talent opportunities.

SUSTAINABILITY STATEMENT
(cont'd)

Material Topics	Why it Matters	Risks	Opportunities
Employee Management	Effective workforce management supports employee wellbeing, productivity and long-term business performance.	High employee turnover, labour shortages and declining employee engagement may affect operational efficiency and project delivery.	Strengthen employee engagement, improve retention and build a resilient workforce.
Occupational Health and Safety *SASB/IF-EN-320a.1*	Maintaining a safe workplace protects employees, contractors and business continuity.	Workplace accidents, injuries and regulatory non-compliance may disrupt operations and affect reputation.	Strengthen safety culture, reduce incidents and improve operational reliability.
Training and Development	Investing in employee learning and professional development enhances technical competencies, leadership capabilities and workforce readiness.	Insufficient training may result in skills gaps, reduced productivity and difficulty adapting to changing business and regulatory requirements.	Upskill employees, strengthen leadership capabilities, improve operational performance and support long-term talent development.
Governance			
Anti-Corruption	Ethical business conduct strengthens stakeholder confidence and supports sustainable growth.	Fraud, bribery and regulatory breaches may result in financial and reputational impacts.	Promote integrity, strengthen governance and reinforce stakeholder trust.
Data Privacy & Cybersecurity	Protecting business information and personal data supports operational continuity and stakeholder confidence.	Cyberattacks, data breaches and system disruptions may affect business operations.	Strengthen information security, improve cyber resilience and protect business data.
Sustainable Supply Chain	Responsible procurement strengthens supply chain resilience and supports reliable project delivery.	Supplier disruptions, quality issues and non-compliance may affect project execution.	Strengthen supplier collaboration, promote responsible sourcing and improve supply chain resilience.

SUSTAINABILITY STATEMENT (cont'd)

7.2. Economic

Financial Performance
Approach
Maintaining sound financial performance is fundamental to Bintai's ability to deliver projects, fulfil contractual commitments and support long-term business sustainability. The Group focuses on prudent financial management, operational efficiency and disciplined project execution to strengthen business resilience amid changing market conditions. Management regularly monitors financial performance and key business indicators to support informed decision-making, optimise resource allocation and identify opportunities to improve operational efficiency. By maintaining financial discipline and effective cost management, the Group seeks to strengthen its financial position while supporting sustainable growth.
Current and Anticipated Financial Effects
Financial performance directly influences the Group's ability to undertake new projects, invest in operational improvements and meet its financial obligations. Economic conditions, project execution, cost fluctuations and market demand may affect revenue generation, profitability and cash flows. Looking ahead, maintaining healthy financial performance will enable the Group to remain competitive, support business continuity and respond effectively to changing economic and industry conditions.
Strategic Outlook
The Group will continue to strengthen financial resilience through prudent cost management, disciplined project delivery and effective risk management. As business conditions evolve, Bintai will remain focused on improving operational efficiency, enhancing project performance and identifying sustainable growth opportunities that support long-term shareholder value.

7.3. Environment

Climate Change (Energy Management & GHG Emissions)
Approach
During FY2026, the Group established an initial Scope 1 and Scope 2 GHG inventory covering the operations included within the defined reporting boundary. The inventory represents the Group's first formal baseline and remains subject to further enhancement as data collection processes, methodologies and internal controls mature. The Group has not yet established a formal emissions-reduction target. The Group will progressively strengthen its understanding of climate-related risks and opportunities as its sustainability reporting practices continue to mature.
Current and Anticipated Financial Effects
Energy consumption contributes to the Group's operating costs, while evolving climate-related regulations and stakeholder expectations may require additional investments in emissions monitoring and reporting in the future. Improving energy efficiency may help reduce operating expenses and enhance operational resilience over the long term.
Strategic Outlook
The Group intends to progressively strengthen its climate-related management practices by improving energy data collection, enhancing greenhouse gas reporting capabilities and evaluating opportunities to improve energy efficiency as part of its continuous sustainability journey.

SUSTAINABILITY STATEMENT
(cont'd)

Waste Management
Approach
The Group recognises the importance of responsible waste management in supporting environmental protection and regulatory compliance. Waste generated from the Group's office operations is managed in accordance with established waste disposal practices and applicable regulatory requirements. Although no formal Group-wide waste reduction initiatives or waste reduction targets have been established during FY2026, the Group remains committed to promoting responsible waste management practices and maintaining compliance with relevant environmental requirements.
Current and Anticipated Financial Effects
Effective waste management supports operational efficiency by reducing disposal costs, minimising environmental risks and lowering the likelihood of regulatory non-compliance. As environmental expectations continue to evolve, responsible waste management practices may contribute to improved operational performance and stakeholder confidence.
Strategic Outlook
The Group will continue to review its waste management practices and identify opportunities to improve waste reduction, recycling and responsible disposal where appropriate. As the Group's sustainability framework develops, additional waste management initiatives and monitoring practices may be introduced to strengthen environmental performance.

Water Management
Approach
Water consumption within the Group is primarily associated with office operations. The Group encourages the responsible use of water resources and seeks to minimise unnecessary water consumption through responsible workplace practices. During FY2026, the Group did not record any significant water-related incidents or non-compliance issues. While formal water optimisation targets have not yet been established, the Group remains committed to using water responsibly and complying with applicable regulatory requirements.
Current and Anticipated Financial Effects
Responsible water management helps control utility costs and supports the continuity of daily operations. Future changes in water availability, tariffs or regulatory requirements may increase operating costs, highlighting the importance of prudent water management.
Strategic Outlook
The Group will continue to promote responsible water consumption across its operations and strengthen its monitoring of water usage over time. As its sustainability practices mature, Bintai will evaluate opportunities to improve water efficiency and support the sustainable management of natural resources.

SUSTAINABILITY STATEMENT (cont'd)

7.4. Social

Product & Service Quality
Approach
Bintai is committed to delivering quality engineering and construction solutions that meet customer expectations and contractual requirements. The Group emphasises quality throughout project planning and execution by adhering to established procedures, technical specifications and applicable industry standards. Management works closely with customers, consultants, suppliers and subcontractors to ensure projects are delivered safely, efficiently and in accordance with agreed quality requirements. Customer feedback and project performance are reviewed to identify opportunities for continuous improvement and strengthen service delivery.
Current and Anticipated Financial Effects
Maintaining high standards of product and service quality strengthens customer confidence, supports repeat business and enhances the Group's reputation. Conversely, quality issues or project delays may result in additional rectification costs, contractual disputes and reputational impacts.
Strategic Outlook
The Group will continue to strengthen its quality management practices by promoting operational excellence, enhancing project monitoring and encouraging continuous improvement across its operations. Bintai remains committed to delivering reliable, high-quality solutions that support long-term customer satisfaction and business growth.

Diversity & Inclusion
Approach
Bintai values a diverse and inclusive workplace where employees are treated fairly and with respect, regardless of gender, age, ethnicity or background. Employment-related decisions are based on qualifications, experience, competencies and job requirements, providing equal opportunities throughout the employee lifecycle. The Group believes that diversity contributes to a collaborative working environment and supports innovation, employee engagement and organisational performance.
Current and Anticipated Financial Effects
An inclusive workplace helps attract and retain qualified employees, reducing recruitment costs and supporting workforce stability. A diverse workforce also contributes to improved collaboration, productivity and long-term organisational performance.
Strategic Outlook
The Group will continue to foster an inclusive workplace by promoting fair employment practices and equal opportunities for all employees. As the organisation grows, Bintai will continue to strengthen diversity and inclusion initiatives that support employee engagement and business success.

SUSTAINABILITY STATEMENT
(cont'd)

Employee Management
Approach
The Group recognises that its employees are fundamental to business success. Bintai is committed to maintaining fair employment practices while providing a supportive working environment that promotes employee wellbeing, engagement and professional growth. The Group maintains open communication with employees and seeks to foster positive employer-employee relationships through regular engagement and fair human resource practices.
Current and Anticipated Financial Effects
Effective employee management contributes to workforce stability, operational efficiency and project delivery. High employee engagement and retention reduce recruitment and training costs while supporting business continuity.
Strategic Outlook
The Group will continue to strengthen employee engagement, enhance workplace practices and support workforce development to maintain a capable, motivated and productive workforce.

Occupational Health and Safety (SASB/IF-EN-320a.1)
Approach
The health, safety and wellbeing of employees and contractors remain a key priority for the Group. Bintai is committed to providing a safe working environment by complying with applicable occupational safety and health legislation and implementing appropriate workplace safety measures. Safety practices include safety briefings, risk assessments, the use of personal protective equipment ("PPE"), incident reporting and ongoing monitoring of workplace hazards to minimise safety risks across the Group's operations.
Current and Anticipated Financial Effects
Maintaining high occupational health and safety standards helps minimise workplace incidents, reduce operational disruptions and avoid costs associated with injuries, legal liabilities and project delays. A strong safety culture also supports productivity and enhances stakeholder confidence.
Strategic Outlook
The Group will continue strengthening its safety culture by promoting employee awareness, reviewing safety procedures and enhancing workplace risk management practices to achieve a safe and healthy working environment.

Training and Development
Approach
The Group recognises that continuous learning is essential for maintaining workforce competency and supporting business growth. Employees are provided with training and development opportunities to enhance their technical knowledge, professional skills and awareness of regulatory and operational requirements. Training programmes are organised based on business needs and operational requirements to ensure employees remain competent in performing their responsibilities.
Current and Anticipated Financial Effects
Investing in employee development enhances workforce capability, improves operational efficiency and supports project quality. Continuous training also helps reduce skills gaps, improve productivity and strengthen the Group's long-term competitiveness.
Strategic Outlook
The Group will continue to invest in employee learning and development by identifying training needs and encouraging continuous professional development. These efforts will help build a competent workforce capable of supporting the Group's future growth and evolving business needs.

SUSTAINABILITY STATEMENT (cont'd)

7.5. Governance

Anti-Corruption
Approach
Bintai is committed to conducting its business with integrity, transparency and accountability. The Group adopts a zero-tolerance approach towards bribery and corruption and expects all employees, Directors and business partners to uphold high ethical standards in their business dealings. The Group's Anti-Bribery and Anti-Corruption Policy provides guidance on ethical conduct, while employees are expected to comply with applicable laws, regulations and internal policies. Appropriate reporting channels are also available to encourage the reporting of suspected misconduct.
Current and Anticipated Financial Effects
Strong anti-corruption practices help minimise legal, financial and reputational risks arising from unethical conduct. Maintaining high standards of integrity also strengthens stakeholder confidence and supports sustainable business relationships.
Strategic Outlook
The Group will continue to reinforce ethical business practices through regular awareness programmes, policy reviews and continuous monitoring to promote a culture of integrity throughout the organisation.

Data Privacy & Cybersecurity *(SASB/SV-AD-220a.2&3)*
Approach
The Group recognises the importance of safeguarding business information and personal data from cybersecurity threats. Appropriate information technology controls are implemented to protect the confidentiality, integrity and availability of information assets. These controls include user access management, antivirus protection, firewall security, system maintenance and regular data backup to support secure business operations and minimise cybersecurity risks.
Current and Anticipated Financial Effects
Effective cybersecurity measures reduce the risk of data breaches, operational disruptions and financial losses associated with cyber incidents. Strengthening information security also helps maintain stakeholder confidence and supports business continuity.
Strategic Outlook
The Group will continue to strengthen its cybersecurity practices by enhancing system security, improving employee awareness and regularly reviewing information security controls to address emerging cyber risks.

Sustainable Supply Chain
Approach
The Group recognises that responsible supply chain management contributes to reliable project delivery and sustainable business performance. Bintai works closely with suppliers and subcontractors to ensure that goods and services meet the Group's quality, safety and regulatory requirements. Supplier selection and evaluation consider factors such as capability, product quality, pricing and compliance with applicable contractual obligations to support consistent project execution.
Current and Anticipated Financial Effects
A resilient and responsible supply chain helps minimise project disruptions, manage procurement costs and improve operational efficiency. Strong supplier relationships also support timely project completion and customer satisfaction.
Strategic Outlook
The Group will continue to strengthen supplier engagement and procurement practices while promoting responsible sourcing and supply chain resilience. As the sustainability programme matures, Bintai will explore opportunities to incorporate broader ESG considerations into supplier evaluation and engagement processes.

SUSTAINABILITY STATEMENT
(cont'd)

8. CLIMATE-RELATED RISKS AND OPPORTUNITIES

8.1. Climate-Related Risks

Bintai recognises that climate change may present both physical and transition risks that could influence its operations, project delivery and long-term business resilience. Although the Group's operations are not considered highly carbon-intensive, evolving climate-related regulations, stakeholder expectations and changing environmental conditions may affect operating costs, compliance requirements and business opportunities.

The Group considers climate-related risks as part of its broader risk management process and continues to strengthen its understanding of how these risks may affect its operations. Management periodically reviews relevant developments to support informed decision-making and enhance the Group's long-term resilience.

Transition Risks

As Malaysia progresses towards a lower-carbon economy, the Group may be exposed to transition-related risks, including:

Regulatory and Policy Developments	Evolving sustainability reporting requirements, environmental regulations and climate-related policies may require additional resources to strengthen compliance and reporting practices.
Market Expectations	Customers, investors and other stakeholders are increasingly expecting organisations to demonstrate responsible environmental practices and transparent sustainability disclosures.
Technology Advancements	Advancements in energy-efficient technologies and digital solutions may require the Group to continuously evaluate opportunities to improve operational efficiency and remain competitive.
Reputation	Inadequate management of climate-related matters or sustainability expectations may affect stakeholder confidence and the Group's reputation.

Physical Risks

The Group's operations may also be affected by physical climate-related risks, including extreme weather events such as prolonged rainfall, flooding and rising temperatures. These events may disrupt project schedules, delay construction activities, affect the availability of materials and increase maintenance or operating costs.

To minimise these impacts, the Group continues to monitor operational risks, implement appropriate project planning measures and strengthen business continuity where necessary.

SUSTAINABILITY STATEMENT
(cont'd)

8.2. Climate-Related Opportunities

The Group recognises that effective climate-related management can create opportunities to improve operational performance and strengthen long-term business resilience.

The Group continues to explore opportunities to:

- improve energy efficiency across office and project operations;
- optimise the use of resources to reduce operating costs;
- strengthen environmental management and regulatory compliance;
- enhance operational resilience through effective project planning and risk management;
- improve sustainability reporting and environmental performance monitoring; and
- identify practical initiatives that support responsible business growth and long-term value creation.

The Group believes these initiatives will contribute to improved operational efficiency, stronger stakeholder confidence and enhanced long-term business sustainability.

8.3. Climate Scenario Assessment

During FY2026, the Group conducted a preliminary qualitative identification of climate-related risks and opportunities. This exercise did not constitute a quantitative climate scenario analysis under IFRS S2 and did not incorporate defined climate scenarios, temperature pathways or quantified financial impacts.

The assessment considered potential transition risks arising from evolving regulatory requirements, market expectations and technological developments, as well as physical risks associated with changing weather patterns that may affect project execution and operational continuity.

While climate-related financial impacts are currently considered manageable, the assessment provides a foundation for strengthening the Group's climate-related governance, risk management and sustainability reporting as its climate-related capabilities continue to develop.

8.4. Management of Climate-Related Risks and Opportunities

The Group integrates climate-related considerations into its risk management and operational planning processes where relevant. Management periodically reviews emerging climate-related developments to support informed decision-making and strengthen business resilience.

Going forward, the Group will continue to enhance its understanding of climate-related risks and opportunities by strengthening data collection, monitoring environmental performance and progressively improving climate-related disclosures in line with evolving regulatory requirements and stakeholder expectations.

SUSTAINABILITY STATEMENT
(cont'd)

9. RISK MANAGEMENT

9.1. Managing Sustainability-Related Risks and Opportunities

Bintai recognises that effective risk management is fundamental to achieving sustainable business growth and long-term value creation. The Group adopts an integrated approach to identifying, assessing and managing sustainability-related risks and opportunities that may affect its operations, financial performance and reputation.

Sustainability-related considerations are incorporated into the Group's risk management and decision-making processes where relevant. Management regularly monitors emerging ESG issues alongside business and operational risks to support informed decision-making and enhance organisational resilience.

The Board of Directors provides oversight of the Group's risk management framework, while Management is responsible for implementing risk management practices and monitoring the effectiveness of mitigation measures across the organisation.

9.2. Identification and Assessment of Sustainability-Related Risks and Opportunities

The Group adopts a structured approach to identify and assess sustainability-related risks and opportunities based on its business activities, stakeholder expectations, regulatory developments and the external operating environment.

In assessing sustainability-related matters, the Group considers:

- the potential impact on business operations and project delivery;
- financial implications and business continuity;
- regulatory compliance and stakeholder expectations;
- operational efficiency and resource management; and
- long-term business resilience and value creation.

The outcome of the assessment supports the prioritisation of material sustainability matters, guides the implementation of mitigation measures and enables the Group to identify opportunities that contribute to sustainable business growth.

The Group reviews sustainability-related risks and opportunities periodically to ensure they remain relevant in light of changes to business operations, stakeholder expectations and the regulatory landscape.

10. METRICS AND TARGETS

The Group monitors selected environmental metrics to evaluate its environmental performance and support the management of climate-related risks and opportunities. These metrics provide Management with insights into resource consumption and operational efficiency, enabling informed decision-making and the identification of opportunities for continuous improvement.

For FY2026, the Group's climate-related metrics focus on energy consumption, GHG emissions and water consumption, which are considered the most relevant indicators based on the Group's operational profile. The Group will continue to enhance its environmental data collection and reporting processes as its sustainability reporting capabilities mature.

10.1. Climate Metrics

GHG Emissions

The Group measures and reports its GHG emissions in accordance with the GHG Protocol: Corporate Accounting and Reporting Standard, where applicable, and with reference to the NSRF and IFRS S2 Climate-related Disclosures.

The Group's GHG inventory currently comprises Scope 1 and Scope 2 emissions, which represent the principal sources of emissions arising from its operations.

Scope 1 Emissions (tCO_2e)

Scope 1 emissions comprise direct greenhouse gas emissions from sources owned or controlled by the Group. These emissions primarily arise from fuel consumption by company-owned vehicles and operational equipment used in the Group's business activities.

	Unit	FY2024	FY2025	FY2026
Diesel (the Group's vehicle fuel consumption)	tCO_2e	-	-	-
Fuel (company car and assets)	tCO_2e	-	-	3.52
Total emissions	**tCO_2e**	**-**	**-**	**3.52**

Category	Emission source	Measurement methodology	Activity data	Emissions factor source
Mobile combustion	Petrol (company vehicles)	Fuel-based method	Litres purchased × emission factor	Department for Energy Security & Net Zero by fuel type (UK)
	Diesel (vehicles & machinery)	Fuel-based method	Litres purchased × emission factor	Department for Energy Security & Net Zero by fuel type (UK)

Scope 2 Emissions (tCO_2e)

Scope 2 emissions represent indirect greenhouse gas emissions associated with purchased electricity consumed across the Group's offices and operational facilities.

The Group calculates Scope 2 emissions using the location-based method, applying the latest Malaysian electricity grid emission factor published by the relevant authority.

	Unit	FY2024	FY2025	FY2026
Purchased electricity	MWh	-	-	118.14
Total emissions	**tCO_2e**	**-**	**-**	**87.42**

Category	Emission source	Measurement methodology	Activity data	Emissions factor source
Purchased electricity	Electricity consumption	Location-based method	Electricity meter readings (kWh) × grid emission factor	Malaysian grid emission factor (published by government authority)

SUSTAINABILITY STATEMENT
(cont'd)

Inventory Boundary

The Group adopts the financial control approach in defining its organisational boundary for GHG reporting. Accordingly, the GHG inventory includes entities over which the Group exercises financial control during the reporting period.

For FY2026, the Group reports:

- **Scope 1** – Direct emissions from fuel consumption; and
- **Scope 2** – Indirect emissions from purchased electricity.

The Group will continue to strengthen its GHG inventory through ongoing improvements to data collection, monitoring and reporting processes.

Climate-Related Targets

The Group has established environmental objectives to support the responsible management of energy consumption and greenhouse gas emissions. These objectives are intended to improve operational efficiency while strengthening the Group's environmental performance over time.

Information	Target 1	Target 2
Objective	Improve energy efficiency across office and operational activities.	Strengthen the monitoring and management of Scope 1 and Scope 2 GHG emissions.
Coverage	Group operations	Group operations
Target Period	5 years	5 years
Approach	Promote responsible energy use and operational efficiency.	Enhance emissions data quality and reporting consistency.
Base Year	FY2026	FY2026
Third-party Validation	No	No
Carbon Credits Usage	Not planned	Not planned
Process for reviewing target	Reviewed annually by Management and the Board	Reviewed annually by Management and the Board

Water Consumption and Waste Management

The Group monitors water consumption and waste generation as part of its efforts to improve resource efficiency and minimise environmental impacts arising from its operations.

Water is primarily consumed at office premises and operational facilities. The Group encourages responsible water usage through employee awareness and good housekeeping practices to reduce unnecessary consumption.

Waste generated from the Group's operations is managed in accordance with applicable regulatory requirements. General waste is collected by licensed waste contractors, while scheduled waste, where generated, is handled and disposed of by licensed waste management companies in accordance with relevant environmental legislation.

The Group will continue to improve its monitoring of water consumption and waste generation while identifying practical opportunities to enhance resource efficiency across its operations.

	Unit	FY2024	FY2025	FY2026
Water consumption	m^3	-	-	394

SUSTAINABILITY STATEMENT (cont'd)

10.2. Climate-Related Transition Risks

The transition towards a lower-carbon economy may present regulatory, market and operational challenges for the Group. Bintai continues to monitor developments in sustainability reporting requirements, climate-related regulations and stakeholder expectations to support effective decision-making.

Potential transition risks include:

- evolving environmental legislation and sustainability reporting requirements;
- increasing stakeholder expectations for transparent ESG disclosures;
- rising energy costs and operating expenses;
- technological changes that require improvements in operational efficiency; and
- changing customer expectations regarding responsible business practices.

The Group will continue to strengthen its environmental management practices to support compliance, operational resilience and long-term business sustainability.

10.3. Climate-Related Physical Risks

The Group's operations may be exposed to physical risks associated with climate change, including prolonged rainfall, flooding, extreme temperatures and other severe weather events that could affect project execution and operational continuity.

Potential impacts include:

- delays to construction and engineering activities;
- disruptions to project schedules and site operations;
- increased maintenance and operating costs;
- supply chain disruptions; and
- reduced operational efficiency during extreme weather events.

The Group seeks to minimise these risks through effective project planning, business continuity measures and regular monitoring of operational conditions.

10.4. Climate-Related Opportunities

The Group recognises that climate change also presents opportunities to improve operational efficiency and strengthen long-term business resilience.

The Group continues to evaluate opportunities to:

- improve energy efficiency across offices and project sites;
- strengthen environmental performance through responsible resource management;
- optimise operational efficiency and reduce operating costs;
- improve environmental data collection and sustainability reporting;
- strengthen stakeholder confidence through transparent ESG disclosures; and
- support sustainable business growth through continuous improvement.

The Group will continue to monitor climate-related developments and evaluate practical initiatives that support responsible business practices, operational resilience and long-term value creation.

BINTAI KINDEN CORPORATION BHD

IFRS S1

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Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Environmental	Total energy consumed - Electricity	Mwh	—	118.14	—	External (Limited)
Environmental	Total volume of water used	M3 - cubic meter	—	394	—	No assurance
Social	Age Group - Management Under 30	Percentage	—	0.00%	—	No assurance
Social	Age Group - Management Under 30 - 50	Percentage	—	59.09%	—	No assurance
Social	Age Group - Management Above 50	Percentage	—	40.91%	—	No assurance
Social	Age Group – Executive Under 30	Percentage	—	24.24%	—	No assurance
Social	Age Group – Executive Between 30-50	Percentage	—	51.52%	—	No assurance
Social	Age Group – Executive Above 50	Percentage	—	24.24%	—	No assurance
Social	Age Group – Non-executive/Technical Staff Under 30	Percentage	—	0.00%	—	No assurance
Social	Age Group – Non-executive/Technical Staff Between 30-50	Percentage	—	66.67%	—	No assurance
Social	Age Group – Non-executive/Technical Staff Above 50	Percentage	—	33.33%	—	No assurance
Social	Gender Group – Management Male	Percentage	—	68.18%	—	No assurance
Social	Gender Group – Management Female	Percentage	—	31.82%	—	No assurance
Social	Gender Group – Executive Male	Percentage	—	75.76%	—	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Social	Gender Group – Executive Female	Percentage	—	24.24%	—	No assurance
Social	Gender Group – Non-executive/Technical Staff Male	Percentage	—	83.33%	—	No assurance
Social	Gender Group – Non-executive/Technical Staff Female	Percentage	—	16.67%	—	No assurance
Social	Male Directors	Percentage	—	83.33%	—	No assurance
Social	Female Directors	Percentage	—	16.67%	—	No assurance
Social	Directors Under 30	Percentage	—	0.00%	—	No assurance
Social	Directors Between 30-50	Percentage	—	33.33%	—	No assurance
Social	Directors Above 50	Percentage	—	66.67%	—	No assurance
Social	Total recordable incident rate ("TRIR")	Rate	—	0.00%	—	No assurance
Social	Number of employees trained on health and safety standards	Number	—	11	—	No assurance
Social	Management Training Hours	Hours	—	7	—	No assurance
Social	Executive Training Hours	Hours	—	7	—	No assurance
Social	Non-executive/Technical Staff Training Hours	Hours	—	7	—	No assurance
Governance	Percentage of Management who have received training on anti-corruption by employee category	Percentage	—	100%	—	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Governance	Percentage of Executive who have received training on anti- corruption by employee category	Percentage	—	100%	—	No assurance
Governance	Percentage of Non-executive/Technical Staff who have received training on anti-corruption by employee category	Percentage	—	100%	—	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Environmental	Scope 1 emissions in tonnes of CO2e	tCO2e	—	3.52	—	External (Limited)
Environmental	Scope 2 emissions in tonnes of CO2e	tCO2e	—	87.42	—	External (Limited)

SUSTAINABILITY STATEMENT
(cont'd)

APPENDIX

IFRS S1 CONTENT INDEX

Content Source	Relevant Paragraph(s)	Reference in the Report
Conceptual Foundations		
Fair Representation	IFRS S1 10–16	*Section 1.2 Compliance with Sustainability Disclosure Standards; Section 1.3 Guidelines and Standards*
Materiality	IFRS S1 17–19	*Section 5 Materiality Assessment; Section 4.1 Assessment Process; Section 5.2 Materiality Matrix*
Reporting Entity	IFRS S1 20	*Section 1.1 Reporting Period, Scope, Boundaries, and Connectivity with Financial Statements*
Connected Information	IFRS S1 21–24	*Section 1.1 Reporting Period, Scope, Boundaries, and Connectivity with Financial Statements; Section 2.2 Our Value Chain; Section 8 Climate-Related Risks and Opportunities*
General Requirements		
Sources of Guidance	IFRS S1 57–59	*Section 1.2 Compliance with Sustainability Disclosure Standards; Section 1.3 Guidelines and Standards; Section 7 Material Sustainability Matters*
Location of Disclosures	IFRS S1 60–63	*Sustainability Statement FY2026, included in the Annual Report*
Timing of Report	IFRS S1 64–69	*Section 1.1 Reporting Period, Scope, Boundaries, and Connectivity with Financial Statements*
Comparative Information	IFRS S1 70–71	*Section 1.1 Reporting Period, Scope, Boundaries, and Connectivity with Financial Statements; relevant performance tables where comparative data is available*
Statement of Compliance	IFRS S1 72–73	*Section 1.3 Reporting Approach and Reference Standard*
Judgements, Uncertainties and Errors		
Judgements	IFRS S1 74–76	*Section 1.4 Judgement and Measurement Uncertainty according to IFRS S1*
Measurement Uncertainty	IFRS S1 77–82	*Section 1.4 Judgement and Measurement Uncertainty according to IFRS S1*
Errors	IFRS S1 83–86	*To be enhanced in future reporting periods if prior-period restatements or material errors are identified*

SUSTAINABILITY STATEMENT
(cont'd)

IFRS S2 CONTENT INDEX

Pillar	Guidance	Source	Relevance in the Report
Governance	a) Governance body(ies) or individual(s) responsible for oversight of climate-related risks and opportunities	IFRS S2 6(a)(i)–(v)	*Section 3 Sustainability Governance; Section 3.1 Roles and Responsibilities*
	b) Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	IFRS S2 6(b)(i)–(ii)	
Strategy	a) The climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects	IFRS S2 10–12	*Section 3.1 Roles and Responsibilities Section 8.1 Climate-Related Risks; Section 8.2 Climate-Related Opportunities Section 2.2 Our Value Chain; Section 8 Climate-Related Risks and Opportunities "Current and Anticipated Financial Effects on Strategy" disclosures under relevant material matters; Section 8 Climate-Related Risks and Opportunities Section 8.3 Climate Scenario Analysis; Section 8.4 Management of Climate-Related Risks and Opportunities*
	b) The current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain	IFRS S2 13	
	c) The effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan	IFRS S2 14	
	d) The effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning	IFRS S2 15–21	
	e) The climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities	IFRS S2 22–23	
Risk Management	a) The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks	IFRS S2 25(a)	*Section 9 Risk Management Section 8.2 Climate-Related Opportunities; Section 9 Risk Management Section 3.1 Roles and Responsibilities; Section 9 Risk Management*
	b) the processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities; and	IFRS S2 25 (b)	
	c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring CRROs are integrated into and inform the entity's overall risk management process	IFRS S2 25 (c)	

SUSTAINABILITY STATEMENT
(cont'd)

Pillar	Guidance	Source	Relevance in the Report
Metrics and Targets	Climate-related metrics (GHG emissions, energy use)	IFRS S2 29-32	*Section 7.3 Environment; Section 10 Metrics and Targets; limited assurance report on selected GHG disclosures;* *Section 10 Metrics and Targets; relevant short-term and long-term targets disclosed under material matters*
	Climate-related metrics (including performance tracking)	IFRS S2 33-37	

Per guidance document from IFRS Applying IFRS S1 when reporting only climate-related disclosures in accordance with IFRS S2 (published January 2025), the content index refers only to applicable IFRS S1 disclosures insofar as they relate to the disclosure of information on climate-related risks and opportunities in accordance with IFRS S2.

SUSTAINABILITY STATEMENT (cont'd)

INDEPENDENT PRACTITIONER'S LIMITED ASSURANCE REPORT ON SELECTED SUSTAINABILITY DISCLOSURES OF BINTAI KINDEN CORPORATION BERHAD

To the Board of Directors of BINTAI KINDEN CORPORATION BERHAD

Limited Assurance Conclusion

We have conducted a limited assurance engagement on the selected sustainability disclosures presented in the Sustainability Statement of BINTAI KINDEN CORPORATION BERHAD ("the Group") for the financial year ended 31 March 2026.

The selected sustainability disclosures subject to our limited assurance engagement comprise:

- Scope 1 Greenhouse gas ("GHG") emissions;
- Scope 2 GHG emissions;
- total energy consumption;
- electricity and fuel consumed from purchased electricity; and
- related energy management disclosures and performance data,

For the avoidance of doubt, Scope 3 GHG emissions were not included in the selected sustainability disclosures subject to this limited assurance engagement. We do not express an assurance conclusion on Scope 3 GHG emissions or on any other sustainability disclosures not expressly identified above.

as presented on pages 23 to 56 of the Annual Report.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the selected sustainability disclosures identified above are not prepared, in all material respects, in accordance with the applicable reporting criteria adopted by the Group.

Basis for Conclusion

We conducted our limited assurance engagement in accordance with International Standard on Sustainability Assurance 5000, General Requirements for Sustainability Assurance Engagements ("ISSA 5000").

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than, those performed in a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

We are independent of the Group and have fulfilled our ethical responsibilities in accordance with the relevant ethical requirements applicable to assurance engagements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Responsibilities of Management

Management of the Group is responsible for:

- preparing the selected sustainability disclosures in accordance with the applicable reporting criteria;
- determining the reporting boundary, methodologies, emission factors, assumptions and estimates applied;
- designing, implementing and maintaining internal controls relevant to the preparation of the selected sustainability disclosures; and
- ensuring that the selected sustainability disclosures are free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Group's sustainability reporting process.

SUSTAINABILITY STATEMENT
(cont'd)

Inherent Limitations

GHG emissions quantification is subject to inherent uncertainty due to the nature of emission factors, estimation techniques, assumptions, data availability and measurement limitations.

The quantification of the Scope 1 and Scope 2 GHG emissions subject to this limited assurance engagement is inherently uncertain due to the use of emission factors, estimation techniques, assumptions and measurement methodologies. The accuracy of the reported emissions is also dependent on the quality and completeness of the underlying activity data provided by the Group.

ASAP's Responsibilities

Our responsibility is to plan and perform the engagement to obtain limited assurance about whether the selected sustainability disclosures are free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion.

As part of a limited assurance engagement, we exercise professional judgement and maintain professional scepticism throughout the engagement.

Summary of Work Performed

Our procedures included, among others:

- obtaining an understanding of the Group's reporting boundary, data collection process and internal controls relevant to the selected sustainability disclosures;
- conducting inquiries with management and relevant personnel responsible for ESG, operations, finance, human resources and facilities management;
- reviewing the basis of preparation, calculation methodologies, emission factors and assumptions used by the Group;
- performing analytical procedures over Scope 1, Scope 2 and energy consumption data;
- agreeing selected data on a sample basis to supporting documents, including utility bills, fuel records, invoices, and management schedules;
- recalculating selected GHG emissions and energy consumption figures on a sample basis;
- assessing whether the selected sustainability disclosures are consistent with the underlying records and the Group's disclosed basis of preparation; and
- reviewing the presentation of the selected sustainability disclosures in the Sustainability Statement.

Our procedures did not include testing all underlying source data, assessing the effectiveness of internal controls, or providing assurance over disclosures outside the selected sustainability disclosures stated in this report.

ASAP Advisory PLT
201804000474 (LLP0014854-LGN)
TS Ong
Partner, Assurance Leader
Johor Bahru, Malaysia
16 July 2026

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("**Board**") of Bintai Kinden Corporation Berhad ("**Bintai**" or "**the Company**") is committed to fostering a strong culture of corporate governance that supports ethical leadership, effective oversight and sustainable value creation. The Board believes that good governance strengthens organisational resilience, enhances accountability and transparency, facilitates sound decision-making and reinforces the confidence of shareholders, investors and other stakeholders.

The Corporate Governance Overview Statement ("**the Statement**") for the financial year ended 31 March 2026 ("**FYE 2026**") has been prepared in accordance with Paragraph 15.25 of the Main Market Listing Requirement ("**MMLR**") and provides an overview of the Company's corporate governance practices with reference to the principles and practices set out in the Malaysian Code on Corporate Governance 2021 ("**MCCG**").

The Statement should be read together with the Company's Corporate Governance Report 2026 ("**CG Report**") which provides detailed disclosures on the application of each Practice under the MCCG, the Audit Committee Report, Statement on Risk Management and Internal Control, Sustainability Statement and other governance disclosures contained in this Annual Report.

The CG Report is available on the Company's website at www.bintai.com.my/ and has also been announced via the website of Bursa Malaysia Securities Berhad ("**Bursa Securities**").

CORPORATE GOVERNANCE FRAMEWORK

The Board has established an integrated governance framework to facilitate effective oversight, accountability and responsible decision-making across the Group. The framework clearly defines the respective roles and responsibilities of the Board, Board Committees and Management, while ensuring that appropriate controls, reporting structures and delegation of authority are maintained.

The Company's corporate governance framework is guided by the following three (3) key principles of the MCCG:

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

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

PART 1- BOARD RESPONSIBILITIES

Board Responsibilities

The Board assumes overall responsibility for the stewardship, strategic direction, performance and long-term sustainability of the Group. In discharging its fiduciary duties, the Board acts in the best interests of the Company while taking into consideration the interests of shareholders and other stakeholders.

The principal responsibilities of the Board include, amongst others, the following:

- providing strategic leadership and establishing the Group's vision, strategic objectives and long-term business direction;
- reviewing and approving the Group's business plans, annual budgets, major investments, significant corporate proposals and key policies;
- overseeing the Group's financial and operational performance, as well as the effectiveness of its governance, risk management and internal control framework;
- ensuring the integrity of the Group's financial reporting and compliance with applicable laws, regulations and regulatory requirements;
- overseeing succession planning for the Board and Senior Management to support leadership continuity; and
- promoting high standards of corporate governance, ethical business conduct, sustainability and effective stakeholder engagement.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT
(cont'd)

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

PART 1- BOARD RESPONSIBILITIES (CONT'D)

Board Responsibilities (cont'd)

To facilitate effective governance and enhance operational efficiency, the Board has established four (4) Board Committees, namely the Audit Committee ("**AC**"), Risk Management Committee ("**RMC**"), Nomination Committee ("**NC**") and Remuneration Committee ("**RC**"). Each Board Committee operates within clearly defined Terms of Reference approved by the Board and assists the Board by providing focused oversight and recommendations within its respective area of responsibility. Notwithstanding these delegated responsibilities, the Board retains ultimate accountabilities for all decisions made on behalf of the Company.

During the financial year under review, the Board continued to devote significant attention to matters affecting the Group's strategic direction, financial performance, operational resilience and corporate governance. Consistent with the matters reserved for the Board as set out in the Board Charter, the Board deliberated and approved strategic initiatives, significant corporate proposals, financial reporting matters, major capital expenditure, risk management initiatives, succession planning and sustainability-related matters to ensure that the Group continued to operate in accordance with its strategic objectives and governance framework.

Separation of Roles and Leadership Structure

The Board recognises the importance of maintaining an appropriate balance of authority and accountability in the leadership of the Company. Accordingly, there is a clear division of responsibilities between the Independent Non-Executive Chairman ("**Chairman**") and the Managing Director cum Chief Executive Officer ("**CEO**"), thereby ensuring that no individual has unfettered powers of decision-making.

The Chairman is responsible for providing leadership to the Board and promoting its effectiveness in discharging its responsibilities. The Chairman presides over Board meetings, facilitates constructive discussions, encourages active participation from all Directors, promotes an open and respectful boardroom culture, and ensures that Directors receive timely, accurate and sufficient information to support informed decision-making.

The Managing Director cum CEO is responsible for the day-to-day management of the Group's business and operations, including the implementation of the strategies, policies and decisions approved by the Board. The Managing Director cum CEO is supported by the Senior Management team, to whom appropriate authority has been delegated for the execution of the Group's operational plans and business objectives within the limits approved by the Board.

During FYE 2026, the positions of Chairman and Managing Director cum CEO continued to be held by separate individuals, thereby ensuring compliance with the recommendations of the MCCG.

In line with Practice 1.4 of the MCCG, the Chairman does not serve as a member of any Board Committee. This governance practice further reinforces the independence and objectivity of the Board Committees, promotes effective checks and balances, and minimises the risk of self-review in matters deliberated by the respective Committees before being escalated to the Board for consideration.

Board Charter

The Board has adopted a Board Charter, which serves as the principal governance document in defining the Board's roles, responsibilities, authority and governance practices. It provides a clear framework for the effective discharge of the Board's duties and promotes consistency in the application of sound corporate governance practices throughout the Group.

Amongst others, the Board Charter sets out the following:

- Board composition;
- Responsibilities and Duties of the Board;
- Roles of the Chairman and the CEO;
- Roles of Board Committees;
- Matters reserved for the Board;
- General and Board meeting procedures;
- Directors' duties and ethical standards; and
- Governance practices adopted by the Company.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT
(cont'd)

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

PART 1- BOARD RESPONSIBILITIES (CONT'D)

Board Charter (cont'd)

The Board Charter is subject to periodic review to ensure that it remains relevant and continues to reflect changes in legislation, regulatory developments, evolving governance expectations and the operational requirements of the Group.

The latest version of the Board Charter is available on the Company's corporate website at www.bintai.com.my/.

Qualified and Competent Company Secretaries

The Company Secretaries play an integral role in supporting the effective functioning of the Board and its Committees by facilitating sound Board processes, promoting good corporate governance practices and ensuring adherence to the applicable statutory and regulatory requirements.

The Board is supported by qualified and experienced Company Secretaries who are qualified to act as company secretaries under the Companies Acts and possess the requisite knowledge, experience and competence to discharge their duties in accordance with the applicable laws and regulatory requirements.

The Company Secretaries work closely with the Chairman, Board Committees and Management in planning the annual Board and Board Committee meeting calendar, preparing meeting agendas, coordinating the timely circulation of meeting papers and ensuring that Board deliberations, decisions and resolutions are accurately recorded and properly documented. They also facilitate effective communication between the Board, Board Committees and Management to support informed decision-making and the timely implementation of Board decisions.

To ensure that the Company Secretaries continue to provide effective support and relevant advice to the Board, the Company Secretaries undertake continuous professional development programmes and regularly keep abreast of developments in company law, securities regulations and corporate governance practices.

Board Meetings and Attendance

The Board convenes meetings at regular intervals throughout the financial year in accordance with a pre-determined meeting schedule to enable the timely consideration of matters reserved for the Board. Additional meetings are convened whenever circumstances warrant to facilitate the effective discharge of the Board's oversight responsibilities.

In accordance with the MMLR, each Director is required to attend at least 50% of the Board meetings held during the financial year. During the FYE 2026, the Board convened five (5) meetings and the attendance of each Director was as follows:

Name of Director	Number of Meeting Attended	Percentage
Datuk Ng Choon Koon	5/5	100%
Datuk Tay Chor Han	5/5	100%
Datuk Mohd Idzwan Izuddin Bin Datuk Ab Rahman	4/5	80%
Ooi Jit Huat	5/5	100%
Surendran Chelvarajah	5/5	100%
Ng Siew Kim	4/5	80%

All Directors complied with the minimum attendance requirement prescribed under the MMLR. The Board is satisfied with the high level of attendance and active participation demonstrated by the Directors throughout the financial year, reflecting their commitment to fulfilling their fiduciary duties and contributing effectively to the Board's deliberations and decision-making processes.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT
(cont'd)

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

PART 1- BOARD RESPONSIBILITIES (CONT'D)

Access to Information and Advice

The Board recognises that timely access to relevant, accurate and comprehensive information is fundamental to the effective discharge of its responsibilities and the exercise of informed judgement. Accordingly, Directors are provided with meeting agendas, reports and supporting papers at least seven (7) days prior to each Board and Board Committee meeting to allow sufficient time for review and meaningful deliberation.

In addition to the meeting materials, the Board receives regular updates from Management on the Group's financial performance, operational developments, corporate proposals, risk management, regulatory matters and other significant issues affecting the Group. Directors are encouraged to seek further information, clarification or explanation from Management whenever necessary to facilitate informed discussions and effective decision-making.

Where appropriate, members of Senior Management and external professional advisers are invited to attend Board and Board Committee meetings to provide additional insights, professional advice and technical expertise on matters under consideration.

The Board also has unrestricted access to the advice and services of the Company Secretaries, who advise the Board on corporate governance matters, Board procedures and compliance with the applicable laws and regulatory requirements.

In addition, the Board and its Board Committees may obtain independent professional advice, where necessary and at the Company's expense, in furtherance of their duties and responsibilities.

Good Business Conduct and Corporate Culture

The Board is committed to fostering a corporate culture founded on integrity, ethical conduct, accountability and transparency. To reinforce these values, the Board has established a comprehensive governance framework comprising policies and practices that promote ethical behaviour, responsible decision-making and compliance with applicable laws and regulatory requirements throughout the Group.

The key governance policies adopted by the Company include the following:

- **Directors' Fit and Proper Policy** - Establishes the criteria and assessment framework for the appointment, re-election and re-appointment of Directors and key Senior Management, taking into consideration their integrity, competence, experience, character and ability to discharge their responsibilities effectively.
- **Code of Conduct for Directors** - Sets out the standards of integrity, professionalism and ethical behaviour expected of Directors in the performance of their duties, including the management of conflicts of interest, confidentiality obligations and compliance with applicable laws and regulations.
- **Anti-Bribery Policy** - Establishes the principles, controls and procedures for preventing, detecting and responding to bribery and corruption, while promoting compliance with the applicable anti-bribery and anti-corruption laws.
- **Whistle Blowing Policy** - Provides a secure and confidential reporting channel for employees and stakeholders to report genuine concerns relating to misconduct, unethical behaviour, fraud or breaches of applicable laws, regulations and the Group's policies. The policy also incorporates appropriate safeguards to protect whistleblowers who make reports in good faith.

Collectively, these policies provide a robust governance framework that promotes high standards of integrity, ethical conduct and accountability across the Group while reinforcing a culture of compliance and responsible business practices.

The Board reviews these policies periodically to ensure that they remain relevant, effective and aligned with evolving regulatory requirements and recognised corporate governance best practices. The relevant policies are available on the Company's corporate website at www.bintai.com.my/.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(cont'd)

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

PART 1- BOARD RESPONSIBILITIES (CONT'D)

Directors' Training and Development

The Board recognises that continuous professional development is essential to enable Directors to effectively discharge their fiduciary duties and responsibilities, while remaining abreast of emerging business trends, evolving regulatory requirements, corporate governance developments and industry-related matters.

In compliance with the requirements of Bursa Securities, all the Directors have successfully completed the Mandatory Accreditation Programmes, which equips them with a fundamental understanding of their roles, responsibilities and regulatory obligations.

During the FYE 2026, the Directors actively participated in various seminars, conferences, webinars and training programmes covering areas such as corporate governance, regulatory compliance, financial reporting, taxation, legal developments, risk management and industry-specific matters. Details of the programmes attended are set out below:

Directors	Seminars / Conferences / Training Programmes Attended	Date
Datuk Ng Choon Koon	Talk on Limited Liability Law Partnership (LLLP)	2 May 2025
	WebinarTaklimat/ Bengkel "STS CKHT" dan MyTax	18 December 2025
Datuk Tay Chor Han	Seminar Perkhidmatan Pembinaan & Penyelenggaraan atau Pembaikan	14 April 2025
	Program Pemantapan Integriti Dan Takbir Urus Bersama Pihak Berkepentingan	2 July 2025
	Ikrar Bebas Rasuah	15 July 2025
Ooi Jit Huat	SAC Board of Directors Masterclass	28 May 2025
	MIA Blended Learning Series: MPERS: Preparation of MPERS Financial Statements	12 November 2025
	Belanjawan 2026	13 November 2025
	MIA Webinar Series: Masterclass on Withholding Taxes and Cross Border Tax Compliance: Practical Insights for Malaysian Businesses	20 November 2025
	MIA Webinar Series: A Comprehensive Review of Latest Developments in MPERS	3 December 2025
Surendran Chelvarajah	A Guide for Lawyers on Handling Bitcoin Mining	11 April 2025
	Updates on E-Invoicing and Recent	6 Jun 2025
	Orthopaedics Specialist Medical Report	25 July 2025
	TWILIGHT TALKS- A Discussion on the Best	1 August 2025
	State Bar Summit 2025	15 August 2025
	Adducing Expert Evidence in Personal Injury	30 January 2026
Ng Siew Kim	Drafting Legal Documentation for Islamic Financing	13 May 2025 & 14 May 2025
	Updates on E-Invoicing and Recent Developments in Tax	6 June 2025
	Decoding SRO 2023: Key Provisions,Practical Applications and Compliance Challenges	9 September 2025
	Stamp Duty and RPGT Developments: Seize the Opportunity to Earn More Legal Fees	22 December 2025
	Updates on E-Invoicing for Law Firms	23 December 2025

CORPORATE GOVERNANCE
OVERVIEW STATEMENT
(cont'd)

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

PART 1- BOARD RESPONSIBILITIES (CONT'D)

Directors' Training and Development (cont'd)

Although Datuk Mohd Idzwan Izuddin Bin Datuk Ab Rahman was unable to attend any external training programmes during the financial year due to work commitments, he remained abreast of relevant developments through regular updates on applicable laws, regulatory requirements and corporate governance matters.

The Board remains committed to promoting continuous professional development and will continue to assess the training and development needs of its Directors to ensure that they remain equipped with the requisite knowledge, skills and competencies to effectively discharge their duties and responsibilities, while keeping pace with evolving regulatory, governance and business developments.

Sustainability

The Board recognises that sustainability is fundamental to the Group's long-term success and is committed to embedding environmental, social and governance ("**ESG**") considerations into the Group's business strategy to support sustainable value creation and long-term resilience.

The Board, with the support of Management, oversees the integration of sustainability considerations into the Group's business operations and decision-making processes. This includes overseeing the implementation of sustainability initiatives, reviewing material sustainability-related risks and opportunities, monitoring the Group's sustainability performance, and ensuring that appropriate policies, practices and governance processes are in place to support the effective management of sustainability matters.

To facilitate the effective management of ESG matters, the Group has established a sustainability governance framework that supports the identification, assessment and management of material sustainability matters while promoting responsible business practices throughout the organisation.

Further details of the Group's sustainability governance framework, material sustainability matters, initiatives and performance are set out in the Sustainability Statement contained in this Annual Report.

PART 2- BOARD COMPOSITION

Board Composition and Diversity

During the financial year under review, the Board comprises six (6) members with an appropriate balance of Executive and Non-Executive Directors, as follows:

Name	Directorship
Datuk Ng Choon Koon	Independent Non-Executive Chairman
Datuk Tay Chor Han	Managing Director cum CEO
Datuk Mohd Idzwan Izuddin Bin Datuk Ab Rahman	Non-Independent Non-Executive Director
Ooi Jit Huat	Independent Non-Executive Director
Surendran Chelvarajah	Independent Non-Executive Director
Ng Siew Kim	Independent Non-Executive Director

The Board is satisfied that its current composition provides an appropriate balance of independence, skills, experience, expertise and industry knowledge required to effectively discharge its responsibilities. The diversity of perspectives and professional backgrounds among the Directors enhances the quality of Board deliberations, encourages constructive challenge and supports balanced and informed decision-making in the best interests of the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(cont'd)

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

PART 2- BOARD COMPOSITION (CONT'D)

Board Composition and Diversity (cont'd)

The current Board composition complies with Paragraph 15.02 of the MMLR of Bursa Securities, which requires at least two (2) Directors or one-third (1/3) of the Board, whichever is higher, to be Independent Directors, as well as the appointment of at least one (1) woman Director. Where the number of directors is not a multiple of three (3), the number nearest to one-third (1/3) shall be used. Should any vacancy result in non-compliance with the prescribed requirements, the Company will ensure that the vacancy is filled within three (3) months stipulated under the MMLR.

The Board is supported by the NC, which assists in reviewing the size, composition and effectiveness of the Board and Board Committees, assessing the independence of Independent Directors, overseeing succession planning for the Board and Senior Management, and promoting an appropriate level of Board diversity.

The Board recognises that diversity contributes to effective leadership and enhances Board performance. Accordingly, Board appointments are made based on merit, having regard to the candidates' skills, experience, competencies, integrity and the overall needs of the Board, while also giving due consideration to diversity in gender, age, ethnicity, professional background and experience. As at the date of this Statement, the Board comprises one (1) female Director. The Board remains committed to maintaining an appropriate level of diversity and will continue to consider suitably qualified candidates from diverse backgrounds as part of its succession planning and Board renewal process.

The Board also acknowledges the recommendation of the MCCG that the tenure of an Independent Director should not exceed a cumulative term of nine (9) years. Although the Company has not adopted a formal tenure limit, the Board, through the NC, annually assesses the independence, objectivity, performance and overall contribution of each Independent Director before recommending his or her continued appointment. Where applicable, the continuation in office of an Independent Director beyond the recommended tenure will be subject to shareholders' approval through the two-tier voting process prescribed under the MCCG. As at the date of this Statement, none of the Independent Directors has served beyond the recommended cumulative tenure.

In accordance with the Company's Constitution, at least one-third (1/3) of the Directors, or the number nearest to one-third (1/3), shall retire by rotation at each Annual General Meeting ("AGM") and shall be eligible for re-election. Accordingly, each Director is required to retire from office at least once every three (3) years.

Further information of the Directors is set out in the Directors' Profile section of this Annual Report.

Nomination Committee

The NC assists the Board in ensuring that the Board and Senior Management comprise individuals with the appropriate calibre, competencies, experience and integrity to effectively discharge their responsibilities. The NC also supports the Board in promoting effective Board governance by ensuring that appointments, re-election, succession planning and annual performance evaluations are undertaken through a formal, objective and transparent process.

As at FYE 2026, the NC comprises three (3) Independent Non-Executive Directors, in compliance with Paragraph 15.08A of the MMLR and the recommendations of MCCG, as follows:

Name	Position	Directorship
Surendran Chelvarajah	Chairman	Independent Non-Executive Director
Ooi Jit Huat	Member	Independent Non-Executive Director
Ng Siew Kim	Member	Independent Non-Executive Director

The NC meets at least once a year or as and when required. As at the date of this Statement, the NC held one (1) meeting, with all members in full attendance, to deliberate on key matters within its terms of reference.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT
(cont'd)

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

PART 2- BOARD COMPOSITION (CONT'D)

Nomination Committee (cont'd)

The principal activities undertaken by the NC include, among others, the following:

- Reviewed the size, composition and effectiveness of the Board and Board Committees to ensure that they remained appropriately constituted to support the Group's strategic objectives and governance needs;
- Assessed the performance and effectiveness of the Board as a whole, Board Committees and individual Directors through the annual Board Evaluation process;
- Evaluated the independence of the Independent Non-Executive Directors, taking into consideration the applicable independence criteria prescribed under the MMLR; and
- Reviewed and recommended the re-election of Directors retiring by rotation at the forthcoming AGM.

The Terms of Reference of the NC are available on the Company's corporate website at www.bintai.com.my/.

Remuneration Committee

The RC assists the Board in overseeing the Group's remuneration framework to ensure that it remains fair, transparent and competitive, while supporting the Group's long-term strategic objectives and sustainable growth.

The RC is responsible for reviews and recommending to the Board an appropriate remuneration framework and remuneration packages for the Directors and Key Senior Management. In carrying out its responsibilities, the RC takes into consideration individual roles and responsibilities, experience, performance, market benchmarks and industry practices to ensure that remuneration remains competitive, commensurate with individual contributions, and supports the Company's ability to attract, retain and motivate qualified and experienced individuals.

As at the FYE 2026, the RC comprised three (3) Independent Non-Executive Directors, as follows:

Name	Position	Directorship
Surendran Chelvarajah	Chairman	Independent Non-Executive Director
Ooi Jit Huat	Member	Independent Non-Executive Director
Ng Siew Kim	Member	Independent Non-Executive Director

The RC met once (1) during the financial year, with all members in full attendance, to consider matters within its Terms of Reference and to make recommendations to the Board on remuneration-related matters.

To uphold good corporate governance and avoid conflicts of interest, Directors abstained from deliberating and voting on matters relating to their own remuneration at both the Board and Board Committee levels, where applicable.

Time Commitment

The Board recognises that Directors are required to devote sufficient time and commitment to effectively discharge their duties and responsibilities. Through the NC, the Board monitors the time commitment of each Director to ensure that adequate attention is devoted to the affairs of the Company while balancing other professional and personal commitments.

In assessing the time commitment of Directors, the NC considers, among others, each Director's attendance at Board and Board Committee meetings, participation in Board deliberations, involvement in the Group's strategic and business matters, as well as their other directorships and professional commitments.

The Board is satisfied that all Directors have devoted sufficient time and commitment to effectively discharge their responsibilities throughout the financial year.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(cont'd)

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

PART 2- BOARD COMPOSITION (CONT'D)

Board Effectiveness Evaluation

The Board undertakes an annual evaluation to assess its overall effectiveness, as well as the performance of the Board Committees and individual Directors, in accordance with the MMLR.

The evaluation is facilitated by the NC with the assistance of the Company Secretaries and is conducted using structured questionnaires incorporating both self-assessment and peer assessment. The assessment covers, among others, the effectiveness of the Board's composition, governance processes and decision-making, the performance of the Board Committees, and the contribution of individual Directors, taking into account their competencies, experience, integrity, independence, time commitment, participation in Board deliberations and oversight of sustainability and ESG matters.

As part of the evaluation, the NC also assesses the independence of each Independent Director against the criteria prescribed under the MMLR, taking into consideration whether any relationship or circumstance exists that may impair, or could reasonably be perceived to impair, the Director's ability to exercise independent judgement and act in the best interests of the Company.

Based on the evaluation conducted during the financial year, the Board is satisfied that it continues to operate effectively and that the Board Committees and individual Directors have discharged their respective duties and responsibilities diligently and in accordance with their respective TOR.

Remuneration

The Board recognises that a well-designed remuneration framework is fundamental to attracting, retaining and motivating individuals with the appropriate skills, experience and leadership capabilities required to support the Group's long-term growth and sustainable value creation. Accordingly, the Company's remuneration framework is structured to be fair, transparent and competitive, while aligning the interests of Directors and Senior Management with the Group's strategic objectives, business priorities and long-term performance.

The detailed breakdown of Directors' fees and other benefits paid during the FYE 2026 is set out below:

	COMPANY				GROUP			
Directors	**Directors' Fees (RM)**	**Salary (RM)**	**Allowance (RM)**	**Defined Contribution Plan and Social Security Cost (RM)**	**Directors' Fees (RM)**	**Salary (RM)**	**Allowance (RM)**	**Defined Contribution Plan and Social Security Cost (RM)**
Datuk Ng Choon Koon	70,000.00	-	-	-	70,000.00	-	-	-
Datuk Tay Chor Han*	-	-	-	-	-	600,000.00	600.00	75,864.60
Datuk Mohd Idzwan Izuddin Bin Datuk Ab Rahman	30,000.00	-	-	-	30,000.00	-	-	-
Ooi Jit Huat	60,000.00	-	-	-	60,000.00	-	-	-
Surendran Chelvarajah	35,000.00	-	-	-	35,000.00	-	-	-
Ng Siew Kim	30,000.00	-	-	-	30,000.00	-	-	-
Total	225,000.00	-	-	-	225,000.00	600,000.00	600.00	75,864.60

Note:-

* *Datuk Tay Chor Han is the Managing Director cum CEO of the Company. As such, his remuneration as the CEO of the Company, as per the MMLR was disclosed and included under this category.*

CORPORATE GOVERNANCE
OVERVIEW STATEMENT
(cont'd)

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

PART 2- BOARD COMPOSITION (CONT'D)

Remuneration (cont'd)

The remuneration of the Key Senior Management for the FYE 2026 is disclosed in the following remuneration bands:

Range of Remuneration	Number of Senior Management
RM100,000 and below	-
RM100,001 – RM300,000	4
RM300,001 – RM500,000	1
RM500,001 - RM700,000	1

In line with Practice 8.2 of the MCCG, the Company has not disclosed the remuneration of the top five (5) Key Senior Management on a named basis. The Board is of the view that such disclosure is commercially sensitive and may adversely affect the Group's ability to attract and retain talented personnel in a competitive business environment. Accordingly, the Board considers the disclosure of remuneration by bands to provide an appropriate balance between transparency and the protection of commercially sensitive information.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit Committee

The Board has established an AC comprising exclusively Independent Non-Executive Directors. The AC is chaired by an Independent Non-Executive Director who is not the Chairman of the Board, in accordance with the MMLR of Bursa Securities and the MCCG. The composition of the AC reinforces its independence and enables it to provide objective oversight and constructive challenge in the discharge of its responsibilities.

The AC assists the Board in overseeing the integrity of the Group's financial reporting, the effectiveness of the audit and assurance processes, the adequacy of the Group's governance framework, and compliance with applicable laws and regulatory requirements. In fulfilling its responsibilities, the AC reviews the quarterly and annual financial statements prior to their recommendation to the Board for approval, considers significant financial reporting matters and accounting judgements, reviews the findings and recommendations of the Internal and External Auditors, and monitors Management's implementation of the agreed corrective actions.

The AC also oversees the effectiveness of the Group's internal and external audit functions to ensure that they continue to provide independent and objective assurance on the adequacy and effectiveness of the Group's governance, risk management and internal control systems. To promote open communication and preserve auditor independence, the AC meets privately with the External Auditors, without the presence of Management, whenever considered necessary.

Further information on the composition, roles and responsibilities of the AC, together with a summary of its activities undertaken during the financial year, is set out in the AC Report contained in this Annual Report.

Risk Management Committee

The Board has established the RMC to assist in overseeing the effectiveness of the Group's risk management framework and supports the Board in ensuring that principal risks are appropriately identified, assessed, monitored and managed in a systematic and structured manner. Through its oversight role, the RMC promotes sound risk management practices to support the achievement of the Group's strategic objectives and long-term sustainability.

The RMC comprises three (3) members, all of whom are Independent Non-Executive Directors, reflecting the Board's commitment to objective oversight and independent judgement in the management of the Group's risk profile. During the FYE 2026, the RMC held two (2) meetings, with all members in full attendance.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT
(cont'd)

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

Risk Management Committee (cont'd)

The RMC meets periodically to review the Group's risk profile, principal and emerging risks, the effectiveness of Management's risk mitigation measures, and the implementation of the Group's Enterprise Risk Management Framework ("**ERMF**") to ensure that risk management remains integrated into the Group's business operations, strategic planning and decision-making processes.

In carrying out its responsibilities, the RMC works closely with Management and the Internal Audit function to ensure that the Group's key risk areas are appropriately identified, assessed and managed, and that the internal audit plan remains aligned with the Group's principal risks. Significant matters deliberated by the RMC, together with its recommendations, are reported to the AC and subsequently to the Board for consideration, thereby supporting effective oversight of the Group's risk management framework.

Risk Management and Internal Control

The Board recognises that a sound system of risk management and internal control is fundamental to good corporate governance and the achievement of the Group's strategic objectives. Assisted by the AC, RMC and Management, the Board maintains oversight of the Group's risk management and internal control framework to ensure that principal risks are appropriately identified, assessed, monitored and managed within an acceptable level of risk.

The Group has established an ERMF, which provides a structured and systematic approach to identifying, assessing, evaluating, monitoring and reporting risks across the Group. The framework supports the integration of risk management into the Group's business operations and decision-making processes, enabling the Board to oversee the Group's risk profile and the implementation of appropriate risk mitigation measures.

The Board also receives independent assurance from the internal audit function on the adequacy and effectiveness of the Group's governance, risk management and internal control systems. Significant audit findings, together with Management's responses and corrective actions, are reviewed by the AC to facilitate the continuous enhancement of the Group's internal control environment and governance practices.

Further information on the Group's risk management and internal control framework is disclosed under the Statement on Risk Management and Internal Control in this Annual Report.

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

Effective Communication with Stakeholders

The Board recognises the importance of maintaining effective communication with shareholders, investors and other stakeholders and is committed to providing timely, accurate and accessible information on the Group's performance, significant developments and corporate initiatives.

The Company communicates with shareholders and the investing public through announcements released via Bursa Securities and its corporate website, which serves as a central platform for corporate information. The website provides access to the Annual Report, financial results, corporate announcements, corporate governance information and other relevant disclosures, thereby promoting transparency and accessibility.

In addition, shareholders and other stakeholders may communicate with the Company through the Investor Relations contact available on the Company's corporate website. This communication channel facilitates constructive dialogue, enables stakeholders to provide feedback or raise enquiries, and supports the Company's commitment to maintaining open and effective stakeholder engagement.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT
(cont'd)

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

Effective Communication with Stakeholders (cont'd)

The Board also regards general meetings as an important platform for meaningful engagement with shareholders. These meetings provide shareholders with the opportunity to raise questions, seek clarification on the Group's business and operations, and express their views on matters affecting the Company. The Board, together with Senior Management, remains committed to ensuring that shareholders receive clear and comprehensive responses to the issues raised during general meetings.

The Board will continue to uphold high standards of corporate disclosure and stakeholder engagement to promote transparency, accountability and long-term stakeholder confidence.

Conduct of General Meetings

The AGM and other general meetings provide an important platform for the Board, Senior Management and shareholders to engage directly on matters relating to the Group's performance, strategic direction, corporate developments and governance practices. These meetings provide shareholders with the opportunity to raise questions, seek clarification on the resolutions proposed and express their views on matters relating to the Group's performance, strategic direction, corporate developments and governance practices. They also enable the Board and Senior Management to provide updates on the Group's business and address shareholders' queries and concerns in an open and transparent manner.

To facilitate meaningful engagement, all Directors, Key Senior Management, the Company Secretaries and the External Auditors attend general meetings to respond to questions and provide clarification on matters within their respective areas of responsibility. Shareholders are encouraged to participate actively in the proceedings, particularly during the question-and-answer session, to promote constructive dialogue and informed shareholder participation.

In line with the recommendations of the MCCG, the Notice of AGM, together with the Annual Report and other relevant meeting documents, is issued to shareholders at least twenty-eight (28) days before the meeting. The same information is also made available on the website of Bursa Securities and the Company, providing shareholders with sufficient time to review the Group's performance and consider the resolutions to be tabled.

Pursuant to Paragraph 8.29A of the MMLR, all resolutions at general meetings are voted on by poll. The Company continues to adopt electronic poll voting to ensure a transparent, accurate and efficient voting process. An Independent Poll Administrator is appointed to conduct the polling process, while an Independent Scrutineer verifies the poll results before they are announced.

In accordance with good corporate governance practices, the minutes of the AGM, including the key matters discussed and responses to questions raised by shareholders, will be published on the Company's corporate website within thirty (30) business days after the conclusion of the meeting.

The Board remains committed to maintaining open communication with shareholders and will continue to enhance its shareholder engagement practices to promote transparency, accountability and informed participation in the Company's general meetings.

Statement of Compliance

The Company has applied the principles set out in the MCCG throughout the financial year and has substantially applied its Practices in a manner that is appropriate to the Group's business, operations and governance framework.

Where there are departures from the Practices of the MCCG, the Company has provided clear and meaningful explanations, together with the alternative measures adopted or intended to achieve the intended outcomes of the respective Practices. These disclosures are set out in the CG Report contained in this Annual Report.

The Board remains committed to continuously enhancing the Group's corporate governance practices by taking into consideration evolving regulatory expectations, emerging governance developments and the changing needs of the Group, with the aim of promoting sustainable long-term value for shareholders and other stakeholders.

This Statement was reviewed and approved by the Board on 16 July 2026.

AUDIT COMMITTEE REPORT

The Board of Directors ("**the Board**") of Bintai Kinden Corporation Berhad ("**Bintai**" or "**the Company**") is pleased to present the Audit Committee ("**AC**" or "**Committee**") Report for the financial year ended 31 March 2026 ("**FYE 2026**"), as part of its ongoing commitment to strong corporate governance and transparent oversight.

Throughout the financial year, the AC assisted the Board in fulfilling its oversight responsibilities over the integrity of the Group's financial reporting process, the effectiveness of internal control systems, the internal and external audit functions, regulatory compliance and governance practices.

A. COMPOSITION

As at the FYE 2026, the AC comprises three (3) Independent Non-Executive Directors, namely:

Name	Designation	Directorship
Ooi Jit Huat	Chairman	Independent Non-Executive Director
Surendran Chelvarajah	Member	Independent Non-Executive Director
Ng Siew Kim	Member	Independent Non-Executive Director

The composition of the AC complies with Paragraph 15.09(1) of the Main Market Listing Requirements ("**MMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**"), whereby the Committee comprises no fewer than three (3) non-executive directors, the majority of whom are independent. In the event of any vacancy in the AC, the Company will ensure that such vacancy is filled within three (3) months in accordance with the MMLR.

The AC is chaired by Mr. Ooi Jit Huat, a member of the Malaysian Institute of Accountants with over 33 years of professional experience in finance, accounting and business advisory. His qualifications and experience enable the Committee to effectively oversee matters relating to financial reporting and audit, while fulfilling the financial literacy requirements prescribed under the MMLR.

The effectiveness of the AC is further supported by the Company's governance structure, which promotes objectivity and independent oversight. In this regard, the Chairman of the AC does not concurrently serve as the Chairman of the Board, thereby ensuring a clear segregation between the Board's leadership responsibilities and the Committee's oversight role. In addition, the Company has not appointed any alternate directors to the AC, allowing the Committee to maintain continuity, accountability and independent judgement in carrying out its duties.

As part of its commitment to upholding high standards of corporate governance, the Company also observes the recommendation under Practice 9.2 of the Malaysian Code on Corporate Governance ("**MCCG**"), which requires former audit partners of the Group's external auditors to observe a cooling-off period of at least three (3) years before being considered for appointment to the AC. During the financial year under review, none of the members of the AC were former audit partners of the Group's external auditors.

To ensure that the AC continues to operate effectively, the Board, through the Nomination Committee, undertakes an annual review of the Committee's size, composition, performance and overall effectiveness. This assessment enables the Board to determine whether the AC continues to possess an appropriate balance of independence, competencies, industry knowledge and financial expertise necessary to discharge its responsibilities effectively and support the Board in fulfilling its oversight obligations.

AUDIT COMMITTEE REPORT
(cont'd)

B. TERM OF REFERENCE

The AC operates in accordance with its approved Terms of Reference ("**TOR**") which sets out the Committee's purpose, composition, membership criteria, meeting procedures, authority, and duties and responsibilities in discharging its oversight functions on behalf of the Board.

The Board reviews the TOR periodically to ensure that it remains relevant and aligned with the MMLR, the MCCG and other applicable regulatory requirements and recognized best practices.

A copy of the AC's TOR is available on the Company's website at https://www.bintai.com.my/.

C. MEETINGS AND ATTENDANCE

The AC convened five meetings during the financial year to discharge its duties and responsibilities in accordance with its TOR. The attendance of the AC members at these meetings is set out below:

Name	Attendance
Ooi Jit Huat	5/5
Surendran Chelvarajah	5/5
Ng Siew Kim	4/5

All meetings were conducted in accordance with the provisions of the TOR, which stipulates that the quorum shall comprise at least two (2) members, the majority of whom must be Independent Directors. To facilitate meaningful deliberations and informed decision-making, formal meeting agendas together with comprehensive meeting papers were circulated to members at least seven (7) days prior to each meeting.

The AC's meetings were attended, where appropriate, by the Executive Directors, members of Senior Management, Internal Auditors and External Auditors to provide updates, present reports and respond to queries raised by the Committee on operational, financial, governance and audit-related matters. The Company Secretary and their representatives were also present at all meetings to provide governance and procedural advice, and to ensure that the proceedings and deliberations of the Committee were accurately recorded.

To further preserve the independence of the assurance functions and encourage open communication, the AC also held private sessions with the External Auditors, without the presence of Management, whenever considered necessary. These sessions enabled the Committee to engage in candid discussions on matters relating to the audit process, the quality and integrity of financial reporting, auditor independence and any significant issues arising from the audits.

D. SUMMARY OF WORK

In accordance with its TOR, the AC carried out the following activities during FYE 2026 in assisting the Board to discharge its oversight responsibilities:

- **Financial Reporting**
    - Reviewed the quarterly consolidated unaudited financial statements and the consolidated annual audited financial statements of the Group prior to recommending them to the Board for approval.
    - Considered the appropriateness of the accounting policies adopted, significant accounting estimates and judgements, compliance with the applicable approved accounting standards, the Companies Act 2016 and the MMLR.
    - Reviewed the adequacy and transparency of the disclosures in the financial statements to ensure they presented a true and fair view of the Group's financial position and performance.

AUDIT COMMITTEE REPORT
(cont'd)

D. SUMMARY OF WORK (CONT'D)

- **External Audit**

  - o Reviewed and discussed the External Auditors' Audit Planning Memorandum, including audit scope, audit strategy and areas of audit focus.
  - o Reviewed the external auditors' reports including significant audit findings, key observations and recommendations, together with Management's responses and proposed corrective actions.
  - o Assessed the performance, suitability, objectivity and independence of the External Auditors, including their written confirmation of independence.
  - o Reviewed the proposed audit fees and recommended the re-appointment of the External Auditors to the Board for recommendation to the shareholders at the forthcoming Annual General Meeting.
  - o Held private sessions with the External Auditors, without the presence of Management, to facilitate open discussions on matters arising from the audit and any issues requiring the attention of the AC.

- **Internal Audit**

  - o Reviewed and approved the annual risk-based Internal Audit Plan to ensure adequate coverage of the Group's principal business operations and key risk areas.
  - o Reviewed the internal audit reports, including significant findings, recommendations and Management's responses to address the identified control weaknesses.
  - o Monitored Management's progress in implementing agreed corrective actions arising from the internal audit reviews.
  - o Assessed the adequacy of the resources, competency, independence and effectiveness of the Internal Audit function.

- **Risk Management and Internal Control**

  - o Reviewed reports on the adequacy and effectiveness of the Group's system of risk management and internal control based on the findings reported by the Internal Auditors and External Auditors.
  - o Monitored Management's progress in implementing recommendations to strengthen the Group's internal control environment and risk management framework.

- **Related Party Transactions**

  - o Reviewed the related party transactions and recurrent related party transactions entered into by the Group on a quarterly basis to ensure that they were conducted on arm's length terms, in the ordinary course of business, on normal commercial terms and were not detrimental to the interests of the Company or its minority shareholders.

- **Corporate Governance**

  - o Reviewed the AC Report, Corporate Governance Overview Statement, Corporate Governance Report and Sustainability Statement prior to recommending the same to the Board for approval and inclusion in the Annual Report.

- **Other Matters**

  - o Reviewed and confirmed the minutes of the AC meetings.
  - o Reported significant matters arising from the AC meetings to the Board and made recommendations, where appropriate, on matters within the Committee's purview.

AUDIT COMMITTEE REPORT
(cont'd)

E. INTERNAL AUDIT FUNCTION

The Group's internal audit function is outsourced to NBS Smart Focus Sdn. Bhd. ("**NBS**"), an independent professional firm, which reports functionally to the AC. The outsourced arrangement enables the AC to obtain independent and objective assurance on the adequacy and effectiveness of the Group's governance, risk management and internal control processes.

The internal audit function adopts a risk-based audit methodology in formulating the annual Internal Audit Plan, which is reviewed and approved by the AC to ensure that audit resources are appropriately allocated to areas of higher risk and key business activities.

During the financial year under review, the Internal Auditors carried out audit assignments in accordance with the approved Internal Audit Plan. The reviews focused on evaluating the adequacy and effectiveness of the Group's internal control system, governance processes and risk management practices, as well as compliance with the Group's policies and procedures and applicable laws and regulatory requirements.

The Internal Auditors presented their audit findings, recommendations and observations to the AC together with Management's responses and proposed corrective actions. The AC deliberated on the findings and monitored Management's progress in implementing the agreed action plans to ensure that identified issues were addressed in a timely and appropriate manner.

In addition, the AC conducted an annual assessment of the outsourced internal audit function, including its independence, competency, resources, experience and overall performance. Based on the assessment, the AC was satisfied that the internal audit function had discharged its responsibilities effectively and continued to provide independent and objective assurance to support the Board in fulfilling its oversight responsibilities.

The total cost incurred for the outsourced internal audit function for the FYE 2026 was approximately RM15,250.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors of Bintai Kinden Corporation Berhad is pleased to present the following Statement on Risk Management and Internal Control ("the Statement"), which sets out the nature and scope of the Group's risk management and internal control systems for the financial year ended 31 March 2026. This Statement has been prepared in accordance with Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"), and is guided by the Statement on Risk Management and Internal Control – Guidelines for Directors of Listed Issuers issued by Bursa Securities.

BOARD RESPONSIBILITIES

The Board acknowledges its ultimate responsibility for maintaining a sound and effective system of risk management and internal control, as well as for establishing an appropriate control environment to safeguard the Group's assets, preserve shareholder value, and support the achievement of the Group's strategic objectives.

In discharging its stewardship responsibilities, the Board continuously reviews the adequacy, effectiveness, and integrity of the Group's risk management and internal control framework. The framework encompasses not only financial controls, but also operational, compliance, governance, and risk management processes designed to facilitate the orderly and efficient conduct of the Group's business activities.

The Board recognises that any system of risk management and internal control is subject to inherent limitations and, accordingly, is designed to manage rather than eliminate the risk of failure in achieving the Group's business objectives. As such, the system can provide only reasonable, and not absolute, assurance against material misstatements, financial losses, fraud, or other unforeseen circumstances.

The Board has delegated oversight responsibilities relating to risk management and internal control to the following Board Committees, which assist the Board in discharging its governance obligations:

- Risk Management Committee
- Audit Committee

Management is entrusted with the responsibility of implementing the policies, procedures, and control measures approved by the Board. This includes the ongoing identification, assessment, monitoring, reporting, and mitigation of risks, as well as ensuring that appropriate internal control mechanisms are embedded within the Group's operational processes and aligned with its strategic, financial, and operational objectives.

RISK MANAGEMENT

A. RISK MANAGEMENT GOVERNANCE STRUCTURE

Board of Directors

The Board of Directors retains ultimate accountability for the Group's risk management and internal control framework. In fulfilling its stewardship responsibilities, the Board oversees the establishment and maintenance of an effective risk management system to ensure that significant risks are appropriately identified, assessed, monitored, and managed within acceptable risk parameters.

While the day-to-day management of risks is delegated to Management, the Board, through the Risk Management Committee ("RMC"), maintains oversight of the Group's overall risk profile and risk management practices. The Board is responsible for determining the Group's risk appetite and ensuring that risk management strategies remain aligned with the Group's strategic objectives, business plans, and governance expectations.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
(cont'd)

RISK MANAGEMENT (CONT'D)

A. RISK MANAGEMENT GOVERNANCE STRUCTURE (CONT'D)

Audit Committee	The Audit Committee assists the Board in discharging its oversight responsibilities relating to risk management, internal control, governance, and financial reporting. The Committee provides independent oversight and evaluates the adequacy, effectiveness, and integrity of the Group's internal control systems and risk management framework. In addition, the Audit Committee reviews the findings of the internal and external auditors, monitors Management's implementation of corrective actions, and assesses the Group's compliance with applicable laws, regulations, policies, and procedures. Through these activities, the Committee promotes accountability, transparency, and sound corporate governance throughout the Group.
Risk Management Committee ("RMC")	The Risk Management Committee is responsible for overseeing the implementation and effectiveness of the Group's Enterprise Risk Management Framework ("ERMF"). The Committee assists the Board in identifying, evaluating, monitoring, and managing key risks that may impact the achievement of the Group's strategic and operational objectives. Its principal responsibilities include reviewing the adequacy of the ERMF, monitoring the Group's risk profile and risk exposure, evaluating risks associated with significant business initiatives and investments, reviewing risk mitigation strategies, and ensuring that risk management practices remain consistent with the Board-approved risk appetite and risk tolerance levels. Through its oversight role, the RMC supports the cultivation of a proactive risk management culture and facilitates informed decision-making across the Group.
Management and Risk Owners	Management and designated risk owners are responsible for the day-to-day identification, assessment, monitoring, and management of risks within their respective areas of responsibility. They are accountable for implementing appropriate internal controls, ensuring compliance with approved policies and procedures, and executing risk mitigation measures to address identified risks and emerging issues. Risk owners play a critical role in embedding risk management into operational activities by continuously monitoring risk exposures, reporting significant risk events, and ensuring that risks are managed within established risk tolerance levels. This promotes greater accountability, strengthens risk ownership, and supports the effective implementation of the Group's risk management framework.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
(cont'd)

B. RISK MANAGEMENT PROCESS

The Group adopts a structured, systematic, and enterprise-wide approach to risk management that is aligned with the principles of ISO 31000:2018 Risk Management Guidelines. The risk management process is embedded within the Group's governance framework, strategic planning, decision-making processes, and day-to-day operations to facilitate the effective identification, assessment, management, monitoring, and reporting of risks that may affect the achievement of the Group's objectives.

The key stages of the Group's risk management process are as follows:

Establishing the Context	The establishment of scope, context, and risk criteria forms the foundation of the risk management process. This involves defining the objectives, parameters, and boundaries within which risks are assessed and managed, as well as identifying relevant internal and external factors that may influence the achievement of the Group's strategic, operational, financial, and compliance objectives. Effective communication, consultation, and collaboration with internal and external stakeholders are integral throughout the risk management process to ensure that risks, opportunities, emerging trends, and stakeholder expectations are appropriately considered in risk-related decision-making.
Risk Assessment (Risk Identification, Analysis and Evaluation)	Risk assessment is a continuous process undertaken across the Group to identify, analyse, and evaluate risks arising from existing operations, strategic initiatives, and changes within the internal and external business environment. Risk identification involves recognising potential events, circumstances, or emerging issues that may impact the Group's ability to achieve its objectives. Once identified, risks are analysed by considering factors such as their sources, causes, potential consequences, likelihood of occurrence, velocity, and the effectiveness of existing controls and mitigation measures. The identified risks are subsequently evaluated based on their potential impact and likelihood of occurrence, together with other relevant risk attributes, to determine their overall risk rating. The outcome of the evaluation process enables Management to prioritise risks and determine whether additional risk treatment measures are required in accordance with the Group's approved risk appetite and risk tolerance levels.
Risk Treatment and Implementation	Risk treatment involves evaluating and selecting the most appropriate strategies to address identified risks. Depending on the nature and significance of the risk, treatment options may include risk mitigation, risk transfer, risk avoidance, risk acceptance, or the implementation of enhanced control measures. Appropriate action plans and mitigation strategies are developed and implemented based on considerations such as effectiveness, feasibility, cost-benefit analysis, resource requirements, and alignment with the Group's strategic and operational objectives. The implementation of risk treatment plans is monitored to ensure that intended outcomes are achieved and that residual risks remain within acceptable levels.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
(cont'd)

B. RISK MANAGEMENT PROCESS (CONT'D)

Risk Monitoring and Review	The Group continuously monitors its risk profile and risk exposures to ensure that emerging risks and changes in risk conditions are identified and addressed on a timely basis. Key Risk Indicators ("KRIs") are established and monitored as early warning mechanisms to facilitate proactive risk management and timely intervention where necessary. Risk-related matters, including significant risk exposures and mitigation measures, are reported regularly to the Risk Management Committee ("RMC") and the Board of Directors to support informed oversight and decision-making. The Group also conducts periodic reviews of its risk registers, risk inventories, risk parameters, and mitigation strategies to ensure that they remain relevant, effective, and aligned with the Group's evolving business environment and risk landscape.
Recording and Reporting	All significant risk management activities, assessments, decisions, and outcomes are appropriately documented and maintained to support transparency, accountability, and effective governance. Risk reporting forms an integral component of the Group's risk management framework, facilitating timely communication of risk information to Management, the RMC, the Audit Committee, and the Board. This enables relevant stakeholders to make informed decisions, discharge their oversight responsibilities effectively, and support the continuous enhancement of the Group's risk management practices.

C. ENTERPRISE RISK MANAGEMENT FRAMEWORK ("ERMF")

The Group has established and implemented an Enterprise Risk Management Framework ("ERMF") that is aligned with the principles and recommendations set out in Bursa Malaysia's Corporate Governance Guide and is guided by the internationally recognised ISO 31000:2018 Risk Management Guidelines.

The ERMF is embedded within the Group's strategic planning and decision-making processes, ensuring that risk management considerations are integrated with the Group's business objectives, strategic priorities, and operational activities. The framework facilitates the systematic identification, assessment, evaluation, monitoring, and management of risks that may affect the achievement of the Group's strategic and operational goals. In addition, it enables the Group to identify potential opportunities arising from changes in the business environment and market landscape.

The ERMF is underpinned by a robust governance structure comprising Board-approved policies, risk management procedures, corporate standards, and operational guidelines that collectively promote a proactive and risk-aware culture throughout the organisation. The framework is designed to support informed decision-making, strengthen organisational resilience, safeguard the Group's assets, and enhance long-term shareholder value.

The primary objective of the ERMF is to provide a structured and consistent approach to managing risks across the Group, thereby ensuring that significant risks are identified and addressed in a timely and effective manner. The framework also facilitates the implementation of appropriate risk mitigation measures while supporting the Group's pursuit of sustainable growth and value creation.

The Risk Management Committee ("RMC") is responsible for providing oversight of the Group's risk management framework and practices. In carrying out its responsibilities, the RMC reviews the adequacy and effectiveness of the ERMF, monitors the Group's risk profile, and provides guidance on risk management matters to ensure alignment with the Board's approved risk appetite and risk tolerance levels.

The ERMF further establishes clear lines of accountability and responsibility across the Group by defining risk ownership at the appropriate management and operational levels. This promotes effective risk governance, strengthens internal accountability, and ensures that risk management remains an integral component of the Group's overall governance framework and business operations.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
(cont'd)

SYSTEM OF INTERNAL CONTROL

The Board acknowledges the importance of maintaining a sound and effective system of internal control and is committed to continuously strengthening, monitoring, and reviewing the adequacy and effectiveness of the Group's internal control framework. The system of internal control is designed to support the achievement of the Group's strategic objectives, safeguard its assets, enhance operational efficiency, ensure the reliability of financial reporting, and promote compliance with applicable laws, regulations, and internal policies.

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

a) Defined Organisational Structure: The Group maintains a clearly defined organisational structure with established reporting lines, delegated authorities, and accountability mechanisms. Roles and responsibilities are clearly delineated to facilitate effective oversight, decision-making, and operational control across all levels of the organisation.

b) Documented Policies and Procedures: The Group has implemented documented policies, procedures, and standard operating guidelines governing key business and operational processes. These provide a structured control environment that promotes consistency, accountability, operational efficiency, and compliance with internal requirements and regulatory obligations.

c) Quality Assurance Audits: The Quality Assurance Department conducts periodic quality audits and compliance reviews within subsidiaries holding ISO certifications to assess adherence to established quality management standards and identify opportunities for continual improvement. The audit findings and recommendations are communicated to Management for appropriate corrective actions and follow-up.

d) Corporate Values and Ethics: The Group promotes a strong culture of integrity, professionalism, accountability, and ethical conduct through the implementation of policies and guidelines set out in the Employee Handbook. To support continuous organisational development, employees are encouraged to participate in relevant internal and external training programmes aimed at enhancing technical competencies, professional capabilities, and leadership skills.

e) Board Oversight on Significant Transactions: The Board exercises oversight over significant corporate proposals, investments, acquisitions, disposals, capital expenditure commitments, and other material transactions. Such matters are subject to comprehensive evaluation and deliberation prior to approval to ensure alignment with the Group's strategic objectives, risk appetite, and governance requirements.

f) Financial Authority Limits (FAL): The Group maintains a formal Financial Authority Limits framework that establishes approval thresholds and clearly defines authority levels across the organisation. The framework promotes accountability, segregation of duties, prudent decision-making, and effective control over financial commitments and expenditures. The FAL is periodically reviewed to ensure its continued relevance and effectiveness in supporting the Group's operational requirements.

g) Executive Committee (EXCO) Oversight: Regular Executive Committee meetings are conducted to monitor the implementation of Board decisions, review project performance, assess financial and operational results, and deliberate on key business, corporate finance, legal, and strategic matters. These meetings facilitate timely decision-making and effective management oversight of the Group's operations.

h) Anti-Bribery and Corruption Policy: The Group has established and implemented an Anti-Bribery and Corruption Policy that reinforces its commitment to conducting business with integrity, transparency, and accountability. The policy provides guidance on expected standards of conduct and supports the Group's zero-tolerance approach towards bribery, corruption, and other unethical business practices.

i) Internal Audit Function: The Group's internal audit function provides independent and objective assurance on the adequacy and effectiveness of the Group's governance, risk management, and internal control processes. Internal audits are conducted based on an annual risk-based audit plan approved by the Audit Committee. Audit reviews focus on evaluating compliance with established policies and procedures, assessing the effectiveness of internal controls, and validating the reliability and integrity of financial and operational information. Findings and recommendations are reported to the Audit Committee and Management for appropriate corrective actions and continuous improvement.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
(cont'd)

INTERNAL AUDIT

The internal audit function serves as an integral component of the Group's governance framework by providing independent and objective assurance on the adequacy, effectiveness, and integrity of the Group's risk management, internal control, and governance processes. The function assists the Audit Committee ("AC") and the Board in discharging their oversight responsibilities by evaluating whether key risks are appropriately identified, managed, and controlled across the Group's operations.

To preserve its independence and objectivity, the Group has outsourced its internal audit function to an independent professional services firm, NBS Smart Focus. The internal auditors report functionally to the AC, thereby maintaining the necessary degree of independence from Management and ensuring the impartial execution of their duties and responsibilities.

The internal audit activities are guided by a risk-based internal audit methodology and are carried out in accordance with an annual audit plan reviewed and approved by the AC. The audit plan is formulated based on the Group's risk profile and strategic priorities to ensure that audit resources are directed towards areas of higher risk exposure and greater significance to the Group.

In performing their reviews, the internal auditors assess the adequacy and effectiveness of internal controls, evaluate compliance with established policies, procedures, laws and regulations, and review the reliability and integrity of financial and operational information. Where appropriate, recommendations are provided to strengthen governance practices, enhance operational efficiency, and improve the overall control environment.

The internal auditors report their findings, observations, recommendations, and management responses directly to the AC on a periodic basis. The AC reviews the audit findings and monitors Management's implementation of corrective and preventive actions to address identified control weaknesses and process improvement opportunities. Follow-up reviews are conducted to assess the status and effectiveness of remedial actions undertaken by Management.

Significant audit findings, key control issues, and matters requiring Board attention are subsequently reported by the AC to the Board of Directors during its scheduled meetings to facilitate informed deliberation and, where necessary, appropriate strategic intervention.

During the financial year under review, the internal audit function undertook the following key activities:

- Developed and formulated the annual risk-based internal audit plan for review and approval by the AC;
- Conducted internal audit reviews across selected business units and operational functions, covering financial, operational, compliance, and governance controls;
- Assessed the adequacy and effectiveness of internal control processes and compliance with established policies and procedures;
- Reported audit findings, recommendations, and areas for improvement to the AC for deliberation and follow-up actions; and
- Monitored the implementation status of Management's corrective actions through periodic follow-up reviews and progress reporting to the AC.

The Board, together with Management and the AC, remains committed to continuously enhancing the Group's governance, risk management, and internal control framework to ensure its continued relevance, adequacy, and effectiveness in addressing evolving business risks and regulatory expectations. The Board is of the view that the Group's system of risk management and internal control remains adequate and effective in safeguarding the Group's assets and supporting the achievement of its strategic and operational objectives.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
(cont'd)

REVIEW OF STATEMENT BY EXTERNAL AUDITORS

The Group's external auditors, HLB Ler Lum Chew PLT, have conducted a review of this Statement on Risk Management and Internal Control for inclusion in the Annual Report for the financial year ended 31 March 2026. This review was performed in accordance with Paragraph 15.23 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, which mandates external assurance on the disclosure of risk management and internal control practices.

Based on their review, the external auditors have reported to the Board of Directors that, to the best of their knowledge and understanding, no matters have come to their attention that would cause them to believe that this Statement is inconsistent with the processes adopted by the Board in evaluating the adequacy and effectiveness of the Group's risk management and internal control systems.

CONCLUSION

The Board has received assurance from the Group Managing Director cum Chief Executive Officer that the Group's risk management and internal control systems have been operating adequately and effectively, in all material respects, throughout the financial year under review. Such assurance is based on the established risk management framework and internal control processes that are designed to support the achievement of the Group's strategic, financial, operational, and compliance objectives.

In arriving at its opinion, the Board has undertaken an assessment of the adequacy and effectiveness of the Group's risk management and internal control framework, taking into consideration the work performed by the Risk Management Committee, Audit Committee, Internal Auditors, and Management. Based on the assurance received and the information available to it, the Board is satisfied that the Group has maintained a sound and effective system of risk management and internal control throughout the financial year under review.

The Board is of the view that the Group's risk management and internal control framework provides reasonable, though not absolute, assurance against material misstatements, losses, fraud, and other irregularities. The framework also supports the safeguarding of the Group's assets, the reliability of financial and operational reporting, compliance with applicable laws and regulations, and the effective management of risks associated with the Group's business activities.

The Board recognises that the business and regulatory environment in which the Group operates continues to evolve and, accordingly, remains committed to the ongoing enhancement of its governance, risk management, and internal control practices. Continuous reviews and improvement initiatives will be undertaken to ensure that the framework remains relevant, robust, and responsive to the Group's operational requirements and emerging risk landscape.

Based on the foregoing, the Board is satisfied that there were no material losses arising from any inadequacy or failure of the Group's risk management and internal control systems that would require separate disclosure in this Annual Report.

This Statement on Risk Management and Internal Control has been reviewed and approved by the Board of Directors on 16 July 2026.

ADDITIONAL COMPLIANCE INFORMATION
DISCLOSURES

The information set out below is disclosed in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and is to be read in conjunction with the other sections of this Annual Report.

AUDIT AND NON-AUDIT FEES

The amount of audit fees and non-audit fees payable to the external auditors and firms affiliated to the External Auditors, by the Company and the Group for the financial year ended 31 March 2026 ("FYE 2026") are as follows:

Description	Company (RM)	Group (RM)
Audit Fees	58,000	179,000
Non-audit Fees	3,000	3,000

MATERIAL CONTRACTS

There was no material contract outside the ordinary course of business entered into by the Company and its subsidiaries involving Director's and major shareholder's interest which were still subsisting at the end of the financial year ended 31 March 2026 or entered into since the end of the previous financial year.

RECURRENT RELATED PARTY TRANSACTIONS ("RRPT")

There was no RRPT of a revenue or trading nature during the FYE 2026.

UTILISATION OF PROCEEDS

A. Private Placement year 2025

The Company had sought shareholders' approval for the Proposed Regularisation Plan, which includes Private Placement, at the Extraordinary General Meeting held on 25 February 2025 ("Proposed Private Placement 2025").

The Proposed Private Placement 2025 was completed on 24 March 2025 with total gross proceeds of RM18,528,000.

As of the FYE 2026, the utilisation proceeds have been fully utilised as below:-

Purposes	Timeframe for Utilisation	Proposed Proceeds (RM)	Amount Utilised (RM)	Amount Unutilised (RM)
Repayment of borrowings	Within 12 months	10,000,000	10,000,000	-
Working capital	Within 12 months	6,028,000	6,028,000	-
Estimated expenses for the Proposed Private Placement 2026	Upon completion	2,500,000	2,500,000	-
Total		**18,528,000**	**18,528,000**	**-**

ADDITIONAL COMPLIANCE INFORMATION
DISCLOSURES
(cont'd)

UTILISATION OF PROCEEDS (CONT'D)

B. Private Placement year 2026

The Company had on 10 April 2026 announced that the Company proposes to undertake a private placement of up to 150,000,000 new ordinary shares, representing 10% of the existing total number of issued Shares in accordance with the authority granted by the shareholders of the Company via the Company's annual general meeting convened on 9 September 2025 ("Proposed Private Placement 2026").

The Proposed Private Placement 2026 has been completed on 29 May 2026 with total gross proceeds of RM10,482,600.

As of 30 June 2026, the status of utilisation of proceeds is as follows:-

Purposes	Timeframe for Utilisation	Proposed Proceeds (RM)	Amount Utilised (RM)	Amount Unutilised (RM)
Working capital	Within 12 months	10,046,050	6,500,000	3,546,050
Estimated expenses for the Proposed Private Placement 2026	Upon completion	436,550	436,550	-
Total		**10,482,600**	**6,936,550**	**3,546,050**

EMPLOYEES' SHARES OPTION SCHEME

As part of the Proposed Regularisation Plan, the Company obtained shareholders' approval for the establishment of the Employees' Share Option Scheme ("ESOS") at the Extraordinary General Meeting held on 25 February 2025. The ESOS was subsequently implemented on 19 March 2025.

The information on ESOS during FYE 2026 is as below:-

(a) The number of ESOS options currently in existence:-

Description	Number of Options as at FYE 2026
Granted	125,000,000
Exercised	29,600,000
Lapsed	-
Outstanding	95,400,000

(b) ESOS options granted to each category of participants:-

Date of offer : 29 May 2025
Exercise price : RM0.0665

Description	Directors	Senior Management	Employees
Granted			
• Number of options	Nil	78,900,000	46,100,000
• Percentage of options	Nil	63%	37%
• Number of participants	Nil	5	43

ADDITIONAL COMPLIANCE INFORMATION
DISCLOSURES
(cont'd)

EMPLOYEES' SHARES OPTION SCHEME (CONT'D)

(b) ESOS options granted to each category of participants:- (cont'd)

Description	Directors	Senior Management	Employees
Exercised			
• Number of options	Nil	22,000,000	7,600,000
• Percentage of options	Nil	18%	6%
• Number of participants	Nil	4	15
Lapsed	Nil	-	-
Outstanding			
• Beginning of financial year	Nil	78,900,000	46,100,000
• End of financial year	Nil	56,900,000	38,500,000

(c) ESOS Options granted to the Directors and Senior Management during the financial year and since commencement of ESOS respectively:-

Directors and Senior Management	During FYE 2026	Since commencement of ESOS
Aggregate maximum allocation	80%	80%
Actual granted	63%	63%

(d) There were no ESOS options granted and exercised by the non-executive directors during the financial year.

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These includes financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

a) Group Total Income & Total Asset

		Group	
		2026	2025
Total Income	Remarks	RM'000	RM'000
Revenue		55,798	25,287
Other Income		3,675	3,144
Interest Income		113	3
Total Income		59,586	28,434
Total Asset		244,581	234,818

ADDITIONAL COMPLIANCE INFORMATION
DISCLOSURES
(cont'd)

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONT'D)

b) Business Activities

Shariah Non-Compliant Activities	Remarks	Group 2026 RM'000	Group 2025 RM'000
Interest Income		113	3
Total		113	3

c) Component of Financial Position

i) Cash Component

Islamic Account	Remarks	Group 2026 RM'000	Group 2025 RM'000
Cash held under Housing Development Accounts		-	-
Cash and bank balances (exclude cash in hand)		-	-
Deposit with Licensed bank		-	-
Total		**-**	**-**

Conventional Account	Remarks	Group 2026 RM'000	Group 2025 RM'000
Cash held under Housing Development Accounts		225	223
Cash and bank balances (exclude cash in hand)		2,165	7,830
Deposit with Licensed bank		3,900	11,900
Total		**6,290**	**19,953**

ADDITIONAL COMPLIANCE INFORMATION
DISCLOSURES
(cont'd)

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONT'D)

c) Component of Financial Position (cont'd)

ii) Debt Component

		Group	
		2026	2025
Islamic Financing	**Remarks**	**RM'000**	**RM'000**
Current			
Term Loan		3,067	378
Non-Current			
Term Loan		104,815	108,308
Total Financing		**107,882**	**108,686**

		Group	
		2026	2025
Conventional Borrowing	**Remarks**	**RM'000**	**RM'000**
Current			
Bank Overdraft		5,004	6,918
Term Loan		6,296	7,441
Non-Current			
Term Loan		582	5,784
Total Borrowing		**119,657**	**126,266**

DIRECTORS' RESPONSIBILITY STATEMENT

IN RESPECT OF AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

The Board of Directors of Bintai Kinden Corporation Berhad ("the Board") acknowledges its responsibility for ensuring that the financial statements of the Company and its subsidiaries ("the Group"), which have been prepared under the supervision of the Management, are prepared in accordance with the applicable Malaysian Financial Reporting Standards ("MFRS"), the provisions of the Companies Act 2016 and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

In fulfilling these responsibilities, the Board have consistently applied appropriate accounting policies, made reasonable and prudent judgments and estimates, and ensured that the financial statements present a true and fair view of the financial position of the Group and the Company as at 31 March 2026, and of their financial performance and cash flows for the financial year then ended.

The Board are also responsible for ensuring that proper accounting records are maintained in accordance with statutory requirements and for taking such steps as are reasonably available to safeguard the assets of the Group and the Company and to prevent and detect fraud, errors and other irregularities.

The financial statements have been prepared on a going concern basis as the Board have a reasonable expectation that the Group and the Company have adequate resources to continue in operational existence for the foreseeable future.

This statement was reviewed and approved by the Board on 16 July 2026.

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DIRECTORS' REPORT

The Directors hereby present their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 March 2026.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding.

The principal activities of the subsidiary companies are disclosed in Note 6 to the financial statements.

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

FINANCIAL RESULTS

	Group RM'000	Company RM'000
Profit/(Loss) for the financial year attributable to:		
- Owners of the Company	2,749	(19,562)
- Non-controlling interests	547	-
	3,296	(19,562)

DIVIDEND

No dividend has been paid or declared by the Company since the end of the previous financial year. The Board of Directors does not recommend any dividend to be paid for the financial year.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves and provisions during the financial year under review except for a share capital reduction exercise pursuant to section 117 of the Companies Act 2016 to reduce share capital amounting to RM160,000,000 and the credit arising thereof was used to eliminate accumulated losses of the Company.

ISSUE OF SHARES AND DEBENTURES

During the financial year, the issued and paid-up share capital of the Company was increased from 1,463,990,840 to 1,505,590,840 ordinary shares by way of the:

(i) issuance of 12,000,000 ordinary shares pursuant to the exercise of share options at an exercise price of 8 sen per share amounting to RM960,000.

(ii) issuance of 29,600,000 share option at an exercise price of 6.65 sen per share amounting to RM1,968,400.

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

There was no issuance of debentures during the financial year.

DIRECTORS' REPORT
(cont'd)

OPTIONS GRANTED OVER UNISSUED SHARES

The granting of options to Datuk Tay Chor Han, being the Managing Director cum Chief Executive Officer of the Company and the Employees' Share Option Scheme for eligible employees and Directors of the Company/its subsidiaries who meet the criteria of eligibility for participation as governed by the By-Laws were approved by the shareholders of the Company at an Extraordinary General Meeting held on 25 February 2025.

Further details of the granting of options are disclosed in Note 16(a) to the financial statements.

DIRECTORS OF THE COMPANY

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

Ooi Jit Huat
Datuk Mohd Idzwan Izuddin Bin Ab Rahman
Datuk Tay Chor Han*
Datuk Ng Choon Koon
Ng Siew Kim
Surendran Chelvarajah

* *Also a Director of certain subsidiaries of the Company.*

DIRECTORS OF THE SUBSIDIARIES

The Directors of the Company's subsidiaries in office (excluding those Directors listed above) during the financial year and during the period commencing from the end of the financial year to the date of this report are:

Amirul Arifin Sopiee Bin Md. Noordin
Ang Wee Ban
Nor Balqissh Binti Abdul Ghani

DIRECTORS' INTERESTS

According to the register of Directors' shareholdings required to be kept under Section 59 of the Companies Act, 2016, none of the Directors who held office at the end of the financial year had any interest in shares or debentures in the Company or its related corporations during the financial year except as follows:

	Number of ordinary shares			
	At 1.4.2025	Acquired	Disposed	At 31.3.2026
Interest in the Company				
Direct interest				
Datuk Tay Chor Han	100,339,300	20,000,000	-	120,339,300
Datuk Ng Choon Koon	71,103,600	28,896,400	-	100,000,000
Datuk Mohd Idzwan Izuddin Bin Ab Rahman	1,000,000	-	-	1,000,000
Ng Siew Kim	425,000	-	-	425,000

DIRECTORS' REPORT (cont'd)

DIRECTORS' INTERESTS (CONT'D)

According to the register of Directors' shareholdings required to be kept under Section 59 of the Companies Act, 2016, none of the Directors who held office at the end of the financial year had any interest in shares or debentures in the Company or its related corporations during the financial year except as follows: (cont'd)

	Number of share options over ordinary shares			
	At 1.4.2025	Granted	Exercised	At 31.3.2026
Direct interests				
Datuk Tay Chor Han	146,399,000	-	(12,000,000)	134,399,000

By virtue of their interests in the shares of the Company, Datuk Tay Chor Han, Datuk Ng Choon Koon, Datuk Mohd Idzwan Izuddin Bin Ab Rahman and Ng Siew Kim, are also deemed interested in the shares of all subsidiaries during the financial year to the extent that the Company has an interest under Section 8 of the Companies Act, 2016.

Other than as disclosed above, none of the other Directors in office at the end of the financial year had any interest in shares of the Company or its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive any benefit (other than a benefit included in the aggregate amount of emoluments, consultancy fee and interest received or due and receivable by Directors as disclosed in the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which he is a member, or with a company in which he has a substantial financial interest.

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

AUDITORS' REMUNERATION

Auditors' remuneration is as follows:

	Group RM'000	Company RM'000
HLB Ler Lum Chew PLT	179	58

DIRECTORS' REMUNERATION

Directors' remuneration is as follows:

	Group RM'000	Company RM'000
Directors' remuneration		
- salaries and other emoluments	601	-
- fees	225	225
- employee provident fund	76	-
	902	225

DIRECTORS' REPORT
(cont'd)

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

There was no indemnity coverage and insurance premium paid for Directors and Officers of the Company during the financial year.

The Company has agreed to indemnify the Auditors, HLB Ler Lum Chew PLT as permitted under Section 289 of the Companies Act, 2016 in Malaysia

OTHER STATUTORY INFORMATION

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

(i) to ascertain that action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and

(ii) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company have been written down to an amount which the current assets might be expected so to realise.

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

(i) the amount written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or

(ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading; or

(iii) adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate; or

(iv) any amount stated in the financial statements of the Group and of the Company misleading.

No contingent or other liability of any company in the Group 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 affect the ability of the Group and of the Company to meet their obligations when they fall due.

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

(i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or

(ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.

In the opinion of the Directors:

(i) the results of the operations of the Group and of the Company for the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and

(ii) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

DIRECTORS' REPORT (cont'd)

SUBSIDIARY COMPANIES

Details of the subsidiary companies are disclosed in Note 6 to the financial statements.

SIGNIFICANT EVENTS

Details of the significant events are disclosed in Note 34 to the financial statements.

SUBSEQUENT EVENTS

Details of the subsequent events are disclosed in Note 35 to the financial statements.

AUDITORS

The auditors, HLB Ler Lum Chew PLT, have expressed their willingness to accept re-appointment.

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

DATUK TAY CHOR HAN

DATUK NG CHOON KOON

STATEMENT BY DIRECTORS

Pursuant to Section 251(2) of the Companies Act 2016

We, DATUK TAY CHOR HAN and DATUK NG CHOON KOON, being two of the Directors of BINTAI KINDEN CORPORATION BERHAD, do hereby state that, in the opinion of the Directors, the accompanying financial statements are drawn up in accordance with the 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 March 2026 and of their financial performance and cash flows for the financial year then ended.

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

DATUK TAY CHOR HAN

DATUK NG CHOON KOON

STATUTORY DECLARATION

Pursuant to Section 251(1) of the Companies Act 2016

I, DATUK TAY CHOR HAN, being the Director primarily responsible for the financial management of BINTAI KINDEN CORPORATION BERHAD, do solemnly and sincerely declare that to the best of my knowledge and belief the accompanying financial statements are correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the)
abovenamed DATUK TAY CHOR HAN)
at Puchong, Selangor)
on this date of 16 July 2026)

DATUK TAY CHOR HAN

Before me,

COMMISSIONER FOR OATHS
Samuel John A/L Ponniah (B437)
No. 23B, 1st Floor
Jalan TK 1/11A, Taman Kinrara
47180 Puchong, Selangor

INDEPENDENT AUDITORS' REPORT

To the Members of Bintai Kinden Corporation Berhad

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of BINTAI KINDEN CORPORATION BERHAD, which comprise the statements of financial position as at 31 March 2026 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 100 to 165.

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 March 2026, and of their financial performance and their cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the 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"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. We have determined that there are no key audit matters to communicate in our report in the financial statements of the Company. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

1. Recoverability of receivables from service concession arrangement
   (Refer Note 2.2(i), Note 2.4(e), Note 2.4(h), Note 7 and Note 9(a)(ii) to the financial statements)

   The risk

   As at 31 March 2026, the Group recognised gross concession receivables and trade receivables amounting to RM127.92 million and RM72.50 million respectively from the concession grantor for an in-campus accommodation project. The concession grantor had missed certain Availability Charge Rates ("ACR") payments as to the Group due to financial and operating difficulties and had since negotiated for indulgence on its ACR repayments.

   We focused on this area due to the inherent subjectivity in relation to the evaluation of the expected credit loss ("ECL") allowance which requires the estimation of a probability-weighted amount, determined based on the present value of a range of possible outcomes which involves estimation uncertainty.

   How our audit addressed the key audit matter

   The details of our audit procedures are as follows:

   - Discussed with management on the latest status of discussions with the grantor and sight relevant official correspondences;
   - Verified receipts from the grantor subsequent to the financial year end;
   - Reviewing supporting documents related to UIMB's ability and intention to settle the outstanding balances;
   - Assessing the appropriateness and reasonableness of the inputs and assumptions used in the scenarios applied in estimating the ECL allowances.

INDEPENDENT AUDITORS' REPORT

To the Members of Bintai Kinden Corporation Berhad
(cont'd)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Key Audit Matters (cont'd)

2. Revenue recognition for construction activities
(Refer Note 2.2(ii), Note 2.4(q) and Note 22 to the financial statements)

The risk

The Group's revenue is mainly contributed by its construction activities amounting to RM41.15 million.

We focus on this area because the accounting for construction contracts activities is inherently complex as it involves the use of significant estimates and judgements made by the management which includes the following:

(a) Estimation of the total budgeted project costs and the assessment of cost yet to be incurred to complete these projects;
(b) Determination of the progress towards satisfaction of the performance obligations and overall progress of the Group's projects;
(c) Consideration of variation orders and claims with the Group's customers; and
(d) Estimation of damages in transaction price arising from liquidated and ascertained damages.

How our audit addressed the key audit matter mentioned above

Our audit procedures focused on the following:

- Obtained an understanding over project budget approvals and revenue recognition process;
- Evaluated the management's key judgements used in the estimation of budgeted project contract costs by examining documentation with subcontractors, historical evidence or results and retrospective review of these estimates;
- Verified the budgeted revenue by examining the projects' approved letters of award;
- Discussed with the project team to understand the nature of the variation orders and claims included in the budgeted revenue and inspected the correspondences from the customers;
- Reviewed the extension of time documentation and correspondences with the customers to determine if any adjustment to the transaction price is required arising from the estimation for liquidated and ascertained damages;
- Inspected the costs incurred to date and compared against sub-contractor claim certificates and suppliers' invoices to corroborate the projects' progress towards satisfaction of the performance obligations and reasonableness of the estimated project budget; and
- Performed re-computations on the calculation of the progress towards satisfaction of performance obligation to ascertain there is no mathematical error in the profit recognition.

3. Liquidity Position of the Group
(Refer to Note 28 (liquidity risk) to the financial statements)

The risk

As at 31 March 2026, the Group continues to be exposed to liquidity risks, including its ability to meet financing repayment obligations which had previously been restructured and rescheduled.

In assessing the liquidity position of the Group, management has considered the repayment obligations for liabilities and cost overheads which are due in next 12 months, taking into consideration of the following:

a) Settlement proceeds from the concession grantor as disclosed in Note 7 and Note 9(a)(ii);
b) Continued financial support from its lenders;
c) The proceeds raised from the proposed private placement completed subsequent to year end; and
d) Ability of the Group to generate sufficient cash flows from its operations in the next 12 months.

We considered this is an area of audit focus due to the significant degree of judgements and estimates used by the management in arriving the cash flows forecast.

INDEPENDENT AUDITORS' REPORT

To the Members of Bintai Kinden Corporation Berhad
(cont'd)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Key Audit Matters (cont'd)

3. Liquidity Position of the Group (cont'd)
(Refer to Note 28 (liquidity risk) to the financial statements) (cont'd)

How our audit addressed the key audit matter mentioned above

The details of our audit procedures are as follows:

- Evaluated management's going concern assessment that cover twelve months from the date of financial statements through review of the cash flow forecast;
- Inquired management as to its knowledge of events or conditions beyond the period of management's going concern assessment;
- Assessed the reasonableness of the management's key assumptions used and judgement exercised on its cash flows forecast;
- Evaluated the necessary supporting documentation to support the circumstances used in the cash flows forecast; and
- Performed sensitivity test on a range of reasonable possible outcomes.

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 the 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 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.

INDEPENDENT AUDITORS' REPORT

To the Members of Bintai Kinden Corporation Berhad
(cont'd)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or 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 represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, 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 year and are therefore the key audit matters. We describe these matters in our auditors' report unless law and regulations preclude public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

INDEPENDENT AUDITORS' REPORT

To the Members of Bintai Kinden Corporation Berhad
(cont'd)

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 any responsibility to any other person for the content of this report.

HLB LER LUM CHEW PLT
201906002362 & AF 0276
Chartered Accountants

CHEW LOONG JIN
03279/03/2027 J
Chartered Accountant

Dated: 16 July 2026
Kuala Lumpur

STATEMENTS OF FINANCIAL POSITION

As at 31 March 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
ASSETS					
Non-Current Assets					
Property, plant and equipment	3	136	204	8	9
Investment properties	4	822	2,013	-	-
Intangible assets	5	15,050	15,050	-	-
Investment in subsidiaries	6	-	-	50,333	49,833
Concession receivables	7	115,643	115,283	-	-
Right-of-use assets	8	264	65	-	56
Trade and other receivables	9	-	51,092	-	-
		131,915	183,707	50,341	49,898
Current Assets					
Concession receivables	7	2,848	1,783	-	-
Inventories	10	307	1,029	-	-
Contract assets	11	13,941	2,351	-	-
Trade and other receivables	9	86,795	23,743	65	77
Tax recoverable		520	254	270	-
Cash held under Housing Development Account	12	225	223	-	-
Deposits placed with licensed banks	13	3,900	11,900	-	8,000
Cash and bank balances		2,175	7,845	7	5,369
		110,711	49,128	342	13,446
Non-current assets classified as held for sale	14	1,955	1,983	-	-
		112,666	51,111	342	13,446
TOTAL ASSETS		244,581	234,818	50,683	63,344

STATEMENTS OF FINANCIAL POSITION

As at 31 March 2026
(cont'd)

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
EQUITY AND LIABILITIES					
EQUITY					
Share capital	15	95,097	250,656	95,097	250,656
Reserves	16	16,781	(143,430)	(48,616)	(191,403)
Equity attributable to owners of the Company		111,878	107,226	46,481	59,253
Non-controlling interests		(28,419)	(33,853)	-	-
TOTAL EQUITY		83,459	73,373	46,481	59,253
LIABILITIES					
Non-Current Liabilities					
Bank borrowings	17	105,397	114,092	-	-
Deferred tax liabilities	18	5,426	4,676	-	-
Trade and other payables	19	1,201	-	-	-
Redeemable convertible preference shares	20	-	681	-	-
		112,024	119,449	-	-
Current Liabilities					
Contract liabilities	11	112	232	-	-
Trade and other payables	19	33,488	26,669	4,202	3,896
Bank borrowings	17	14,367	14,739	-	-
Lease liabilities	21	264	70	-	60
Redeemable convertible preference shares	20	863	128	-	-
Provision for taxation		4	158	-	135
		49,098	41,996	4,202	4,091
TOTAL LIABILITIES		161,122	161,445	4,202	4,091
TOTAL EQUITY AND LIABILITIES		244,581	234,818	50,683	63,344

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Financial Year Ended 31 March 2026

		Group		Company	
		2026	2025	2026	2025
	Note	RM'000	RM'000	RM'000	RM'000
Revenue	22	55,798	25,287	-	-
Cost of sales		(35,946)	(25,882)	-	-
Gross profit/(loss)		19,852	(595)	-	-
Other income		3,675	3,144	-	-
Operating expenses		(10,724)	(24,385)	(20,223)	(37,184)
Operating profit/(loss)		12,803	(21,836)	(20,223)	(37,184)
Finance income		113	3	587	1,762
Finance costs	23	(9,006)	(10,136)	(99)	(203)
Net finance costs		(8,893)	(10,133)	488	1,559
Profit/(Loss) before taxation	24	3,910	(31,969)	(19,735)	(35,625)
Taxation	25	(614)	(341)	173	(270)
Profit/(Loss) for the financial year, representing total comprehensive income/(loss) for the financial year		3,296	(32,310)	(19,562)	(35,895)
Profit/(Loss) / Total comprehensive income/ (loss) for the financial year attributable to:					
- Owners of the Company		2,749	(31,731)	(19,562)	(35,895)
- Non-controlling interests		547	(579)	-	-
		3,296	(32,310)	(19,562)	(35,895)
Earnings/(Loss) per share attributable to the owners of the Company (sen):					
- Basic	26	0.19	(2.57)		
- Diluted	26	0.18	(2.57)		

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

For The Financial Year Ended 31 March 2026

		← Attributable to owners of the Company →							
		← Non-distributable →							
Group	Note	Share Capital RM'000	Share Option Reserve RM'000	Capital Reserve RM'000	Fair Value Reserve RM'000	(Accumulated Losses)/ Retained earnings RM'000	Total RM'000	Non-controlling Interests RM'000	Total Equity RM'000
At 1 April 2025		250,656	6,939	21,039	(20,438)	(150,970)	107,226	(33,853)	73,373
Profit/Total comprehensive income for the financial year		-	-	-	-	2,749	2,749	547	3,296
Transaction with owners of the Company:									
- Issuance of shares, net of share issuance expenses	15(a)	4,441	(1,513)	-	-	-	2,928	-	2,928
- Changes in composition of the Group	6(c)	-	-	-	-	(4,887)	(4,887)	4,887	-
- Share capital reduction	15(b)	(160,000)	-	-	-	160,000	-	-	-
- Share option expenses	16(a)	-	3,862	-	-	-	3,862	-	3,862
At 31 March 2026		95,097	9,288	21,039	(20,438)	6,892	111,878	(28,419)	83,459
At 1 April 2024		232,128	-	21,039	(20,438)	(119,239)	113,490	(33,274)	80,216
Loss/Total comprehensive loss for the financial year		-	-	-	-	(31,731)	(31,731)	(579)	(32,310)
Transaction with owners of the Company:									
- Issuance of shares, net of share issuance expenses	15(a)	18,528	-	-	-	-	18,528	-	18,528
- Share option expenses	16(a)	-	6,939	-	-	-	6,939	-	6,939
At 31 March 2025		250,656	6,939	21,039	(20,438)	(150,970)	107,226	(33,853)	73,373

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

For The Financial Year Ended 31 March 2026 (cont'd)

		← Attributable to owners of the Company →					
		← Non-distributable →					
Company	**Note**	**Share Capital** RM'000	**Share Option Reserve** RM'000	**Capital Reserve** RM'000	**Fair Value Reserve** RM'000	**Accumulated Losses** RM'000	**Total Equity** RM'000
At 1 April 2025		250,656	6,939	21,039	(21,300)	(198,081)	59,253
Total comprehensive loss for the financial year		-	-	-	-	(19,562)	(19,562)
Transaction with owners of the Company:							
- Issuance of shares, net of share issuance expenses	15(a)	4,441	(1,513)	-	-	-	2,928
- Share capital reduction	15(b)	(160,000)	-	-	-	160,000	-
- Share option expenses	16(a)	-	3,862	-	-	-	3,862
At 31 March 2026		95,097	9,288	21,039	(21,300)	(57,643)	46,481
At 1 April 2024		232,128	-	21,039	(21,300)	(162,186)	69,681
Total comprehensive loss for the financial year		-	-	-	-	(35,895)	(35,895)
Transaction with owners of the Company:							
- Issuance of shares, net of share issuance expenses		18,528	-	-	-	-	18,528
- Share option expenses		-	6,939	-	-	-	6,939
At 31 March 2025		250,656	6,939	21,039	(21,300)	(198,081)	59,253

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

For The Financial Year Ended 31 March 2026

	Note	Group		Company	
		2026	2025	2026	2025
		RM'000	RM'000	RM'000	RM'000
Cash flows from operating activities					
Profit/(Loss) before taxation		3,910	(31,969)	(19,735)	(35,625)
Adjustments for:					
(Reversal of)/Allowance for expected credit losses on:					
- Trade and other receivables	28	1,697	4,915	19,839	1,023
- Concession receivables	28	(2,042)	(1,432)	-	-
Depreciation of:					
- property, plant and equipment	3	116	278	1	1
- right-of-use assets	8	288	381	56	295
Write-off of:					
- property, plant and equipment		6	7	-	-
- bad debts		-	1,906	-	-
Fair value loss on remeasurement of contingent consideration		-	2,400	-	2,400
Finance income from concession arrangement	22	(12,856)	(12,914)	-	-
Gain on disposal of property, plant and equipment		-	(253)	-	-
Impairment loss on:					
- inventories		-	237	-	-
- investment in subsidiaries	6	-	-	-	23,206
Gain on disposal of non-current asset held for sale		(187)	-	-	-
Gain on modification on trade and other payables		(255)	-	-	-
Interest expense	23	9,006	10,136	99	203
Interest income		(113)	(3)	(587)	(1,762)
(Gain)/loss on unrealised foreign exchange		(3)	3	-	-
Share option expense	16(a)	3,862	6,939	-	6,939
Waiver of debts		-	(2,398)	-	-
Operating cash flows before changes in working capital		3,429	(21,767)	(327)	(3,320)

STATEMENTS OF CASH FLOWS

For The Financial Year Ended 31 March 2026
(cont'd)

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Operating cash flows before changes in working capital		3,429	(21,767)	(327)	(3,320)
Net change in contract assets/contract liabilities		(11,710)	2,273	-	-
Net change in concession receivables		13,473	13,474	-	-
Net change in inventories		722	(499)	-	-
Net change in trade and other receivables		(13,657)	13,030	(140)	214
Net change in trade and other payables		8,278	8,143	(15,141)	(7,892)
		(2,894)	36,421	(15,281)	(7,678)
Cash generated from/(used in) operations		535	14,654	(15,608)	(10,998)
Interest paid		(8,952)	(10,084)	(1)	(19)
Interest received		113	3	111	-
Tax paid		(284)	(788)	(232)	(135)
Net cash (used in)/generated from operating activities		(8,588)	3,785	(15,730)	(11,152)
Cash flows from investing activities					
Proceeds from disposal of non-current asset held for sale		1,406	-	-	-
Acquisition of shares in an investment in subsidiary		-	-	(500)	-
Proceeds from disposal of property, plant and equipment		-	360	-	-
Purchase of property, plant and equipment	3	(54)	(73)	-	(2)
Net cash generated from/(used in) investing activities		1,352	287	(500)	(2)

STATEMENTS OF CASH FLOWS

For The Financial Year Ended 31 March 2026
(cont'd)

	Note	Group		Company	
		2026	2025	2026	2025
		RM'000	RM'000	RM'000	RM'000
Cash flows from financing activities					
Change in deposits pledged with licensed banks		-	(3,900)	-	-
Drawdown from bank borrowings	30	-	14,084	-	-
Repayments of bank borrowings	30	(7,151)	(8,681)	-	-
Repayments of hire purchase liabilities	30	(2)	(270)	-	-
Repayments of lease liabilities	30	(293)	(397)	(60)	(303)
Proceeds from issuance of share capital, net of share issuance expenses	15	2,928	18,528	2,928	18,528
Net cash (used in)/generated from financing activities		(4,518)	19,364	2,868	18,225
Net (decrease)/increase in cash and cash equivalents		(11,754)	23,436	(13,362)	7,071
Cash and cash equivalents at beginning of the financial year		9,150	(14,286)	13,369	6,298
Cash and cash equivalents at end of the financial year		(2,604)	9,150	7	13,369
Cash and cash equivalents at end of the financial year comprises:					
Cash held under Housing Development Account		225	223	-	-
Deposits placed with licensed banks		3,900	11,900	-	8,000
Cash and bank balances		2,175	7,845	7	5,369
Bank overdrafts	17	(5,004)	(6,918)	-	-
		1,296	13,050	7	13,369
Less: Deposits pledged with licensed banks	13	(3,900)	(3,900)	-	-
		(2,604)	9,150	7	13,369

The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1. CORPORATE INFORMATION

The principal activity of the Company is investment holding.

The principal activities of the subsidiary companies are disclosed in Note 6 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office of the Company is located at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No.1, Medan Syed Putra Utara, 59200 Kuala Lumpur, Wilayah Persekutuan and its principal place of business of the Company is located at 10-01-02, PJX-HM Shah Tower, Jalan Persiaran Barat, 46050 Petaling Jaya, Selangor.

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION

2.1 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 and the requirements of the Companies Act 2016 in Malaysia.

The financial statements have been prepared under the historical cost convention except as disclosed in material accounting policy information.

The preparation of financial statements in conformity with MFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amount of revenues and expenses during the reported period. It also requires Directors to exercise their judgement in the process of applying the Group and the Company's accounting policies. Although these estimates and judgement are based on the Directors' best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 2.2 to the financial statements.

Amendments to accounting standards that are effective for the Group's and for the Company's financial year beginning on or after 1 April 2025 are as follows:

- Amendments to MFRS 121, "The Effects of Changes in Foreign Exchange Rates" (Lack of Exchangeability)

The above amendments to accounting standards effective during the financial year do not have any significant impact to the financial results and position of the Group and of the Company.

Accounting standards and amendments to accounting standards that are applicable for the Group and for the Company in the following periods but are not yet effective:

Annual periods beginning on/after 1 January 2026

- Annual Improvements to MFRS Accounting Standards – Volume 11
  - Amendments to MFRS 1, "First-time Adoption of Malaysian Financial Reporting Standards"
  - Amendments to MFRS 7, "Financial Instruments: Disclosures"
  - Amendments to MFRS 9, "Financial Instruments"
  - Amendments to MFRS 10, "Consolidated Financial Statements"
  - Amendments to MFRS 107, "Statement of Cash Flows"
- Amendments to MFRS 9, "Financial Instruments" and MFRS 7, "Financial Instruments: Disclosures" (Classification and Measurement of Financial Instruments)
- Amendments to MFRS 9, "Financial Instruments" and MFRS 7. "Financial Instruments: Disclosures" (Contracts Referencing Nature-dependent Electricity)

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.1 Basis of preparation (cont'd)

Annual periods beginning on/after 1 January 2027

- MFRS 18, "Presentation and Disclosure in Financial Statements"
- MFRS 19, "Subsidiaries without Public Accountability: Disclosures"
- Amendments to MFRS 19, "Subsidiaries without Public Accountability: Disclosures"
- Amendments to MFRS 121, "The Effects of Changes in Foreign Exchange Rates" (Translation to a Hyperinflationary Presentation Currency)

Effective date yet to be determined by the Malaysian Accounting Standards Board

- Amendments to MFRS 10, "Consolidated Financial Statements" and MFRS 128, "Investments in Associates and Joint Ventures" (Sale or Contribution of Assets between an Investor and its Associate or Joint Venture)

The adoption of the accounting standards and amendments to accounting standards are not expected to have any significant impact to the financial statements of the Group and of the Company.

2.2 Significant accounting estimates and judgements

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Group's and the Company's accounting policies, reported amounts of assets, liabilities, income and expenses, and disclosures made. They are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

The key assumptions concerning the future and other key sources of estimation or uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

(i) Measurement of expected credit loss allowance for financial assets

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The Group and the Company use judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's and the Company's past history, existing market conditions as well as forward looking estimate at the end of reporting period.

(ii) Revenue from construction activities

The Group recognises construction revenue and costs by reference to the progress towards complete satisfaction of that performance obligation at the reporting date. This is measured based on direct measurements of the value transferred by the Group to the customer and the Group's efforts or budgeted inputs to the satisfaction of the performance obligation.

Significant judgement is required in determining:

- the completeness and accuracy of the budgets;
- the extent of the costs incurred.

Substantial changes in cost estimates can in future periods have, a significant effect on the Group's revenue recognised. In making the above judgement, the Group relies on past experience and work of specialists.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.2 Significant accounting estimates and judgements (cont'd)

(iii) Impairment of goodwill on consolidation

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value in use of the cash-generating units to which the goodwill is allocated. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

2.3 Basis of consolidation for subsidiaries

Subsidiaries are entities, including structured entities, controlled by the Group. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

The Group considers it has de-facto power over an investee when, despite not having the majority of voting rights, it has the current ability in circumstances where the size of the Group's voting rights relative to the size and dispersion of holdings of other shareholders to direct the activities of the investee that significantly affect the investee's return.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

Business combinations are accounted for using the acquisition method on the acquisition date. The consideration transferred includes the fair value of assets transferred, equity interest issued by the Group and liabilities assumed. Identifiable assets acquired, liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of the acquiree's identifiable net assets.

Acquisition-related costs are recognised in the profit or loss as incurred.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recognised as goodwill. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in the profit or loss.

Inter-company transactions, balances and unrealised gains and losses on transactions between group companies are eliminated. Accounting policies of subsidiaries have been adjusted where necessary to ensure consistency with the policies adopted by the Group.

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions. Any difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

Upon the loss of control of a subsidiary, the Group derecognises the assets and liabilities, any non-controlling interests and other components of equity related to the disposed subsidiary. Any retained interest in the entity is re-measured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset depending on the level of influence retained.

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Material accounting policy information

(a) Investment in subsidiaries

In the Company's separate financial statements, investments in subsidiaries are carried at cost less accumulated impairment losses. On disposal of investments in subsidiaries, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

(b) Property, plant and equipment

(i) Recognition and measurement

Property, plant and equipment are initially stated at cost. Leasehold land and building are subsequently shown at valuation, less subsequent depreciation and impairment losses. Valuations are performed with sufficient regularity to ensure that the fair value of a revalued asset does not differ materially from its carrying amount. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset. All other property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are recognised as expenses in profit or loss during the financial period in which they are incurred.

When significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Gains and losses on disposals are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment and are recognised in net in the profit or loss.

(ii) Depreciation and impairment

Freehold land is not depreciated. Property, plant and equipment under construction are not depreciated until the assets are ready for their intended use. Other property, plant and equipment are depreciated on the straight-line method to allocate the cost to their residual values over their estimated useful lives as follows:

- Motor vehicles — 3 to 10 years
- Office equipment, furniture and fittings — 10 years
- Office renovation — 5 years

Depreciation methods, useful lives and residual values are reviewed at end of each reporting period, and adjusted as appropriate.

At the end of the reporting period, the Group assesses whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Material accounting policy information (cont'd)

(c) Investment properties

(i) Investment property carried at fair value

Investment properties are properties which are owned or held under a leasehold interest to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes.

Investment properties are measured initially at cost and subsequently at fair value with any change therein recognised in profit or loss for the period in which they arise. Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed investment property includes the cost of materials and direct labour, any other costs directly attributable to bringing the investment property to a working condition for their intended use and capitalised borrowing costs.

Where the fair value of the investment property under construction is not reliably determinable, the investment property under construction is measured at cost until either its fair value becomes reliably determinable or construction is complete, whichever is earlier.

An investment property is derecognised on its disposal, or when it is permanently withdrawn from use and no future economic benefits are expected from its disposal. The difference between the net disposal proceeds and the carrying amount is recognised in profit or loss in the period in which the item derecognised.

(ii) Reclassification to/from investment property

When an item of property, plant and equipment is transferred to investment property following a change in its use, any difference arising at the date of transfer between the carrying amount of the item immediately prior to transfer and its fair value is recognised directly in equity as a revaluation of property, plant and equipment. However, if a fair value gain reverses a previous impairment loss, the gain recognised in profit or loss. Upon disposal of an investment property, any surplus previously recorded in equity is transferred to retained earnings; the transfer is not made through profit or loss.

When the use of a property changes such that it is reclassified as property, plant and equipment or inventories, its fair value at the date of reclassification becomes its cost for subsequent accounting.

(iii) Determination of fair value

The fair values are based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset. If this information is not available, the Group uses alternative valuation methods, such as recent prices on less active markets or discounted cash flow projections. Valuations are performed as of the financial position date by professional valuers who hold recognised and relevant professional qualifications and have recent experience in the location and category of the investment property being valued.

The fair value of investment property reflects, among other things, rental income from current leases and assumptions about rental income from future leases in the light of current market conditions. The fair value also reflects, on a similar basis, any cash outflows that could be expected in respect of the property. Some of those outflows are recognised as a liability, including finance lease liabilities in respect of leasehold land classified as investment property; others, including contingent rent payments, are not recognised in the financial statements.

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Material accounting policy information (cont'd)

(d) Intangible assets

Goodwill arising on consolidation

Goodwill arises on the acquisition of subsidiaries and represents the excess of the consideration transferred over the Group's interest in net fair value of the net identifiable assets, liabilities and contingent liabilities of the acquiree and the fair value of the non-controlling interest in the acquiree.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the cash generating units ("CGUs"), or groups of CGUs, that is expected to benefit from the synergies of the combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level.

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs to sell. Any impairment is recognised immediately as an expense and is not subsequently reversed.

(e) Concession receivables

The Group constructs or upgrade infrastructure (construction or upgrade services) used to provide a public service and operates and maintains that infrastructure (operation services) for a specified period of time. These arrangements may include infrastructure used in public-to-private service concession arrangement for its entire concession period. Under the concession arrangement, the grantor controls the significant residual interest in the infrastructure at the end of the concession period.

The Group accounts for its service concession arrangement under the financial asset model. The financial asset model is used when the Group has an unconditional contractual right to receive cash or other financial asset from or at the direction of the grantor for the construction services. In the financial asset model, the amount due from the grantor meets the definition of a receivable which is recognised at fair value. Concession receivables is subsequently measured at amortised cost. The amount initially recognised plus the cumulative interest income on that amount is calculated using the effective interest method.

Any asset carried under concession arrangement using financial asset model is derecognised when the contractual rights to the financial asset expire.

(f) Impairment of non-financial assets

Assets that have an indefinite useful life, such as goodwill or intangible assets not ready to use, are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation and depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units.

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

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Material accounting policy information (cont'd)

(f) Impairment of non-financial assets (cont'd)

An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit exceeds its estimated recoverable amount.

Impairment losses are recognised in profit or loss unless it reverses a previous revaluation in which it is charged to the revaluation surplus. Impairment losses recognised in prior periods are assessed at the end of each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognised. An impairment loss is reversed only to the extent that the asset's carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised. Reversals of impairment losses are credited to profit or loss in the financial period in which the reversals are recognised.

(g) Functional currencies

(i) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The financial statements are presented in Ringgit Malaysia ("RM"), which is the Group's and the Company's functional and presentation currency.

(ii) Transaction and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are remeasured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss, except for differences arising on the retranslation of available-for-sale equity instruments or a financial instrument designated as qualifying cash flow hedges and qualifying net investment hedges, which are recognised in other comprehensive income.

Non-monetary items denominated in foreign currencies measured at fair value are translated using the spot exchange rates at the date when the fair value was determined. Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss, except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised in other comprehensive income.

(h) Financial assets

(i) Classification

The Group classifies its financial assets in the following measurement categories:

- Amortised cost;
- Fair value through other comprehensive income ("FVOCI"); and
- Fair value through profit or loss ("FVTPL").

The classification depends on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Material accounting policy information (cont'd)

(h) Financial assets (cont'd)

(i) Classification (cont'd)

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

(ii) Recognition and initial measurement

Regular purchases and sales of financial assets are recognised on the trade-date, the date on which the Group commits to purchase or sell the asset.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

(iii) Subsequent measurement

Debt instruments

Debt instruments mainly comprise of trade and other receivables, concession receivables, cash held under housing development account, deposits placed with licensed banks and cash and bank balances.

There are three subsequent measurement categories, depending on the Group's business model for managing the asset and the cash flow characteristics of the asset:

- Amortised cost

  Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.

- FVOCI

  Debt instruments that are held for collection of contractual cash flows and for sale, and where the assets' cash flows represent solely payments of principal and interest, are classified as FVOCI. Movements in fair values are recognised in Other Comprehensive Income ("OCI") and accumulated in fair value reserve, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit and loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss. Interest income from these financial assets is recognised using the effective interest rate method in profit or loss.

- FVTPL

  Debt instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or FVOCI are classified as FVTPL. Movement in fair values and interest income is recognised in profit or loss in the financial period in which it arises.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Material accounting policy information (cont'd)

(h) Financial assets (cont'd)

(iii) Subsequent measurement (cont'd)

Equity instruments

The Group subsequently measures all its equity investments at fair value. Equity investments are classified as FVTPL with movements in their fair values recognised in profit or loss in the period in which the changes arise, except for those equity securities which are not held for trading. The Group has elected recognise changes in fair value of equity securities not held for trading in OCI as these are strategic investments and the Group considers this to be more relevant. Movements in fair values of investments classified as FVOCI are recognised in OCI. Dividends from equity investments are recognised in profit or loss when the Group's and the Company's right to receive payments is established.

(iv) Impairment

The Group and the Company assess expected credit losses associated with its debt instruments carried at amortised cost and at FVOCI on a forward-looking basis. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Expected credit losses represent a probability-weighted estimate of the difference between present value of cash flows according to contract and present value of cash flows the Group and the Company expect to receive, over the remaining life of the financial instrument.

For trade receivables and contract assets, the Group applies the simplified approach, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

While cash and cash equivalents are also subject to the impairment requirements of MFRS 9, the identified impairment loss was immaterial.

In measuring expected credit losses, trade receivables and contract assets are grouped based on shared credit risk characteristics and days past due. The contract assets relate to unbilled work in progress, which have substantially the same risk characteristics as the trade receivables for the same type of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

In calculating the expected credit loss rates, the Group considers historical loss rates for each category of customers and adjusts to reflect current and forward-looking factors affecting the ability of the customers to settle the receivables.

The Group and the Company define a financial instrument as default, which is aligned with the definition of credit-impaired, when the debtor meets unlikeliness to pay criteria, which indicates the debtor is in significant financial difficulty. The Group and the Company consider the following instances:

- The debtor is in breach of financial covenants
- Concessions have been made by the Group and the Company related to the debtor's financial difficulty
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation
- The debtor is insolvent

Financial assets that are credit-impaired are assessed for impairment on an individual basis.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Material accounting policy information (cont'd)

(h) Financial assets (cont'd)

(iv) Impairment (cont'd)

The Group and the Company write-off financial assets, in whole or in part, when it has exhausted all practical recovery efforts and has concluded there is no reasonable expectation of recovery. The assessment of no reasonable expectation of recovery is based on unavailability of debtor's sources of income or assets to generate sufficient future cash flows to repay the amount. The Group and the Company may write-off financial assets that are still subject to enforcement activity.

(i) Financial liabilities

Financial liabilities are initially recognised at fair value net of transaction costs for all financial liabilities not carried at fair value through profit or loss. Financial liabilities carried at fair value through profit or loss are initially recognised at fair value, and transaction costs are expensed in profit or loss.

Fair value though profit or loss category comprises financial liabilities that are derivatives (except for a derivative that is a financial guarantee or a designated and effective hedging instrument) or financial liabilities that are specifically designated into this category upon initial recognition.

All financial liabilities are subsequently measured at amortised cost using the effective interest method other than those categorised as fair value through profit or loss.

Other financial liabilities categorised as fair value through profit or loss are subsequently measured at their fair values with the gain or loss recognised in profit or loss.

(j) Offsetting financial instruments

Financial assets and liabilities are offset and the net amount presented in the statements of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

(k) Cash and cash equivalents

Cash and cash equivalents consist of cash and bank balances and deposits with banks and highly liquid investments which have an insignificant risk of changes in fair value with original maturities of three month or less, and are used by the Group and the Company in the management of their short-term commitments. For the purpose of the statements of cash flows, cash and cash equivalents are presented net of bank overdrafts and pledged deposits.

(l) Equity instruments

(i) Share capital

Ordinary shares with discretionary dividends are classified as equity. Other shares are classified as equity and/or liability according to the economic substance of the particular instrument.

(ii) Share issue costs

Incremental costs directly attributable to the issue of new shares or options are deducted against the share capital account.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Material accounting policy information (cont'd)

(m) Current and deferred tax

The tax expense for the financial period comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case the tax is also recognised in other comprehensive income or directly in equity, respectively.

Current tax is the expected tax payable or receivable on the taxable income or loss for the financial period, using tax rates enacted or substantively enacted by the end of the reporting period, and any adjustment to tax payable in respect of previous financial years.

Deferred tax is recognised, using the liability method, on temporary differences arising between the amounts attributed to assets and liabilities for tax purposes and their carrying amounts in the financial statements. However, deferred tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred tax is determined using tax rates that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, unused tax losses or unused tax credits can be utilised.

Deferred and current tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred tax assets and liabilities relate to taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

(n) Employee benefits

(i) Short-term employee benefits

Short-term employee benefit obligations in respect of salaries, annual bonuses, paid annual leave and sick leave are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus or profits sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(ii) Defined contribution plans

As required by law, companies in Malaysia make contributions to the state pension scheme, the Employees Provident Fund ("EPF"). Some of the Group's foreign subsidiaries make contributions to their respective countries' statutory pension schemes. Such contributions are recognised as an expense in profit or loss in the financial period to which they relate.

(o) Share-based payments

The Group operates an equity-settled, share-based compensation plan under which the entity receives services from employees as consideration for equity instruments (options) of the Group. The fair value of the employee services received in exchange for the grant of the options is recognised as an expense. The total amount to be expensed is determined by reference to the fair value of the options granted.

The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Material accounting policy information (cont'd)

(o) Share-based payments (cont'd)

At the end of each reporting period, the Group and the Company revises its estimates of the number of options that are expected to vest based on the non-market vesting conditions. It recognises the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to share option reserve in equity.

When the options are exercised, the Company issues new shares. The proceeds received net of any directly attributable transaction costs are credited to share capital when the options are exercised. When options are not exercised and lapsed, the share option reserve is transferred to retained earnings.

(p) Provision

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

When the Group expects a provision to be reimbursed (for example, under an insurance contract), the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain.

(q) Revenue and income recognition

(i) Revenue from contracts with customers

Revenue is recognised by reference to each distinct performance obligation promised in the contract with customer when or as the Group transfers the control of the goods or services promised in a contract and the customer obtains control of the goods or services. Depending on the substance of the respective contract with customer, the control of the promised goods or services may transfer over time or at a point in time.

A contract with customer exists when the contract has commercial substance, the Group and its customer has approved the contract and intend to perform their respective obligations, the Group's and the customer's rights regarding the goods or services to be transferred and the payment terms can be identified, and it is probable that the Group will collect the consideration to which it will be entitled to in exchange of those goods or services.

Sale of goods

Revenue from sale of goods is recognised when the Group satisfies a performance obligation by transferring a promised good (i.e. an asset) to a customer. An asset is transferred as and when the customer obtains control of that asset, which coincides with the delivery of goods and services and acceptance by customers.

Maintenance services

Revenue from provision of maintenance services is recognised upon performance of services as the customer simultaneously receives and consumes the benefits provided by the Group, and the Group has a present right to payment for the services.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Material accounting policy information (cont'd)

(q) Revenue and income recognition (cont'd)

(i) Revenue from contracts with customers (cont'd)

Construction activities

Revenue from construction activities is recognised when or as the control of the asset is transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the Group's performance creates and enhances an asset that the customer controls as the Group performs.

If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset.

The progress towards complete satisfaction of the performance obligation is measured based on the Group's effort or inputs to the satisfaction of the performance obligation (e.g. by reference to the construction costs incurred up to the end of the reporting period as a percentage of total estimated costs for complete satisfaction of the contract) that best depict the Group's performance in satisfying the performance obligation.

Incremental costs of obtaining a contract, if recoverable, are capitalised as contract cost assets and are subsequently amortised consistently with the pattern of revenue for the related contract.

(ii) Revenue from other sources

Finance income from concession agreement

Finance income from concession receivables is recognised as it accrues using the effective interest method in profit or loss. The notional interest income resulting from the accretion of its financial asset using effective interest method is recognised in the profit or loss.

Rental income

Rental income is recognised on a straight-line basis over the tenure of the lease.

Interest income

Interest income is recognised as it accrues using the effective interest method.

(r) Leases

Accounting by lessee

Leases are recognised as right-of-use assets and a corresponding liability at the commencement date on which the leased asset is available for use by the Group and the Company.

In determining the lease term, the Group and the Company consider all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension or termination options are taken into consideration in determining the lease term if it is reasonably certain that the lease will be extended or terminated.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Material accounting policy information (cont'd)

(r) Leases (cont'd)

Right-of-use assets are initially measured at cost comprising the following:

- The amount of the initial measurement of lease liability;
- Any lease payments made at or before the commencement date less any lease incentive received;
- Any initial direct costs; and
- Decommissioning or restoration costs.

Right-of-use assets are subsequently measured at cost, less accumulated depreciation and impairment loss. The right-of-use assets are depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group and the Company are reasonably certain that they will exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

Lease liabilities are initially measured at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the lessee's incremental borrowing rate is used. Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Short-term leases are leases with a lease term of 12 months or less. Payments associated with short-term leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss.

(s) Operating segments

Operating segments are reported in a manner consistent with the internal reporting and are regularly reviewed by the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Group Managing Director that makes strategic decisions.

(t) Inventories

Inventories are valued at the lower of cost and net realisable value after adequate allowance has been made for all deteriorated, damaged, obsolete or slow-moving inventories.

Cost is determined using the weighted average cost method. The cost of inventories comprises raw materials and finished goods based on normal operating capacity.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

(u) Non-current assets held for sale

Non-current assets are classified as held for sale when their carrying amount is to be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. They are stated at the lower of carrying amount and fair value less costs to sell.

The assets are not depreciated or amortised while they are classified as held-for-sale. Any impairment loss on initial classification and subsequent measurement is recognised as an expense. Any subsequent increase in fair value less costs to sell (not exceeding the accumulated impairment loss that has been previously recognised) is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

3. PROPERTY, PLANT AND EQUIPMENT

Group	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Office renovation RM'000	Total RM'000
2026				
Cost				
At 1 April 2025	879	315	3	1,197
Additions	4	50	-	54
Written off	-	(6)	-	(6)
At 31 March 2026	883	359	3	1,245
Accumulated depreciation				
At 1 April 2025	781	209	3	993
Depreciation charge for the financial year	65	51	-	116
At 31 March 2026	846	260	3	1,109
Carrying amount				
At 31 March 2026	37	99	-	136
2025				
Cost				
At 1 April 2024	1,783	305	3	2,091
Additions	-	73	-	73
Disposals	(904)	-	-	(904)
Written off	-	(63)	-	(63)
At 31 March 2025	879	315	3	1,197
Accumulated depreciation				
At 1 April 2024	1,341	224	3	1,568
Depreciation charge for the financial year	237	41	-	278
Disposals	(797)	-	-	(797)
Written off	-	(56)	-	(56)
At 31 March 2025	781	209	3	993
Carrying amount				
At 31 March 2025	98	106	-	204

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

	Office equipment	
	2026	**2025**
Company	**RM'000**	**RM'000**
Cost		
At 1 April	10	8
Additions	-	2
At 31 March	10	10
Accumulated depreciation		
At 1 April	1	-
Depreciation charge for the financial year	1	1
At 31 March	2	1
Carrying amount		
At 31 March	8	9

4. INVESTMENT PROPERTIES

	Group	
	2026	**2025**
	RM'000	**RM'000**
Leasehold buildings at valuation		
At beginning of the financial year	2,013	3,996
Transfer to non-current assets classified as held for sale (Note 14)	(1,191)	(1,983)
At end of the financial year	822	2,013

(a) Investment properties of the Group are pledged to secure a banking facility as disclosed in Note 17(a) to the financial statements.

Fair value information

The fair value of the investment properties was determined using the comparison method by reference to comparable properties which have been sold or are being offered for sale, with adjustments made for differences in location, accessibility, size, building condition, tenure and other relevant characteristics. In assessing the fair value as at 31 March 2026, recent comparable market transaction evidence was considered, including the latest comparable sale transaction supported by a stamped Sale and Purchase Agreement dated 23 February 2026.

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: Quoted prices in active markets for identical assets or liabilities.
Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3: Inputs for the asset or liability that is not based on observable market data.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

4. INVESTMENT PROPERTIES (CONT'D)

Fair value hierarchy of the investment properties are as follows:

	Level 2	
	2026	2025
	RM'000	RM'000
Leasehold buildings	822	2,013

The remaining leasehold period of the investment properties is 61 years (2025: 62).

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

	Group	
	2026	2025
	RM'000	RM'000
Rental income	31	124
Direct operating expenses	(40)	(52)
	(9)	72

5. INTANGIBLE ASSETS

	Goodwill on Consolidation	
	2026	2025
	RM'000	RM'000
Group		
2026		
Cost		
At 1 April/31 March	63,111	63,111
Accumulated impairment		
At 1 April/31 March	48,061	48,061
Carrying amount		
At 31 March	15,050	15,050

(a) Allocation of goodwill to cash generating units ("CGUs")

The Group's goodwill has been allocated to the respective CGUs as follows:

	Group	
	2026	2025
	RM'000	RM'000
Concession arrangement	15,050	15,050

5. INTANGIBLE ASSETS (CONT'D)

(b) Impairment test for goodwill on consolidation

The Group undertakes an annual impairment assessment on its CGUs of its concession arrangement segment, being the lowest level of asset for which the management monitors the goodwill of the Group.

Key assumptions used to determine the recoverable amount

The recoverable amount of the Group's concession arrangement CGU has been determined based on value-in-use calculation. These calculations use pre-tax cash flow projections based on the financial budgets approved by Management covering a 15-year (2025: 16-year) period, being the remaining tenure of the concession arrangement.

The key assumptions used for the value-in-use calculation include the following:

	Concession arrangement	
	2026	**2025**
Revenue growth rate at interval of every 5 years	13%	13%
Pre-tax discount rate	13%	14%

Management determined the revenue growth rates and direct costs during the budget period based on future expectations of changes in the market. Management estimates discount rate using pre-tax rate that reflect current market assessments of the time value of money and the risks specific to the CGUs.

The Group's review includes an impact assessment of changes in key assumptions. Based on the sensitivity analysis, the Directors concluded that no reasonable change in the assumptions above would cause the carrying amount of the respective CGUs to exceed its recoverable amounts.

6. INVESTMENT IN SUBSIDIARIES

(a) Investment in subsidiaries

	Company	
	2026	**2025**
	RM'000	**RM'000**
At cost		
Unquoted shares in Malaysia	165,258	164,758
Advances to subsidiaries treated as quasi-investment	49,446	49,446
	214,704	214,204
Less: Accumulated impairment losses	(164,371)	(164,371)
	50,333	49,833

The advances to subsidiary companies are unsecured, bears an interest rate of 3.33% (2025: 3.33%) with no fixed term of repayment. The Company does not anticipate repayment of the advances and they are determined to form part of the Company's net investment in the subsidiaries.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

6. INVESTMENT IN SUBSIDIARIES (CONT'D)

(a) Investment in subsidiaries (cont'd)

Movement on the impairment loss on investment in subsidiaries is as follows:

	Company	
	2026	2025
	RM'000	RM'000
At beginning of the financial year	164,371	141,165
Impairment during the financial year	-	23,206
At end of the financial year	164,371	164,371

(b) The subsidiaries and shareholding therein are as follows:

Name of company	Country of incorporation and principal place of business	Effective ownership and voting interest		Principal activities
		2026	2025	
		%	%	
Direct holding:				
Kejuruteraan Bintai Kindenko Sdn. Bhd.	Malaysia	100	100	Provision of specialized mechanical and electrical engineering, construction, property development and investment holding
Bintai Trading Sdn. Bhd.	Malaysia	100	100	Trading of building materials and investment holding
Optimal Property Management Sdn. Bhd.	Malaysia	100	100	Property management and concession arrangement
Bintai Property Development Sdn. Bhd.	Malaysia	100	100	Property development
Bintai Healthcare Sdn. Bhd.	Malaysia	99.99	-	Distributorship of medical supplies
Bintai Medical Solution Sdn. Bhd.	Malaysia	50.05	50.05	Provision of services in distribution of medical equipment and operating business relating to wellness programs
Bintai Biotech Sdn. Bhd.	Malaysia	100	100	Provision of services in relation to the biotech industry

6. INVESTMENT IN SUBSIDIARIES (CONT'D)

(b) The subsidiaries and shareholding therein are as follows: (cont'd)

Name of company	Country of incorporation and principal place of business	Effective ownership and voting interest		Principal activities
		2026	2025	
		%	%	
Indirect holding:				
Subsidiaries of Bintai Medical Solution Sdn. Bhd.				
Johnson Medical International Sdn. Bhd.	Malaysia	50.05	50.05	Design, manufacture and install customised hospital support system equipment and also provides nursing homes services
Bintai Healthcare Sdn. Bhd.	Malaysia	-	50.05	Distributorship of medical supplies
Subsidiary of Kejuruteraan Bintai Kindenko Sdn. Bhd.				
Bintai Energy Sdn. Bhd.	Malaysia	51	51	Provision of services in relation to renewal energy system

(c) Additional interest in Bintai Healthcare Sdn. Bhd. ("BHSB")

During the financial year, the Company subscribed to 8,400,000 new ordinary shares in BHSB arising from the conversion of Redeemable Convertible Preference Shares ("RCPS") held by the Company in BHSB upon maturity. Accordingly, the Group recognised a loss on accretion of equity interest in BHSB amounting to RM4,887,000 in retained earnings during the financial year.

As a result of the above conversion, BHSB has become a direct subsidiary of the Company.

(d) The summarised financial information before intra-group elimination of subsidiaries of the Group that have material non-controlling interests ("NCI") are as follows:

	Bintai Healthcare Sdn. Bhd.		Bintai Medical Solution Sdn. Bhd.	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Current assets	1	5	-	3
Non-current liabilities	-	(8,148)	-	-
Current liabilities	(1,398)	(1,279)	(49,475)	(49,458)
Net liabilities	(1,397)	(9,422)	(49,475)	(49,455)
Carrying amount of NCI as at 31 March	-	(4,706)	(24,708)	(24,697)

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

6. INVESTMENT IN SUBSIDIARIES (CONT'D)

(d) The summarised financial information before intra-group elimination of subsidiaries of the Group that have material non-controlling interests ("NCI") are as follows: (cont'd)

	Bintai Healthcare Sdn. Bhd.		Bintai Medical Solution Sdn. Bhd.	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Revenue	-	-	-	-
Loss for the financial year	(375)	(471)	(20)	(23)
Total comprehensive loss for the financial year	(375)	(471)	(20)	(23)
Loss allocated to NCI for the financial year	(181)	(236)	(10)	(11)
Total comprehensive loss allocated to NCI for the financial year	(181)	(236)	(10)	(11)
Cash flows (used in)/generated from operating activities	(4)	(10)	(3)	2
Cash flows generated from investing activities	-	-	-	-
Cash flows generated from financing activities	-	-	-	-
Net change in cash and cash equivalents	(4)	(10)	(3)	2
Ownership interest and voting rights percentage held by NCI	0.01%	50%	50%	50%

	Johnson Medical International Sdn. Bhd.		Bintai Energy Sdn. Bhd.	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Non-current assets	13	24	-	-
Current assets	2,830	3,642	2,074	20
Non-current liabilities	-	-	-	-
Current liabilities	(7,214)	(7,414)	(5,193)	(5,280)
Net liabilities	(4,371)	(3,748)	(3,119)	(5,260)
Carrying amount of NCI as at 31 March	(2,183)	(1,872)	(1,528)	(2,578)
Revenue	3,193	3,217	-	-
(Loss)/Profit for the financial year	(564)	905	2,141	(1,600)
Total comprehensive (loss)/income for the financial year	(623)	905	2,141	(1,600)
(Loss)/Profit allocated to NCI for the financial year	(311)	452	1,049	(784)
Total comprehensive (loss)/income allocated to NCI for the financial year	(311)	452	1,049	(784)

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

6. INVESTMENT IN SUBSIDIARIES (CONT'D)

(d) The summarised financial information before intra-group elimination of subsidiaries of the Group that have material non-controlling interests ("NCI") are as follows: (cont'd)

	Johnson Medical International Sdn. Bhd.		Bintai Energy Sdn. Bhd.	
	2026	**2025**	**2026**	**2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Cash flows generated from/(used in) operating activities	416	97	(16)	17
Cash flows used in investing activities	-	(2)	-	-
Cash flows used in financing activities	(1)	(180)	-	-
Net change in cash and cash equivalents	415	(85)	(16)	17
Ownership interest and voting rights percentage held by NCI	50%	50%	49%	49%

7. CONCESSION RECEIVABLES

	Group	
	2026	**2025**
	RM'000	**RM'000**
Concession receivables	127,919	128,536
Less: Impairment loss	(9,428)	(11,470)
	118,491	117,066
Analysed as:		
Non-current	115,643	115,283
Current	2,848	1,783
	118,491	117,066

The Group's subsidiary company, Optimal Property Management Sdn. Bhd. ("OPM") has a Concession Agreement with Universiti Islam Melaka Berhad ("UIMB" or "Grantor") to design, construct, complete, operate and maintain an entire in-campus accommodation for Universiti Melaka ("UNIMEL"). The Concession Agreement was dated 3 December 2015.

The Concession Agreement is for a period of 25 years, comprising 3 years of construction works ("Construction Period") and 22 years of maintenance works ("Maintenance Period"). The maintenance works commences upon the issuance of the certificate of completion and compliance ("CCC") which was issued on 27 September 2019 and expires at the end of the Maintenance Period. Upon expiry of the Maintenance Period, the Group is required to hand-over the entire facilities and infrastructure to UIMB on an "as is where basis wear and tear accepted" in accordance with the terms of the concession agreement and thereafter the Group shall bear no further liabilities and responsibility towards the concession.

UIMB will pay OPM throughout the Maintenance Period concession charges which comprise hostel and maintenance charges and collegiate fees (collectively referred as "Availability Charge Rates") in accordance with the provisions of the concession agreement. The Group and UIMB may make request in writing for the review of the Availability Charge Rates at an interval of every five years beginning from the concession commencement date, subject always to a minimum 13% increment of the subsisting Availability Charge Rates.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

7. CONCESSION RECEIVABLES (CONT'D)

The concession receivables represent the fair value of the consideration receivable for the construction services delivered during the Construction Period. It carries an imputed interest rate of 9.93% per annum and is repayable in the form of availability charges upon fulfilment of the terms and conditions in the concession agreement.

As at 31 March 2026, there were past due Availability Charge Rates payments as disclosed in Note 9(a)(ii) to the financial statements.

The concession receivables are pledged to a financial institution as security for credit facilities granted to the Group as disclosed in Note 17 to the financial statements.

The movement on the impairment loss during the financial year is disclosed in Note 28 to the financial statements.

8. RIGHT-OF-USE ASSETS

	Office Rental	Equipment Rental	Total
	RM'000	RM'000	RM'000
Group			
2026			
Cost			
At 1 April 2025	591	524	1,115
Addition	487	-	487
Expiry of lease	(591)	(524)	(1,115)
At 31 March 2026	487	-	487
Accumulated depreciation			
At 1 April 2025	534	516	1,050
Charge for the financial year	280	8	288
Expiry of lease	(591)	(524)	(1,115)
At 31 March 2026	223	-	223
Carrying amount			
At 31 March 2026	264	-	264
2025			
Cost			
At 1 April 2024	591	524	1,115
Accumulated depreciation			
At 1 April 2024	239	430	669
Charge for the financial year	295	86	381
At 31 March 2025	534	516	1,050
Carrying amount			
At 31 March 2025	57	8	65

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

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

	Office Rental	
	2026	**2025**
	RM'000	**RM'000**
Company		
Cost		
At 1 April	590	590
Expiry of lease	(590)	-
At 31 March	-	590
Accumulated depreciation		
At 1 April	534	239
Charge for the financial year	56	295
Expiry of lease	(590)	-
At 31 March	-	534
Carrying amount		
At 31 March	-	56

9. TRADE AND OTHER RECEIVABLES

		Group		Company	
		2026	**2025**	**2026**	**2025**
	Note	**RM'000**	**RM'000**	**RM'000**	**RM'000**
Trade receivables	(a)	91,090	72,556	-	-
Retention sum	(a)	2,604	10,947	-	-
		93,694	83,503	-	-
Less: Impairment loss	(d)	(13,149)	(12,662)	-	-
		80,545	70,841	-	-
Other receivables		2,135	7,202	498	78
Less: Impairment loss	(d)	(68)	(5,260)	(498)	(78)
		2,067	1,942	-	-
Amount due from subsidiaries	(b)	-	-	24,834	5,415
Less: Impairment loss	(d)	-	-	(24,834)	(5,415)
		-	-	-	-
Deposits	(c)	3,363	1,966	63	75
Less: Impairment loss	(d)	-	-	-	-
		3,363	1,966	63	75
Prepayments		820	86	2	2
Less: Impairment loss	(d)	-	-	-	-
		820	86	2	2
		86,795	74,835	65	77

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

9. TRADE AND OTHER RECEIVABLES (CONT'D)

		Group		Company	
		2026	2025	2026	2025
	Note	RM'000	RM'000	RM'000	RM'000
Analysed as:					
Non-current		-	51,092	-	-
Current		86,795	23,743	65	77
		86,795	74,835	65	77

(a) Trade receivables

(i) The Group's normal trade credit terms range from 30 to 60 days (2025: 30 to 60 days). Other credit terms are assessed and approved on a case-by case basis.

(ii) Included in the trade receivables of the Group is an amount of RM72,504,000 (2025: RM63,745,000) owing by the concession grantor and out of which has been past due ("Default Debts") in accordance with the terms of the concession arrangement as disclosed in Note 7 to the financial statements. The Group has in place a credit policy to recover these receivables from the concession grantor by way of an irrevocable Letter of Undertaking by Melaka Chief Minister Incorporated to top up the Availability Charge Rate ("ACR") shortfalls of the concession grantor in favour of MBSB Bank Berhad ("MBSB") as disclosed in Note 17(b) to the financial statements.

In the previous year, the Group received an Extended Interim Settlement Proposal ("EISP") from the concession grantor in respect of the Default Debts, with the salient terms as follows:

(A) The concession grantor is required to make monthly payments of RM400,000 from October 2024 to June 2025 and RM500,000 from July 2025 to June 2026. The balance payment must be made by 15 July 2026;
(B) The concession grantor has agreed to propose the restructuring of the payment plan for the period after 30 June 2026 with the finalisation of the revised payment schedule by 31 March 2026;
(C) In the event the concession grantor fails to make any scheduled payments, it must provide a written explanation and a new payment proposal by 15 July 2026; and
(D) Should the concession grantor fail to comply with the above terms, the Group reserves the right to initiate legal proceedings or enforce claims under the concession agreement.

On 20 May 2026, the Group has received a request from the concession grantor for the extension of the EISP for the period from 1 July 2026 to 31 December 2026 ("EISP 1"). Under EISP 1, the concession grantor has proposed to make payments to the Group totaling RM3,900,000 based on the following payment schedule:

(A) RM600,000 per month for the period from July 2026 to September 2026; and
(B) RM700,000 per month for the period from October 2026 to December 2026.

Following due deliberation, the Board of Directors had, via its letter dated 25 May 2026, agreed in principle to grant EISP 1 subject to, amongst others, the following conditions:

(A) The concession grantor shall make an offer for the full acquisition of the concession operator, Optimal Property Management Sdn. Bhd. ("OPM"), a wholly-owned subsidiary of the Group with immediate effect upon completion of the due diligence exercise on OPM, subject to the approval of the Board of Directors and/or shareholders' approval at an extraordinary general meeting (if deemed necessary);
(B) An acceptable offer from the concession grantor must be finalised and agreed upon by both parties on or before 31 July 2026;

9. TRADE AND OTHER RECEIVABLES (CONT'D)

(a) Trade receivables (cont'd)

Following due deliberation, the Board of Directors had, via its letter dated 25 May 2026, agreed in principle to grant EISP 1 subject to, amongst others, the following conditions: (cont'd)

(C) The proposed full acquisition of OPM shall be completed through the execution of a Share Sale Agreement on or before 30 September 2026;
(D) In the event that the proposed full acquisition of OPM is not agreed upon, the concession grantor shall fully settle all outstanding amounts due to the Group as at 31 December 2026 by no later than 15 January 2027;
(E) The concession grantor shall restructure the ACR payments effective from 1 January 2027 onwards providing at all times any such restructuring shall not cause any loss to the Group and is acceptable to MBSB; and
(F) The concession grantor shall finalise and execute a Supplementary Agreement to the Concession Agreement in relation to the ACR referred to in paragraph (v) above on or before 30 September 2026.

(b) These amounts bear an annual interest rate of 3.33% (2025: 3.33%) and is non trade in nature, unsecured and repayable on demand.

(c) Included in deposits is an amount of RM3,030,000 (2025: RM1,740,000) paid for performance bonds as required under the respective letters of award with the customers.

(d) The movement on the impairment loss during the financial year is disclosed in Note 28 to the financial statements.

10. INVENTORIES

	Group	
	2026	**2025**
	RM'000	**RM'000**
At cost:		
Raw materials	307	471
Finished goods	-	558
	307	1,029
Represented by:		
- At cost	307	1,029
- At net realisable value	-	-*
	307	1,029

* *Less than RM1,000*

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

11. CONTRACT ASSETS/(CONTRACT LIABILITIES)

The analysis of contract assets and contract liabilities are as follows:

		Group	
		2026	2025
	Note	RM'000	RM'000
At beginning of the financial year		2,119	4,392
Revenue recognised during the financial year		41,150	5,494
Less: Billing during the financial year		(29,440)	(7,767)
		11,710	(2,273)
At end of the financial year		13,829	2,119
Represented by:			
Contract assets - Amount due from contract customers	(a)	13,941	2,351
Contract liabilities - Amount due to contract customers	(a)	(112)	(232)
		13,829	2,119

(a) As at the end of the financial year, the aggregate amount of the transaction price allocated to the remaining unfulfilled performance obligations of the Group which will be recognised as revenue when the relevant projects are completed are as follows:

	Group	
	2026	2025
	RM'000	RM'000
Remaining unfulfilled obligations for:		
- Mechanical and electrical contracts	62,634	4,504
- Construction contracts	130,227	100,215
- Medical equipment solutions	55	1,624
	192,916	106,343
Expected timing of satisfaction of unfulfilled performance obligations for:		
- Mechanical and electrical contracts	3 - 24 months	15 months
- Construction contracts	1 - 13 months	5 - 25 months
- Medical equipment solutions	3 months	9 months

Cost incurred to fulfill the contracts during the financial year includes the following:

		Group	
		2026	2025
	Note	RM'000	RM'000
Staff costs	27	2,142	1,369
Executive Directors' Remuneration		1,007	-

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

12. CASH HELD UNDER HOUSING DEVELOPMENT ACCOUNT

Cash held under Housing Development Account are maintained in designated Housing Development Accounts pursuant to the Housing Development (Control and Licensing) Act, 1966 and Housing Development (Housing Development Account) Regulations, 1991 in connection with the Group's property development projects. The utilisation of these balances are restricted before completion of the housing development projects and fulfillment of all relevant obligations to the purchasers, such that the cash only be withdrawn from such accounts for the purpose of completing the particular projects.

13. DEPOSITS PLACED WITH LICENSED BANKS

Deposits placed with licensed banks is an amount of RM3,900,000 (2025: RM3,900,000) as required by the bank to be maintained as a finance service reserve account ("FSRA") as security for credit facilities granted to the Group as disclosed in Note 17(b) to the financial statements. The utilisation of these funds is restricted until full repayment of the Islamic term loan.

Subsequent to the financial year end, the lender has approved for the utilisation of the FSRA based on the shortfall between the repayments by the concession grantor under EISP 1 as disclosed in Note 9(a)(ii) to the financial statements and the monthly installments of the Islamic term loan as disclosed in Note 17(b) to the financial statements between 31 July 2026 and 31 December 2026. The aforesaid utilisation shall be replenished no later than 31 January 2027.

14. NON-CURRENT ASSETS CLASSIFIED AS HELD FOR SALE

	2026 RM'000	2025 RM'000
As beginning of the year	1,983	-
Transfer from investment properties (Note 4)	1,191	1,983
Disposal	(1,219)	-
As end of the year	1,955	1,983

Non-current assets held for sale of the Group are pledged to secure a banking facility as disclosed in Note 17(a) to the financial statements.

15. SHARE CAPITAL

	Group/Company			
	Number of Ordinary Shares		Amount	
	2026 '000	2025 '000	2026 RM'000	2025 RM'000
Issued and fully paid				
At beginning of the financial year	1,463,991	1,219,991	250,656	232,128
Issuance of shares pursuant to:				
- private placements	-	244,000	-	18,528
- exercise of share option	41,600	-	4,441	-
Less: Share issuance expenses				
- Share capital reduction	-	-	(160,000)	-
	41,600	244,000	(155,559)	18,528
At end of the financial year	1,505,591	1,463,991	95,097	250,656

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

15. SHARE CAPITAL (CONT'D)

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions and rank equally with regard to the Company residual assets. In respect of the Company's treasury shares that are held by the Group, all rights are suspended until those shares are reissued.

(a) During the financial year, the issued and paid-up share capital of the Company was increased from 1,463,990,840 to 1,505,590,840 ordinary shares by way of the:

(i) issuance of 12,000,000 ordinary shares pursuant to the exercise of share options at an exercise price of 8 sen per share amounting to RM960,000.

(ii) issuance of 29,600,000 share option at an exercise price of 6.65 sen per share amounting to RM1,968,400.

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

(b) During the financial year, the Company completed a share capital reduction exercise pursuant to Section 117 of the Companies Act 2016 to reduce share capital amounting to RM160,000,000 and the credit arising thereof was used to eliminate accumulated losses of the Company.

16. RESERVES

		Group		Company	
		2026	2025	2026	2025
	Note	RM'000	RM'000	RM'000	RM'000
Non-distributable:					
Share option reserve	(a)	9,288	6,939	9,288	6,939
Capital reserve	(b)	21,039	21,039	21,039	21,039
Fair value reserve	(c)	(20,438)	(20,438)	(21,300)	(21,300)
		9,889	7,540	9,027	6,678
Retained earnings/ (Accumulated losses)		6,892	(150,970)	(57,643)	(198,081)
		16,781	(143,430)	(48,616)	(191,403)

(a) Share option reserve

	Group/Company	
	2026	2025
	RM'000	RM'000
At beginning of the year	6,939	-
Issuance of shares	(1,513)	6,939
Charged during the financial year	3,862	-
At end of the year	9,288	6,939

On 25 February 2025, the shareholders of the Company approved the granting of options to the Managing Director cum Chief Executive Officer ("Eligible Director") and an Employees' Share Option Scheme ("ESOS") for eligible directors and employees ("Eligible Persons") of the Group to subscribe for new ordinary shares in the Company.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

16. RESERVES (CONT'D)

(a) Share option reserve (cont'd)

The salient features and terms of the Options for the Eligible Director are as follows:

(i) The exercise price of the options granted to the Eligible Director is 8 sen per ordinary share.

(ii) The Option may be exercised by the Eligible Director in respect of all or any of the Option Shares in multiple times and at any time during the Option Period.

(iii) Any exercise of the Subscription Option by the Eligible Director shall be effected by serving to the Company, the option notice(s)

(iv) The Eligible Director shall only be entitled exercise the Option within the period of 3 years commencing from the date of the completion of the (1) Proposed Share Capital Reduction or (2) Proposed Placement, whichever is the later.

(v) Any Option not exercised by the Eligible Director, whether in whole or in part, by the expiry of the Option Period shall lapse automatically and cease to confer any right to subscribe for the relevant Option Shares.

The salient feature and terms of the ESOS are as follows:

(i) Any person who is a Director and/or an employee of a corporation in the Group, who meets the following criteria as at the date of offer of an option ("Offer Date") shall be eligible for consideration and selection by the ESOS Committee to participate in the ESOS:

a) the person has attained the age of eighteen (18) years, is not an undischarged bankrupt and is not subject to any bankruptcy proceedings;

b) the employee is employed on the Date of Offer:

i) he is on payroll of the Company and/or a subsidiary within the Group (excluding dormant subsidiaries, if any), and his/her employment must have been confirmed by the relevant company in the Group (excluding dormant subsidiaries, if any) on the Date of Offer; or

ii) under an employment contract for a fixed duration and has been in the employment of any company in the Group for such period as may be determined by the ESOS Committee; and

c) the person's employment is for a period of at least one (1) year of continuous service prior to and up to the Offer Date, including service during the probation period, and is confirmed in service; and

d) such employee falls within any other eligibility criteria that may be determined by the ESOS Committee from time to time at its sole discretion, whose decision shall be final and binding.

(ii) The new Shares to be allotted and issued to a Grantee pursuant to the exercise of a ESOS Option under the Proposed ESOS will not be subject to any retention period or restriction on transfer, disposal and/or assignment, unless otherwise stated in the Offer as may be determined by the ESOS Committee from time to time at its discretion. The Grantees are encouraged to hold the new Shares as an investment rather than for any speculative purposes and/or for the realisation of any immediate gain.

(iii) The ESOS shall be in force for a period of 5 years commencing from the Effective Date. Subject to By-Law 9.1, the ESOS options granted under the Scheme are exercisable only by the grantee during his/her lifetime, whilst he/she is in the employment of the Group and within the ESOS Option Period.

(iv) The exercise price of the options granted under the ESOS shall be determined based on the 5-days volume weighted average price at the Company's shares immediately preceding the Date of offer, with a discount of not more than 10% as determined by the Board upon recommendation of the ESOS committee and subject to the ESOS By-Laws. The exercise price for the option granted during the financial year were 6.65 sen per ordinary shares.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

16. RESERVES (CONT'D)

(a) Share option reserve (cont'd)

The salient feature and terms of the ESOS are as follows: (cont'd)

(v) The Subscription Option shall lapse and cease to be valid upon the earlier of the expiry period stipulated in the option agreement, termination of the option agreement, or resignation or cessation of employment/ directorship of the relevant option holder.

The fair value of the share options in which MFRS 2 applies, were determined using the trinomial option pricing model. The significant inputs in the model are as follows:

Share option	For Eligible Director	ESOS for Eligible Persons
Exercise Price (RM)	0.0800	0.0665
Underlying share price at grant date (RM)	0.0904	0.0739
Expected dividend yield (%)	Nil	Nil
Risk free interest rate (%)	3.529	3.158
Option life	3 years	2 years
Vesting period	Immediate vesting	completion of at least one year of service
Expected volatility (%)	71.474	70.368

The assumptions above are based on historical data and are not necessarily reflective of the actual outcome.

The movement during the financial year in the number of share option of the Group and Company is as follows:

		← Number of share options ('000) →			
Grant date	Exercise price RM/share	At 1 April	Granted	Exercised	At 31 March
2026					
25.02.25	0.0800	146,399	-	(12,000)	134,399
29.05.25	0.0665	-	125,000	(29,600)	95,400
		146,399	125,000	(41,600)	229,799
2025					
25.02.2025	0.0800	-	146,399	-	146,399

(b) Capital reserve

Capital reserve represents the credit surplus arising from the cancellation of par value after setting off the Company's accumulated losses as at 31 March 2014.

(c) Fair value reserve

Fair value reserve represents the cumulative fair value changes in the fair value of financial assets (other investments) through other comprehensive income until they are disposed.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

17. BANK BORROWINGS

	Note	Group 2026 RM'000	Group 2025 RM'000
Secured			
Bank overdrafts	(a)	5,004	6,918
Term loan	(a)	6,878	13,225
Islamic term loans	(b)	107,882	108,686
Hire purchase liabilities		-	2
		119,764	128,831
Analysed as:			
Repayable within 12 months			
Bank overdrafts		5,004	6,918
Term loan		6,296	7,441
Islamic term loans		3,067	378
Hire purchase liabilities		-	2
		14,367	14,739
Repayable after 12 months			
Term loan		582	5,784
Islamic term loans		104,815	108,308
		105,397	114,092
		119,764	128,831

(a) These banking facilities of the Group are secured by the following:

(i) Corporate guarantee by the Company for banking facilities granted to certain subsidiaries;
(ii) Assignment of proceeds from the disposal of the properties as disclosed in Note 4 and Note 14 to the financial statements.

(b) The Islamic term loan facilities and is secured by the following:

(i) Corporate guarantee by the Company;
(ii) Private caveat on the project land;
(iii) Assignment of concession proceeds referred to in Note 7 and Note 9(a)(ii) to the financial statements;
(iv) Assignment over all the revenue, income and other proceeds arising from the renting of food court outlets and shop lots under the concession agreement;
(v) Letter of undertaking from the State Government of Melaka or Melaka Chief Minister Incorporated to undertake to pay the shortfall in payments to the bank; and
(vi) Maintenance of a FSRA as security as disclosed in Note 13 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

17. BANK BORROWINGS (CONT'D)

(c) The repayment of the Islamic term loan facility had been fully restructured and rescheduled as follows:

(i) The Group to make 12 instalment payments of RM650,000 monthly from July 2024 to June 2025;
(ii) The Group to make 12 instalment payments of RM700,000 monthly from July 2025 to June 2026; and
(iii) The Group to make payments of RM968,000 monthly from July 2026 until full settlement.

The weighted average effective interest rates per annum at the end of the reporting period are as follows:

	Group	
	2026	2025
	%	%
Bank overdrafts	8.65	8.65
Term loan	8.65 - 9.70	8.65 - 9.70
Islamic term loans	7.25	7.25
Hire purchase liabilities	-	2.34

18. DEFERRED TAX LIABILITIES

The analysis of the deferred tax liabilities are as follows:

	Group	
	2026	2025
	RM'000	RM'000
Deferred tax liabilities	(5,426)	(4,676)

Movement of net deferred tax liabilities is as follows:

	Group	
	2026	2025
	RM'000	RM'000
At beginning of the financial year	(4,676)	(4,676)
Recognised in profit or loss (Note 25) :		
- concession arrangement	(2,379)	-
- unutilised tax losses	356	-
- provisions	1,273	-
	(750)	-
At end of the financial year	(5,426)	(4,676)

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

18. DEFERRED TAX LIABILITIES (CONT'D)

The components of deferred tax assets and liabilities of the Group and of the Company during the financial year prior to offsetting are as follows:

	Group	
	2026	**2025**
	RM'000	**RM'000**
Deferred tax assets (before offsetting)		
- provisions	5,057	3,784
- unutilised tax losses	356	-
	5,413	3,784
Offsetting	(5,413)	(3,784)
Deferred tax assets (after offsetting)	-	-
Deferred tax liabilities (before offsetting)		
- concession arrangement	(10,738)	(8,359)
- fair value of investment properties	(101)	(101)
	(10,839)	(8,460)
Offsetting	5,413	3,784
Deferred tax liabilities (after offsetting)	(5,426)	(4,676)

Deferred tax assets have not been recognised for the following items:

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Provision	1,393	2,860	-	-
Unutilised tax losses	40,317	40,054	6,332	6,332
	41,710	42,914	6,332	6,332
Deferred tax assets not recognised at 24% (2025: 24%)	10,010	10,299	1,520	1,520

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

18. DEFERRED TAX LIABILITIES (CONT'D)

The expiry of unrecognised unutilised tax losses of the Group and of the Company is as follows:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
2028	6,837	6,837	6,332	6,332
2029	6	6	-	-
2030	1,444	1,475	-	-
2031	2,332	2,332	-	-
2032	646	646	-	-
2033	4,842	4,842	-	-
2034	4,376	4,376	-	-
2035	19,540	19,540	-	-
2036	294	-	-	-
	40,317	40,054	6,332	6,332

19. TRADE AND OTHER PAYABLES

		Group		Company	
		2026	2025	2026	2025
	Note	RM'000	RM'000	RM'000	RM'000
Trade payables	(a)	27,371	20,114	-	-
Other payables		2,906	2,366	580	235
Amount due to subsidiaries	(b)	-	-	3,131	3,093
Deposits received		3,156	3,158	-	-
Accruals		1,256	1,031	491	568
		34,689	26,669	4,202	3,896
Analysed as:					
Non-current		1,201	-	-	-
Current		33,488	26,669	4,202	3,896
		34,689	26,669	4,202	3,896

(a) The normal trade credit term granted to the Group ranges from 14 to 120 days (2025: 14 to 120 days). Other credit terms are assessed and approved on a case-by-case basis.

Included in trade payables is an amount of RM4,626,000 (2025: RM14,311,000) recognised in relation to the settlement by way of consent judgement as disclosed in Note 33(c) to the financial statements.

(b) These amounts are non-trade in nature, unsecured, bears an interest rate of 3.33% (2025: 3.33%) and repayable on demand.

20. REDEEMABLE CONVERTIBLE PREFERENCE SHARES

	Group					
	Number of Redeemable Convertible Preference Shares ("RCPS")		Equity Component		Liability Component	
	2026	2025	2026	2025	2026	2025
	'000	'000	RM'000	RM'000	RM'000	RM'000
At beginning of the financial year	242	242	813	813	809	757
Finance cost	-	-	-	-	54	52
At end of the financial year	242	242	813	813	863	809

	Liability Component Amount	
	2026	2025
	RM'000	RM'000
Analysed as:		
Current	863	128
Non-current	-	681
	863	809

The main features of the RCPS are as follows:

(a) The holders of RCPS shall have the same rights as ordinary shareholders as regards to receiving notices, reports and audited financial statements, and attending general meetings of the subsidiary. Holders of RCPS shall not have voting rights at any general meetings convened;

(b) The holders of RCPS are entitled to convert the RCPS fourteen (14) days before the Maturity Date, with the documents prescribed, inter alia, showing the relevant subscription moneys for the relevant tranche of the RCPS subscribed. Maturity date means upon the expiry of sixty (60) months from the date of commencement of the business or such other period as may be determined by the parties ("Maturity Date");

(c) The subsidiary shall have the first right to redeem the RCPS by fourteen (14) days written notification, at 115% of the issue price, at any time within sixty (60) months from the issuance date. Unless the RCPS previously redeemed or converted the RCPS before the Maturity Date; and

(d) The holders of RCPS shall have the right to a fixed preferential cumulative dividend at the rate of 5% per annum on the nominal capital amount of the RCPS. The dividends shall be paid on each anniversary date of the date on which the RCPS have been issued. If this fixed dividend is not paid on any anniversary date by reason of lack of profits or for any other reason whatsoever, then the same shall accumulate until there are sufficient profits to provide for the same.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

21. LEASE LIABILITIES

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Repayable within twelve months	264	70	-	60

The effective interest rate of the lease liabilities of the Group and of the Company ranges from 7.90% to 8.40% and Nil (2025: 2.34% to 8.40% and 8.40%) respectively per annum.

22. REVENUE

	Group	
	2026	2025
	RM'000	RM'000
Revenue recognised from contracts with customers		
- Construction activities	41,150	10,675
- Maintenance services	1,524	1,539
- Sale of goods	268	159
	42,942	12,373
Other income		
- Finance income as revenue from concession arrangement	12,856	12,914
	55,798	25,287

Breakdown of revenue recognised from contracts with customers is as follows:

	Group	
	2026	2025
	RM'000	RM'000
Nature of goods and services		
Mechanical and electrical contracts	6,725	3,100
Construction contracts	31,685	4,717
Medical equipment solutions	2,741	2,858
Maintenance services	1,606	1,539
Sale of goods	185	159
	42,942	12,373
Timing of revenue recognition		
At a point in time	185	200
Over time	42,757	12,173
	42,942	12,373

23. FINANCE COSTS

	Note	Group		Company	
		2026	2025	2026	2025
		RM'000	RM'000	RM'000	RM'000
Interest on:					
Bank overdrafts		665	763	-	-
Hire purchase liabilities		-	12	-	-
Intercompany loans		-	-	98	184
Lease liabilities		30	23	1	19
Redeemable convertible preference shares		54	52	-	-
Term loan		841	1,546	-	-
Islamic term loans		7,396	7,740	-	-
Others		20	-	-	-
		9,006	10,136	99	203

24. (PROFIT/(LOSS) BEFORE TAXATION

Profit/(Loss) before taxation is derived after charging/(crediting):

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Auditors' remuneration:				
- Statutory audit - current year	179	179	58	58
- Non-statutory audit	3	3	3	3
Bad debt written off	-	1,906	-	-
(Reversal of)/Allowance for expected credit losses on:				
- Trade and other receivables	1,679	4,915	19,839	1,023
- Concession receivables	(2,042)	(1,432)	-	-
Depreciation of property, plant and equipment	116	278	1	1

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

24. (LOSS)/PROFIT BEFORE TAXATION (CONT'D)

(Loss)/Profit before taxation is derived after charging/(crediting): (cont'd)

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Directors' remuneration:				
- Salaries and emoluments	1,109	1,053	-	-
- Fees	225	160	225	160
- Defined contribution plan	141	105	-	-
- Share option expense	-	6,939	-	6,939
Employee share option scheme	3,862	-	-	-
Write-off of property, plant and equipment	6	7	-	-
Fair value loss on remeasurement of contingent consideration	-	2,400	-	2,400
Gain on modification on trade and other payables	(255)	-		
Gain on disposal of non-current asset held for sale	(187)	-	-	-
Gain on disposal of property, plant and equipment	-	(253)	-	-
Impairment loss on:				
- investment in subsidiaries	-	-	-	23,206
- inventories	-	237	-	-
Interest income on:				
- Housing Development Accounts	(2)	(3)	-	-
- Intercompany interest	-	-	(476)	(1,762)
- Fixed deposit	(111)	-	(111)	-
Gain/(loss) on unrealised foreign exchange	(3)	3	-	-
Rental income	(228)	(421)	-	-
Rental of assets:				
- Depreciation of right-of-use assets	288	381	56	295
- Short term leases	-	7	-	-
Waiver of debt	-	(2,398)	-	-

25. TAXATION

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Current taxation:				
- Current financial year	134	305	97	270
- (Over)/Under provision in prior financial year	(270)	36	(270)	-
	(136)	341	(173)	270
Deferred taxation (Note 18):				
- Origination and reversal of temporary differences	828	-	-	-
- Over provision in prior financial year	(78)	-	-	-
	750	-	-	-
Taxation for the financial year	614	341	(173)	270

Income tax is calculated at a rate of 24% (2025: 24%) on the chargeable income of the estimated assessable profit for the financial year.

The reconciliation of income tax expense applicable to profit/(loss) before taxation at the statutory income tax rate to income tax expense at the effective income tax rate of the Group and of the Company are as follows:

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Profit/(Loss) before taxation	3,910	(31,969)	(19,735)	(35,625)
Taxation at statutory tax rates of 24% (2025: 24%)	938	(7,673)	(4,736)	(8,550)
Expenses not deductible for tax purposes	445	4,639	4,947	6,900
Income not subject to tax	(132)	(477)	(114)	(423)
Changes in deferred tax assets not recognised during the financial year	(289)	3,815	-	2,343
(Over)/under provision of current taxation in prior financial year	(270)	37	(270)	-
Over provision of deferred taxation in prior year	(78)	-	-	-
Taxation for the financial year	614	341	(173)	270

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

26. EARNINGS/(LOSS) PER SHARE

(a) Basic earnings/(loss) per share

Basic earnings/(loss) per share of the Group is calculated by dividing the consolidated profit/(loss) attributable to owners of the Company by the weighted average number of ordinary shares of the Company in issue during the financial year.

	Group	
	2026	2025
Profit/(Loss) for the financial year attributable to the owners of the Company (RM'000)	2,749	(31,731)
Weighted average number of ordinary shares issued ('000)	1,469,300	1,233,390
Basic earnings/(loss) per ordinary share (sen)	0.19	(2.57)

(b) Diluted earnings/(loss) per ordinary share

For the purposes of calculating diluted earnings per share, consolidated profit attributable to owners of the Company is divided by weighted average number of ordinary shares in issue during the financial year, adjusted for the dilutive effects of all potential ordinary shares.

	Group	
	2026	2025
Profit/(Loss) for the financial year attributable to the owners of the Company ('000)	2,749	(31,731)
Weighted average number of ordinary shares issued ('000)	1,469,300	1,233,390
Adjusted for:		
Assumed exercise of Options at no consideration		
- Effect of unexercised share option ('000)	9,955	-*
- Effect of unexercised ESOS option ('000)	21,096	-*
	1,500,351	1,233,390
Diluted earnings/(loss) per share (sen)	0.18	(2.57)

* *The outstanding share options were excluded from the calculation of diluted earnings per share as the average market price of the Company's ordinary shares for the financial year ended 31 March 2025 was below the relevant exercise prices of the options and is anti-dilutive.*

27. STAFF COSTS

		Group		Company	
		2026	2025	2026	2025
	Note	RM'000	RM'000	RM'000	RM'000
Salaries, bonus and allowances (excluding Directors)		3,596	2,970	-	-
Defined contribution plan		477	299	-	-
		4,073	3,269	-	-
Less: Capitalised in construction contract costs	11	(2,142)	(1,369)	-	-
		1,931	1,900	-	-

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

28. FINANCIAL INSTRUMENTS

The following table analyses the financial assets and financial liabilities of the Group and of the Company by the classes and categories of financial instruments to which they are assigned, and therefore by the measurement basis:

	Financial assets and liabilities at amortised cost	
	2026	**2025**
	RM'000	**RM'000**
Group		
Financial assets		
Concession receivables	118,491	117,066
Trade and other receivables	85,975	74,749
Cash held under Housing Development Account	225	223
Deposit placed with licensed banks	3,900	11,900
Cash and bank balances	2,175	7,845
	210,766	211,783
Financial liabilities		
Trade and other payables	34,689	26,669
Bank borrowings	119,764	128,831
Lease liabilities	264	70
Redeemable convertible preference shares	863	809
	155,580	156,379
Company		
Financial assets		
Trade and other receivables	63	75
Deposit placed with licensed banks	-	8,000
Cash and bank balances	7	5,369
	70	13,444
Financial liabilities		
Trade and other payables	4,202	3,896
Lease liabilities	-	60
	4,202	3,956

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

28. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management

The Group's and the Company's financial risk management policy is to ensure that adequate financial resources are available for the development of the Group's and of the Company's operations whilst managing its financial risks, including credit risk, liquidity risk and market risk.

Credit risk

Credit risk is the risk of a financial loss to the Group if a counterparty of a financial asset fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from concession receivables, and trade and other receivables.

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis through the review of trade receivables ageing. The Group monitors the results of the related parties regularly to safeguard credit risk on balance from intercompany receivables.

The maximum exposure to credit risk for the Group is the carrying amount of the financial assets shown in the statements of financial position.

The ageing analysis of the Group's trade receivables is as follows:

	Group	
	2026	2025
	RM'000	RM'000
Neither past due nor individually impaired	7,738	2,826
Past due but not individually impaired:		
- Between 1 to 30 days	1,108	70
- Between 31 to 60 days	2,293	15
- Between 61 to 90 days	4,308	214
- More than 91 days	4,014	11,932
	11,723	12,231
Individually impaired	74,233	68,446
	93,694	83,503

The Group's trade receivables of RM11,723,000 (2025: RM12,231,000) was past due but not individually impaired.

Trade receivables that are past due but not individually impaired comprise receivables in relation to companies with a good collection track record with the Group. These receivables include retention sums which are to be settled in accordance with the terms of the respective contracts.

The Group's trade receivables of RM74,233,000 (2025: RM68,446,000) were individually impaired. The individually impaired receivables mainly relate to contract customers and receivables in relation to concession arrangement to design, construct, complete, operate and maintain an entire in-campus accommodation arises from the concession grantor, which are facing difficulties in cash flows. As at the end of the reporting date, the impairment loss for these receivables is RM11,409,000 (2025: RM7,636,000).

28. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management (cont'd)

Credit risk (cont'd)

Movements on the Group's loss allowance for impairment of concession receivables, trade receivables, other receivables and deposits are as follows:

	Concession receivables	Trade receivables	Other receivables	Total
	RM'000	RM'000	RM'000	RM'000
Group				
2026				
At beginning of the financial year	11,470	12,662	5,260	29,392
Charge to profit or loss	(2,042)	2,389	(692)	(345)
Written off	-	(1,902)	(4,500)	(6,402)
At end of the financial year	9,428	13,149	68	22,645
Represented by:				
Individual impairment	9,428	11,409	68	20,905
Lifetime expected credit loss impairment	-	1,740	-	1,740
	9,428	13,149	68	22,645

	Concession receivables	Trade receivables	Other receivables	Deposits	Total
	RM'000	RM'000	RM'000	RM'000	RM'000
Group					
2025					
At beginning of the financial year	12,902	8,458	4,549	11,000	36,909
Charge to profit or loss	(1,432)	4,204	711	-	3,483
Written off	-	-	-	(11,000)	(11,000)
At end of the financial year	11,470	12,662	5,260	-	29,392
Represented by:					
Individual impairment	11,470	7,636	5,260	-	24,366
Lifetime expected credit loss impairment	-	5,026	-	-	5,026
	11,470	12,662	5,260	-	29,392

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

28. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management (cont'd)

Credit risk (cont'd)

Movements on the Company's loss allowance for impairment of amount due from subsidiaries are as follows:

	Other receivables	Amount due from subsidiaries	Total
	RM'000	RM'000	RM'000
Company			
2026			
At beginning of the financial year	78	5,415	5,493
Charge to profit or loss	420	19,419	19,839
At end of the financial year	498	24,834	25,332
Represented by:			
Individual impairment	498	24,834	25,332
2025			
At beginning of the financial year	-	4,470	4,470
Charge to profit or loss	78	945	1,023
At end of the financial year	78	5,415	5,493
Represented by:			
Individual impairment	78	5,415	5,493

Liquidity risk

Liquidity risk is the risk that the Group and the Company will not be able to meet its financial obligations as they fall due. The Group's exposure to liquidity risk arises principally from trade and other payables, intercompany payables, lease liabilities, bank borrowings and redeemable convertible preference shares.

The Directors have prepared a cash flow forecast which considers the settlement proceeds with the concession grantor for the concession arrangement, continued financial support from its lenders as disclosed in Note 17 to the financial statements proceeds raised from the proposed private placement completed subsequent to year end and coupled with its cash flows generated from its operating activities in supporting the management of liquidity risk that the Group will have sufficient resources for a period of at least 12 months from the date of this report. Significant assumptions are used in the preparation of the cash flow forecast.

The Board of Directors is of the opinion that the Group will be able to discharge its liabilities in the normal course of business over a twelve-month period from the date of this report.

28. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management (cont'd)

Liquidity risk (cont'd)

The table below summarises the maturity profile of the Group's and of the Company's financial liabilities as at the end of the reporting period based on contractual undiscounted payments:

	Carrying amount	Contractual interest rate	Total contractual cash flows	On demand or within 1 year	1 - 2 years	2 - 5 years	After 5 years
	RM'000	%	RM'000	RM'000	RM'000	RM'000	RM'000
Group							
2026							
Trade and other payables	34,689	-	35,060	33,806	1,254	-	-
Bank borrowings	119,764	8.65 - 9.70	193,826	22,454	12,207	34,848	124,317
Lease liabilities	264	7.9	276	276	-	-	-
Redeemable convertible preference shares	863	7.33	914	914	-	-	-
	155,580		230,076	57,450	13,461	34,848	124,317
Financial guarantee contracts							
- Performance bonds for projects	-	-	5,559	5,559	-	-	-
2025							
Trade and other payables	26,669	-	26,669	26,669	-	-	-
Bank borrowings	128,831	2.34 - 9.70	215,514	23,068	16,798	38,384	137,264
Lease liabilities	70	2.34 - 8.40	71	71	-	-	-
Redeemable convertible preference shares	809	7.33	914	131	783	-	-
	156,379		243,168	49,939	17,581	38,384	137,264
Financial guarantee contracts							
- Performance bonds for projects	-		9,311	9,311	-	-	-

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

28. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management (cont'd)

Liquidity risk (cont'd)

The table below summarises the maturity profile of the Group's and of the Company's financial liabilities as at the end of the reporting period based on contractual undiscounted payments: (cont'd)

	Carrying amount	Contractual interest rate	Total contractual cash flows	On demand or within 1 year
	RM'000	%	RM'000	RM'000
Company				
2026				
Trade and other payables	4,202	-	4,202	4,202
Financial guarantee contracts				
- Corporate guarantees given to licensed banks for credit facilities given to subsidiaries	-	-	132,400	132,400
- Corporate guarantees given to third party for credit facilities	-	-	7,000	7,000
	-		139,400	139,400
Company				
2025				
Trade and other payables	3,896	-	3,896	3,896
Lease liabilities	60	8.40	61	61
	3,956		3,957	3,957
Financial guarantee contracts				
- Corporate guarantees given to licensed banks for credit facilities given to subsidiaries	-		138,140	138,140

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and cash flow and fair value interest rate risk that may affect the Group's financial position and cash flows.

(a) Interest rate risk

The Group's income and operating cash flows are substantially independent of changes in market interest rates. Interest rate exposure arises from the Group's borrowings and deposits.

28. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management (cont'd)

Market risk (cont'd)

(a) Interest rate risk (cont'd)

Exposure to interest rate risk

The interest rate profile of the Group's and of the Company's significant interest-bearing financial instruments, based on carrying amounts as at the end of the financial year are as follows:

	Group	
	2026	**2025**
	RM'000	**RM'000**
Fixed rate instruments		
Deposits placed with licensed banks	-	8,000
Hire purchase liabilities	-	(2)
	-	7,998
Floating rate instruments		
Bank borrowings	(119,764)	(128,829)

The interest rate profile of the Group's and of the Company's significant interest-bearing financial instruments, based on carrying amounts as at the end of the financial year are as follows: (cont'd)

	Company	
	2026	**2025**
	RM'000	**RM'000**
Fixed rate instruments		
Intercompany receivables	24,834	5,415
Intercompany payables	(3,131)	(3,093)
	21,703	2,322

Interest rate risk sensitivity analysis

Since the Group's and Company's fixed rate financial assets and liabilities are measured at amortised cost, possible changes in interest rates are not expected to have a significant impact on the Group's profit or loss.

As at the end of the financial year, if interest rates of floating rate instruments had been lower by 100 basis points ("bp") with all other variables held constant, this will result in post-tax increase of the Group of RM910,000 (2025: RM979,000) in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

28. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management (cont'd)

Fair value information

The carrying amounts of cash and cash equivalents, short term receivables and payables and short-term borrowings reasonably approximate their fair values due to the relatively short-term nature of these financial instruments.

The carrying amount of long-term borrowings carried on the statements of financial position reasonably approximate fair value as it is a floating rate instrument that is re-priced to market interest rates on or near the reporting date.

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: Quoted prices in active markets for identical assets or liabilities.
Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3: Inputs for the asset or liability that is not based on observable market data.

The following table analyses the fair value hierarchy for financial instruments not carried at fair value in the statements of financial position:

	Carrying amount		Level 2	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Group				
Financial asset				
Concession receivables	118,491	117,066	118,491	117,066

29. CAPITAL MANAGEMENT

The Group's primary objective in managing its capital is to maximise the Group's value by optimising its capital structure and enhancing capital efficiency while maintaining a sufficient level of liquidity. The Group targets a capital structure of an optimal mix of debt and equity in order to achieve an efficient cost of capital vis-à-vis maintaining financial flexibility for its business requirement and investing for future growth. The Group regularly reviews and manages its capital structure in accordance to the changes in economic conditions, its business plan and foreseeable future.

The Group uses the debt-to-equity ratio, which is total borrowings divided by total equity as the key measurement for its capital structure management as follows:

	Group	
	2026	2025
	RM'000	RM'000
Total bank borrowings	119,764	128,831
Total equity	83,459	73,373
Debt-to-equity ratio (times)	1.44	1.76

No changes were made in the objectives, policies or processes in regards to the Group's management of its capital structure during the financial year.

30. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	Lease liabilities	Borrowings (excluding bank overdrafts)	Total
	RM'000	RM'000	RM'000
Group			
At 1 April 2024	467	116,780	117,247
Bank overdraft termed out in repayment	-	14,084	14,084
Cash flows	(397)	(8,951)	(9,348)
At 31 March 2025	70	121,913	121,983
Additions	487	-	487
Cash flows	(293)	(7,153)	(7,446)
At 31 March 2026	264	114,760	115,024

	Lease liabilities
	RM'000
Company	
At 1 April 2024	363
Cash flows	(303)
At 31 March 2025	60
Cash flows	(60)
At 31 March 2026	-

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

31. SEGMENT INFORMATION

(a) Business segments

The strategic business units offer different products and services, and are managed separately because they require different business strategies. For each of the strategic business units, the Group Managing Director (the chief operating decision maker) reviews internal management reports at least on a quarterly basis. The following describes the operations in each of the Group's reportable segments:

Specialised mechanical, electrical engineering and construction	:	Undertake infrastructure, civil and structural construction project including earthworks, structural works, drainage system, as well as specialised mechanical and electrical engineering and environment and facilities management
Concession arrangement	:	Concession arrangements in the construction and maintenance of facilities and infrastructure
Investment holding and others	:	Investment holding in quoted and unquoted shares, other investment related activities, trading in building materials, property, development of residential properties and medical supplies and management

Segment revenue, results, assets and liabilities include items directly attributable to a segment and those where a reasonable basis of allocation exists. Inter-segment revenues are eliminated on consolidation.

Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

The total of segment assets is measured based on all assets (including goodwill) of a segment, as included in the internal management reports that are reviewed by the Group Managing Director. Segment total assets are used to measure the return of assets of each segment.

The total of segment liabilities is measured based on all liabilities of a segment, as included in the internal management reports that are reviewed by the Group Managing Director.

	Specialised mechanical, electrical engineering and construction	Concession arrangements	Investment holdings and others	Elimination	Consolidated
	RM'000	RM'000	RM'000	RM'000	RM'000
2026					
Revenue					
Total operating revenue	41,603	14,195	-	-	55,798
Inter-segment	-	-	-	-	-
External operating revenue	41,603	14,195	-	-	55,798

31. SEGMENT INFORMATION (CONT'D)

(a) Business segments (cont'd)

The total of segment liabilities is measured based on all liabilities of a segment, as included in the internal management reports that are reviewed by the Group Managing Director. (cont'd)

	Specialised mechanical, electrical engineering and construction	Concession arrangements	Investment holdings and others	Elimination	Consolidated
	RM'000	RM'000	RM'000	RM'000	RM'000
2026					
Results					
(Loss)/Profit before taxation	(1,550)	3,434	(17,956)	19,982	3,910
Interest income	2,066	-	737	(2,690)	113
Interest expense	(2,510)	(9,265)	(681)	3,450	(9,006)
Depreciation of property, plant and equipment	(114)	(1)	(1)	-	(116)
Depreciation of right-of-use assets	(232)	-	(56)	-	(288)
Net (reversal)/allowance for expected credit loss on receivables	1,416	(109)	17,998	(19,650)	(345)
Share option expenses	(3,195)	(667)	-	-	(3,862)
Bad debts written off	-	-	(18,944)	(18,944)	-
Other non-cash income	439	-	-	-	439
Assets					
Segment assets (Excluding deferred tax assets)	100,444	186,831	56,038	(98,732)	244,581
Additions of property, plant and equipment	54	-	-	-	54
Other non-cash (expenses)/income					
Gain on unrealised foreign exchange	3	-	-	-	3
Gain on disposal of non-current asset held for sale	187	-	-	-	187
Gain on modification of trade and other payables	255	-	-	-	255
Property plant and equipment written off	(6)	-	-	-	(6)
	439	-	-	-	439
2025					
Revenue					
Total operating revenue	11,035	14,252	-	-	25,287
Inter-segment	-	-	-	-	-
External operating revenue	11,035	14,252	-	-	25,287

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

31. SEGMENT INFORMATION (CONT'D)

(a) Business segments (cont'd)

The total of segment liabilities is measured based on all liabilities of a segment, as included in the internal management reports that are reviewed by the Group Managing Director. (cont'd)

	Specialised mechanical, electrical engineering and construction	Concession arrangements	Investment holdings and others	Elimination	Consolidated
	RM'000	RM'000	RM'000	RM'000	RM'000
2025					
Results					
(Loss)/Profit before taxation	(18,838)	1,417	(14,548)	-	(31,969)
Interest income	449	-	1,913	(2,359)	3
Interest expense	(2,950)	(9,499)	(888)	3,201	(10,136)
Depreciation of property, plant and equipment	(276)	(1)	(1)	-	(278)
Depreciation of right-of-use assets	(86)	-	(295)	-	(381)
Net (reversal)/allowance for expected credit loss on receivables	(1,221)	3,369	2,328	(993)	3,483
Waiver of debts	2,398	-	-	-	2,398
Share option expenses	-	-	(6,939)	-	(6,939)
Bad debts written off	(1,906)	-	-	-	(1,906)
Fair value loss on remeasurement of contingent consideration	-	-	(2,400)	-	(2,400)
Other non-cash expenses	6	-	-	-	6
2025					
Assets					
Segment assets (Excluding deferred tax assets)	83,514	178,968	66,644	(94,308)	234,818
Additions of property, plant and equipment	72	-	1	-	73
Other non-cash (expenses)/income					
Inventory written off	(237)	-	-	-	(237)
Loss on unrealised foreign exchange	(3)	-	-	-	(3)
Gain on disposal of property, plant and equipment	253	-	-	-	253
Property, plant and equipment written off	(7)	-	-	-	(7)
Gain on disposal of property, plant and equipment	253	-	-	-	253

31. SEGMENT INFORMATION (CONT'D)

(b) Major customers

The following are the major customers with revenue equal or more than 10% of the Group's revenue:

		Group	
	Segment	**2026**	**2025**
		RM'000	**RM'000**
Customer A	Specialised mechanical, electrical engineering and construction	16,647	-
Customer B	Specialised mechanical, electrical engineering and construction	7,695	-
Customer C	Specialised mechanical, electrical engineering and construction	7,600	-
Customer D	Specialised mechanical, electrical engineering and construction	-	2,807
Customer E	Concession arrangement	14,195	14,252

32. 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 Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

(a) In addition to the transactions detailed elsewhere in the financial statements, the Company had the following transactions with related parties during the financial year:

	2026	**2025**
	RM'000	**RM'000**
Subsidiaries		
Interest expense	98	184
Interest income	(476)	(1,762)

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

32. RELATED PARTIES (CONT'D)

(b) Key management personnel are 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 Executive Directors of the Group as well as members of senior management of the Group.

Information regarding the compensation of key management personnel is as follows:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Short term employee benefits	6,135	8,991	225	7,099
Included in the total compensation of key management personnel are:				
Directors' Remuneration (Note 24)				
- Salaries and emoluments	1,109	1,053	-	-
- Fees	225	160	225	160
- Defined contribution plan	141	105	-	-
- Share option expense	3,862	6,939	-	6,939
	5,337	8,257	225	7,099

33. MATERIAL LITIGATIONS

(a) Bintai Kinden Corporation Berhad ("BKCB") vs Yeo Eng Lam ("YEL")

BKCB filed a claim against YEL for a declaration that YEL had breached the terms of the agreement by failing to pay BKCB the sum of RM9,100,000 as the agreed profit guarantee sum. The Writ of Summons was filed on 23 November 2025 and was served on 5 December 2025. BKCB is also claiming for exemplary damages to be assessed by the Court.

YEL had filed a defence and counterclaim against BKCB for the sum of RM9,000,000 alleged to be unpaid by BKCB, and damages for the value of shares to be assessed by the Court.

YEL had filed an application to strike out BKCB's claim. The Court delivered its decision on 28 May 2026, dismissing YEL's striking out application with costs of RM15,000.

YEL had proposed that the parties discuss settlement, and pursuant to the Court's direction, a further case management date has been fixed on 28 July 2026 pending settlement discussions between the parties.

(b) Kejuruteraan Bintai Kindenko Sdn. Bhd. ("KBK") vs Pacific Sanctuary Holdings Sdn. Bhd. ("Pacific Sanctuary")

KBK had a dispute against Pacific Sanctuary in relation to a Letter of Award ("LOA") dated 27 November 2012 wherein Pacific Sanctuary appointed KBK as the M&E Main Contractor for the Mechanical and Electrical works for a project known as 'Proposed Mixed Development (Pacific Parade)' along Jalan Istiadat, Kota Kinabalu, Sabah for the contract sum of RM133,192,500.

KBK issued the Notice to Arbitrate on 18 December 2019. Subsequently, Pertubuhan Akitek Malaysia had on 6 May 2021 appointed the Arbitrator for this matter.

On 29 June 2022, Pacific Sanctuary informed the Arbitrator that it had applied for judicial management and appointment of a judicial manager pursuant to Sections 404 and 405 of the Companies Act 2016 ("the Act") in the High Court at Kota Kinabalu, Sabah.

33. MATERIAL LITIGATIONS (CONT'D)

(b) Kejuruteraan Bintai Kindenko Sdn. Bhd. ("KBK") vs Pacific Sanctuary Holdings Sdn. Bhd. ("Pacific Sanctuary") (cont'd)

Pursuant to Section 410(c) of the Act, no other proceedings and legal process shall be commenced or continued against Pacific Sanctuary except with the leave of the Court during the period beginning with the making of an application for a judicial management order and ending with the making of such an order or the dismissal of the application. As such, the Arbitrator has not given any directions for the arbitration and the matter is kept in abeyance.

The adjudicator via its letter dated 8 September 2023 updating KBK that the judicial management has been rejected. The adjudicator also informed that Sabah Development Bank (other creditor) has appointed a receiver and manager and Pacific Sanctuary has applied to set aside such appointment.

On 15 November 2023 the Arbitrator has issued an Order for Direction No.28 seeking for KBK and Pacific Sanctuary intentions to respond by 18 December 2023 on outstanding matters from the Arbitrator that need to be addressed before hearing can commence.

The receiver and manager for Pacific Sanctuary has ceased office and KBK requested their solicitor to request for time extension to update the Arbitrator. KBK is seeking a solution and through its solicitor wrote to Pacific Sanctuary to resolve the matter and is currently awaiting their response.

The former Receiver and Manager of Pacific Sanctuary has ceased office and KBK has via its solicitor letter issue directly to Pacific Sanctuary's solicitor for confirmation and to explore possibilities for an amicable settlement between the Parties.

Pacific Sanctuary has been wound up by Sabah Development Bank, KBK's solicitor will inform the liquidator appointed by Sabah Development Bank on this arbitration and will inform the arbitrator on the winding up of Pacific Sanctuary.

On 2 March 2026, the Liquidator of Pacific Sanctuary has confirmed agreement to the terms of an amicable settlement. Under the settlement, KBK and Pacific Sanctuary have mutually agreed to withdraw all claims and counterclaims arising from the arbitration, including a waiver of all related costs, without liberty to seek further relief. The Company is in the process of liaising with the Arbitrator for the formal withdrawal and termination of the arbitration. Upon completion of this process, the matter will be deemed fully concluded.

(c) Kejuruteraan Bintai Kindenko Sdn. Bhd. ("KBK") v Tenaga Nasional Berhad ("TNB")

On 21 June 2023, 22 June 2023 and 13 July 2023, the Company announced its customer, TNB had terminated 10 contracts with KBK after KBK's disclosure with TNB that as a result of its parent company Bintai Kinden Corporation ("BKCB") being designated as an affected listed issuer under Practice Note 17 of Bursa Malaysia Securities Berhad, KBK is unable to continue to perform the contractual obligations which arose from the financial difficulties faced by KBK as a result of its banking facilities being suspended and/or terminated by the financial institutions. KBK had intended to have a mutual termination with TNB.

Subsequently, TNB called on the performance guarantee bonds issued by KBK.

On 7 August 2023, KBK applied to High Court of Kuala Lumpur for an interim injunction to prevent TNB from encashing all nine (9) bank guarantees (performance bond) given to TNB by 2 financial institutions in relation to projects with TNB. On the same day, KBK served letters to its 2 bankers informing them not to release any sum under the relevant bank guarantee to TNB.

On 8 August 2023, the Court granted a temporary injunction in favour of KBK.

On 26 June 2025, the parties have recorded the settlement by way of consent judgement and the Sealed Consent Order has been filed in court.

The Directors have quantified the impact arising from the aforementioned settlement terms and have recognised the liability exposure as at 31 March 2026 as disclosed in Note 19(a) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
(cont'd)

34. SIGNIFICANT EVENTS

Status as an Affected Listed Issuer pursuant to Practice Note 17 ("PN 17")

On 29 March 2023, the Company announced to Bursa Malaysia Securities Berhad ("Bursa Securities") that the Company has triggered the prescribed criteria under Paragraph 2.1(f) of PN 17 of the Main Market Listing Requirements of Bursa Securities and is classified as an affected listed issuer pursuant to PN 17 after an event of default in payment of principal and interest and the Group was unable to provide a solvency declaration to Bursa Securities.

On 25 February 2025, the Company convened an Extraordinary General Meeting ("EGM"), during which shareholders approved the Proposed Regularisation Plan as part of the Company's effort to regularise its financial condition pursuant to Paragraph 8.04 of the Main Market Listing Requirements of Bursa Securities. The Proposed Regularisation Plan comprises the following key components:

(i) proposed diversification of the existing business of BKCB and its subsidiaries to include the construction business ("Proposed Diversification");
(ii) proposed reduction of the Company's issued share capital pursuant to Section 117 of the Companies Act 2016 ("Act") ("Proposed Share Capital Reduction");
(iii) proposed placement of 244,000,000 new ordinary shares in the Company ("BKCB Shares" or "Shares"), representing 20% of the existing total number of issued Shares, to identified investors ("Proposed Placement");
(iv) proposed granting of option to Datuk Tay Chor Han, being the Managing Director cum Chief Executive Officer of the Company ("Datuk Tay"), to subscribe for up to 146,399,000 new Shares, representing 10% of the enlarged total number of issued Shares after the completion of the Proposed Placement ("Proposed Granting of Option"); and
(v) proposed establishment of an employees' share options scheme ("ESOS" or "Scheme") involving up to 15% of the total number of issued Shares for eligible directors and employees of the Company and its subsidiaries ("BKCB Group" or the "Group") ("Proposed ESOS").

Following the completion of the Regularisation Plan and the recording of two consecutive profitable quarters thereafter, Bursa Securities determined that the Company had regularised its financial condition and no longer triggered any of the criteria under Paragraph 2.1 of PN 17. Accordingly, Bursa Securities approved the Company's application for upliftment from its PN 17 classification on 27 February 2026.

35. SUBSEQUENT EVENTS

(a) On 10 April 2026, Berjaya Securities Sdn. Bhd. (formerly known as Inter-Pacific Securities Sdn. Bhd.) on behalf of the Board, announced that the Company proposes to undertake a private placement of up to 150,000,000 new ordinary shares in the Company to independent third-party investor ("Proposed Private Placement") which were thereafter approved by Bursa Securities on 27 April 2026.

Subsequent to the financial year end, the following tranches pursuant to the Proposed Private Placement were completed:

(i) issuance of 36,000,000 new ordinary shares at an issue price of 7.19 sen per share, amounting to RM2,588,400 before related placement expenses, pursuant to the first tranche of the Proposed Private Placement. The issue price represents a discount of 9.90% to the 5-day volume weighted average market price of the Company's shares up to and including 7 May 2026, being the last market day immediately preceding the price-fixing date, of 7.98 sen per share;

(ii) issuance of 70,000,000 new ordinary shares at an issue price of 6.89 sen per share, amounting to RM4,823,000 before related placement expenses, pursuant to the second tranche of the Proposed Private Placement. The issue price represents a discount of 9.93% to the 5-day volume weighted average market price of the Company's shares up to and including 12 May 2026, being the last market day immediately preceding the price-fixing date, of 7.65 sen per share; and

35. SUBSEQUENT EVENTS (CONT'D)

(a) (cont'd)

Subsequent to the financial year end, the following tranches pursuant to the Proposed Private Placement were completed: (cont'd)

(iii) issuance of 44,000,000 new ordinary shares at an issue price of 6.98 sen per share, amounting to RM3,071,200 before related placement expenses, pursuant to the third tranche of the Proposed Private Placement. The issue price represents a discount of 9.94% to the 5-day volume weighted average market price of the Company's shares up to and including 18 May 2026, being the last market day immediately preceding the price-fixing date, of 7.75 sen per share.

The new ordinary shares issued subsequent to the financial year end rank pari-passu in all respects with the existing ordinary shares of the Company.

36. DATE OF AUTHORISATION FOR ISSUE

The financial statements of the Group and of the Company for the financial year ended 31 March 2026 were authorised for issue in accordance with a resolution of the Board of Directors on 16 July 2026.

LIST OF PROPERTIES

As at 30 June 2026

No.	Location	Description of Property	Existing Use	Tenure	Date of Acquisition / Date of Revaluation (R)	Land Area / Build-up Area	Net Book Value (RM)
1.	PN 47603 Lot 551, Seksyen 85A Mukim Bandar Kuala Lumpur District of Kuala Lumpur State of Wilayah Persekutuan Kuala Lumpur (Block A-23A-5)	Condominium (Age: 8 years 11 months)	Vacant	Leasehold 99 years expiring on 19 September 2087	3 August 2017 / 29 March 2019 (R) 15 May 2024 (R)	1,365 sq ft	425,744.00
2.	PN 47603 Lot 551, Seksyen 85A Mukim Bandar Kuala Lumpur District of Kuala Lumpur State of Wilayah Persekutuan Kuala Lumpur (Block B-22-2)	Condominium (Age: 8 years 11 months)	Vacant	Leasehold 99 years expiring on 19 September 2087	3 August 2017 / 29 March 2019 (R) 15 May 2024 (R)	1,231 sq ft	396,716.00

ANALYSIS OF SHAREHOLDINGS

As at 30 June 2026

Total Issued Share	:	1,666,560,840 Ordinary Shares
Types of Shares	:	Ordinary Share
Voting Rights	:	One (1) vote per Ordinary Share

DISTRIBUTION OF SHAREHOLDINGS AS AT 30 JUNE 2026
(as shown in the Record of Depositors)

Size of Shareholdings	No. of Shareholders	No. of Shares	Percentage of Shareholdings (%)
Less than 100	166	6,336	0.0004
100 to 1,000	1,474	893,561	0.0536
1,001 to 10,000	4,180	23,741,308	1.4246
10,001 to 100,000	3,666	139,231,970	8.3544
100,001 to less than 5% of issued shares	1,114	1,313,348,365	78.8059
5% and above of issued shares	2	189,339,300	11.3611
Total	**10,602**	**1,666,560,840**	**100.0000**

DIRECTORS' SHAREHOLDINGS AS PER THE REGISTER OF DIRECTORS' SHAREHOLDINGS AS AT 30 JUNE 2026

		Direct Interest		Indirect Interest	
	Names	No. of Shares	Percentage (%)	No. of Shares	Percentage (%)
1.	Datuk Ng Choon Koon	100,000,000	6.0004	-	-
2.	Datuk Tay Chor Han	101,339,300	6.0807	20,000,000[#]	1.2001
3.	Datuk Mohd Idzwan Izuddin Bin Datuk Ab Rahman	1,000,000	0.0600	-	-
4.	Ooi Jit Huat	-	-	-	-
5.	Surendran Chelvarajah	-	-	-	-
6.	Ng Siew Kim	425,000	0.0255	-	-

(#) *Deemed interested by virtue of the shares held by his spouse, Datin Ng Ai Joo, pursuant to Section 59(11)(c) of the Companies Act, 2016*

SUBSTANTIAL SHAREHOLDERS AS PER THE REGISTER OF SUBSTANTIAL SHAREHOLDERS AS AT 30 JUNE 2026

		Direct Interest		Indirect Interest	
	Names	No. of Shares	Percentage (%)	No. of Shares	Percentage (%)
1.	Datuk Ng Choon Koon	100,000,000	6.0004	-	-
2.	Datuk Tay Chor Han	101,339,300	6.0807	20,000,000[#]	1.2001

(#) *Deemed interested by virtue of the shares held by his spouse, Datin Ng Ai Joo, pursuant to Section 59(11)(c) of the Companies Act, 2016*

ANALYSIS OF SHAREHOLDINGS

As at 30 June 2026
(cont'd)

THIRTY LARGEST SECURITIES ACCOUNT HOLDERS AS AT 30 JUNE 2026
(as shown in the Record of Depositors)

	Names	No. of Shares	Percentage of Shareholdings (%)
1.	Ng Choon Koon	100,000,000	6.0004
2.	Ta Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Tay Chor Han	89,339,300	5.3607
3.	Teo Lay Ban	60,000,000	3.6002
4.	Yong Teck Meng	59,377,100	3.5629
5.	Meridian Equity Sdn. Bhd.	51,000,000	3.0602
6.	RHB Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Chan Kok San	48,500,000	2.9102
7.	Tey Kim Kee	45,651,900	2.7393
8.	Lim Seok Kim	45,141,400	2.7087
9.	Tee Sook Sing	40,000,000	2.4002
10.	Chiang Fong Yee	31,000,000	1.8601
11.	Yeo Eng Lam	30,000,000	1.8001
12.	Ng Wan Her	28,000,000	1.6801
13.	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Derrick Woo Han Zhong	21,210,400	1.2727
14.	Ng Ai Joo	20,000,000	1.2001
15.	Ng Yea Hong	20,000,000	1.2001
16.	Ng Yin Chun	20,000,000	1.2001
17.	Haw Sook Yong	18,157,000	1.0895
18.	Pang Nam Ming	15,998,500	0.9600
19.	Kua Mong Lui	15,700,000	0.9421
20.	Angkasa Aspen Sdn Bhd	14,000,000	0.8401
21.	Ng Tze Mann	13,800,000	0.8281
22.	Nor Balqissh Binti Abdul Ghani	12,670,000	0.7602
23.	Public Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Derrick Woo Han Zhong (E-KTN/JRT)	12,500,000	0.7500
24.	AllianceGroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Tay Chor Han (7017849)	12,000,000	0.7200
25.	Chan Bee Chin	12,000,000	0.7200
26.	Tong Siong Lee	10,037,300	0.6023
27.	Maybank Nominees (Tempatan) Sdn Bhd Maybank Trustees Berhad for KAF Islamic Dividend Income Fund (290411)	10,000,000	0.6000
28.	Universal Trustee (Malaysia) Berhad KAF Dana Adib	10,000,000	0.6000
29.	CIMSEC Nominees (Tempatan) Sdn Bhd CIMB For Teo Lay Ban (PB)	9,548,000	0.5729
30.	Cartaban Nominees (Tempatan) Sdn Bhd RHB Trustees Berhad for KAF Vision Fund	8,500,000	0.5100

NOTICE OF THIRTY-SECOND ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Thirty-Second ("**32nd**") Annual General Meeting ("**AGM**") of the Company will be held at Wildrice 1, Level 9, St. Giles Boulevard, The Boulevard, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Wilayah Persekutuan on Thursday, 3 September 2026 at 10.00 a.m. or at any adjournment thereof for the following businesses:

AGENDA

Ordinary Business

1. To receive the Audited Financial Statements for the financial year ended 31 March 2026 together with the Reports of the Directors and Auditors thereon. **(Please refer to Explanatory Note A)**

2. To re-elect the following Directors who retire in accordance with Paragraph 108 of the Constitution of the Company and being eligible, have offered themselves for re-election:-

   a) Datuk Mohd Idzwan Izuddin Bin Datuk Ab Rahman **(Ordinary Resolution 1)**

   b) Mr. Surendran Chelvarajah **(Ordinary Resolution 2)**

3. To approve the payment of Directors' fees amounting to RM390,000.00 for the period from 32nd AGM until the next AGM of the Company. **(Ordinary Resolution 3)**

4. To approve the payment of Directors' benefits up to an amount not exceeding RM30,000.00 for the period from 32nd AGM until the next AGM of the Company. **(Ordinary Resolution 4)**

5. To re-appoint Messrs. HLB Ler Lum Chew PLT as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration. **(Ordinary Resolution 5)**

Special Business

To consider and, if thought fit, to pass with or without modifications the following resolution: -

6. **Authority to allot and issue shares in general pursuant to Sections 75 and 76 of the Companies Act 2016** **(Ordinary Resolution 6)**

   "THAT subject to the Companies Act 2016, the Main Market Listing Requirements ("**Listing Requirements**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**"), the Company's Constitution and approval of the relevant governmental regulatory authorities, if required, the Directors be and are hereby empowered pursuant to Sections 75 and 76 of the Companies Act 2016, to allot and issue new shares in the capital of the Company, grant rights to subscribe for shares in the Company from time to time, upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion deem fit, to any persons who are not prescribed by Paragraph 6.04(c) of the Listing Requirements provided that the aggregate number of shares to be allotted and 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 be and are also empowered to obtain approval for the listing of and quotation for the additional shares so allotted and issued from the Bursa Securities and that such authority shall continue in force until the conclusion of the next AGM of the Company.

   AND THAT in connection with the above, pursuant to Section 85(1) of the Companies Act 2016 read together with Paragraph 7(3)(a) of the Company's Constitution, the shareholders of the Company by approving this resolution are deemed to have waived their pre-emptive rights over all new shares, options over or grants of new shares or any other convertible securities in the Company and/or any new shares to be issued pursuant to such options, grants or other convertible securities, such new shares when issued, to rank pari passu with the existing shares in the Company."

NOTICE OF THIRTY-SECOND ANNUAL GENERAL MEETING
(cont'd)

BY ORDER OF THE BOARD

TAN TONG LANG (MAICSA 7045482 & SSM PC No. 202208000250)
TAN LAY KHOON (MAICSA 7077867 & SSM PC No. 202208000544)
Company Secretaries

Kuala Lumpur

Date: 31 July 2026

NOTES:

1. A member entitled to participate and vote at this meeting may appoint a proxy or proxies to participate and vote on his/her behalf. A proxy need not be a member of the Company and there shall not be any restriction as to the qualification of the proxy.

2. Where a member appoints more than one (1) proxy, the appointment of proxies shall not be valid unless the Member specifies the proportion of his/her shareholdings to be represented by each proxy.

3. Where a member is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one Securities Account (Omnibus Account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

4. For the purposes of determining a member who shall be entitled to participate in the 32nd AGM, the Company shall request Bursa Malaysia Depository Sdn. Bhd. to issue a Record of Depositors as at **24 August 2026**. Only a depositor whose name appears on the Record of Depositor as at **24 August 2026** shall be entitled to attend the said meeting or appoint proxies to attend and/or vote on his/her behalf.

5. The appointment of proxy may be made in the form of hard copy to be deposited with the Share Registrar's Office, Aldpro Corporate Services Sdn Bhd at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur or alternatively, the Proxy Form can be electronically lodged via the Digerati Portal at at https://bkcb-agm.digerati.com.my or email to admin@aldpro.com.my not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned General Meeting in which the person named in the appointment proposes to vote.

6. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar's Office, Aldpro Corporate Services Sdn Bhd at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned General Meeting in which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements and jurisdiction of the country in which it is executed.

7. For a corporate member who has appointed a representative, please deposit the original or duly certified certificate of appointment with the Share Registrar's Office, Aldpro Corporate Services Sdn Bhd at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned General Meeting in which the person named in the appointment proposes to vote. The certificate of appointment should be executed in the following manner:

   a) If the corporate member has a common seal, the certificate of appointment should be executed under seal in accordance to the Constitution of the corporate member; or

   b) If the corporate member does not have a common seal, the certificate of appointment should be affixed with the rubber stamp of the corporate member (if any) and executed by:

      (i) at least two (2) authorised officers, of whom shall be directors; or
      (ii) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.

NOTICE OF THIRTY-SECOND ANNUAL GENERAL MEETING
(cont'd)

Explanatory Notes to Ordinary Business:

Note A of the Agenda - Audited Financial Statements for the financial year ended 31 March 2026

This item in the agenda is solely for discussion purposes, as Section 340(1)(a) of the Companies Act 2016 does not require shareholders to formally approve the audited financial statements. Therefore, the matter will not be put forward for voting.

Ordinary Resolutions 1 to 2: Re-election of Directors who retire pursuant to Paragraph 108 of the Company's Constitution

The following Directors who are standing for re-election as Directors of the Company pursuant to the Company's Constitution at the forthcoming 32nd AGM of the Company and who are being eligible for re-election have offered themselves for re-election in accordance with the Company's Constitution: -

a) Datuk Mohd Idzwan Izuddin Bin Datuk Ab Rahman; and
b) Mr. Surendran Chelvarajah.

*(collectively referred to as "**Retiring Directors**")*

The Board of Directors through the Nomination Committee has deliberated on the suitability of the Retiring Directors to be re-elected as Directors. Upon deliberation, the Board (except for the respective Director concerned) collectively agreed that the Retiring Directors meet the criteria of character, experience, integrity, competence and time commitment to effectively discharge their respective roles as Directors of the Company and recommended the Retiring Directors be re-elected as the Directors of the Company.

Explanatory Notes to Special Business:

Ordinary Resolution 6: Authority to allot and issue shares in general pursuant to Sections 75 and 76 of the Companies Act, 2016

The proposed Ordinary Resolution 6 is a renewal of general authority given to the Directors of the Company to allot and issue shares as approved by the shareholders at the 31st AGM on 9 September 2025 ("**Previous Mandate**").

As at the date of this Notice, the Company has allotted 150,000,000 new ordinary shares via Private Placement under the Previous Mandate granted to the Directors at the 31st AGM held on 9 September 2025. The total gross proceeds of RM10,482,600 was raised from the Private Placement. Please refer to the additional compliance information as disclosed in the Annual Report 2026 for the details of the utilization of proceeds.

The proposed Ordinary Resolution 6, if passed, will renew the general mandate given to the Directors of the Company to allot ordinary shares of the Company from time to time and expand the mandate to grant rights to subscribe for shares in the Company, convert any security into shares in the Company, or allot shares under an agreement or option or offer, provided that the aggregate number of shares issued and allotted, to be subscribed under any rights granted, to be issued from the conversion of any security, or to be issued and allotted under an agreement or option or offer, pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company for the time being ("**Renewed General Mandate**"). In computing the aforesaid 10% limit, shares issued or agreed to be issued or subscribed pursuant to the approval of shareholders in a general meeting where precise terms and conditions are approved shall not be counted. The Renewed General Mandate, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company.

The Renewed General Mandate will enable the Directors to allot and issue ordinary shares at any time up to an amount not exceeding 10% of the total number of issued shares of the Company for the time being without convening a general meeting which will be both time and cost consuming. The mandate will provide flexibility to the Company for any possible fund raising activities, including but not limited to the placement of shares for the purpose of funding future investment project(s), working capital and/or acquisitions.

Please refer to Section 85(1) of the Companies Act 2016 and Paragraph 7(3)(a) of the Company's Constitution as detailed below.

Section 85(1) of the Companies Act 2016 provides as follows:

"85. Pre-emptive rights to new shares

(1) Subject to the constitution, where a company issues shares which rank equally to existing shares as to voting or distribution rights, those shares shall first be offered to the holders of existing shares in a manner which would, if the offer were accepted, maintain the relative voting and distribution rights of those shareholders."

NOTICE OF THIRTY-SECOND ANNUAL GENERAL MEETING
(cont'd)

Paragraph 7(3)(a) of the Company's Constitution provides as follows:

"(3)(a). Subject to any direction to the contrary that may be given by the Company in general meeting, all new shares or other convertible securities shall, before issue, be offered to such persons as at the date of the offer are entitled to receive notices from the Company of general meetings in proportion, as nearly as the circumstances admit, to the amount of the existing shares or securities to which they are entitled. The offer shall be made by the notice specifying the number of shares or securities offered, and limiting a time within which the offer, if not accepted, will be deemed to be declined, and, after the expiration of that time, or on the receipt of an intimation from the person to whom the offer is made that he declines to accept the shares or securities offered, the directors may dispose of those shares or securities in such manner as they think most beneficial to the Company. The Board may likewise also dispose of any new share or security which (by reason of the ratio which the new shares or securities bear to shares or securities held by persons entitled to an offer of new shares or securities) cannot, on the opinion of the directors, be conveniently offered under this Constitution."

In order for the Directors to issue any new Shares or other convertible securities free of pre-emptive rights, such pre-emptive rights must be waived. The proposed Ordinary Resolution 6, if passed, will exclude your pre-emptive rights over all new shares, options over or grant of new shares or any other convertible securities in the Company and/or any new shares to be issued pursuant to such options, grants or other convertible securities under the authority to Directors to allot shares.

Statement Accompanying Notice of 32nd Annual General Meeting

Pursuant to Paragraph 8.27(2) of the Listing Requirements of Bursa Securities: -

1. **Details of individual who are standing for election as Directors (excluding Directors for re-election).**

   No individual is seeking election as a Director at the 32nd AGM of the Company.

2. **General mandate for issue of securities in accordance with Paragraph 6.03 of the Listing Requirements of Bursa Securities.**

   The details of the general mandate/authority for Directors of the Company to allot and issue shares in the Company pursuant to Sections 75 and 76 of the Companies Act 2016 are set out in the Explanatory Note to Special Business of the Notice of 32nd AGM of the Company.

BINTAI KINDEN CORPORATION BERHAD

Registration No. 199401005191 (290870-P)
(Incorporated in Malaysia)

No of shares held	
CDS Account No	

PROXY FORM

I/We .....
(FULL NAME IN BLOCK LETTERS)

NRIC/Company Registration No. .....

of .....

Contact No. ..... and # email address .....

being a member/members of **BINTAI KINDEN CORPORATION BERHAD** ("Company"), hereby appoint:

Full Name *(IN BLOCK LETTERS)*	**NRIC/Passport No.**	**% of shareholdings**
# Contact No.	**# Email Address**	
Address:		

*and/or

Full Name *(IN BLOCK LETTERS)*	**NRIC/Passport No.**	**% of shareholdings**
# Contact No.	**# Email Address**	
Address:		

or failing him/her, the Chairman of the Meeting, as my/our proxy to vote for me/us on my/our behalf at the 32nd AGM of the Company which to be held at Wildrice 1, Level 9, St. Giles Boulevard, The Boulevard, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Wilayah Persekutuan on Thursday, 3 September 2026 at 10.00 a.m. or at any adjournment thereof in the manners as indicated below:

No.	Resolutions	For	Against
1.	To re-elect Datuk Mohd Idzwan Izuddin Bin Datuk Ab Rahman who retires pursuant to Paragraph 108 of the Company's Constitution.		
2.	To re-elect Mr. Surendran Chelvarajah who retires pursuant to Paragraph 108 of the Company's Constitution.		
3.	To approve the payment of Directors' fees amounting to RM390,000.00 for the period from 32nd AGM until the next AGM of the Company.		
4.	To approve the payment of Directors' benefits up to an amount not exceeding RM30,000.00 for the period from 32nd AGM until the next AGM of the Company.		
5.	To re-appoint Messrs. HLB Ler Lum Chew PLT as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.		
6.	To approve the authority to allot and issue shares in general pursuant to Sections 75 and 76 of the Companies Act 2016.		

Please indicate with an "X" or "√" in the spaces provided above as to how you wish your votes to be cast. If no specific direction as to voting is given, your proxy will vote or abstain from voting at his/her discretion.

Dated this _____ day of _____, 2026

_____
Signature/Common Seal of Shareholder

Fold this flap for sealing

NOTES:

1. A member entitled to participate and vote at this meeting may appoint a proxy or proxies to participate and vote on his/her behalf. A proxy need not be a member of the Company and there shall not be any restriction as to the qualification of the proxy.
2. Where a member appoints more than one (1) proxy, the appointment of proxies shall not be valid unless the Member specifies the proportion of his/her shareholdings to be represented by each proxy.
3. Where a member is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one Securities Account (Omnibus Account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
4. For the purposes of determining a member who shall be entitled to participate in the 32nd AGM, the Company shall request Bursa Malaysia Depository Sdn. Bhd. to issue a Record of Depositors as at **24 August 2026**. Only a depositor whose name appears on the Record of Depositor as at **24 August 2026** shall be entitled to attend the said meeting or appoint proxies to attend and/or vote on his/her behalf.
5. The appointment of proxy may be made in the form of hard copy to be deposited with the Share Registrar's Office, Aldpro Corporate Services Sdn Bhd at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur or alternatively, the Proxy Form can be electronically lodged via the Digerati Portal at at https://bkcb-agm.digerati.com.my or email to admin@aldpro.com.my not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned General Meeting in which the person named in the appointment proposes to vote.
6. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar's Office, Aldpro Corporate Services Sdn Bhd at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned General Meeting in which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements and jurisdiction of the country in which it is executed.

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POSTAGE

THE SHARE REGISTRAR OF
BINTAI KINDEN CORPORATION BERHAD
[Registration No. 199401005191 (290870-P)]
c/o Aldpro Corporate Services Sdn Bhd
B-21-1, Level 21, Tower B,
Northpoint Mid Valley City,
No. 1, Medan Syed Putra Utara,
59200 Kuala Lumpur, W.P. KL,
Malaysia.

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7. For a corporate member who has appointed a representative, please deposit the original or duly certified certificate of appointment with the Share Registrar's Office, Aldpro Corporate Services Sdn Bhd at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned General Meeting in which the person named in the appointment proposes to vote. The certificate of appointment should be executed in the following manner:
   a) If the corporate member has a common seal, the certificate of appointment should be executed under seal in accordance to the Constitution of the corporate member; or
   b) If the corporate member does not have a common seal, the certificate of appointment should be affixed with the rubber stamp of the corporate member (if any) and executed by:
      (i) at least two (2) authorised officers, of whom shall be directors; or
      (ii) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.

www.bintai.com.my

BINTAI KINDEN CORPORATION BERHAD
[199401005191 (290870-P)]

10-01-02, PJX-HM Shah Tower, Jalan Persiaran Barat, 46050 Petaling Jaya, Selangor
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