

inta BINA

INTA BINA GROUP BERHAD
(Registration No. 201501009545 (1134880-W))



TO THE NEXT LEVEL

ANNUAL REPORT 2025



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Form of Proxy



TO THE NEXT LEVEL

The design distils Inta Bina's vision into a clear and cohesive visual narrative, articulating the synergy of its diverse strengths and expertise through a sustainability-led lens. Aligned with the theme "To the Next Level", it reflects the Group's continued advancement—progressing from strength to strength while remaining firmly anchored in its commitment to deliver enduring value and shape the future.



Scan here to view our Annual Report online.





P188 - 162 units double-storey terraced at Eco Majestic, Semenyih

Our Reputable Clients:



OUR VISION

To be the preferred builder, creating enduring value and delivering sustainable returns to our stakeholders

OUR MISSION

- To uphold best-in-class practices, deliver excellence, meet timelines, and doing it right the first time, every time.
- To build and nurture a dynamic and capable team through effective communication, empowerment, collaboration and continuous learning.
- To establish credibility through consistent performance, sustainable growth, profitability and quality delivery.

OUR DECLARATION

WE AIM TO BE:

- Passionate and Proactive in all that we do
- Innovative and Resolute in our striving for excellence
- Considerate and Compassionate towards others
- Teachable and Committed to teamwork in our pursuit of continuous improvement
- United and Undeterred in every challenge ahead
- Respectful and Committed to restoring the environment
- Excellent and Effective in our approach and execution

OUR MOTTO

Your Trusted Partner in Construction

OUR CORE VALUE



2025 at A Glance



Revenue

RM 750.6 mil
(FY2024: RM690.8 mil)



Total Assets

RM 715.8 mil
(FY2024: RM621.6 mil)



Profit Attributable to Owners of the Company

RM 40.3 mil
(FY2024: RM33.3 mil)



Net Assets per Share

40.8 sen
(FY2024: 35.0 sen)



Unbilled Order Book

RM 1.69 bil
(FY2024: RM1.48 bil)



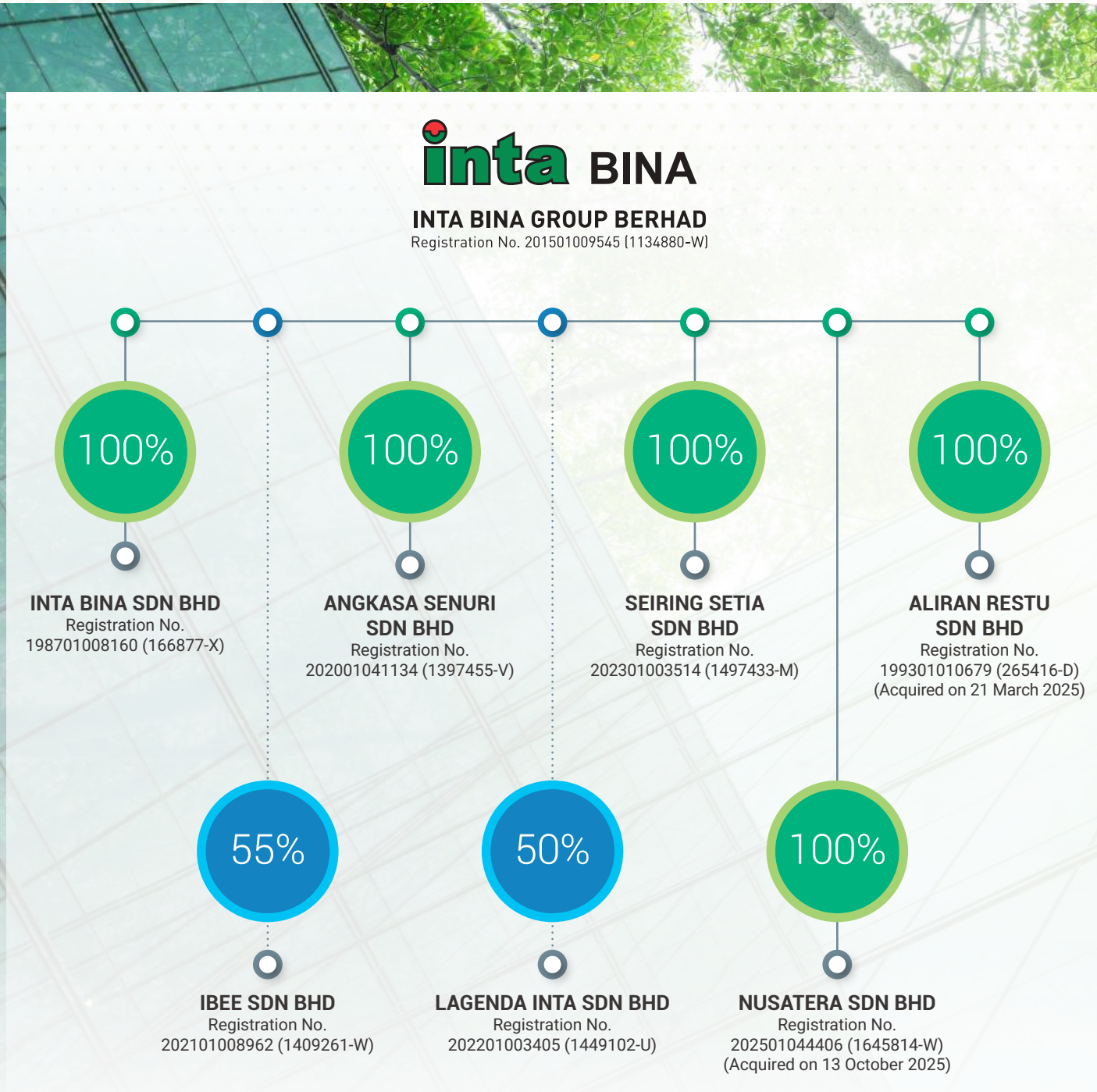
Return on Equity

16.1%
(FY2024: 17.2%)

Alignment to United Nations Sustainable Development Goals:



Corporate Structure



Corporate Information

BOARD OF DIRECTORS

DR. LIM PANG KIAM

Independent
Non-Executive Chairman

LIM OOI JOO

Managing Director

TEO HOCK CHOON

Deputy Managing Director

AHMAD BIN AWI

Executive Director

CHAU YIK MUN

Executive Director

YAP YOON KONG

Senior Independent
Non-Executive Director

DATO' LEANNE KOH LI ANN

Independent
Non-Executive Director

AU FOONG YEE

Independent
Non-Executive Director

AUDIT COMMITTEE

Yap Yoon Kong (Chairman)
Dato' Leanne Koh Li Ann (Member)
Au Foong Yee (Member)

NOMINATION & REMUNERATION COMMITTEE

Au Foong Yee (Chairperson)
Yap Yoon Kong (Member)
Dato' Leanne Koh Li Ann (Member)

RISK MANAGEMENT COMMITTEE

Lim Ooi Joo (Chairman)
Teo Hock Choon (Member)
Yap Yoon Kong (Member)
Au Foong Yee (Member)

COMPANY SECRETARY

Siew Suet Wei
(MAICSA NO.: 7011254)
SSM Practicing
Certificate No. 202008001690

HEAD OFFICE

13, 15 & 17 (1st Floor)
Jalan SS 15/8A
Subang Jaya
47500 Petaling Jaya
Selangor
Tel No. : 03-5637 9093
Email : admin@intabina.com
Website : www.intabina.com

REGISTERED OFFICE

Unit 7-01, Level 7, Menara Lagenda
No. 3 Jalan SS20/27
47400 Petaling Jaya
Selangor
Tel No. : 03-7727 0033

SHARE REGISTRAR

Tricor Investor & Issuing House
Services Sdn Bhd
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Tel No. : 03-2783 9299

PRINCIPAL BANKERS

Malayan Banking Berhad
Maybank Islamic Berhad
AmBank (M) Berhad
AmBank Islamic Berhad
HSBC Amanah Malaysia Berhad
Hong Leong Islamic Bank Berhad
Alliance Islamic Bank Berhad
CIMB Islamic Bank Berhad

AUDITORS

Baker Tilly Monteiro Heng PLT
(LLP0019411-LCA & AF 0117)
Baker Tilly MH Tower
Level 10, Tower 1, Avenue 5
Bangsar South City
59200 Kuala Lumpur
Tel No. : 03-2297 1000

STOCK EXCHANGE LISTING

Main Market
Bursa Malaysia Securities Berhad
Stock Name : INTA
Stock Code : 0192

Board of Directors



Left to right (seating)

LIM OOI JOO
Managing Director

DR. LIM PANG KIAM
Independent
Non-Executive Chairman

TEO HOCK CHOON
Deputy Managing Director

Left to right (standing)

AU FOONG YEE
Independent
Non-Executive Director

CHAU YIK MUN
Executive Director

AHMAD BIN AWI
Executive Director

YAP YOON KONG
Senior Independent
Non-Executive Director

**DATO' LEANNE
KOH LI ANN**
Independent
Non-Executive Director

Directors' Profiles



5/5

No. of Board meetings attended in the financial year

Qualifications

- Doctor of Philosophy in Business Administration from SEGi University
- Master of Science in Planning from Universiti Sains Malaysia
- Bachelor of Science (Honours) in Housing, Building, and Planning from Universiti Sains Malaysia
- Certified Financial Planner, Financial Planning Association of Malaysia
- Certified Risk Professional from the Bank Administration Institute for Certification from USA
- Member of the Asian Institute of Chartered Bankers (formerly known as Institute of Bankers Malaysia)
- Member of the Malaysian Institute of Accountants (MIA) and ASEAN Chartered Professional Accountants (ASEAN CPA)
- Fellow Member of the Chartered Institute of Management Accountants (FCMA)
- Member of the Chartered Global Management Accountant (CGMA)

DR. LIM PANG KIAM

Independent Non-Executive Chairman

Age
63Gender
MaleNationality
Malaysian

Date Of Appointment: 15 April 2016

Experience

Dr. Lim Pang Kiam obtained a Bachelor of Science (Honours) in Housing, Building and Planning and a Master of Science in Planning from Universiti Sains Malaysia in 1988 and 1989 respectively. In 2020, he also obtained a Doctor of Philosophy in Business Administration from SEGi University. He is a fellow member of the Chartered Institute of Management Accountants ("FCMA"), a member of the Malaysian Institute of Accountants ("MIA"), the Chartered Global Management Accountant ("CGMA") and the ASEAN Chartered Professional Accountants ("ASEAN CPA").

He spent 15 years with local banks in various roles before moving to the commercial sector as Finance Director, Executive Director, and CEO.

He was appointed as the External Advisory Committee (EAC) member by Sunway University for a 3-year term expiring on 31 October 2026.

Membership in Board Committee(s)

None

Directorship in Other Public Companies

1. Independent Non-Executive Chairman, Engtex Group Berhad
2. Independent Non-Executive Chairman, SDS Group Berhad
3. Non-Independent Non-Executive Director, Lagenda Properties Berhad

Declaration of Conflict of Interest or any Family Relationship with any Other Directors and/or Major Shareholders:

He has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group.

Declaration on Conviction of Offences within the Past 5 years:




He maintains a clean record with regards to convictions for offences (other than traffic offences, if any) within the past 5 years.

Directors' Profiles



LIM OOI JOO

Managing Director

 Age 73	 Gender Male	 Nationality Malaysian
Date Of Appointment: 15 April 2016		

Membership in Board Committee(s)

Chairman, Risk Management Committee

Directorship in Other Public Companies

None

Declaration of Conflict of Interest or any Family Relationship with any Other Directors and/or Major Shareholders:

He has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group.

Declaration on Conviction of Offences within the Past 5 years:

He maintains a clean record with regards to convictions for offences (other than traffic offences, if any) within the past 5 years.

5/5

No. of Board meetings attended in the financial year

Qualifications

- Bachelor of Science in Civil Engineering from the University of Saskatchewan, Canada
- Member of The Institution of Engineers Malaysia

Experience

Mr. Lim began his career in 1979 as an Assistant Resident Engineer with the Public Works Department under the Ministry of Health Malaysia, during which he was responsible for the supervision and monitoring of the foundation construction of several substructures in Klang and Kuala Terengganu. He left public service as the Assistant Resident Engineer to join Syarikat Manong Sdn Bhd in 1983 as a Site Agent with his last position there being Planning and Costing Engineer. In 1988, he decided to participate in his family business by joining Inta Bina Sdn Bhd (then known as Sungai Muhibah Sdn Bhd).

He is considered an industry veteran with more than 30 years of experience in the construction industry.



5/5

No. of Board meetings attended in the financial year

Qualifications

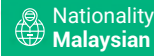
- Diploma in Technology (Building) from Tunku Abdul Rahman College

Experience

Mr Teo is considered an industry veteran having accumulated more than 30 years of experience in the construction industry. He began his career in 1982 at Dindings Consolidated Sdn Bhd as a Project Coordinator. He left the company in 1986 to join Megaria Sdn Bhd as a Director and was attached to the company until 1990. He became Director of Autron Sdn Bhd in 1990 and left the company in 1995. In late 1995, he joined Inta Bina Sdn Bhd as Executive Director and has served the Company since then.

TEO HOCK CHOON

Deputy Managing Director

Age
68Gender
MaleNationality
Malaysian

Date Of Appointment: 15 April 2016

Membership in Board Committee(s)

Member, Risk Management Committee

Directorship in Other Public Companies

None

Declaration of Conflict of Interest or any Family Relationship with any Other Directors and/or Major Shareholders:

He has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group.

Declaration on Conviction of Offences within the Past 5 years:

He maintains a clean record with regards to convictions for offences (other than traffic offences, if any) within the past 5 years.

Directors' Profiles



AHMAD BIN AWI

Executive Director

 Age 56	 Gender Male	 Nationality Malaysian
Date Of Appointment: 15 April 2016		

Membership in Board Committee(s)

None

Directorship in Other Public Companies

None

Declaration of Conflict of Interest or any Family Relationship with any Other Directors and/or Major Shareholders:

He has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group.

Declaration on Conviction of Offences within the Past 5 years:

He maintains a clean record with regards to convictions for offences (other than traffic offences, if any) within the past 5 years.

5/5

No. of Board meetings attended in the financial year

Qualifications

- Certificate in Construction Technology (Pipe and Sanitary) from ILP (1988 - 1990)
- Certificate of Participation on OHSAS 18000/ISA 2000 for Effective Safety and Health Management Systems from Malaysian Society for Occupational Safety and Health

Experience

En. Ahmad began his career as a Tower Crane Coordinator for Kemas Construction Berhad in 1991 and was attached to the company until 1994. He subsequently joined Amseal Engineering Sdn Bhd in 1994 and left the company in 1995 to join PJ Development Holdings Berhad as a Tower Crane Operator. He left PJ Development Holdings Berhad in 1997 to join Inta Bina Sdn Bhd (then known as PJD Builders Sdn Bhd) also as a Safety Officer. In Inta Bina Sdn Bhd, he was subsequently promoted to Executive Director in 2010 respectively.

En. Ahmad has more than 25 years of experience in the field of safety practices in the construction industry.



5/5

No. of Board meetings attended in the financial year

Qualifications

- Bachelor of Engineering (Civil) from Universiti Teknologi Malaysia
- Diploma in Civil Engineering from Politeknik Port Dickson

Experience

Mr. Chau began his career in 1995 with APG Geo-Systems Sdn Bhd as Site Supervisor and later, upon completion of his diploma studies, he joined Sang Yong Engineering & Construction Co Ltd also as Site Supervisor. He then joined Suteraplex Sdn Bhd in 1998 as a Senior Site Supervisor while pursuing his undergraduate studies on a part time basis. In 1999, he joined Inta Bina Sdn Bhd (then known as PJD Builders Sdn Bhd) as a Senior Site Supervisor. Within Inta Bina Sdn Bhd, he was subsequently promoted to Assistant Site Agent in 2001, Site Engineer in 2002, Assistant Project Manager in 2005, Project Manager in 2007, Project Director in 2009 and Director (Project) in 2015.

Mr. Chau has more than 25 years of site supervisory, civil engineering and managerial experience in the construction industry particularly on building construction.

CHAU YIK MUN

Executive Director

Age
53Gender
MaleNationality
Malaysian

Date Of Appointment: 15 April 2016

Membership in Board Committee(s)

None

Directorship in Other Public Companies

None

Declaration of Conflict of Interest or any Family Relationship with any Other Directors and/or Major Shareholders:

He has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group.

Declaration on Conviction of Offences within the Past 5 years:

He maintains a clean record with regards to convictions for offences (other than traffic offences, if any) within the past 5 years.

Directors' Profiles



No. of Board meetings attended in the financial year

5/5

YAP YOON KONG

Senior Independent Non-Executive Director



Age
69



Gender
Male



Nationality
Malaysian

Date Of Appointment: 15 April 2016

Membership in Board Committee(s)

- Chairman, Audit Committee
- Member, Nomination & Remuneration Committee
- Member, Risk Management Committee

Directorship in Other Public Companies

Independent Non-Executive Chairman, Zantat Holdings Berhad

Declaration of Conflict of Interest or any Family Relationship with any Other Directors and/or Major Shareholders:

He has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group.

Declaration on Conviction of Offences within the Past 5 years:

He maintains a clean record with regards to convictions for offences (other than traffic offences, if any) within the past 5 years.

Qualifications

- Bachelor of Accounting (Honours) from University Malaya
- Master of Business Administration from the Cranfield Institute of Technology, United Kingdom
- Chartered Accountant and Member of Malaysian Institute of Accountants
- Member of the Asian Institute of Chartered Bankers (formerly known as Institute of Bankers Malaysia)

Experience

Mr Yap has vast experience in the field of banking, financial and management accounting, financial analysis, corporate affairs, budgeting and cashflow forecasting and tax planning. He held positions as Financial Controller of other public listed companies and Deputy Manager of a large commercial banking group. He was an Executive Director of a public company listed on the Main Board of Bursa Malaysia Securities Berhad before retiring in 2016.



5/5

No. of Board meetings attended in the financial year

Qualifications

- Bachelor of Laws (Hons), Australian National University
- Bachelor of Commerce, Australian National University
- Licensed Tax Agent and Member of Chartered Tax Institute of Malaysia

Experience

Dato' Leanne Koh chambered with a Kuala Lumpur-based corporate and commercial law firm and was called to the Malaysian Bar in 1998. Following her chambering, Dato Leanne worked in the Litigation Department and thereafter the Corporate Department of the law firm at which she had chambered before joining KPMG Malaysia in June 2000.

As a member of KPMG Malaysia's corporate tax practice team for over 20 years, Dato' Leanne has provided corporate tax advice in relation to a variety of domestic and international transactions and exercises, including inbound and outbound investments, cross border and domestic regulatory issues, mergers and acquisitions, IPOs, international tax advice and tax due diligence, corporate tax diagnostic reviews and group tax planning and advising on structured finance products and structuring commercial contracts for tax efficiency. She held the

DATO' LEANNE KOH LI ANN

Independent Non-Executive Director

Age
53Gender
FemaleNationality
Malaysian

Date Of Appointment: 3 January 2022

position of Executive Director - Corporate Tax in KPMG Malaysia for about 15 years before retiring in June 2020.

In the course of her career, Dato' Leanne has amongst others served in an advisory capacity with the Securities Commission and Bank Negara Malaysia in respect of tax issues relating to ABS structures and Islamic financing. She has also addressed seminars and conferences in relation to tax issues relating to mergers and acquisitions and international tax planning.

Dato' Leanne also holds substantial legal experience in the areas of insolvency law and corporate and commercial restructurings, in particular receiverships and liquidations, banking litigation and administrative law matters. Dato' Leanne returned to legal practice in 2020 as a corporate partner in the firm's Corporate and Mergers and Acquisitions Department.

In 2023, she set up DL Partners Sdn Bhd providing business management consultancy services in relation to mergers and acquisition, corporate reorganisation, financial restructuring, capital fundraising via debt and equity, arrangement of financing for acquisitions, strategic business consulting and tax advisory.

Membership in Board Committee(s)

- Member, Audit Committee
- Member, Nomination & Remuneration Committee

Directorship in Other Public Companies

1. Independent Non-Executive Director, Engtex Group Berhad
2. Independent Non-Executive Director, Panda Eco Systems Berhad

Declaration of Conflict of Interest or any Family Relationship with any Other Directors and/or Major Shareholders:

She has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group.

Declaration on Conviction of Offences within the Past 5 years:

She maintains a clean record with regards to convictions for offences (other than traffic offences, if any) within the past 5 years.

Directors' Profiles



No. of Board meetings attended in the financial year

5/5

Qualifications

- Sijil Pelajaran Malaysia (SPM)

Experience

Ms Au Foong Yee was the founding Managing Director and Editor-in-Chief of The Edge Property Sdn Bhd, which owns the EdgeProp.my (previously known as TheEdgeProperty.com) weekly publication and www.EdgeProp.my Malaysia's most relevant and empowering property portal. Ms Au retired in December 2021 and was appointed Editor Emeritus of The Edge Malaysia.

Ms Au was a member of the Malaysian Ministry of Housing and Local Government's inaugural Panel of Experts (POE).

A pioneer member of The Edge Malaysia team, Ms Au was the founding editor of City & Country, the highly sought-after property pull-out in The Edge Malaysia weekly as well as Haven (the bimonthly design magazine) published by The Edge Malaysia. She went on to be an Executive Editor and Chief Marketing Officer before being promoted to Managing Director of The Edge Malaysia. In July 2016, Ms Au relinquished the role of Managing Director of The Edge Malaysia to helm and drive The Edge Property Sdn Bhd.

AU FOONG YEE

Independent Non-Executive Director

 Age 69	 Gender Female	 Nationality Malaysian
Date Of Appointment: 1 April 2022		

Ms Au tracks closely and analyses the Malaysian real estate since 1994. She conceptualised the highly coveted and prestigious The Edge Malaysia Top Property Developers Awards, The Edge Malaysia Property Excellence Awards and the Haven My Dream Home Awards, all organised by The Edge Malaysia.

In 2017, Ms Au conceptualised The EdgeProp Malaysia's Best Managed Property Awards which have since evolved and are now known as The Edge Malaysia Best Managed & Sustainable Property Awards. This unique award promotes sustainable real estate and world-class property management practice. It is the first of its kind not only in Malaysia but in the region. Ms Au is the chief judge of the award.

Ms Au is a regular speaker and moderator at property roundtables, symposiums and forums.

Membership in Board Committee(s)

- Chairperson, Nomination & Remuneration Committee
- Member, Audit Committee
- Member, Risk Management Committee

Directorship in Other Public Companies

Independent Non-Executive Director, Arka Berhad

Declaration of Conflict of Interest or any Family Relationship with any Other Directors and/or Major Shareholders:

She has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group.

Declaration on Conviction of Offences within the Past 5 years:

She maintains a clean record with regards to convictions for offences (other than traffic offences, if any) within the past 5 years.

Key Senior Management's Profiles

ONG TIAU SIANG

General Manager

 Age 48	 Gender Male	 Nationality Malaysian
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Date Of Appointment: 1 November 2001

QUALIFICATIONS

- Bachelor of Civil Engineering (Hons), University Technology Malaysia, 2000

EXPERIENCE

Ong began his career as Trainee Engineer at a consultancy firm before joining Inta Bina in 2001 as Site Engineer. With over 30 diverse projects, ranging from expansive landed townships to multifaceted commercial mixed developments and high-rise structures, Ong's expertise in onsite construction operation has been evident. His technical acumen has been instrumental in delivering projects that consistently meet and exceed stringent quality standards, including ISO 9001:2008, Qclassic and Conquas 21, ensuring unwavering adherence to prescribed quality assessment protocols. Recognised for his contributions, Ong was promoted to General Manager in 2015, and later appointed as Director of Lagenda Inta in June 2023. He is currently managing projects at Teluk Intan Phase 3A.

SIM YIN JOON

General Manager, Special Project

 Age 52	 Gender Male	 Nationality Malaysian
----------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------

Date Of Appointment: 26 June 2000

QUALIFICATIONS

- Diploma in Architecture & Building, Institute Technology Jaya KL, 1995

EXPERIENCE

Sim has dedicated 30 years of experience in the construction industry. He commenced his career as a Project Supervisor with a construction firm before joining Inta Bina. His portfolio encompasses a wide spectrum of construction disciplines, including site preparation, foundation construction, structural framing, masonry, concrete work, roofing, interior and exterior finishes. Currently serves as General Manager, Special Project. Sim leads his team in overseeing critical aspects such as system management (SOP), fosters innovation (initiating construction trade team), mentoring-site personnel, promotes staff development initiatives and ensures Inta Bina's ongoing commitments to excellence and growth.

LING TONG HOOK

General Manager, Project

 Age 63	 Gender Male	 Nationality Malaysian
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Date Of Appointment: 21 August 2006

QUALIFICATIONS

- Diploma in Civil Engineering, Federal Institute of Technology, 2002
- Sekolah Menengah Vokasional Ipoh (SPVM), MBF Academy Sdn Bhd, trained and completed toward the excellent supervisor, site management and control, quality assurance for piling and foundation programmes, 1993




EXPERIENCE

Ling has over 41 years of extensive experience, specializing in high-rise building construction. He began his career as a Site Supervisor, actively involved in civil and architectural works with ECS Projects Sdn Bhd, Setiakon Sdn Bhd, Samsung Engineering and Construction Sdn Bhd, MBF Sdn Bhd, and Jukas Construction Sdn Bhd. Ling joined Inta Bina as an Assistant Project Manager in August 2006, and has delivered numerous landmark projects. His promotion to General Manager in 2025 signifies his steady climb through the ranks, showcasing exceptional leadership, technical expertise, and an unwavering commitment to excellence.

Key Senior Management's Profiles

LEE YIH

General Manager, Contract

 Age 50	 Gender Male	 Nationality Malaysian
Date Of Appointment: 16 February 2021		

QUALIFICATIONS




- Qualified Adjudicator on the Panel of Asian International Arbitration Centre (AIAC)
- Mediator on the Panel of Asian Institute of Alternative Dispute Resolution (Term 2022-2025)
- Fellow (Pioneer Member) of the Asian Institute of Alternative Dispute Resolution
- BSc in Building Construction Management from Sheffield Hallam University, United Kingdom
- Committee Member of Contracts & Practices (C&P) Committee for Master Builders Association Malaysia (Term 2024-2026)

EXPERIENCE

Lee Yih has held the position of General Manager, Contract overseeing the department, since 2021. In this capacity, he oversees the tendering process and contract administration for both ongoing and upcoming projects within the group. With over 26 years of extensive experience in quantity surveying, cost estimation, and contract management, Lee Yih brings a wealth of expertise to his current role. Prior to joining Inta Bina, he garnered 14 years of valuable experience at a prominent Japanese construction firm, followed by 3 years with another public listed company. Throughout his career, Lee Yih has actively participated in various statutory adjudications and other dispute resolution mechanisms, further enhancing his proficiency in project execution and management.

CHIN SHIAU YIN

Financial Controller

 Age 43	 Gender Female	 Nationality Malaysian
Date Of Appointment: 25 April 2022		

QUALIFICATIONS



- Member of Malaysian Institute of Accountants (MIA)
- Fellow of Certified Practising Accountant (FCPA) Australia
- Member of Malaysian Institut of Chartered Secretaries and Administrators (MAICSA)
- Master of Business Administration (Majoring in Corporate Governance) from University Putra Malaysia, 2016
- Bachelor of Business (BBus) (Majoring in Accounting and Finance) from University of Technology, Sydney, 2005

EXPERIENCE

Chin was appointed as Financial Controller of Inta Bina, overseeing the full spectrum of finance and accounting functions of the Group since 25 April 2022. She began her career with KPMG as external auditor. She has more than 20 years of working experience in accounting, corporate reporting, corporate finance, treasury and auditing.

FOONG JYI CHYUAN

Deputy General Manager, Contract

 Age 44	 Gender Male	 Nationality Malaysian
Date Of Appointment: 17 September 2009		

QUALIFICATIONS

- Diploma in Technology (Building) and Advanced Diploma in Technology (Building) from Tunku Abdul Rahman College
- Bachelor of Science in Building Economics and Quantity Surveying from Heriot-Watt University, United Kingdom

EXPERIENCE

Foong is responsible for supervising day-to-day operations of our Contract Department under the direct supervision of Mr Teo Hock Choon, our Deputy Managing Director. He began his career with Inta Bina in 2005 as a Junior Contract Executive while he was studying part-time for his advanced diploma and his bachelor's degree. In 2008, he left Inta Bina for a short stint in Dinamik Cerdas Sdn Bhd as a Contract Executive. He re-joined Inta Bina in 2009 as a Senior Contract Executive. Foong has worked his way up to the position as Assistant Senior Contract Manager and subsequently promoted to the position of Senior Contract Manager in 2022 and Deputy General Manager in 2024.

LAU KWAI BAN

Deputy General Manager, Project



Age
44



Gender
Male



Nationality
Malaysian

Date Of Appointment: 1 August 2020

QUALIFICATIONS

- Bachelor of Civil Engineering (Hons), Universiti Putra Malaysia, 2007
- Industry accessor under CIDB Qlassic Assessor Certification, 2018
- Certified Construction Manager under CIDB Construction Skills Competancy, 2023

EXPERIENCE

With 18 years of extensive experience in high-rise construction, Lau started as Project Engineer in Construction industry since 2007. He joined Inta Bina in 2020, progressively taking up the role of Project Manager assuming responsibilities encompassing pre- and post-tender technical support/assessment for ongoing projects, participation in Design and Build projects, and undertaking development feasibility studies and planning. Promoted to Senior Project Manager in 2022, followed by elevation to Deputy General Manager in 2023.

NORAZHARUDIN BIN OMAR

Deputy General Manager, Project



Age
42



Gender
Male



Nationality
Malaysian

Date Of Appointment: 1 November 2010

QUALIFICATIONS

- Diploma in Building, Universiti Teknologi MARA (UiTM), 2005
- Bachelor of Construction Management with (Hons), University Technology Mara, 2007

EXPERIENCE

Norazharudin has a total of 18 years of experience in construction. He began his career as a Project Executive, specialising in the design and construction of siphonic roof drainage systems. In May 2008, he transitioned to Inta Bina as a Project Executive, overseeing high-end landed construction projects. After a brief stint, he involved in the Troika Condominium, a high-rise project developed by Bandaraya Development Sdn Bhd with IJMC as the main contractor. He rejoined Inta Bina in 2010, gaining further exposure to high-rise projects. Currently, Norazharudin serves as a Deputy General Manager, adept at managing a diverse portfolio of projects ranging from residential developments to large-scale high-rise constructions.

KUA KA CUN

Senior Purchasing Manager



Age
41



Gender
Male



Nationality
Malaysian

Date Of Appointment: 20 December 2017

QUALIFICATIONS

- Degree in Business Administration, University Utara Malaysia

EXPERIENCE

Kua started his career as Purchasing Executive with Gamuda Trading in year 2009. He was then seconded to different divisions of Gamuda group, namely MMC-Gamuda JV and Gamuda Engineering, where he worked on an oversea project in Hanoi, Vietnam. He joined Ikhasas Group of Companies in year 2014 as Senior Purchasing Executive and in charge of the mixed development projects namely Shaftsbury Square in Cyberjaya and Shaftsbury Avenue in Putrajaya. In March 2016, Kua joined Muhibbah Engineering Bhd and involved in few of Petronas projects such as RAPID Pengerang, TGASt Terengganu and Petronas Office Building Extension in Kota Kinabalu, Sabah.

Kua joined Inta Bina since December 2017 as Purchasing Manager. He was responsible for managing the Purchasing department and overseeing the procurement of all building materials and machinery for project sites. In January 2022, he was promoted to Senior Purchasing Manager of Inta Bina. Kua left Inta Bina in December 2023 and re-joined in May 2024 with the same role of Senior Purchasing Manager.

Key Senior Management's Profiles

CHENG LAY NGO

Human Resource Manager

 Age 51	 Gender Female	 Nationality Malaysian
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Date Of Appointment: 1 August 2020

QUALIFICATIONS

- Degree in Economics, University Malaya

EXPERIENCE

Cheng has over 21 years of experience in various industries, including Oil & Gas, Retail, Telecommunications, and Home Appliances. She began her career as Operations Executive in year 1999 with a home appliances company. In 2005, she transitioned to a retail telecommunications company, where she took on key responsibilities in handling day-to-day HR tasks such as recruitment, payroll, employee relations, and ensuring compliance with company policies and regulations. In 2016, Cheng further expanding her expertise in the HR field for an oil & gas company. She joined Inta Bina in 2020 as Assistant HR Manager and was subsequently promoted to Human Resource Manager in 2025.

LEE KAM WENG

Finance Manager

 Age 45	 Gender Male	 Nationality Malaysian
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Date Of Appointment: 16 March 2015

QUALIFICATIONS

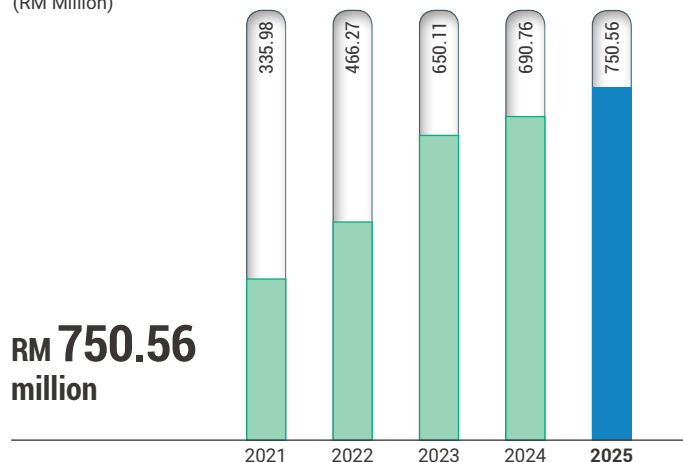
- Member of Malaysian Institute of Accountants
- Fellow Member of the Association of Chartered Certified Accountants, UK
- Master of Business Administration (majoring in Internal Auditing Engagement Studies, University of Malaya)

EXPERIENCE

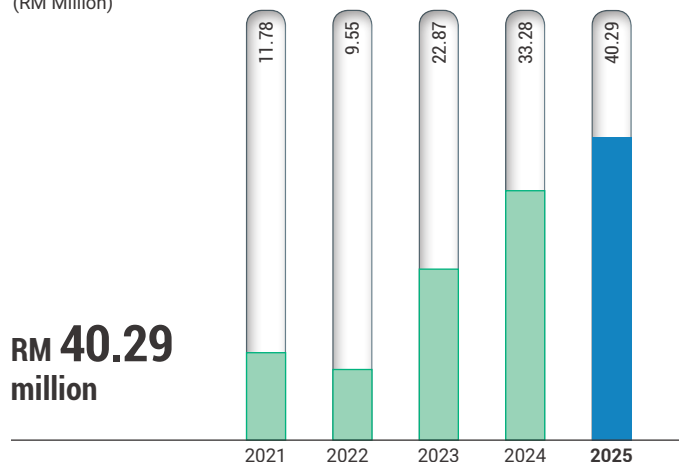
Lee has more than 18 years of experience in the accounting and finance field. He began his career in 2006 as Audit & Assurance Associate with Messrs. Raki CS Tan & Ramanan where he was involved in various audit assignments. In 2008, he left the firm to join OYL Manufacturing Sdn Bhd as Internal Audit Executive, a position he held for a year where he was in charge of reviewing and auditing the internal controls of the company. In 2009, he joined IOI Corporation Bhd. as Finance Executive where he was responsible for the finance function in the plantation division and subsequently left in 2011 to join Rotary MED (Mal) Sdn Bhd as an Accountant, a position he held until 2013. In 2013, he joined KNM Group Bhd as an Accountant responsible for the accounting functions of several oil and gas construction projects. In 2015, he joined Inta Bina as our Accountant mainly in charge of the preparation and review of the company accounts, budgets and other related accounting and financial matters. He was promoted to Assistant Finance Manager in 2018 and was subsequently promoted to Finance Manager in 2026.

5-Year Financial Highlights

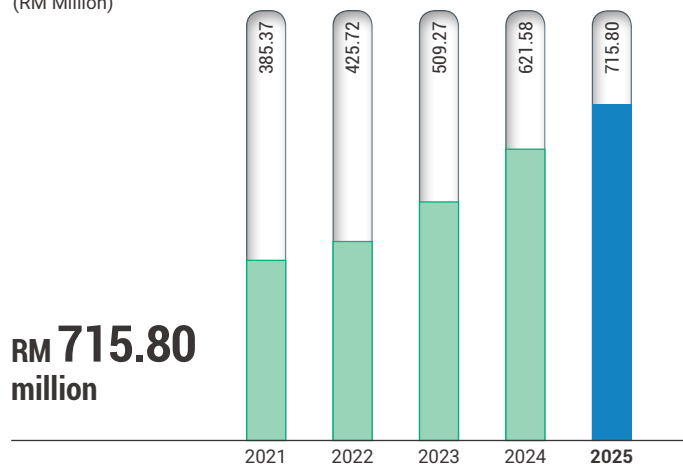
Revenue
(RM Million)



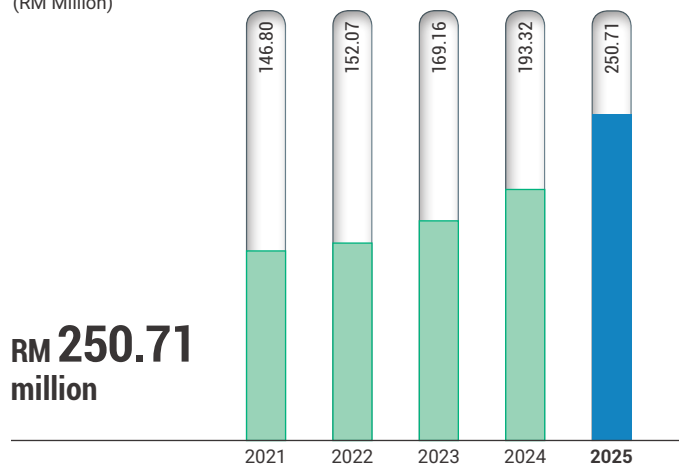
Profit Attributable to Owners of the Company
(RM Million)



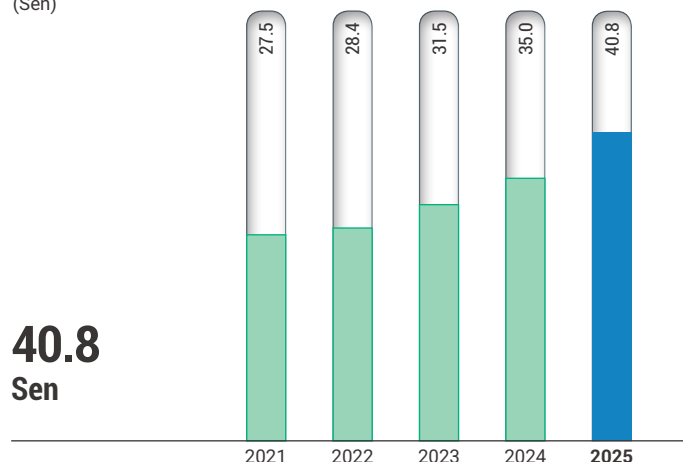
Total Assets
(RM Million)



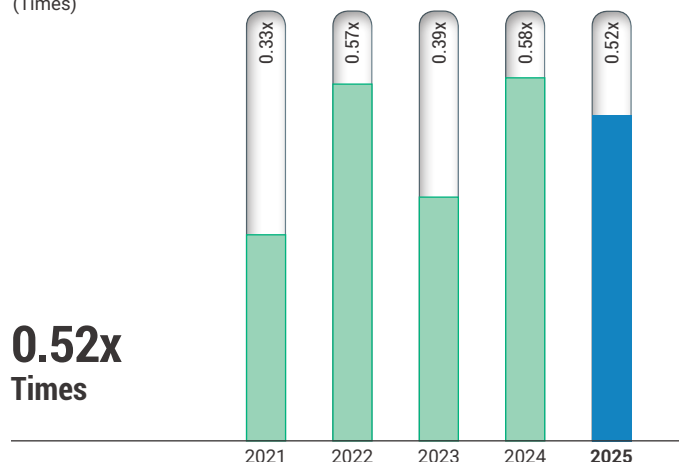
Group Shareholders' Fund
(RM Million)



Net Assets per Share
(Sen)



Gearing Ratio - Gross
(Times)



Management Discussion and Analysis

ELEVATED PERFORMANCE



This Management Discussion and Analysis (“MD&A”) sets out the performance, financial position and operating environment of Inta Bina Group Berhad (“Inta Bina” or “the Group”) for the financial year ended 31 December 2025 (“FYE 2025”).

FYE 2025 delivered improved performance for the Group, with revenue rising to RM750.6 million (2024: RM690.8 million) and profit attributable to owners increasing to RM40.3 million (2024: RM33.3 million). This growth was underpinned by consistent project execution and enhanced margins.

The Group secured RM864.9 million in new contracts during the year and continues to maintain a strong order book, providing clear visibility over near-term earnings. Further details are outlined in the Order Book section of this Annual Report.



Revenue

RM 750.6 mil
(FY2024: RM690.8 mil)



Profit After Tax and Minority Interest

RM 40.3 mil
(FY2024: RM33.3 mil)



P183 - 107 units Co-Home & 1 block of 21-storey apartments (294 units) at Eco Sanctuary, Kuala Langat

Management Discussion and Analysis



P201 - 2 blocks of apartments (480 units) at Desa Melawati, Selangor

MARKET OVERVIEW

Malaysia's economy remained resilient in 2025, with GDP growth of approximately 4.7%–4.9%, supported by steady domestic demand and sustained investment activity.

The construction sector maintained its growth momentum, with the value of work done increasing by approximately 12.5% to RM178.6 billion, extending the strong expansion recorded in 2024. This reflects continued activity across both public and private sector developments.

Growth, however, was uneven across segments. Non-residential buildings and specialised construction activities—particularly industrial and infrastructure-related projects—recorded stronger expansion, while the residential segment grew at a more moderate pace.

For contractors with significant exposure to residential developments, including the Group, activity levels remained supported by ongoing projects and existing pipelines. Nevertheless, the pace and quality of new opportunities varied, with project flows closely aligned to developers' launch decisions and prevailing sales conditions, influencing the timing and availability of new contracts.

KEY CHALLENGES

Against this backdrop, operating conditions remained competitive throughout the year. While activity levels were supported by ongoing projects, competition for new work—particularly within developer-led segments—remained intense, exerting continued pressure on pricing.

Labour availability remained tight, with costs increasing following the implementation of mandatory EPF contributions for foreign workers. In parallel, the expansion of SST to a broader range of services (generally at 6% to 8%), together with adjustments to electricity tariffs, contributed to higher operating costs across contractors and the wider supply chain.

Fuel and logistics costs also increased following the rationalisation of diesel subsidies, which resulted in diesel prices rising by approximately 56%, from RM2.15 to RM3.35 per litre. This had a direct impact on transportation, material delivery and subcontractor costs, with such increases not always immediately reflected in contract pricing—particularly for ongoing projects.

In response, the Group maintained a disciplined approach to project selection, pricing and execution. This is evident in its performance for the year, with margins improving despite elevated cost pressures.

OPERATIONAL REVIEW

The Group continued to make steady progress across its ongoing projects during the year, with consistent execution supporting revenue recognition. Several developments reached completion, including Senuri Residences in Shah Alam, while other key projects progressed in line with construction schedules.

As at the end of the financial year, the Group maintained an outstanding construction order book of RM1.69 billion (approximately 2.2 times annual revenue), largely driven by projects from established developers. The Group also remained active in a tender pipeline of approximately RM4.50 billion.



Outstanding Construction Order Book:

RM 1.69 bil

(approx. 2.2x annual revenue)



Approximate Tender Pipeline:

RM 4.50 bil

The project portfolio continues to be anchored by residential high-rise developments, complemented by selected non-residential and industrial projects. The Group also continues to undertake design-and-build projects as part of its broader execution capabilities.

On the development front, following the completion of Senuri Residences, the Group is progressing plans for Seiring Setia in Bukit Jelutong as part of its ongoing development pipeline.

The Group has also expanded its capabilities beyond core construction into property development and selected specialist contracting activities, including through its IBEE business. While these activities remain complementary at this stage, they strengthen the Group's overall project delivery capabilities and extend its involvement beyond completion into supply, installation and maintenance-related services.

Further details of the Group's project portfolio by contract value are set out in the section titled "Project Portfolio by Contract Value as at 31 December 2025" in this Annual Report.

FINANCIAL REVIEW

Financial Performance

The Group recorded revenue of RM750.6 million (2024: RM690.8 million) and profit before tax of RM55.6 million (2024: RM43.5 million), with profit attributable to owners increasing to RM40.3 million (2024: RM33.3 million).

Gross profit rose to RM87.1 million (2024: RM68.6 million), with gross margin improving to approximately 11.6% from 9.9% in the previous year. This improvement was achieved despite higher operating costs, including increases in labour, fuel and other input costs.

The stronger margin performance reflects more disciplined project selection, pricing and execution, as well as continued focus on cost control across ongoing projects. In addition, contributions from the property development segment supported overall profitability during the year, given typically higher margins at certain stages of development.

As a result, the improvement in profitability was driven not only by higher activity levels, but also by project mix and execution discipline.

Completed Projects

P179

1 block of 47-storey apartments (468 units) at Sunway Artessa, Setapak

Contract Value

RM155.0 mil



P181

26 units 3-storey terraced & 196 units condo villa at Kemensah, Gombak

Contract Value

RM137.8 mil

While the Group delivered stronger earnings, margin performance may vary depending on the composition and timing of projects, particularly given the contribution from development activities and the competitive pricing environment for new construction contracts.

Finance costs increased in line with higher borrowings, although this did not materially impact overall profitability for the year.

Overall, the Group delivered improved financial performance in a more cost-intensive operating environment, underpinned by disciplined execution and a balanced project mix.

Management Discussion and Analysis

Segmental Performance

The construction segment remained the primary contributor, generating revenue of RM647.4 million (2024: RM639.8 million) and segment profit of RM30.2 million (2024: RM29.9 million). Revenue increased modestly, reflecting steady progress across ongoing projects, while segment profit remained broadly stable. This underscores the segment's contribution as a consistent earnings base, despite ongoing cost pressures and limited pricing flexibility in a developer-led market.

The property development segment recorded revenue of RM91.9 million, representing an increase of approximately 103.7% from RM45.1 million in the previous year. Segment profit rose to RM13.3 million (2024: RM4.3 million), driven by progressive revenue recognition from Senuri Residences and stronger margins at this stage of the development cycle.

As a result, the development segment contributed approximately 33% of total segment profit during the year (2024: approximately 13%).

While development provides an additional earnings stream and margin upside, its contribution is dependent on project timing and remains relatively concentrated at this stage. The segment also entails higher capital requirements and a longer cash conversion cycle compared to construction.

Construction remains the core of the Group's business, with development serving as a complementary segment that enhances earnings while increasing exposure to capital deployment and project execution. Construction remains the core of the Group's business, providing a stable earnings base. The development segment serves as a complementary driver of earnings, offering margin upside albeit with increased exposure to capital deployment and project execution risks.

Specialist lift maintenance services contracts, though currently modest in value and project-driven, offer diversification and the potential for recurring income over time.

Financial Position

Total assets increased to RM715.8 million (2024: RM621.6 million), representing a rise of RM94.2 million during the year. This growth was driven primarily by higher trade receivables, which increased by RM42.1 million to RM300.3 million, accounting for approximately 45% of the total increase. The rise reflects higher progress billings in line with increased project activity.

Contract assets remained elevated at RM122.0 million (2024: RM120.1 million), consistent with ongoing construction work and revenue recognition based on project progress. Non-current assets increased to RM130.3 million (2024: RM73.7 million), mainly due to the acquisition of development land and a subsidiary with development rights amounting to RM28.0 million. This forms part of the Group's investment in its upcoming Seiring Setia and Aliran Restu project, with capital deployed upfront and value to be realised progressively over the development cycle.

Overall, the increase in total assets reflects two key factors: higher working capital requirements arising from increased construction activity, and initial capital deployment into property development.

On the funding side, total borrowings rose to RM129.9 million (2024: RM112.6 million), while total equity increased to RM251.2 million (2024: RM193.6 million), supported by retained earnings and a private placement completed during the year. These increases reflect funding requirements for both working capital expansion and development-related investments.



Construction Segment Revenue:

RM647.4 mil
(FY2024: RM639.8 mil)



Total Assets:

RM715.8 mil
(FY2024: RM621.6 mil)



Total Equity:

RM251.2 mil
(FY2024: RM193.6 mil)

While gearing remains at a manageable level, the Group's operations are becoming more capital-intensive compared to prior periods.

Liquidity and Cash Flow

The Group recorded net cash generated from operating activities of RM23.9 million during the year (2024: negative cash of RM2.8 million), reflecting improved collections compared to the previous year.

Operating cash flow of RM23.9 million was, however, lower than profit before tax of RM55.6 million, primarily due to an increase in receivables of RM43.7 million. This represents amounts billed but not yet collected at year end, reflecting timing differences between progress billings and collections as project activity increased.

Net cash used in investing activities rose to RM47.8 million (2024: RM25.2 million). A significant portion relates to the acquisition of development land amounting to RM23.0 million, with the remainder mainly attributable to capital expenditure on plant, machinery and other operational assets to support ongoing construction activities.



P184 - 1 block of 34-storey apartments (234 units) at Seksyen 1 Bandar Ulu Kelang, Gombak

Financing activities included additional borrowings, as well as proceeds of approximately RM26.5 million from a private placement completed on 28 May 2025. These strengthened the Group's capital base and were utilised to support working capital requirements and capital expenditure.

Despite higher working capital requirements and increased investment, short-term deposits, cash and bank balances remained broadly stable at RM108.8 million (2024: RM115.0 million), indicating that the Group continues to maintain sufficient liquidity to support its operations.

During the financial year, the Group declared 2.5 sen dividends (2024: 2.0 sen), taking into account its financial performance, working capital requirements and ongoing investments in development activities.

OUTLOOK

The Group enters the new financial year with a solid order book, providing visibility over ongoing work.

Construction activity is expected to remain underpinned by ongoing private sector developments. However, competition for new projects is likely to remain intense, particularly within developer-led segments where pricing continues to be constrained.

Subsequent to the financial year end, the external environment has become more uncertain. Recent developments in the Middle East have introduced greater volatility in energy prices and may affect broader market sentiment and business confidence. While the direct impact on the Group remains uncertain at this stage, these factors may influence project timing, developer appetite and the pace of collections across the sector.

In response, the Group will continue to focus on disciplined project selection and execution, balancing order book replenishment with margin sustainability.

The Group's development activities provide an additional source of earnings, although they involve upfront capital commitments and a longer cash conversion cycle. Contributions from this segment are expected to vary depending on project progress and will require careful management of capital and timing.

Overall, the Group expects to remain active in the coming year, supported by its ongoing projects and established execution track record, while continuing to manage growth prudently in a more uncertain operating environment. The Group remains well positioned to pursue opportunities where project fundamentals and pricing are aligned with its risk and return objectives.

Management Discussion and Analysis

ORDER BOOK PORTFOLIO

As at 31 December 2025, the Group's order book is predominantly anchored by residential projects from established developers, reflecting its proven expertise in delivering both high-rise and landed developments.



P183 - 107 units Co-Home and 1 block of 21-storey apartments (294 units) at Eco Sanctuary, Kuala Langat

P184 - 1 block of 34-storey apartments (234 units) at Seksyen 1 Bandar Ulu Kelang, Gombak



P186 - 300 units 2-storey garden home at Eco Grandeur, Bandar Puncak Alam



P187 - 2 blocks of 33-storey apartments, block A (500 units) & block B (499 units) at Southville City, Sepang

P188 - 162 units double-storey terraced at Eco Majestic, Semenyih



P191 - 1 block of office tower (425 units) and 2 blocks of serviced apartments (420 units) at Eco Ardence, Selangor

P192 - 2 blocks of serviced apartments (468 units) at Tropicana Metropark, Subang Jaya



P193 - 1 block of 38-storey serviced apartments (553 units) at Taman Tropicana Metropark, Subang Jaya

P194 - 174 units semi-detached at Gamuda Cove, Kuala Langat



P195 - 3 blocks of apartments (450 units) at Ara Damansara, Selangor

P196 - 1 block of 37-storey serviced apartments (308 units) at Putra Heights, Selangor



P203 - 68 units semi-detached at Cyberjaya, Selangor

Developer	Project Code	Project Description	Order Book (RM million)	Subtotal (RM million)
Eco World Development Group Berhad	P182	1 block of 32-storey serviced apartments (500 units) at Eco Ardence, Shah Alam	146.0	1,001.5
	P183	107 units Co-Home and 1 block of 21-storey apartments (294 units) at Eco Sanctuary, Kuala Langat	84.0	
	P186	300 units 2-storey garden home at Eco Grandeur, Bandar Puncak Alam	79.9	
	P188	162 units double-storey terraced at Eco Majestic, Semenyih	43.7	
	P191	1 block of office tower (425 units) and 2 blocks of serviced apartments (420 units) at Eco Ardence, Selangor	348.9	
	P197	1 block of 21-storey apartments (483 units) and 1 block of office at Eco Sanctuary, Kuala Langat	181.0	
	P199	154 units semi-detached and bungalow at Eco Grandeur, Bandar Puncak Alam	66.5	
	P203	128 units terraced at Eco Majestic, Semenyih	40.6	
	P204	6 units show units at Eco Radiance, Semenyih	10.9	
Sime Darby Property Berhad	P184	1 block of 34-storey apartments (234 units) at Seksyen 1 Bandar Ulu Kelang, Gombak	93.7	601.2
	P195	3 blocks of apartments (450 units) at Ara Damansara, Selangor	198.7	
	P196	1 block of 37-storey serviced apartments (308 units) at Putra Heights, Selangor	96.5	
	P201	2 blocks of apartments (480 units) at Desa Melawati, Selangor	212.3	
Angkasa Senuri Sdn. Bhd. ¹	P185	1 block of 23-storey serviced apartments (521 units) at Mutiara Subang, Selangor	105.3	105.3
Mah Sing Group Berhad	P187	2 blocks of 33-storey apartments, block A (500 units) & block B (499 units) at Southville City, Sepang	206.0	206.0
Avaland Berhad	P192	2 blocks of serviced apartments (468 units) at Tropicana Metropark, Subang Jaya	169.7	169.7
Tropicana Corporation Berhad	P193	1 block of 38-storey serviced apartments (553 units) at Taman Tropicana Metropark, Subang Jaya	224.8	224.8
Gamuda Berhad (Gamuda Land)	P194	174 units semi-detached at Gamuda Cove, Kuala Langat	112.0	112.0
Others ²	P198	1 unit bungalow at Bukit Tunku, Kuala Lumpur	21.3	21.3
IJM Land Berhad	P200	2 blocks of apartments (1,143 units) at Jalan Segambut, Kuala Lumpur	264.5	264.5
UEM Sunrise Berhad	P202	68 units semi-detached at Cyberjaya, Selangor	67.8	67.8
Grand Total				2,774.1

1. Project P185 (Senuri Residences) relates to the Group's own development project.

2. Project P198 comprises construction works undertaken for a private owner.

3. Contract values are expressed in RM million and rounded to one decimal place; as such, minor rounding differences may occur.

Sustainability Statement

ABOUT THIS SUSTAINABILITY STATEMENT

This Sustainability Statement presents Inta Bina Group Berhad and its subsidiaries (collectively, "Inta Bina", the "Group", "we", "us" or "our") sustainability-related disclosures for the financial year ended 31 December 2025 ("FYE 2025"), covering key sustainability risks, opportunities, and performance.



Reporting Framework

This Sustainability Statement has been prepared in accordance with the sustainability reporting requirements under the Bursa Malaysia Securities Berhad Main Market Listing Requirements, including Practice Note 9, which require listed issuers to disclose material sustainability matters, including their management approach and performance.

The disclosure framework is based on the IFRS Sustainability Disclosure Standards, as incorporated into Malaysia's National Sustainability Reporting Framework ("NSRF") and implemented through Bursa Malaysia's sustainability reporting requirements on a phased basis.

In the previous financial year, the Group presented a separate Climate Change Statement aligned with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"). In the current year, climate-related disclosures have been integrated into this Sustainability Statement

to provide a more cohesive view of sustainability-related risks and opportunities across the Group's operations, consistent with IFRS S2 Climate-related Disclosures.

In preparing this Sustainability Statement, the Group has also considered the Global Reporting Initiative ("GRI") Standards and the Sustainability Accounting Standards Board ("SASB") Standards, where relevant to its operations.

This Sustainability Statement should be read together with other sections of this Annual Report, including the Management Discussion and Analysis, the Statement on Risk Management and Internal Control, and the Corporate Governance Overview Statement. These sections collectively present the Group's sustainability-related disclosures, including matters that are financially material and reflected in the Group's strategy, governance, and risk management, consistent with the principles of the IFRS Sustainability Disclosure Standards.

Reporting Scope and Time Horizons

This Sustainability Statement should be read together with the Group's consolidated financial statements for the financial year ended 31 December 2025. The disclosures are aligned to the same reporting entity and reporting period.

Where relevant, comparative information from prior financial years is presented to provide context for trends and performance. The Group defines time horizons based on when sustainability-related risks and opportunities may impact its operations, financial performance, or strategic positioning.

These time horizons provide a general reference for how such risks and opportunities may develop over time and are considered, where relevant, in the Group's assessment and disclosures.

The time horizons are aligned with the Group's planning and decision-making cycles and are generally defined as follows:

- **Short-term:** Within 2 years, aligned with active construction projects and annual business planning cycles
- **Medium-term:** Between 2 to 5 years, reflecting the typical duration of construction project pipelines and contract execution periods
- **Long-term:** Beyond 5 years, reflecting broader industry trends, regulatory developments, and structural changes affecting the construction sector

Assurance Statement

The information presented in this Sustainability Statement has not been reviewed by the Internal Audit function and has not been subject to independent external assurance. No restatements were made to the previous year's sustainability disclosures.

SUSTAINABILITY GOVERNANCE

The Board of Directors has ultimate responsibility for overseeing sustainability-related matters within the Group, including key risks and opportunities relevant to its operations, as part of the Group's overall strategy and risk management framework. These include climate change, human rights, occupational health and safety, environmental management, anti-corruption, and supply chain conduct.

To support the Board in fulfilling its responsibilities, sustainability-related matters are managed through the Group's existing governance structure, comprising the Managing Director, Sustainability Working Group, and operational divisions, as summarised below.

Governance Level	Roles and Responsibilities
Board of Directors	<ul style="list-style-type: none"> • Provides oversight of the Group's sustainability strategy, governance and reporting. • Determines material sustainability matters and monitors the management of sustainability-related risks and opportunities as part of the Group's overall risk management framework. • Reviews sustainability performance and key developments reported by management.
Managing Director	<ul style="list-style-type: none"> • Leads the implementation of the Group's sustainability strategy and initiatives. • Ensures sustainability considerations are integrated into the Group's operations, project delivery and risk management processes. • Monitors material sustainability matters and reports key developments and risks to the Board.
Sustainability Working Group ("SWG")	<ul style="list-style-type: none"> • Supports the Managing Director in coordinating sustainability initiatives across the Group. • Monitors sustainability performance, action plans and related data. • Assesses sustainability-related risks and supports the development of appropriate mitigation measures.
Operational Divisions	<ul style="list-style-type: none"> • Implement sustainability policies and initiatives within their respective functions and project sites. • Monitor operational sustainability performance and maintain relevant records. • Identify and manage sustainability-related risks and report material matters to the SWG and Management.

The Group does not currently maintain specific sustainability-related key performance indicators linked to Board or senior management remuneration. Sustainability-related matters are embedded within the Group's risk management, cost structure and project execution, and therefore influence its financial performance. As such, performance-based rewards are affected by the Group's overall financial and operational performance.

Sustainability Statement

INTEGRATION OF SUSTAINABILITY RISKS AND OPPORTUNITIES

Inta Bina integrates sustainability and climate-related risks into the Group's overall risk management framework. These risks are identified, assessed, prioritised, and monitored alongside other financial and operational risks as part of ongoing business and project management processes.

Key sustainability-related risks considered by the Group include, where relevant, climate change and extreme weather impacts, occupational health and safety, labour standards and human rights, anti-corruption and ethical conduct, supply chain reliability and conduct, and environmental management matters such as waste, energy, water, and pollution.

This enables the Group to consider sustainability-related risks and opportunities in project planning, operational decisions, and strategic direction, where relevant.

Further details of the Group's risk management framework are set out in the Statement on Risk Management and Internal Control in this Annual Report.

STAKEHOLDER ENGAGEMENT

We engage our stakeholders as part of normal business operations to understand their expectations, address key concerns, and support effective project delivery and business performance.

Stakeholder engagement also supports the identification of sustainability risks and opportunities relevant to Inta Bina. The table below outlines our key stakeholders, engagement methods, and key topics discussed.

Key Stakeholders	How We Engage Them	Key Topics
Clients and Developers	<ul style="list-style-type: none"> Project meetings and coordination sessions Progress reporting and site inspections Tender and contract discussions Post-project reviews and feedback 	<ul style="list-style-type: none"> Project delivery, quality, and timelines Workplace safety performance Cost management and operational efficiency Compliance with contractual and regulatory requirements Sustainable construction practices and design implementation
Shareholders and Investors	<ul style="list-style-type: none"> Annual General Meeting and Extraordinary General Meetings Annual Report and Sustainability Report disclosures Bursa Malaysia announcements Investor relations engagement and enquiries 	<ul style="list-style-type: none"> Financial performance and business outlook Project pipeline and operational performance Risk management and governance Sustainability performance
Employees	<ul style="list-style-type: none"> Performance appraisals and regular meetings Training programmes and safety briefings Internal communication channels (meetings, email, digital platforms) Employee engagement activities 	<ul style="list-style-type: none"> Workplace health and safety Employment conditions, benefits, and career development Training and competency development Workplace conduct and grievance channels
Contractors, Subcontractors and Suppliers	<ul style="list-style-type: none"> Tender and procurement processes Project coordination meetings Site supervision and inspections Ongoing operational communication and report material matters to the SWG and Management 	<ul style="list-style-type: none"> Work quality and project delivery expectations Workplace safety requirements Labour and regulatory compliance Environmental and site management practices Ethical business conduct
Government and Regulatory Authorities	<ul style="list-style-type: none"> Regulatory submissions and compliance reporting Site inspections and audits Participation in regulatory briefings and consultations 	<ul style="list-style-type: none"> Compliance with construction, safety, labour, and environmental regulations Licensing and permit requirements Regulatory developments and industry standards

Key Stakeholders	How We Engage Them	Key Topics
Local Communities	<ul style="list-style-type: none"> • Community engagement activities • Project-related communication where relevant • Corporate social responsibility initiatives 	<ul style="list-style-type: none"> • Community well-being and social contribution • Environmental and site management practices • Responsible construction activities
Industry Bodies and Professional Associations (e.g. CIDB Malaysia, REHDA)	<ul style="list-style-type: none"> • Industry forums, seminars, and conferences • Professional and technical engagement • Industry consultations 	<ul style="list-style-type: none"> • Industry standards and best practices • Regulatory and policy developments • Construction safety and quality standards • Sustainable construction trends
Financial Institutions	<ul style="list-style-type: none"> • Financing arrangements and credit reviews • Ongoing operational and financial engagement 	<ul style="list-style-type: none"> • Financial performance and stability • Credit and financing requirements • Risk management

MATERIALITY ASSESSMENT

Inta Bina identifies its material sustainability topics by considering insights from stakeholder engagement, management's operational experience, and a review of relevant regulatory expectations and industry practices, alongside the Group's risk profile and business activities.

This process ensures that the topics reflect areas that may affect the Group's business performance, financial position, and long-term resilience, as well as those of importance to stakeholders. These material matters are integrated

into the Group's risk management processes and support management's assessment, monitoring, and related disclosures, including performance indicators and targets, where relevant.

The results are presented in the materiality matrix, which illustrates the relative importance of sustainability topics based on their significance to the Group's business and to stakeholders.

The identification and assessment of these material sustainability matters are integrated within the Group's overall risk management and governance processes.

MATERIALITY MATRIX

Influence on Stakeholder Assessment & Decisions	Very Critical	<ul style="list-style-type: none"> ● Sustainable & Green Design ● Human Rights and Labour Standards ● Sustainable Construction and Materials ● Pollution Management 	<ul style="list-style-type: none"> ● Economic Performance ● Quality and Client Satisfaction ● Health and Safety ● Anti-Corruption ● Supply Chain Management
	Critical	<ul style="list-style-type: none"> ● Climate Change ● Energy and Emissions Management ● Water Management ● Waste Management ● Biodiversity 	<ul style="list-style-type: none"> ● Employee Management ● Data Privacy and Security ● Community Investment

Significance of Inta Bina's Economic, Environmental and Social Impacts

Legend ● Economic ● Environmental ● Social

Sustainability Statement










SUMMARY OF SUSTAINABILITY PERFORMANCE AND TARGETS

The table below summarises Inta Bina's key sustainability performance for FYE 2025 and the corresponding targets or management objectives, aligned with the material sustainability topics identified through its materiality assessment.

Topic	FYE 2025 Key Performance	Key Targets
 Economic Performance	<ul style="list-style-type: none"> Economic value generated: RM750.6 million. Economic value distributed: RM710.3 million, primarily to subcontractors, suppliers, employees, providers of capital and government. 	Maintain disciplined project execution and financial performance to support sustainable value generation, operational continuity, and long-term resilience.
 Quality & Client Satisfaction	<ul style="list-style-type: none"> Nil significant quality-related penalties, liquidated damages or contractual disputes. Average QCLASSIC score: 85%. Client satisfaction score: 84%. 	Maintain zero material quality-related contractual breaches, penalties or disputes through effective project monitoring and quality control.
 Anti-Corruption	<ul style="list-style-type: none"> Nil confirmed incidents of corruption. 100% of operations assessed for corruption-related risks. 	Maintain zero confirmed incidents of corruption.
 Supply Chain Management	<ul style="list-style-type: none"> 100% procurement spend on local suppliers. Nil material ESG incidents involving subcontractors. Nil significant supply chain disruptions. 	Maintain no significant supply chain disruptions and no material ESG incidents involving contractors or suppliers.
 Climate Change	<ul style="list-style-type: none"> Nil material financial impacts from climate-related risks. Nil weather-related project disruptions. Nil climate-related safety incidents. 	Maintain no material climate-related financial impacts or project disruptions, supported by ongoing monitoring and site-level preparedness.
 Sustainable & Green Design	<ul style="list-style-type: none"> 100% of projects delivered in accordance with approved design and sustainability requirements. 	Maintain full delivery of approved sustainability-related design outcomes across all projects.
 Human Rights and Labour Standards	<ul style="list-style-type: none"> Nil substantiated human rights violations. Nil labour regulatory non-compliance incidents. 	Maintain zero substantiated labour or human rights violations and full compliance with applicable labour laws.
 Health & Safety	<ul style="list-style-type: none"> Nil work-related fatalities and serious injuries. Nil Lost Time Incident Rate (LTIR). 3,974 personnel received safety training. 	Maintain zero work-related fatalities and serious injuries across all project sites.
 Employee Management	<ul style="list-style-type: none"> Total employee turnover: 59 employees (14%). 	Maintain a stable and manageable level of employee turnover to support operational continuity.
 Community Investment	<ul style="list-style-type: none"> Total community investment: RM330,888. Approximately 600 beneficiaries supported. 	Maintain consistent community investment activities, subject to financial performance and internal approval.
 Customer Data Privacy	<ul style="list-style-type: none"> Nil substantiated complaints relating to data breaches or privacy violations. 	Maintain zero substantiated breaches of data privacy and comply with applicable data protection laws.
 Biodiversity	<ul style="list-style-type: none"> Nil environmental related regulatory non-compliance incidents 	Maintain zero environmental or biodiversity-related regulatory non-compliance incidents.
 Sustainable Construction and Materials	<ul style="list-style-type: none"> Reusable construction systems (e.g. aluminium formwork, modular systems) applied across all active sites. Spend on environmentally preferred materials: RM79.7 million. 	Maintain implementation of sustainable construction practices within operational control, including efficient use of materials, application of reusable systems, and improved tracking of environmentally preferred material procurement.
 Pollution Management	<ul style="list-style-type: none"> Nil environmental fines or penalties. 	Maintain zero environmental fines, penalties or regulatory enforcement actions.
 Waste Management	<ul style="list-style-type: none"> Total waste generated: 8,958.68 tonnes. Waste diversion rate: 22.2% (1,990.02 tonnes diverted). Waste managed in compliance with regulatory requirements. 	Maintain zero regulatory non-compliance relating to waste management, while continuing to implement waste segregation and recycling practices.
 Water Management	<ul style="list-style-type: none"> Total water withdrawal/consumption: 161 ML. Nil water-related regulatory non-compliance incidents. No material disruptions arising from water supply constraints. 	Maintain uninterrupted construction activities with no material disruption arising from water supply constraints, and full compliance with applicable water supply, discharge and drainage requirements across all construction sites.
 Energy & Emissions	<ul style="list-style-type: none"> Total energy consumption: 4,577 MWh. Total emissions (Scope 1, 2 and limited Scope 3): 4,719 tCO₂e. Four (4) electric forklifts in use. 	Continue implementing initiative-based measures within operational control, including equipment electrification and solar site solutions, while progressively expanding emissions tracking.

ALIGNMENT WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Inta Bina contributes to selected United Nations Sustainable Development Goals (“SDGs”) through its core activities as a construction company, employer and corporate citizen. These contributions arise primarily from its construction activities, employment practices, and governance framework. Key areas of contribution are summarised below:

UN SDG	SDG Focus	Inta Bina's Contribution
 SDG 3: Good Health and Well-Being	Health, safety, and well-being	Inta Bina prioritises safe and healthy workplaces across its offices and construction sites through compliance with occupational safety and health requirements, site safety management, and adherence to applicable labour and safety regulations. These practices support worker well-being and promote safe working environments.
 SDG 4: Quality Education	Skills development and training	The Group supports employee training and skills development to enhance technical competencies and long-term employability within the construction sector.
 SDG 8: Decent Work and Economic Growth	Employment, labour standards, economic contribution	The Group provides employment opportunities, fair labour practices, and skills development to support workforce capability and employability. Its construction and property activities contribute to economic growth, job creation, and broader economic participation within the value chain.
 SDG 9: Industry, Innovation and Infrastructure	Infrastructure, innovation, resilience	Through its construction activities, the Group contributes to the development of buildings and supporting infrastructure. Where feasible, the Group adopts appropriate construction methods, materials, and practices that support durability and long-term performance.
 SDG 10: Reduced Inequalities	Inclusion and equal opportunity	The Group promotes fair and merit-based employment practices, providing equal opportunity regardless of background, and supporting inclusive workforce participation.
 SDG 11: Sustainable Cities and Communities	Urban development, liveability	The Group contributes to urban development through the construction and development of residential, commercial, and mixed-use properties, supporting the growth of functional and sustainable communities.
 SDG 12: Responsible Consumption and Production	Resource efficiency, waste reduction	The Group promotes responsible resource use through construction waste management, efficient use of materials, and implementation of site-level environmental practices to reduce waste generation where practicable.
 SDG 13: Climate Action	Climate risk and emissions awareness	The Group considers climate-related risks and environmental factors in its construction and project planning activities, supporting operational resilience and alignment with evolving environmental expectations.
 SDG 16: Peace, Justice and Strong Institutions	Governance, ethics, compliance	The Group upholds ethical business conduct through corporate governance practices, internal controls, and compliance with applicable laws. These measures support transparency and contribute to the prevention of corruption and bribery.

Sustainability Statement

ECONOMIC PROSPERITY



ECONOMIC PERFORMANCE



Why is it important

Inta Bina's financial performance supports the sustainability of our business and enables us to meet our obligations to key stakeholders, including employees, subcontractors and suppliers, providers of capital, and government.

As a construction contractor, our operations contribute to economic activity primarily through employment, procurement, and tax contributions.

Given the subcontractor-intensive nature of construction, a significant portion of the value generated is distributed across subcontractors and suppliers, supporting business activity, job creation, and income generation within the broader value chain. This creates a multiplier effect, where project spending extends beyond our direct operations and contributes to wider economic participation.



Our Approach

Our economic performance is driven by the successful delivery of construction projects in accordance with contractual requirements, supporting revenue generation and business continuity.

Economic value generated is distributed through:

- employee wages and benefits
- payments to subcontractors and suppliers
- payments to providers of capital
- statutory payments to government

Retained earnings support working capital requirements and ongoing business operations.



Our Performance

Vendor and subcontractor payments represent the largest component of economic value distributed, reflecting the subcontractor-intensive nature of construction activities.

Payments to employees and government reflect the Group's contribution to workforce livelihoods and public revenue, while retained earnings underpin operational continuity and financial resilience, particularly in managing cost pressures and working capital requirements.

The Group focuses on maintaining disciplined project selection, pricing and execution to support consistent value generation and business resilience.

The table below summarises the economic value generated, distributed, and retained by Inta Bina over the past three financial years.

Economic Performance	FYE 2025 (RM' Million)	FYE 2024 (RM' Million)	FYE 2023 (RM' Million)
Economic Value Generated	750.6	690.8	650.1
Economic Value Distributed, which consists of:	710.3	657.5	627.2
Payment to vendors	626.6	584.0	571.0
Payment to employees (e.g. wages, benefits)	42.2	36.8	27.2
Payment to providers of capital (e.g. interest to lenders, dividend to investors)	20.0	18.4	12.3
Payment to government (e.g. taxes and permits)	21.5	18.3	16.7
Economic Value Retained	40.3	33.3	22.9

For further discussion on how these factors affect the Group's financial performance, including key drivers of revenue, cost pressures, margins and cash flow, please refer to the Management Discussion and Analysis section of this Annual Report.



QUALITY AND CLIENT SATISFACTION



Why is it important

As a main building contractor, our ability to deliver quality construction works and meet project timelines is fundamental to fulfilling contractual obligations and maintaining client confidence.

Effective quality management helps reduce defects, rework, delays, and disputes, while supporting safe project delivery and long-term client relationships. Independent quality assessments and client feedback also provide important benchmarks for evaluating workmanship and overall project performance.



Our Approach

Quality Management Workmanship and Standards

Quality controls are embedded throughout project planning, execution, and completion. Workmanship is guided by internal quality procedures and aligned, where applicable, with the Quality Assessment System in Construction ("QLASSIC") administered by the Construction Industry Development Board Malaysia ("CIDB"), which provides independent industry benchmarking.

Site supervisors and project personnel monitor construction activities to ensure compliance with approved specifications, drawings, and contractual requirements. Where quality issues are identified, rectification actions are implemented in coordination with subcontractors and relevant parties.

Where Inta Bina undertakes property development activities, similar construction quality controls and independent assessments apply, with post-completion matters supported by appointed building management.

Client Engagement and Satisfaction

Client feedback is an important indicator of our performance. Satisfaction is assessed through structured engagement and project-level feedback, covering key service dimensions relevant to construction delivery.

These include:

- Quality of workmanship
- On-time completion of projects
- Co-operation and responsiveness of project personnel
- Technical competency and support
- Handling of client concerns
- Adequacy of project resources
- Overall performance of Inta Bina

Feedback from these areas supports continuous improvement in construction quality, coordination, and project delivery.



Our Performance

Quality and client satisfaction performance is monitored using independent industry benchmarks, client feedback, and internal project reviews.

Performance Indicator	Unit	FYE 2025	FYE 2024	FYE 2023	Target
Average QLASSIC score for completed projects ¹	%	85	79	77	Achieve and maintain an average QLASSIC score of at least 75% across completed projects.
Overall client satisfaction score ²	%	84	83	84	Maintain overall client satisfaction score of at least 80% based on post-completion client surveys.
Significant quality-related penalties, liquidated damages, or disputes ³	Number	Nil	Nil	Nil	Zero material quality-related contractual breaches, penalties, or disputes.

1. QLASSIC score refers to workmanship quality scores independently assessed by CIDB for projects evaluated during the reporting period, where applicable.

2. Client satisfaction score refers to the average score from client feedback surveys conducted upon project completion or key milestones, covering workmanship quality, timeliness, responsiveness, technical competency, complaint handling, resource adequacy, and overall performance.

3. Significant quality-related penalties, liquidated damages, or disputes refer to confirmed contractual penalties or disputes arising from material workmanship defects or failure to meet contractual quality requirements, based on management's project review.

Sustainability Statement

QLASSIC Score by Completed Project

Financial Year	Completed Project	QLASSIC Score (%)
FYE 2025	Sunway Artessa	86%
	Park One	83%
FYE 2024	Cheerywood	74%
	Tresor @Gravit8	79%
	Southplace	85%
	Jade Hills	83%
	Serenia City (Landed)	79%
	Serenia City (Townhouse)	78%
	Enso Woods	76%
FYE 2023	Kiara Kasih	80%
	Cora Eco Ardence	81%
	Damansara Damai	72%
	Hazelton Eco Forest	79%
	Regent Garden	78%
	Southville City-Tower B	74%



The CIDB QUEST Awards 2025, recognising excellence through the Anugerah Kecemerlangan and Anugerah Keselamatan Cemerlang under the QLASSIC and SHASSIC frameworks.



ANTI-CORRUPTION



Why is it important

Integrity and ethical conduct are essential to maintaining stakeholder trust and supporting sustainable business operations. As a construction contractor, Inta Bina interacts with multiple external parties, including clients, subcontractors, suppliers, and regulators, which may expose the Group to corruption and misconduct risks.

Failure to uphold ethical standards may result in regulatory action, financial loss, project disruptions, and reputational damage.



Our Approach

Policy Commitment

Inta Bina maintains clear policies on anti-corruption and whistleblowing. Our Anti-Bribery and Corruption (“ABC”) Policy outlines the responsibilities of the Company and each employee in upholding our zero-tolerance stance against all forms of corruption and bribery.

The policy applies to our operations and business dealings, including interactions with contractors, suppliers, and other third parties, and is supported by our Whistleblowing Policy, which provides an independent channel for reporting concerns.

Corruption Risk Assessment

We conduct annual corruption risk assessments, with identified risks incorporated into our corporate risk registers and assigned to relevant risk owners for ongoing monitoring and mitigation. The assessment covers areas most relevant to our operations, including procurement activities, interactions with contractors and suppliers, conflicts of interest, fraud risks, and exposure to third-party misconduct.

Consistent with our risk-based approach, corruption risk considerations relating to contractors and suppliers are embedded within our procurement and project delivery processes. Due diligence is performed proportionate to the nature of the engagement, including evaluation of competency, track record, and compliance with applicable laws and contractual requirements. Contractual terms also require contractors and suppliers to comply with applicable anti-corruption laws, supporting our management of third-party integrity risks.

Percentage of operations assessed for corruption-related risks for FYE 2025, 2024 and 2023

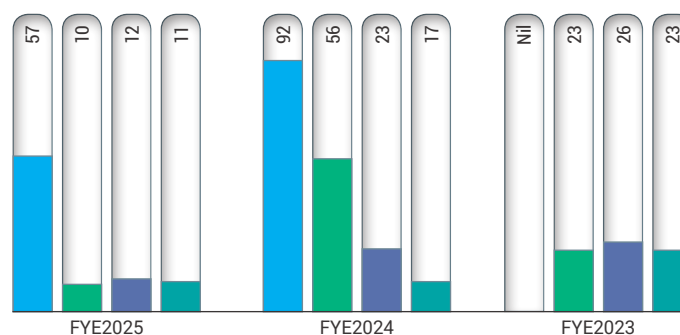
100%

The assessment is reviewed annually to ensure it remains relevant to changes in our operating environment and project activities.

Training and Awareness

To promote ongoing adherence to our anti-bribery and anti-corruption policies, we offer training and engagement programmes to employees based on their roles and level of risk exposure. We require formal, comprehensive training for key staff at least once every three years or when there are significant changes to the compliance landscape. Additionally, training is provided during the onboarding process for new key management personnel.

We also hold awareness sessions on anti-corruption issues through management discussions and during reviews of internal controls. This helps ensure that key staff are informed and equipped to manage the Group’s exposure to various corruption risks and reinforces expected standards of conduct across our operations.



Percentage of employees who attended formal anti-corruption training	FYE 2025 (%)	FYE 2024 (%)	FYE 2023 (%)
Senior Management	57	92	Nil
Management	10	56	23
Executives	12	23	26
Non-Executive	11	17	23

Senior management refers to the key management personnel of Inta Bina Group Berhad.

Sustainability Statement

Whistleblowing Channel

Inta Bina maintains a Whistleblowing Policy as part of its overall integrity and governance framework, providing a secure, trusted and independent channel for employees and external stakeholders, including contractors, their employees, suppliers, and members of the public, to report concerns relating to bribery, corruption, fraud, conflicts of interest, labour practices, human rights matters, or other improper conduct.

This channel enables concerns to be raised directly to the Senior Independent Director through a dedicated reporting channel, ensuring independence from operational management and appropriate Board-level oversight. All reports are handled with strict confidentiality, and the Group is committed to providing protection against any form of retaliation, victimisation or adverse consequences for individuals who raise concerns.

This whistleblowing channel complements the grievance mechanisms described under the Human Rights section of this report and supports responsible business conduct across the Group's operations and supply chain.

In addition to formal reporting channels, the Group promotes an open communication culture, where employees and relevant personnel may raise concerns through management, including the Managing Director and appropriate staff.

The Whistleblowing Policy is made available on the Group's corporate website and is communicated periodically to employees and relevant stakeholders.



Our Performance

Inta Bina is committed to achieving zero confirmed incidents of corruption. No confirmed incidents of corruption, nor any substantiated allegations involving our employees, were reported during the reporting period. All concerns, if any, are reviewed and investigated in accordance with our established whistleblowing and investigation procedures.

Number of confirmed incidents of corruption and action taken	FYE 2025	FYE 2024	FYE 2023	Target
	Nil	Nil	Nil	Maintain zero confirmed incidents of corruption



SUPPLY CHAIN MANAGEMENT



Why is it important

Our contractors, subcontractors, and suppliers play a critical role in enabling us to deliver projects safely, on time, and to the expected quality standards. We are therefore committed to managing our supply chain responsibly, recognising that supplier performance may influence our operational reliability, regulatory compliance, and reputation.

This includes communicating clear expectations on ethical conduct, labour standards, health and safety, and environmental practices, consistent with the nature and scale of our construction activities.



Our Approach

Responsible procurement

Our relationships with suppliers are governed by internal procurement policies and procedures designed to ensure independent, fair, and transparent procurement practices. These processes incorporate environmental and social considerations where relevant and proportionate to the nature of construction procurement.

Recognising the environmental and social risks inherent in construction supply chains, we communicate clear expectations to suppliers and subcontractors through vendor onboarding, tender documentation, contractual terms, and project coordination processes. These requirements include, where applicable:

Labour and human rights standards

- Compliance with applicable labour laws and employment regulations;
- Prevention of child labour and forced labour;
- Non-discrimination and fair treatment;
- Compliance with minimum wage and working hour requirements; and
- Provision of safe and healthy working conditions.

Environmental management practices

- Compliance with applicable environmental laws and regulatory requirements;
- Responsible management of waste, pollution, and construction materials;
- Efficient use of resources, including materials, water, and energy, where relevant to construction activities; and
- Avoidance or mitigation of environmental impacts associated with site operations and material sourcing.

These expectations are integrated into procurement and contracting processes and reflected in our supplier engagement and oversight practices. Integrity and corruption risk considerations are also embedded within our procurement and contractor selection processes, as described in the Anti-Corruption section of this report.

We apply a risk-based approach to supplier selection and oversight, which includes:

- Basic due diligence prior to supplier appointment, including capability and compliance considerations; and
- Ongoing coordination and site-level monitoring of subcontractors and suppliers during project execution.

This supports our performance monitoring of project sites where subcontractor activities are subject to site-level coordination and oversight.

Where supplier-related issues are identified, we engage the relevant parties on appropriate follow-up actions, which may include clarification, corrective measures, or enhanced monitoring. These activities are reflected in our tracking of supplier follow-up actions and supplier-related non-compliance incidents during the reporting period.

Industry Engagement and Continuous Alignment

As part of our role within Malaysia's construction ecosystem, we engage with developers, industry bodies, and market participants through conferences, seminars, and professional forums, including those focused on sustainability and responsible construction practices.

These engagements may involve participation as attendees or speakers and support us in:

- Staying informed of evolving expectations relating to labour standards, responsible sourcing, and environmental management;
- Strengthening alignment with developer and industry practices, including those adopted by sustainability-focused market participants; and
- Our participation in such forums is tracked as part of our supply chain performance indicators relating to industry engagement.

Supply Chain Continuity and Local Sourcing

To support operational continuity, we monitor supply chain risks that may affect the availability and timely delivery of materials and services, including market conditions and logistics factors.

We maintain a diversified supplier base and plan procurement in line with project requirements to support supply reliability.

Where feasible and subject to commercial, technical, and compliance requirements, we prioritise engagement of local suppliers and subcontractors. This supports supply chain resilience and contributes to local economic participation in areas where we operate.



Our Performance

The table below summarises key supply chain indicators monitored by the Group during the reporting period.

Performance Indicator	FYE 2025 %	FYE 2024 %	FYE 2023 %	Target
Percentage of spending on local suppliers	100%	100%	100%	Maintain 100% spending on local suppliers, where practicable
Material adverse ESG incidents involving appointed main contractors ¹	Nil	Nil	Nil	Maintain no material adverse ESG incidents involving appointed sub contractors
Significant supply chain disruptions impacting project delivery ²	Nil	Nil	Nil	Maintain no significant supply chain disruptions impacting project delivery

1. Material adverse ESG incidents refer to publicly disclosed or reported incidents involving appointed main contractors during the reporting period, including confirmed cases of serious regulatory breaches, forced or compulsory labour, major environmental violations, assessment is based on publicly available disclosures and media reports. Inta Bina does not conduct independent ESG audits of contractors and suppliers.

2. Significant supply chain disruptions refer to events within the reporting period that materially affected project timelines or construction progress due to shortages, contractor non-performance, or external supply constraints. This assessment is based on management's operational review and project monitoring.

Sustainability Statement



CLIMATE CHANGE



Why is it important

Climate change has the potential to directly affect Inta Bina operations, project timelines, and long-term business resilience. Physical risks such as flash floods, extreme rainfall, and rising temperatures can cause construction delays, increase costs, and impact worker safety. Transition risks, such as new building regulations, higher energy tariffs, and growing demand for low-carbon buildings, can also affect our competitiveness and cost base.



Our Approach

Governance and Risk Management

The Board of Directors oversees sustainability-related risks, including climate-related risks, as part of its overall responsibility for risk management and long-term business resilience. Management supports the Board through regular risk reviews and integrates climate-related considerations into project planning, operational monitoring, and cost assessments where relevant.

Climate-related risks are assessed alongside other operational and financial risks within Inta Bina's enterprise risk management processes. These risks may arise over the short, medium, or long-term depending on project duration, site location, and evolving regulatory and environmental conditions.

To strengthen risk awareness, Inta Bina has begun incorporating climate scenario references as part of its internal risk assessment process. This includes considering potential physical climate impacts under higher emissions conditions and transition risks associated with the global shift towards a lower-carbon economy. These scenarios are used to support management's understanding of potential exposures and are not intended as forecasts.

Climate-related considerations may influence project planning, scheduling, and cost assessments, particularly where weather patterns, site conditions, or regulatory requirements may affect project delivery. These considerations are applied alongside commercial, technical, and regulatory factors to support informed decision-making.

The Group supports Malaysia's broader transition towards a lower-carbon economy and continues to monitor relevant regulatory, market, and industry developments that may affect its operations and project delivery.

[Understanding Physical Climate Risks](#)

Physical climate risks arise from changing weather patterns that may directly affect construction activities and project delivery. These include acute risks from extreme weather events and longer-term chronic changes in climate conditions.

To support risk awareness, Inta Bina is beginning to incorporate high-emissions climate scenarios (e.g. SSP5-8.5) to assess potential exposure to more severe weather conditions under a higher-risk climate pathway, with the aim of strengthening its operational risk management and planning over time.

Risk Type	Risk Description	Adaptation Measures
Acute Physical Risk	Extreme weather events such as heavy rainfall, flooding, or heatwaves may disrupt construction progress, affect site accessibility, reduce productivity, and delay project completion. Financial impacts may include increased project costs, additional protective works, rectification expenses, and potential Liquidated Ascertained Damages (LAD).	<ul style="list-style-type: none"> Monitoring weather forecasts and site conditions to plan construction activities Implementing site-specific drainage systems, water pumps, and flood protection measures Adjusting construction schedules during periods of heavy rainfall or extreme heat Providing shaded rest areas, hydration measures, and heat stress management for workers Securing materials and equipment to prevent damage during severe weather Maintaining contingency buffers within project schedules and budgets Maintaining backup generators and ensuring fuel availability to support continuity of construction activities during power supply disruptions Implementing efficient water use and temporary storage practices where necessary to support construction activities during supply interruptions

Risk Type	Risk Description	Adaptation Measures
Chronic Physical Risk	Rising average temperatures and changing rainfall patterns may increase cooling and water requirements for construction site operations, affect worker productivity, and increase operating costs. Over the longer term, increased flood exposure and temperature conditions may also influence design and construction requirements and increase lifecycle costs of completed assets.	<ul style="list-style-type: none"> Considering site elevation, drainage capacity, and flood risks during project planning Implementing appropriate site drainage measures based on site conditions Incorporating ventilation and heat-resilient design considerations where appropriate Applying preventive maintenance practices during construction to protect assets and materials Implementing appropriate cooling and ventilation measures in site offices and rest areas to maintain suitable working conditions during higher temperature periods

Understanding Transition Climate Risks

Transition risks arise from regulatory, market, and economic changes associated with the transition to a lower-carbon economy. Inta Bina referenced the International Energy Agency Net Zero by 2050 (NZE2050) scenario as a benchmark to support its understanding of potential transition risks, which assumes progressive tightening of climate policies, expansion of carbon pricing, and increasing energy and material transition costs over time.

Risk Type	Risk Description	Adaptation Measures
Cost Transition Risk	Under net zero transition scenarios, carbon pricing, fuel subsidy rationalisation, and decarbonisation of electricity generation may increase the cost of electricity, fuel, and carbon-intensive construction materials such as steel and cement. These cost increases may be passed through by suppliers and service providers, increasing construction costs and affecting project margins and tender competitiveness.	<ul style="list-style-type: none"> Monitoring construction material, electricity, and fuel costs during project planning Engaging suppliers and subcontractors to assess cost implications and availability of alternative materials and methods Considering alternative materials and construction approaches where appropriate and financially feasible Incorporating cost contingencies into project budgeting and tender pricing
Policy / Regulatory Risk	Transition scenarios assume progressively stricter climate-related regulations, including potential introduction or expansion of carbon pricing mechanisms, tighter building energy efficiency standards, and enhanced climate-related disclosure requirements. These may affect project design requirements, construction practices, approval processes, and reporting obligations.	<ul style="list-style-type: none"> Monitoring regulatory developments and industry requirements, including sustainability and climate-related disclosure expectations Integrating applicable regulatory and client requirements into project planning and construction processes Ensuring compliance with relevant building codes and regulatory standards
Market Alignment Risk	As part of the transition to a lower-carbon economy, developers, investors, and building owners may increasingly incorporate sustainability, energy efficiency, and climate resilience considerations into project specifications and procurement requirements, which may influence construction methods, materials, and project costs.	<ul style="list-style-type: none"> Aligning project delivery with client specifications and contractual requirements Supporting implementation of sustainability and resilience features where specified and commercially appropriate Monitoring market developments and client expectations to maintain competitiveness

These measures help the Group manage potential cost impacts and maintain competitiveness as regulatory and market conditions evolve.

Sustainability Statement



Our Performance

Climate-related risks are monitored as part of Inta Bina’s operational and risk management processes. During the reporting period, no material disruptions or financial impacts directly attributable to climate-related risks were recorded.

Performance Indicator	FYE 2025	FYE 2024	FYE 2023	Target
Material adverse financial impacts arising from climate-related physical or transition risks	Nil	Nil	Nil	Maintain no material adverse financial impacts arising from climate-related risks
Significant weather-related disruptions impacting project delivery or construction schedules ¹	Nil	Nil	Nil	Maintain no significant weather-related disruptions to project delivery or construction schedules
Health and safety incidents directly attributable to extreme weather or climate-related conditions ²	Nil	Nil	Nil	Maintain zero health and safety incidents attributable to extreme weather or climate-related conditions

1. Significant weather-related disruptions refer to events such as flooding, extreme rainfall, or heat conditions that materially affected construction progress, site accessibility, or project timelines, based on management’s operational reviews.
2. Climate-related health and safety incidents refer to confirmed incidents where extreme weather conditions (e.g. heat stress, flooding) were identified as a direct contributing factor, based on internal incident reporting and investigation.

Climate-related risks are also monitored through other areas of the Group’s sustainability and operational management, including Health and Safety, Supply Chain Management, Water Management, Energy and Emissions, and Economic Performance.



SUSTAINABLE & GREEN DESIGN



Why is it important

As a main building contractor, our ability to deliver quality construction works and meet project timelines is fundamental to fulfilling contractual obligations and maintaining client confidence.

Effective quality management helps reduce defects, rework, delays, and disputes, while supporting safe project delivery and long-term client relationships. Independent quality assessments and client feedback also provide important benchmarks for evaluating workmanship and overall project performance.

MBAM Fellowship No4/2025

19 September 2025 (Friday)
5.30pm - 9.30pm

Connexion Conference & Event Centre
(The Vertical),
Level M1, The Vertical, Bangsar South City,
No. 8, Jalan Kerinchi, 59200 Kuala Lumpur.

Introduction

Inta Bina Group is a trusted building contractor with more than 30 years of operating history in Malaysia's construction industry. The Group has successfully completed over 185 building projects with a combined contract value exceeding RM5 billion. Its portfolio covers landed and high-rise residential, commercial developments, industrial facilities and leisure properties, typically undertaken as the main contractor.

As part of a strategic growth and diversification plan, Inta Bina Group holds a 55% stake in IBEE Sdn Bhd. IBEE is dedicated to providing innovative and sustainable lift solutions designed to meet the demands of modern construction. This expansion strengthens the Group's value chain and reinforces its commitment to delivering comprehensive solutions for the industry.

Programme

- 5.30pm Registration
- 6.00pm Welcome Remarks by MBAM
- 6.05pm Speech by Inta Bina Sdn Bhd
- 6.10pm Talk Session on "Safety and Sustainability: Re-defining Lift Solutions for Modern Construction" by Mr. Ewa Joo Sang, Director of IBEE Sdn Bhd
- 6.50pm Presentation of Token of Appreciation from MBAM to Sponsor
- 6.55pm Dinner and Networking Session
- 9.30pm End

Registration Fee

Category	Fees
MBAM Members & Guests	RM 50.00
Pre Registration Ladies	FOC

Closing date: **15 September 2025**
(registration will be closed early once full)
**Registration is on first come first serve basis*

ENQUIRIES:
Contact Person - Mr. Lenny Lim | Ms. Nisa
Tel: +603-4505 377 / 012-2138 675
Email: intabina@intabina.org.my | enqam22@mbam.org.my

Payment to be made to **MASTER BUILDERS ASSOCIATION MALAYSIA**
Maybank Account No: **014 114 430 810**
(Amounts less 4.00% (included by your bank/credit/debit normal))

MASTER BUILDERS ASSOCIATION MALAYSIA
1120438 Persatuan Pembina, Jalan Masjid, 47000
MUSKAT, KUALA LUMPUR

Sponsoring and supporting professional knowledge-sharing and leadership development at the MBAM Fellowship No. 4/2025, reflecting the Group’s commitment to sustainable construction.



Our Approach

The Group supports the integration of sustainable and green design principles in a manner proportionate to our role, recognising that we are predominantly a main building contractor.

Where design decisions fall within our scope, or where sustainability requirements are specified by project owners, we focus on ensuring that key or intended social and environmental outcomes are effectively translated into construction execution and completed assets. This includes:

Focus Area	Approach Description
Urban Context & Site Efficiency	Supporting projects located within established urban or infill areas that make use of existing infrastructure, thereby reducing the need for additional land clearing or new supporting utilities. For construction projects, works are executed within approved planning conditions and development layouts.
Liveability & Accessibility Considerations	Implementing approved design features that support accessibility, inclusive use, and resident well-being, including barrier-free access, shared spaces, and landscaped areas, in line with statutory requirements and project positioning.
Delivery of Design Intent	Reinforcing sustainable and green design intent through construction-stage controls such as method statements, shop drawings, inspections, and handover documentation, to minimise gaps between design specifications and on-site outcomes.
Operational Readiness	Where relevant, supporting design provisions that facilitate more efficient downstream building operations and maintenance, such as service layouts, metering readiness, and durable material specifications.

[Senuri Residences – Group's Own Development Project](#)

Senuri Residences represents our maiden and only project during the reporting period where it assumed a developer role, with design and planning considerations integrated alongside build quality, liveability, accessibility, and responsible resource use.

Focus Area	Approach Description
Site Selection & Urban Integration	<ul style="list-style-type: none"> Developed on urban infill land in Mutiara Subang, an established township with existing infrastructure and services, supporting efficient use of developed land and reducing the need for additional land clearing and new supporting infrastructure Strata-based residential form supports efficient land use and aligns with our biodiversity approach of prioritising previously developed sites to minimise habitat disturbance (refer to Biodiversity section)
Accessibility, Amenities & Connectivity	<ul style="list-style-type: none"> Located near education, healthcare, retail, and daily amenities, supporting shorter travel distances for residents Public project materials highlight proximity to bus services and the Subang Skypark Terminal KTM Consideration of public transport access incorporated at the design and planning stage Location-based accessibility supports reduced reliance on private vehicles over time, subject to user behaviour and network availability
Liveability & Shared Spaces	<ul style="list-style-type: none"> Shared and communal facilities include co-working spaces, multi-purpose halls, fitness areas, swimming pools, and landscaped common areas Facilities are intended to support social interaction, community cohesion, and resident well-being within a high-density residential environment

Sustainability Statement

Focus Area	Approach Description
Green and Well-being Features	<ul style="list-style-type: none"> • Landscaped areas, garden concepts, and green pockets integrated within the site layout • Enhances environmental quality at the development scale and supports physical and mental well-being in an urban setting
Universal Access & Inclusive Design	<ul style="list-style-type: none"> • Accessibility considerations incorporated in planning and design in line with applicable building and planning requirements • Barrier-free access provided to common areas, lifts, and shared facilities • Supports inclusivity for elderly residents, persons with disabilities, and families with young children
Unit Planning & Functional Design	<ul style="list-style-type: none"> • Functional and adaptable unit layouts, including dual-key configurations • Accommodates different household needs and living arrangements • Practical space planning supports long-term usability and reduces pressure for premature renovation or reconfiguration
Build Quality & Material Considerations	<ul style="list-style-type: none"> • Design specifications emphasise durability and build quality to support longer asset life and reduced maintenance needs • Construction methodologies and material choices coordinated with the Group's construction capabilities and quality management practices • Further details are discussed under Quality Management and Sustainable Construction & Materials
Post-Development Readiness	<ul style="list-style-type: none"> • Building layouts, systems, and common facilities designed to support efficient handover • Facilitates long-term operation by appointed property managers or joint management bodies, although the Group does not manage completed properties



Our Performance

An overview of our performance is listed in the table below:

Performance Indicator	FYE 2025 %	FYE 2024 %	FYE 2023 %	Target
Construction projects delivered in accordance with approved sustainable and green design requirements	100%	100%	100%	Maintain full delivery of approved sustainability-related design outcomes across all projects



Receiving industry recognition for superior profitability growth and return on equity, underscoring the Group's strong financial performance over three years.

SOCIAL RESPONSIBILITY



HUMAN RIGHTS AND LABOUR STANDARDS



Why is it important

We recognise that labour standards and human rights are fundamental to construction activities and closely linked to regulatory compliance, workforce welfare, and our social licence to operate. The construction sector is subject to heightened scrutiny due to its labour-intensive nature and reliance on multiple parties on site. Weak labour practices may result in regulatory action, project delays, reputational damage, and loss of stakeholder confidence.



Our Approach

Our approach to labour standards and human rights is guided by recognised international principles and applicable Malaysian laws, and is implemented through policies, site-level practices, contractor expectations, and monitoring arrangements appropriate to construction activities.

Human Rights Principles and Policy Framework

Our labour and human rights standards are informed by internationally recognised instruments, including those within the International Bill of Human Rights, relevant International Labour Organisation (“ILO”) conventions, and the Children’s Rights and Business Principles by the United Nations Children’s Fund (“UNICEF”), alongside applicable Malaysian laws. Our approach is also informed by the United Nations Guiding Principles on Business and Human Rights.

These principles underpin our positions on the prevention of child labour and forced labour, non-discrimination and equal opportunity, and other labour-related human rights matters.

Consistent with the Children’s Rights and Business Principles, we also recognise the importance of safeguarding children in areas where our operations may interact with local communities. Within a construction context, this includes maintaining appropriate site access controls and ensuring that community-related activities, where applicable, are conducted responsibly and in accordance with applicable laws.

Governance

Oversight of labour standards and human rights matters is integrated within the sustainability governance structure described earlier in this report. Oversight is supported by the Board and relevant Board Committees through the Group’s governance framework, while day-to-day responsibilities are allocated across sustainability, human resources, procurement, and project/site management functions.

At the project level, implementation is supported through mobilisation planning, site briefings, supervision practices, and engagement with contractors and subcontractors. Where relevant, labour and human rights matters are escalated through defined reporting lines for review and follow-up actions.

We also engage with developer-led forums, industry bodies, and professional platforms where labour standards and workforce practices are discussed. These engagements support awareness of evolving regulatory expectations and inform our governance and oversight approach.

Salient Human Rights Risks in Construction Activities

In the context of construction activities, salient labour and human rights risks include:

- recruitment-related risks (including inappropriate recruitment fees or practices),
- working hours and fatigue risks,
- wage practices and wage timeliness,
- access to personal documents and freedom of movement,
- worker accommodation standards where provided,
- workplace conduct (including bullying, harassment, or intimidation), and
- accessibility of grievance mechanisms in a multi-party site environment.

These risks inform the focus of our policy coverage, site practices, contractor expectations, and monitoring activities.

Human Rights Risk Assessment and Monitoring

Human rights and labour risks are assessed on an ongoing basis as part of project mobilisation and site operations. Consistent with our risk-based approach, this includes consideration of workforce composition, labour sourcing arrangements, and contractor practices.

Contractor and supplier labour-related risks are also considered as part of procurement due diligence and project oversight processes, as described in the Supply Chain Management section of this report.

Our risk assessments consider the 11 indicators prescribed by the ILO as reference points to guide monitoring and escalation where needed.

Where assessment findings indicate gaps or areas for improvement, actions are identified and implemented through engagement with relevant parties, within the scope of our operational and contractual responsibilities.

Sustainability Statement

Labour Practices

These practices apply to our employees and are communicated as expectations to contractors and subcontractors operating at our project sites.

Policy Area	Details
Equal Pay for Equal Work	We uphold fair pay practices where compensation is based on job responsibilities, qualifications, and performance, free from unlawful bias. This is reflected in our internal expectations and communicated as part of workforce governance.
Non-Discrimination and Equal Opportunity	We prohibit discrimination based on race, religion, gender, age, sexual orientation, disability, or nationality. Expectations are embedded in our company code, and concerns may be raised through reporting channels.
Recruitment Practices and Fees	Recruitment arrangements that may give rise to forced labour concerns, including inappropriate recruitment fees charged to workers, are not permitted. Where labour suppliers are used, recruitment-related expectations are communicated as part of contractor requirements.
Working Hours and Overtime	We comply with statutory working hours, overtime limits, and rest requirements. Working hours and overtime patterns are monitored at site level to manage fatigue and compliance risks, and issues are followed up through engagement with relevant parties.
Wages (Minimum Wage and Fair Pay)	We comply with statutory minimum wage requirements. Fair wage practices are encouraged among contractors and suppliers, recognising the multi-party workforce structure typical in construction.
Working and Living Conditions	Construction sites are managed in line with occupational safety and health requirements (covered separately in this report). Where worker accommodation is provided, it is required to meet minimum legal standards. To further maintain liveable conditions for foreign workers, we have assigned two full-time general workers at every Centralised Labour Quarter.
Personal Documents	Withholding of passports or other identity documents is not permitted. Monitoring focuses on access to personal documents and freedom of movement indicators relevant to forced labour prevention.
Workplace Conduct (Bullying and Harassment)	We maintain zero tolerance for bullying, harassment, intimidation, threats, or violence at sites or premises. Reporting channels are available, and supervisors are expected to manage concerns promptly and appropriately.
Medical Access	Access to medical care and required insurance coverage is maintained for work-related incidents, recognising the nature of construction work and the need for timely treatment.
Communication and Awareness	Human rights and labour expectations are communicated to employees and contractors through onboarding, site briefings, and procurement engagement processes. Managers and supervisors are expected to understand reporting routes and handling procedures.

Grievance and Whistleblowing Mechanisms

We maintain reporting channels that allow employees, contract workers, and external parties, including subcontractors and suppliers, to raise concerns relating to labour standards or human rights.

These channels allow confidential and anonymous reporting, and concerns are reviewed and investigated in accordance with established procedures.

These arrangements are supported by our formal whistleblowing framework, which provides an independent reporting channel for serious misconduct. Further details are provided in the Anti-Corruption section of this report.



Our Performance

During the reporting periods, no material labour standards or human rights non-compliance incidents were recorded.

Performance Indicator	Unit	FYE 2025	FYE 2024	FYE 2023	Target
Labour standards regulatory non-compliance incidents ¹	Number	Nil	Nil	Nil	Zero incidents
Substantiated human rights violations ²	Number	Nil	Nil	Nil	Zero cases
Monetary losses arising from labour or human rights legal proceedings ³	RM	Nil	Nil	Nil	Nil

1. Refers to confirmed breaches of labour laws or employment regulations (e.g. wages, working hours, statutory requirements) involving the Group's employees, contractors, or subcontractor workers at construction sites, which have come to the Group's attention.
2. Refers to substantiated human rights violations (e.g. discrimination, harassment, forced labour indicators, or abuse), identified through grievance, whistleblowing, or management reporting channels.
3. Refers to fines, penalties, settlements, or compensation arising from labour or human rights-related legal or regulatory proceedings.



HEALTH AND SAFETY



Why is it important

We are committed to ensuring the safety and well-being of all our direct and indirect employees, both at the office and on construction sites, so they can return home safely each day. In the high-risk construction environment, proactive health and safety management is essential for risk mitigation and sustaining our social license to operate.



Our Approach

Governance

Health and safety oversight is provided by the Board via its Board Audit & Risk Committee, which reviews performance trends, key risks, and significant incidents. At management and site levels, responsibility is supported by:

- Dedicated Health & Safety Officers appointed at project sites
- Site Safety Committees comprising management, safety personnel, contractor and sub-contractor representatives
- Regular coordination meetings to review compliance, incidents, and corrective actions

This governance structure ensures that health and safety risks are managed at both strategic and operational levels, including those arising from contractor and subcontractor activities.

Health and safety performance indicators are monitored regularly and reviewed by management and the Board to support ongoing performance management and continuous improvement.

[Occupational Health & Safety Management Framework](#)

Our health and safety framework is aligned with ISO 45001:2018 Occupational Health and Safety Management System, providing a consistent basis for managing risks across construction and development activities.

Health and safety procedures are embedded into project planning, execution, and supervision, enabling early identification of hazards, clear accountability, and systematic performance monitoring. The framework applies to employees as well as contractors and subcontractors operating at the Group's construction sites, and supports integration of safety considerations into construction sequencing, site supervision, and contractor coordination.

Health and safety training forms part of this framework. All workers, including employees, contractors and subcontractors, are required to undergo safety induction prior to site entry, and refresher briefings are conducted regularly through toolbox meetings and training programmes.

We are committed to continuously improving our health and safety performance and maintaining zero fatalities, supported by defined performance monitoring and management oversight.

Sustainability Statement

Hazard Identification and Risk Assessment

Health and safety risks are systematically managed using Hazard Identification, Risk Assessment and Risk Control (HIRARC) methodologies:

- Conducted during project planning and prior to commencement of high-risk activities
- Supported by Job Method Statements (JMS) and permits-to-work for critical tasks
- Reviewed and updated throughout construction to reflect changing site conditions

This approach enables risks to be addressed proactively, rather than reactively, and supports safer execution of activities such as lifting operations, work at height, excavation, and machinery use.

Risk assessments also consider environmental and human factors such as extreme weather, fatigue, and site living conditions. Controls such as work-stop procedures during extreme weather and adjustment of site practices are implemented where necessary.

In addition, risk assessments consider potential safety impacts on surrounding communities and members of the public. Site controls such as access restrictions, hoarding, signage, and supervision are implemented to mitigate these risks.

Employee and Contractor Participation

Worker participation is an integral part of health and safety management at construction sites. Engagement mechanisms include:

- Site Safety Committees with representation from management and contractors
- Regular toolbox meetings and safety briefings that allow for feedback and discussion
- Ongoing site-level communication on hazards, controls, and safe work practices

These mechanisms support shared responsibility for safety and encourage early identification and escalation of potential risks.

Incident Management, Investigation & Corrective Action

All health and safety incidents, including near misses, injuries, and serious occurrences, are subject to formal reporting and investigation processes.

This includes:

- Investigation of incidents to identify root causes and contributing factors
- Implementation of corrective and preventive actions with defined responsibilities and timelines
- Communication of lessons learned across relevant sites to prevent recurrence

Where no incidents leading to injuries or fatalities occur, this is disclosed transparently as part of our annual performance reporting.



Chemical Spillage Control Drill conducted to enhance emergency response and environmental protection at site.



Our Performance

During the reporting period, Inta Bina continued to implement health and safety risk assessments, training, and preventive controls across all project sites. No work-related fatalities or lost time incidents were recorded. Health and safety performance is monitored across all construction sites and includes both employees and contractors under our supervision.

Performance Indicator	Unit	FYE 2025	FYE 2024	FYE 2023	Target
Work-related fatalities (Employees and Contractors)	Number	Nil	Nil	Nil	Maintain zero fatalities
Lost Time Incident Rate (LTIR) (Employees and Contractors) ¹	Rate	Nil	Nil	Nil	Maintain LTIR at low levels and continuously improve performance
Personnel receiving health and safety induction or training ²	Number	3,974	3,820	3,357	Provide health and safety training to all relevant personnel

1. Lost Time Incident Rate (LTIR) refers to the number of work-related injuries resulting in lost work time per 200,000 hours worked, covering both employees and contractors under Inta Bina's project supervision.
2. Personnel include employees and contractors who attended site safety induction, toolbox briefings, or other structured health and safety training programmes during the reporting period.



In recognition of the Group's strong safety performance, the Tiara Residences project achieved 1 million safe manhours without Lost Time Injury (LTI), an accomplishment awarded by Sime Darby Property.



EMPLOYEE MANAGEMENT



Why is it important

Our direct employees are fundamental assets driving the success of our Group. Therefore, we prioritise attracting, developing, and retaining skilled talent, while fostering a diverse and inclusive workplace.



Our Approach

[Workforce Governance and Employment Practices](#)

Employee management is guided by internal policies and procedures that address recruitment, employment conditions, remuneration, training, and workplace conduct, in compliance with applicable labour laws and employment regulations.

Employment terms, including working hours, wages, and benefits, are established in accordance with statutory requirements and industry practices. The Group complies with applicable minimum wage regulations and periodically benchmarks remuneration and benefits to support fair and competitive compensation.

Equal pay for equal work principles are applied through structured job grading, defined roles and responsibilities, and performance-based remuneration practices.

Workforce-related risks and practices, including labour availability, workforce stability, and contractor reliance, are monitored as part of operational and human resource management processes.

Sustainability Statement

Diversity and Inclusion

We are committed to providing equal employment opportunities and maintaining a workplace free from discrimination, harassment, or inappropriate conduct. Employment decisions relating to recruitment, training, promotion, and remuneration are based on merit, capability, and performance, without discrimination based on gender, age, nationality, disability, or other protected characteristics.

Managers and supervisors are responsible for maintaining appropriate workplace conduct and are guided on the handling and escalation of workplace concerns, including bullying or harassment, through established reporting channels.

While the construction industry continues to be male-dominated due to the nature of site-based work, equal opportunity principles are applied consistently across all employee categories. Diversity indicators, including gender and age composition, are monitored to support workforce planning and governance. Accessibility and inclusion considerations are addressed through workplace design, role suitability, and compliance with applicable employment requirements.

The following tables present our workforce diversity profile by gender and age across employee categories.

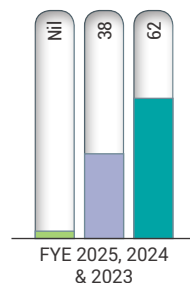
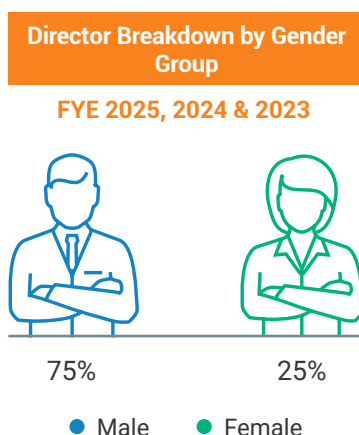
Employee Breakdown by Gender Group	FYE 2025		FYE 2024		FYE 2023	
	Male %	Female %	Male %	Female %	Male %	Female %
Senior Management	92.9	7.1	91.7	8.3	87.5	12.5
Management	88.9	11.1	88.5	11.5	87.5	12.5
Executive	65.8	34.2	70.8	29.2	63.8	36.2
Non-Executive	80.6	19.4	81.7	18.3	81.4	18.6
Overall Composition	75.6	24.4	78.0	22.0	76.8	23.2

Employee Breakdown by Age Group	FYE 2025					FYE 2024					FYE 2023				
	<30	31 - 40	41 - 50	51 - 60	>60	<30	31 - 40	41 - 50	51 - 60	>60	<30	31 - 40	41 - 50	51 - 60	>60
Senior Management	Nil	7.1	42.9	28.6	21.4	Nil	Nil	50.0	25.0	25.0	Nil	18.7	43.9	18.7	18.7
Management	1.6	44.4	33.3	14.3	6.3	Nil	42.6	42.6	9.8	5.0	5.4	44.6	35.7	10.7	3.6
Executive	37.4	47.9	10.5	2.6	1.6	29.7	50.8	14.4	3.6	1.5	41.0	45.7	9.5	1.9	1.9
Non-Executive	32.9	33.5	21.9	9.1	2.6	28.4	39.6	20.7	9.5	1.8	29.5	37.6	21.7	9.3	1.9
Overall Composition	29.1	40.8	19.2	7.6	3.3	24.3	44.0	21.7	7.3	2.7	27.5	40.9	21.2	7.5	2.9

The data above excludes construction labourers, which are predominantly male due to the nature of construction activities.

Board Diversity

Board composition is monitored as part of the Group's governance framework, reflecting a mix of experience, tenure, and perspectives relevant to the Group's operations. The following tables present the Board's diversity profile by gender and age.



Director Breakdown by Age Group	FYE 2025 (%)	FYE 2024 (%)	FYE 2023 (%)
● <50	Nil	Nil	Nil
● 50 - 60	38	38	38
● >60	62	62	62

Further discussion on the Board's composition, including skills, experience and tenure, is set out in the Corporate Governance Overview Statement of this Annual Report.

Training and Development

Employee development supports both operational effectiveness and long-term workforce sustainability.

The Group maintains a Training and Education Framework covering technical competencies, safety requirements, leadership development, and industry-related skills. Training needs are identified through performance reviews, operational requirements, and professional development planning.

Training programmes include role-specific technical training, safety and operational training and professional development and leadership programmes.

These initiatives support employee capability, performance improvement, and career progression.

Overall Composition

4,832 Hours
FY2025

3,385 Hours
FY2024

5,160 Hours
FY2023

Director Breakdown by Gender Group



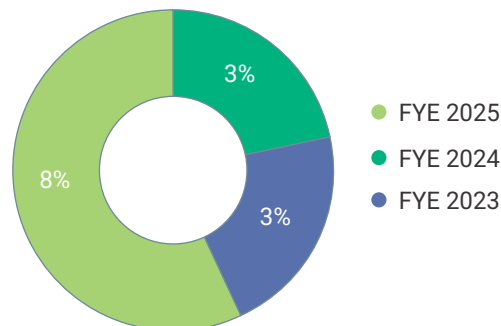
Workforce Structure and Stability

Inta Bina maintains a stable core workforce to support operational continuity and project delivery. Permanent employment is prioritised for key operational, technical, and management roles, while the use of contract or temporary employees is limited to defined operational needs.

Consistent with construction industry practices in Malaysia, site-based construction labour is typically engaged through project-based arrangements and employed by appointed contractors or labour suppliers, rather than directly by Inta Bina. These workers are generally engaged on a temporary basis, aligned with project timelines and subject to applicable work permit and regulatory requirements. While not part of Inta Bina’s direct employee headcount, these workers operate under our project supervision and are subject to site-level requirements relating to safety, labour standards, and workplace conduct, as described in the Health and Safety and Human Rights and Labour Standards sections of this report.

As a result, workforce composition metrics presented below reflect Inta Bina’s direct employees only, excluding construction site workers engaged through contractors or project-based labour arrangements.

Percentage of Employees that are Contractors or Temporary Staff



Contract/Temporary staff are staff with definite/fixed contract period (i.e., non-permanent employee)

Sustainability Statement

Employee Benefits and Well-Being

Employee benefits form part of the Group's approach to workforce retention and well-being. Benefits provided to eligible employees include medical and hospitalisation coverage, personal accident insurance, statutory leave entitlements, allowances, and training support. Parental leave is provided in accordance with statutory requirements, supporting employee well-being and workforce continuity.

The Group complies with minimum wage requirements and benchmarks remuneration against industry practices. While a formal living wage benchmark is not currently adopted, compensation structures and benefits are designed to support fair remuneration and workforce retention.

Beyond formal labour practices, the Group also promotes a working environment that supports the physical, social and emotional well-being of its workforce. This includes initiatives such as sports and recreational activities for site-based workers, as well as wellness programmes to encourage employee health, fitness and team cohesion across the organisation.

Staff Retention and Incentives

Recognising that a stable and motivated workforce is important to operational continuity, the Group has implemented retention-focused initiatives to support employee loyalty and long-term engagement.

The Group grants Employee Share Option Scheme ("ESOS") awards to eligible employees as part of its retention strategy, aligning employee interests with the Group's long-term performance and fostering a sense of ownership and shared success.

The Group's approach to staff retention is supported by a combination of competitive remuneration, employee benefits, a conducive and respectful working environment, and long-term incentive mechanisms such as ESOS. The Group will continue to strengthen these areas to support the retention of critical employees and maintain workforce stability.



Our Performance

The employee turnover data presented below reflects workforce movement primarily within the Group's supervisory, technical, and administrative functions, which form Inta Bina's direct workforce. Executive and non-executive roles recorded higher turnover, consistent with normal career progression, contract-based employment arrangements, and broader labour market conditions.

Senior Management turnover remained minimal across the reporting periods, reflecting continuity in key leadership positions.

Beginning FYE2025, the Group has enhanced its disclosure to include turnover percentages by employee category. This provides more meaningful insight into workforce movement across different levels and supports improved monitoring of workforce trends over time.

As a main contractor, general construction workers engaged at project sites are largely employed through subcontractors. Accordingly, the turnover data above does not include subcontractor labour, whose availability is managed separately through subcontractor planning and project resource coordination.

Given the labour-intensive nature of construction, fair labour practices and respect for human rights across our workforce and subcontractors are essential to support workforce retention, operational continuity, and responsible project delivery.

The Group aims to maintain a stable and manageable level of employee turnover to support operational continuity and minimise disruption to project delivery.

Number & Percentage of Turnover, by Employee Category	Employee Turnover					
	FYE 2025		FYE 2024		FYE 2023	
	Number	%	Number	%	Number	%
Senior Management	Nil	Nil	Nil	Nil	Nil	
Management	3	5%	9	15%	6	
Executive	29	15%	47	24%	32	
Non-Executive	27	17%	33	20%	45	
Overall Composition	59	14%	89	20%	83	

Employee turnover refers to employees who leave the Group voluntarily or due to dismissal, retirement, or death in service, and is calculated based on the total number of employees as at 31 December of the reporting year.



COMMUNITY INVESTMENT



Why is it important

Inta Bina recognises that our operations interact with local communities. Supporting community initiatives helps strengthen stakeholder relationships and contributes positively to the communities where we operate.



Our Approach

Community Investment Focus Areas

- Education and youth development, including initiatives supporting student welfare, learning access, and educational advancement
- Workforce readiness and employability, including programmes that support skills development and career awareness
- Community well-being and social support, including assistance to charitable organisations and underserved communities

These initiatives may include programmes that support children and youth development, particularly through education-related contributions and student support initiatives, consistent with our broader human rights commitments described in the Human Rights and Labour Standards section. These focus areas are reviewed periodically to ensure continued relevance.

Where community investments are undertaken, intended beneficiaries and outcomes are considered at the planning stage, and outcomes are monitored, with quantification provided where meaningful and available.



Supporting and participating in the Avaland Cybersouth Run: The Rhythm, championing community well-being, active lifestyles, and social connection.

Employee Volunteering

Employee involvement in community initiatives is encouraged where appropriate and feasible. Participation may occur through company-organised initiatives, project-based community activities, or collaboration with charitable organisations, depending on operational circumstances.

These initiatives support employee engagement and contribute to our broader community investment objectives.



Our Performance

Inta Bina continues to support community initiatives aligned with our focus areas, particularly in education and social support, with contributions made on a consistent basis over the past three financial years. We aim to sustain community investment activities over time, subject to financial performance, while supporting initiatives that deliver meaningful benefits to communities.

	FYE 2025	FYE 2024	FYE 2023	Target
Total amount invested (RM)	330,888	250,000	223,000	Maintain consistent community investment activities, subject to financial performance and internal due diligence
Number of beneficiaries of community investment ¹	600	560	500	

1. The data for number of beneficiaries is based on our best estimate, given the difficulty in tracking the exact number of beneficiaries for some of our initiatives.

Sustainability Statement

Some of the Group's key contributions for the reporting period are outlined below:

Initiatives / Contributions	Amount (RM)
Donation to the Ecoworld Foundation to provide financial assistance to underprivileged primary and secondary school students, helping them achieve their academic potential and improve their living standards.	210,000
Donation to the Mah Sing Foundation, which supports underserved communities through programmes focused on education, health and wellbeing, and community development.	50,000
Platinum sponsorship of the Avaland Cybersouth Fun Run 2025, an event aimed at promoting community wellbeing and strengthening community bonds.	30,000
Donation to Eco World Foundation for SJK (C) Ton Fah Eco Majestic to provide additional canteen furniture, accommodating the growing student population and creating a more comfortable and conducive space for daily activities.	10,000
Sponsored dinner for the Centre of Malaysian Chinese Studies (CMCS) to raise vital funds for research, secure operational funding for studies on Malaysian Chinese history and culture, and foster community and business partnerships.	10,000
Donation to Sunway City Iskandar Puteri's Fundraising Dinner, which was held to raise funds for the expansion of SJK (C) Cheah Fah in Iskandar Puteri, Johor Bahru, aimed at improving learning conditions and providing essential educational facilities for students.	8,888



DATA PRIVACY AND SECURITY



Why is it important

Inta Bina recognises the importance of protecting personal and confidential information in the course of our business operations. Responsible data management supports stakeholder trust and forms part of our overall governance and internal control framework.



Our Approach

Data privacy and security are managed through internal policies, procedures, and system safeguards designed to protect personal and confidential information.

We comply with the requirements of Malaysia's Personal Data Protection Act 2010 ("PDPA"), and personal data is collected, used, and retained only for legitimate business purposes and in accordance with applicable legal requirements.

Access to sensitive information is restricted to authorised personnel based on job responsibilities, supported by system access controls and internal procedures. IT security measures, including system protection, periodic reviews, and the implementation of third-party cybersecurity penetration testing, are maintained to safeguard our information systems against potential threats.

Employees are expected to handle confidential information responsibly as part of their employment obligations.



Our Performance

During the reporting period, there were no substantiated complaints received from any regulatory or official bodies regarding breaches of customer privacy or losses of customer data during the reporting period.

Number of substantiated complaints concerning breaches of customer privacy and losses of customer data ¹	FYE 2025	FYE 2024	FYE 2023	Target
	Nil	Nil	Nil	Maintain zero substantiated complaints

1. Substantiated complaints refer to confirmed breaches of customer or client data privacy, including unauthorised access, disclosure, or loss of information, based on internal investigations and/or notifications from affected parties.

ENVIRONMENTAL



BIODIVERSITY



Why is it important

Construction activities may affect biodiversity primarily through land/site clearance, earthworks, temporary drainage alterations, material sourcing, and day-to-day site operations.

While land use and planning decisions are determined by developers and public authorities, the execution of construction works can directly influence habitat disturbance, soil erosion, sedimentation, water quality, and impacts on surrounding ecological features. Inadequate biodiversity and environmental controls can give rise to regulatory non-compliance, financial penalties, remediation costs, reputational damage, and project delays.



Our Approach

Inta Bina is committed to minimising biodiversity impacts arising from its construction activities and implementing mitigation measures to avoid, reduce, and where required, restore affected areas in accordance with environmental approvals and contractual requirements.

Biodiversity risks are managed at the project and site level, in line with regulatory approvals, Environmental Impact Assessments ("EIA"), and environmental management requirements, including monitoring compliance and working closely with project owners and their appointed consultants.

Policy	Key Initiatives
Green and Well-being Features	<ul style="list-style-type: none"> • Comply with all applicable environmental approvals and conditions, including EIA requirements where applicable • Brief site managers and contractors on environmental obligations prior to and during construction • Monitor compliance through routine site inspections and implement corrective actions where required
Apply the mitigation hierarchy (avoid, minimise, restore, compensate)	<ul style="list-style-type: none"> • Consider biodiversity and environmental sensitivity during project planning and mobilisation • Classify sites as critical or non-critical to determine the level of controls requires, based on environmental sensitivity and conditions specified in planning approvals or EIAs.
Unit Planning & Functional Design	<ul style="list-style-type: none"> • Implement site-level mitigation measures in line with approved plans • Fence no-go zones and tag or protect trees where required • Implement erosion and sediment controls, and suppress dust and noise • Carry out restoration or reinstatement works where required under project conditions • Consider offsetting or biodiversity credits only where mandated by project owners or regulators
Avoid or minimise deforestation and habitat disturbance in operations and supply chains	<ul style="list-style-type: none"> • Avoid unauthorised clearing beyond approved limits • Closely supervise earthworks and vegetation removal activities • Prioritise environmentally responsible materials, including FSC/PEFC-certified timber, where feasible, and avoid materials associated with illegal deforestation or environmentally harmful practices, within contractual and procurement constraints. • Protect natural or engineered water bodies and retention features specified in project plans during construction
Strengthen governance and awareness	<ul style="list-style-type: none"> • Embed environmental clauses into subcontractor contracts • Reinforce site-level awareness through toolbox talks and site briefings

Sustainability Statement

Project-Level Implementation and Support

During FYE2025, the Group delivered projects primarily for established developers with structured planning, EIA processes, and sustainability frameworks. In this context, we work closely with project owners or their appointed consultants to understand site-specific environmental conditions and to implement approved biodiversity and environmental mitigation measures during construction.

Engagement to reduce biodiversity loss is therefore site-based and approval-driven, and takes the following forms:

- **Regulators:** Compliance with environmental approval conditions and participation in site inspections, typically coordinated through project owners and their consultants
- **Local communities and NGOs:** Where biodiversity-related initiatives arise, these are generally developer-led; the Group provides practical site-level support where relevant and feasible

To date, no material biodiversity-related objections, protests, or enforcement actions have been recorded in relation to the Group's active construction sites

Biodiversity Impact Assessment

Biodiversity risks are assessed at project level for both new and existing projects, primarily through planning approvals and Environmental Impact Assessments (EIAs) where applicable. These assessments are led by project owners and reviewed by regulators, with construction-phase controls implemented in accordance with approved environmental conditions.

To inform construction practices, the Group conducts site-level environmental screening at mobilisation and during construction. Screening focuses on construction-relevant sensitivity indicators such as:

- Proximity to waterways, drainage corridors, and retention features
- Slopes, green buffers, and vegetated areas within or adjacent to site boundaries
- Environmental conditions and mitigation measures specified in planning approvals or EIAs

Where environmentally sensitive conditions are identified, appropriate mitigation measures are implemented in line with approved environmental management plans and permit conditions.

During the reporting period, our projects were primarily located within urban, infill, or previously developed areas, where biodiversity risks were managed through established planning controls and routine site-level environmental practices.



Our Performance

Biodiversity performance is monitored through compliance with environmental approvals and regulatory requirements across construction sites. During the reporting periods, all projects were executed in accordance with approved planning and environmental conditions.

Performance Indicator	Unit	FYE 2025	FYE 2024	FYE 2023	Target
Environmental related regulatory non-compliance incidents ¹	Number	Nil	Nil	Nil	Zero incidents

1. Includes confirmed breaches of environmental laws, planning approvals or permit conditions, as well as any enforcement actions such as stop-work orders, fines or formal warnings issued by regulatory authorities.



Enhancing on-site biodiversity through worker-led planting initiatives that integrate greenery into the construction environment.



SUSTAINABLE CONSTRUCTION AND MATERIALS



Why is it important

As a main building contractor, construction methods and material use directly influence project costs, delivery timelines, and execution risk. Inefficient construction practices, excessive material consumption, or weak construction planning can result in higher input costs, waste disposal expenses, rework, programme delays, and exposure to contractual penalties.

Applying sustainable construction practices helps improve cost efficiency, reduce waste-related losses, and enhance delivery certainty, while mitigating operational and regulatory risks associated with pollution, waste generation, and energy use during construction.



Our Approach

The Group adopts a construction-led approach to sustainable construction and materials, focused on construction methodology, material efficiency, and site execution outcomes, within the boundaries of approved designs, contractual specifications, and regulatory requirements. Key elements of our approach are summarised below.

Focus Area	Approach Description
Construction Planning and Methodology	<ul style="list-style-type: none"> Construction methods are reviewed during mobilisation to improve sequencing, dimensional consistency, and overall constructability. Focus areas include reducing rework, programme delays, material wastage, and safety risks. Industrialised Building System (IBS) and modular methods are considered where design suitability, cost, and programme allow.
Material Efficiency & Selection	<ul style="list-style-type: none"> Material usage is managed through accurate quantity planning, procurement controls, and site supervision. Environmentally preferred materials are implemented where specified in project requirements or approved material specifications. Examples of environmentally preferred materials applied across our projects are summarised in the section below.
Waste Reduction & Resource Optimisation	<ul style="list-style-type: none"> Construction planning emphasises minimising off-cuts, over-ordering, and unnecessary disposal. Reusable systems (e.g. aluminium formwork) and BIM-enabled material planning are applied to reduce waste generation and improve construction efficiency, where feasible. Quantitative waste outcomes, including hazardous and non-hazardous waste, are disclosed under Waste Management.
Energy & Equipment Efficiency	<ul style="list-style-type: none"> Energy use during construction is managed through equipment scheduling and preventive maintenance. Detailed energy consumption and emissions performance are disclosed under Energy and Emission Management.
Subcontractor & Site Governance	<ul style="list-style-type: none"> Environmental and sustainability requirements are embedded into subcontractor scopes and contractual obligations. Expectations are reinforced through site briefings, toolbox talks, inspections, and supervision to support consistent execution across projects. Supplier selection, due diligence, and performance monitoring are further described under Supply Chain Management.

Sustainability Statement

Sustainable Materials Consideration

As part of construction execution, the Group implements project-approved materials that support improved environmental performance, where suitable and permitted under project specifications. This supports responsible material use in line with sustainable construction practices.

The table below summarises examples of such materials applied across our projects.

Materials	Associated Benefits
Green Label Portland Composite Cement	Uses lower clinker content and supplementary cementitious materials, reducing embodied carbon compared to conventional cement.
Low Carbon Cement	Alternative cement formulation designed to reduce embodied carbon while maintaining required structural performance.
Green Concrete Design Mix	Optimised concrete mix incorporating ground granulated blast furnace slag (GGBS), reducing reliance on ordinary Portland cement and improving overall material efficiency.
Aluminium Formwork System	Reusable system that replaces conventional timber formwork, significantly reducing timber consumption and construction waste.
Green Label Low VOC Acrylic Paints	Reduces release of harmful chemicals during application and use, supporting safer site conditions and improved environmental performance.
Rubberwood	Used where suitable as an alternative to conventional hardwood timber, supporting efficient use of plantation-based resources.



Our Performance

Performance is monitored through site-level execution, material planning controls, and compliance with approved construction methods and specifications across active projects.

Performance Indicator	Unit	FYE 2025	FYE 2024	FYE 2023	Target
Projects applying reusable construction systems (e.g. aluminium formwork, modular systems)	Qualitative	All active sites	All active sites	All active sites	Expand use wherever design, cost, and programme allow
Spend on eco-friendly materials and environmentally preferred products	RM million	79.7	84.8		Continue tracking and improving data consistency

1. Tracking of sustainable material procurement commenced in FYE 2024; prior-year data was not captured on a comparable basis.



POLLUTION MANAGEMENT



Why is it important

Construction activities can generate air emissions, noise, and effluent that affect worker safety, nearby communities, and regulatory compliance. Inadequate pollution control may result in work disruption, enforcement action, remediation costs, and reputational exposure. Effective pollution management therefore supports delivery certainty, cost control, and regulatory risk management during construction



Our Approach

Inta Bina is committed to preventing and minimising pollution arising from its construction activities by implementing appropriate site-level controls in line with regulatory requirements, approved method statements, and contractual obligations. These controls are embedded into construction planning, supervision, and monitoring processes, supported by environmental management practices aligned with ISO 14001:2015 key principles.

Pollution prevention and control measures are implemented across active construction sites as summarised below:

Area	Details
Site Oversight & Roles	<ul style="list-style-type: none"> Environmental Officers or Coordinators are appointed at project sites to monitor pollution controls, maintain records, and escalate issues where required. Pollution controls are integrated into routine site supervision and monitoring activities.
Environmental Aspects & Legal Compliance	<ul style="list-style-type: none"> Key pollution risks, including dust, noise, runoff, and spill risks, are identified at mobilisation. Controls are aligned with applicable permit conditions, planning approvals, and regulatory requirements.
Air & Dust Control	<ul style="list-style-type: none"> Dust suppression and housekeeping measures, such as water spraying and covering of exposed materials, are implemented where required. Controls are strengthened during high-activity periods and dry weather conditions.
Noise Management	<ul style="list-style-type: none"> Construction activities are managed in accordance with permitted working hours and applicable noise limits. Mitigation measures are implemented where required based on site conditions.
Effluent & Run-off Control	<ul style="list-style-type: none"> Drainage controls, including silt traps and sedimentation measures, are installed to prevent off-site discharge impacts. Effluent testing is carried out where required under regulatory approvals, typically by accredited laboratories.
Spill Prevention & Emergency Preparedness	<ul style="list-style-type: none"> Spill response procedures and escalation procedures are established at project sites. Site personnel are briefed on response requirements as part of routine site management.
Subcontractor Environmental Control	<ul style="list-style-type: none"> Subcontractors are required to comply with environmental and pollution control requirements as part of contractual obligations and site supervision. Compliance is monitored through site inspections and routine supervision as part of construction management.
Monitoring, Incident Management & Corrective Action	<ul style="list-style-type: none"> Site inspections and environmental monitoring are conducted as part of ongoing supervision to identify pollution risks and control effectiveness. Environmental incidents, if any, are recorded and escalated to project management where required. Identified issues and incidents are addressed through corrective actions and follow-up monitoring to closure.
Incident Management & Escalation	<ul style="list-style-type: none"> Environmental incidents, if any, are recorded, investigated, and escalated to project management and senior management where required. Corrective and preventive actions are implemented and monitored to closure.
Third-Party Support	<ul style="list-style-type: none"> Licensed or accredited service providers are engaged where required for environmental sampling, testing, and waste handling.
Review & Continuous Improvement	<ul style="list-style-type: none"> Licensed or accredited service providers are engaged where required for environmental sampling, testing, and waste handling.

Sustainability Statement



Our Performance

Across the reporting periods, all our sites operated within approved environmental limits, with pollution controls implemented in accordance with regulatory and contractual requirements.

Performance Indicator	Unit	FYE 2025	FYE 2024	FYE 2023	Target
Environmental fines and penalties	RM	Nil	Nil	Nil	Maintain zero fines and penalties



WASTE MANAGEMENT



Why is it important

We recognise that our construction activities are resource-intensive and result in significant waste. We understand the potential impacts this waste can have on human health, the environment, and natural resources, as well as the hidden costs associated with inefficient waste management, such as shadow costs and other indirect effects. In response, we are committed to minimising our environmental impact through effective resource management and waste reduction strategies.



Our Approach

Our waste management approach is execution-led and site-based, focusing on controlling waste outcomes arising directly from construction activities. Emphasis is placed on preventing waste generation at source, diverting recoverable materials where feasible, and ensuring regulatory-compliant handling and disposal of unavoidable waste, in line with environmental management practices aligned with ISO 14001:2015 key principles.

Waste controls are embedded into day-to-day construction execution and monitored at project level, reflecting actual site conditions, design requirements, and construction methodologies. In line with the Group's construction-focused role, waste reduction efforts prioritise operational efficiency, material optimisation, and compliance with project and regulatory requirements, rather than prescriptive Group-wide waste reduction targets.



Environmental training on scheduled waste management, reinforcing proper handling and compliance with environmental standards.

The table below summarises how these principles are applied across construction sites.

Focus Area	Our Practice
Governance	Waste management requirements are incorporated into method statements, site environmental management plans, and subcontractor scopes. Site Environmental Coordinators oversee segregation, storage, and disposal practices and escalate non-conformances where required.
Waste Prevention & Material Efficiency	Waste prevention is driven through disciplined construction planning, accurate quantity control, procurement coordination, and site supervision to reduce over-ordering, off-cuts, and rework.
Reusable Systems & Planning Tools	Reusable construction systems and planning tools (e.g. aluminium formwork and BIM-enabled quantity planning), as described under Sustainable Construction & Materials, are applied on suitable projects to reduce repetitive waste generation.
4R Practices (Reduce, Reuse, Recycle, Recover)	Excess materials are managed in accordance with the 4R principles to minimise waste generation and divert materials from disposal, including reuse, repurposing, recycling, and recovery where feasible. Further details and examples are provided under the 4R Practices in Construction Execution section below.
Scheduled Waste Management	Scheduled waste is identified, labelled, stored, and disposed of in accordance with the Environmental Quality (Scheduled Waste) Regulations, using licensed contractors and approved facilities.
Third-Party Handling	Waste collection, transport, and disposal are carried out by licensed third-party contractors. Delivery notes and supporting records are maintained to demonstrate regulatory compliance.
Monitoring, Records & Corrective Action	Waste practices are monitored through routine site inspections. Non-conformances are addressed through corrective actions and close-out tracking as part of day-to-day site management.
Targets & Continuous Improvement	Time-specific waste reduction targets beyond regulatory requirements are not set independently, as waste profiles are project- and design-specific. Continuous improvement is pursued through refinement of construction methods, material planning, and site controls across projects.

4R Practices in Construction

We apply 4R principles in our construction activities, focusing on reducing waste at source and reusing, repurposing, or recycling materials where feasible and appropriate to project requirements. Examples are summarised below.

4R Principle	Application in Construction Activities
Reduce	<ul style="list-style-type: none"> Accurate quantity planning and procurement coordination to minimise over-ordering, material surplus, and off-cuts (refer to Sustainable Construction & Materials – Material Efficiency & Selection) Adoption of reusable construction systems such as aluminium formwork to reduce timber consumption and repetitive material waste (refer to Sustainable Construction & Materials) Use of prefabricated, pre-cut materials and Industrialised Building System (IBS) components, where specified, to improve dimensional accuracy, reduce on-site cutting, and minimise construction waste (refer to Sustainable Construction & Materials) Controlled concrete pouring and placement practices to minimise excess concrete generation and reduce disposal requirements Preventive maintenance of machinery and equipment to minimise oil leaks, material contamination, and hazardous waste generation (refer to Waste Management and Pollution Management)

Sustainability Statement

4R Principle	Application in Construction Activities
Reuse	<ul style="list-style-type: none"> • Repurposing hardened concrete and masonry waste into temporary site infrastructure such as road barriers, wheel stoppers, temporary water-control barriers (bunds), access roads, levelling, and site protection works • Reuse of timber, plywood, and temporary materials for hoarding, protection works, directional signage, and secondary construction applications • Retention and repurposing of reusable formwork, aluminium formwork, and other temporary site materials for subsequent project phases, temporary platforms, and protective structures • Reuse of excavated soil and aggregates within project sites for backfilling, levelling, and landscaping, where permitted
Recycle	<ul style="list-style-type: none"> • Segregation and recycling of construction and packaging materials, including concrete, scrap metal, aluminium, paper, packaging materials (e.g. plastic and metal containers) and electrical materials through licensed recycling contractors,
Recover	<ul style="list-style-type: none"> • Recovery and reuse of suitable materials during site clearance and dismantling activities • Return of unused materials to suppliers, where permitted

Partnerships & Industry Engagement

We keep abreast of industry developments led by the Construction Industry Development Board (CIDB) Malaysia, including initiatives under the Construction 4.0 Strategic Plan that promote Industrialised Building Systems (IBS), Building Information Modelling (BIM), and productivity-driven construction practices. These developments inform evolving expectations around construction efficiency, material optimisation, and waste reduction across the sector.

In parallel, we work closely with established developers and project owners that adopt structured sustainability, quality, and digital delivery frameworks. This includes engagements with clients such as Sime Darby Property under its Supply Chain ESG Star Rating initiative, which promotes enhanced ESG practices across the value chain. These client-led requirements influence construction methodologies, material specifications, and site practices implemented during execution.

Collectively, industry guidance and client frameworks guides our continuous assessment of construction approaches, within the boundaries of approved designs, contractual obligations, and regulatory conditions.



Our Performance

Waste performance is monitored based on total waste generated, waste diverted from disposal, and compliance with regulatory requirements across our construction sites. Waste generated primarily comprises non-hazardous construction debris, with smaller quantities of scheduled waste arising from equipment maintenance and site operations.

Waste Directed to Disposal

Waste directed to disposal consists mainly of non-hazardous construction waste, including concrete, bricks, and mixed construction materials.

Total waste directed to disposal

6,968.66 tonnes

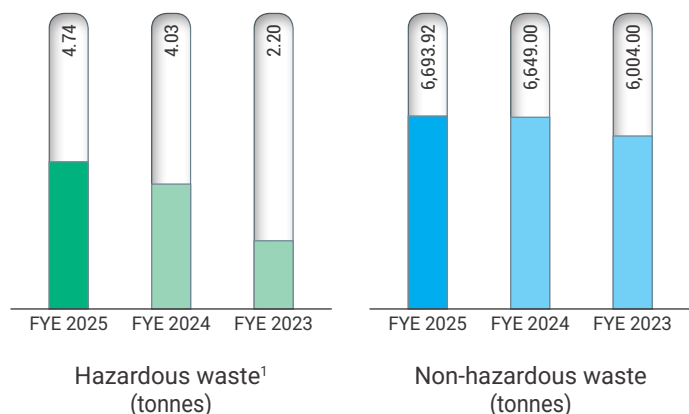
FY2025

6,653.03 tonnes

FY2024

6,006.20 tonnes

FY2023



1. Hazardous waste refers to scheduled waste generated from construction activities, such as contaminated materials, used oil, and maintenance-related waste.

Waste Diverted from Disposal

Recyclable materials generated during construction are segregated and diverted where feasible. In FYE 2025, waste diversion increased following enhanced segregation practices and the inclusion of timber waste as a separately tracked category.

Category	Unit	FYE 2025	FYE 2024	FYE 2023
Metal scrap	tonnes	610.00	460.00	448.00
Paper	tonnes	20.16	23.83	43.23
Wood ²	tonnes	1,347.40		
Other recyclable materials ¹	tonnes	12.46	11.16	0.35
Total waste diverted from disposal	tonnes	1,990.02	495.00	491.60

1. Other recyclable materials primarily include plastic and aluminium waste generated from construction and site operations and diverted to licensed recycling facilities.
2. In FYE 2025, we began tracking our wood waste separately, as it was previously disposed of together with other construction waste. Dedicated waste bins are placed on-site to collect and monitor timber waste specifically.
3. The table above excludes materials reused or repurposed on-site, such as surplus concrete, timber, plywood, and aluminium formwork, as these are not classified as waste diverted through external recycling.

Total Waste Generated

Total waste generated reflects the combined volume of waste directed to disposal and waste diverted from disposal. The increase in waste diverted from disposal in FYE 2025 is primarily attributable to the inclusion of timber waste.

Category	Unit	FYE 2025	FYE 2024	FYE 2023
Waste directed to disposal	tonnes	6,968.66	6,653.03	6,006.20
Waste diverted from disposal	tonnes	1,990.02	495.00	491.60
Total waste generated	tonnes	8,958.68	7,148.03	6,497.80

Waste Management Targets

The Group has established the following targets to strengthen waste diversion and support continuous improvement in construction resource efficiency. These targets focus on areas within the Group's operational control, particularly recycling, reuse, and regulatory compliance.

Area	Target	FYE 2025 Performance	Time frame
Waste diversion rate	Maintain implementation of existing waste diversion practices, including reuse, recycling, and recovery, across construction sites.	22.2% waste diversion rate achieved ¹ , with the increase primarily attributable to the inclusion of timber waste as a separately tracked category	Ongoing
Scheduled waste compliance	Maintain 100% of scheduled waste handled and disposed through licensed contractors	100% compliance	Ongoing

1. Waste diversion rate is calculated as waste diverted from disposal divided by total waste generated. For FYE 2025, this represents 1,990.02 tonnes out of 8,958.68 tonnes, equivalent to 22.2%.
2. Waste is managed in accordance with applicable regulatory requirements, with scheduled waste handled and disposed of through licensed contractors, and non-scheduled construction waste managed in line with approved site practices and local authority requirements.

Sustainability Statement



WATER MANAGEMENT



Why is it important

Water is a necessary input for construction activities, including curing, cleaning, and dust control. Inefficient water use can increase operating costs, disrupt construction schedules, and expose projects to supply interruptions or non-compliance with approval conditions. Effective water management therefore supports cost control, delivery certainty, and responsible resource use across construction sites.



Our Approach

We manage water use as part of our construction activities by ensuring reliable water availability for site operations, while minimising unnecessary consumption and improving water efficiency where feasible. This supports operational continuity, responsible resource use, and reduces potential impacts on local water resources.

Area	Our Practice
Policy	Water management requirements are incorporated into method statements and site environmental management plans. Site coordinators oversee implementation, monitoring, and escalation of water-related issues during construction.
Water Supply Management	Construction water is primarily sourced from municipal supply. Alternative sources, including harvested rainwater, are used for suitable non-potable activities where feasible to reduce reliance on treated water.
Water Efficiency & Monitoring	Water use is managed through planned sequencing of works, controlled curing methods, efficient washing practices, and good housekeeping. Consumption trends are monitored using utility records, tanker logs, and site inspections to support operational control and identify efficiency improvement opportunities where feasible.
Effluent & Run-off Control	Silt traps, sedimentation controls, and site drainage systems are implemented to manage runoff and prevent uncontrolled discharge, in accordance with approval conditions and applicable standards.

Water Risk Assessment & Exposure

Inta Bina assesses water-related risks across its construction sites based on operational requirements, supported by external references and local operating conditions.

While external references such as the World Resources Institute Aqueduct tool generally classify the areas in which the Group operates as low water stress, this does not fully reflect operating conditions in Malaysia. In practice, water availability is influenced by factors such as supply reliability, treatment capacity, raw water quality, and short-term disruptions arising from pollution incidents or system constraints.

In the Klang Valley and other urban areas where a significant portion of the Group's projects are located, water supply conditions may be affected by tighter reserve margins, increasing demand, and periodic disruptions. As a construction contractor, the Group's exposure is therefore driven primarily by short-term supply reliability and site-level availability, rather than long-term water scarcity.

The Group relies predominantly on treated municipal water for construction activities, including curing, cleaning, and dust control. Water use is temporary and project-based and does not represent a structural dependency once construction is completed.

Accordingly, key water-related risk considerations for the Group include:

Risk Area	Description
Supply reliability	Potential short-term disruption to water supply due to system constraints, pollution incidents, or peak demand conditions, which may affect construction activities.
Operational impact	Interruption to water-intensive construction activities such as concreting and dust control, potentially affecting project sequencing and timelines.
Cost exposure	Exposure to increases in water tariffs, tanker supply costs, or additional mitigation measures during supply disruptions.
Regulatory compliance	Compliance with water use, discharge, and environmental requirements across construction sites.

To date, the Group has not experienced any material disruption to its operations arising from water supply constraints. Water-related risks are not expected to have a material impact on the Group's financial position or performance in the short term, given the temporary and project-based nature of water use.

However, over the medium to long term, changing rainfall patterns, increasing urban demand, and evolving regulatory expectations, including those associated with climate change, may increase the importance of water efficiency and contingency planning at construction sites.

Site-Level Water Management Practices

Currently, water use is managed as part of day-to-day construction execution, with measures applied at site level to avoid unnecessary consumption and support uninterrupted project delivery. These include:

- Coordinating water-intensive works such as concreting and earthworks with construction progress to avoid unnecessary water use
- Progressively using harvested rainwater or alternative non-potable sources for suitable activities such as curing, washing, and dust suppression, where site conditions allow
- Applying efficient curing and washing methods, such as use of wet coverings or curing compounds and controlled washing practices, to reduce excessive water consumption while meeting construction requirements
- Using designated washout areas and appropriate site controls to manage wash water and avoid unnecessary discharge or loss
- Applying practical site controls and good housekeeping, including use of controlled-flow hoses and timely maintenance, to minimise water wastage
- Promptly addressing leaks, overflows, or supply interruptions to prevent unnecessary loss

These measures complement our site management practices and support responsible water use across all our sites.

Washout and runoff controls, including the use of silt traps and sedimentation measures, are addressed under Pollution Management, while construction planning, sequencing, and prefabrication approaches that reduce rework and unnecessary wet works are discussed under Sustainable Construction & Materials and Waste Management.

Collaboration and Industry Engagement on Water Management

As a construction contractor, the Group manages water-related matters primarily at project level, in coordination with project owners, consultants, and relevant authorities.

This includes:

- Complying with requirements and guidance issued by the Construction Industry Development Board Malaysia (CIDB), and progressively aligning with broader industry initiatives to improve construction efficiency and resource use, where relevant
- Coordinating with local water authorities and regulators such as Suruhanjaya Perkhidmatan Air Negara (SPAN) and the Department of Environment Malaysia to ensure compliance with water supply, discharge, and environmental protection requirements.
- Supporting water efficiency measures specified by project owners and consultants, particularly for projects incorporating sustainability certifications or green building requirements such as Green Building Index.
- Collaborating with developers, consultants, and subcontractors at construction sites to implement rainwater harvesting, controlled water use practices, and runoff management measures as part of project environmental management plans.

Sustainability Statement



Our Performance

Water performance is monitored based on total water withdrawal, source of water supply, and compliance with regulatory requirements across our construction sites.

We report water withdrawal as equivalent to total water consumption, as construction water is primarily consumed through evaporation, curing, and dust control, with no direct discharge of wastewater to natural water bodies.

[Water Withdrawal by Source](#)

The table below presents total water withdrawal by source over the past three financial years.

Category	Unit	FYE 2025	FYE 2024	FYE 2023
Municipal potable water	ML	160	151	167
Groundwater (wells, boreholes)	ML	Nil	Nil	Nil
Surface water (rivers, lakes, natural ponds)	ML	Nil	Nil	Nil
Quarry water	ML	Nil	Nil	Nil
External wastewater	ML	Nil	Nil	Nil
Harvested rainwater	ML	1	Nil	Nil
Sea water	ML	Nil	Nil	Nil
Total water withdrawal	ML	161	151	167

[Water Discharge by Destination](#)

We do not undertake direct discharge of wastewater to the environment as part of our construction activities.

Destination	Unit	FYE 2025	FYE 2024	FYE 2023
Ocean	ML	Nil	Nil	Nil
Surface water	ML	Nil	Nil	Nil
Subsurface / well	ML	Nil	Nil	Nil
Off-site water treatment	ML	Nil	Nil	Nil
Off-site water treatment and beneficial / other use ¹	ML	161	151	167
Total water discharge	ML	161	151	167

1. As water discharge and consumption are not separately metered by destination or use, total water consumption and discharge are presented based on total water withdrawal as a proxy. This reflects current data availability across operations.

Water Management Targets

Building on the data presented above, the Group focuses on maintaining operational continuity, ensuring regulatory compliance, and improving water use practices across construction activities.

Area	Target	FYE 2025 Performance	Time frame
Operational continuity	Maintain uninterrupted construction activities with no material disruption arising from water supply constraints	No material disruptions recorded	Ongoing
Water regulatory compliance ¹	Maintain 100% compliance with applicable water supply, discharge, drainage, and environmental requirements across construction sites and project specifications	100% compliance	Ongoing

1. Water is managed in accordance with applicable regulatory requirements, including water supply, discharge and drainage requirements, with site practices implemented to prevent pollution, manage runoff and ensure compliance with project specifications and local authority requirements.

Given the project-based and variable nature of construction activities, water consumption varies depending on project characteristics, and the Group therefore focuses on operational continuity and compliance rather than absolute water reduction targets.



ENERGY & EMISSION MANAGEMENT



Why is it important

As discussed in the Climate Change section, Inta Bina is exposed to transition risks arising from changes in energy costs, fuel prices, and potential carbon pricing, particularly through electricity, fuel use, and construction materials. Managing energy use and greenhouse gas (“GHG”) emissions therefore forms part of the Group’s practical response to these developments.

Energy costs and fuel usage directly affect project margins, while reliable energy supply is important to maintain construction progress and avoid disruption to site operations. Managing energy consumption also helps the Group maintain cost efficiency and support smooth project delivery under changing operating conditions.



Our Approach

Direct Energy Use & GHG Emissions (Scope 1 and Scope 2)

Inta Bina’s direct energy use arises mainly from its corporate office, construction site offices and temporary facilities, and fuel consumption from vehicles and equipment under its control. The Group manages energy use through practical operational measures focused on electricity consumption, fuel usage, and equipment efficiency across its office and construction activities.

Area	Description
Office and Site Electricity Management	<ul style="list-style-type: none"> • Use of LED lighting in the corporate office and temporary site offices to reduce electricity consumption. • Switching off lighting, air-conditioning, and office equipment when not in use, particularly outside working hours. • Maintaining air-conditioning systems at appropriate temperature settings and servicing them periodically to ensure efficient operation.

Sustainability Statement

Area	Description
Construction Site Energy Management	<ul style="list-style-type: none"> • Use of energy-efficient and solar-powered lighting for site hoarding, walkways, and temporary facilities where suitable. • Adopted Battery Energy Storage Systems (BESS) solutions at two construction sites and one warehouse to enhance energy management. • Switching off temporary lighting, office equipment, and other electrical installations when not required. • Using appropriately sized generators and limiting operating hours to avoid unnecessary fuel consumption.
Fleet, Equipment and Electrification	<ul style="list-style-type: none"> • Monitoring fuel consumption of vehicles owned or controlled by the Group. • Maintaining vehicles, generators, and equipment in accordance with recommended servicing schedules to support efficient operation. • Increasing the use of electric forklifts at selected construction sites to reduce reliance on fuel-powered equipment and improve operational efficiency.
Monitoring and Operational Control	<ul style="list-style-type: none"> • Reviewing electricity and fuel consumption periodically to identify unusual increases and improve efficiency. • Tracking energy consumption data annually to support ongoing monitoring and future improvement initiatives.
Energy Reliability and Continuity	<ul style="list-style-type: none"> • Maintaining backup generators where required to support construction activities and minimise disruption due to power supply interruptions. • Ensuring generators are operated only when necessary and maintained in proper working condition.

Scope 3 GHG Emissions (Value Chain)

A significant portion of emissions associated with construction activities arises from the value chain, particularly from construction materials such as cement and steel, as well as transportation and subcontracted works. These sources may be exposed to transition climate risks, including carbon pricing and fuel cost changes, which could increase project costs over time. Accordingly, the Group monitors developments within its supply chain and engages with suppliers to understand potential cost implications and available alternatives.

The Group's Scope 3 disclosure presently covers employee commuting and business travel, which are less material relative to construction-related value chain emissions. Scope 3 emissions tracking and disclosure will be progressively expanded in line with Bursa Malaysia's prescribed timeline.

Material Scope 3 considerations are addressed through operational practices embedded across related sustainability areas, as summarised below:

Scope 3 Emissions Driver	Target	Management Approach	Cross-Reference
Purchased construction materials such as cement, steel, and other building materials	Purchased Goods and Services	Engagement with suppliers to understand material specifications, cost implications, and available alternatives, including lower-carbon options where technically suitable and financially feasible.	Sustainable Construction & Materials; Supply Chain Management
Construction methods and material use efficiency	Purchased Goods and Services	Adoption of construction approaches that improve material efficiency and reduce rework and wastage, including consideration of Industrialised Building System (IBS) where feasible and appropriate.	Sustainable Construction & Materials; Waste Management

Scope 3 Emissions Driver	Scope 3 Category	Management Approach	Cross-Reference
Construction waste disposal and material losses	Waste Generated in Operations	Implementation of waste minimisation, reuse, recycling, and recovery practices to improve material efficiency and reduce disposal requirements.	Waste Management
Transportation of construction materials and equipment	Upstream Transportation and Distribution	Procurement planning and engagement of suppliers to support efficient delivery and manage transportation-related cost and operational considerations.	Supply Chain Management



Our Performance

Energy Consumption

An overview of the Group's energy consumption is presented below:

Energy Consumption	FYE 2025 (Megawatt)	FYE 2024 (Megawatt)	FYE 2023 (Megawatt)
Purchased Electricity	2,878	2,804	2,474
Fuel Consumption – Transportation	1,699	1,835	1,781
Total Energy Consumed	4,577	4,639	4,255

1. The data for fuel consumption is limited to vehicles owned or controlled by the Group.
2. The energy conversion factor used for fuel litre consumption is derived from the UK Government GHG Conversion Factors for Company Reporting 2025, 2024, and 2023 based on petrol/diesel which is 100% mineral. For FYE 2025, the conversion factors are 9.93 kWh/litre for diesel and 9.20 kWh/litre for petrol.



Deployment of BESS at our construction site to improve energy efficiency and reduce carbon emissions through smarter power management.

Sustainability Statement

Greenhouse Gas Emissions

The Group's emissions profile for the reporting periods is as follows, with waste generated in operations included as an additional Scope 3 category in FYE 2025.

Energy Consumption		FYE 2025 (tCO ₂ e)	FYE 2024 (tCO ₂ e)	FYE 2023 (tCO ₂ e)
Direct GHG Emission (Scope 1)		456	492	478
Indirect GHG Emission (Scope 2)		2,228	2,170	1,915
Scope 3 GHG Emission	Employee Commuting	1,147	1,144	
	Business Travel	102	82	
	Waste Generated in Operations	786		
Total Energy Consumed		4,719	3,888	2,393

- Scope 1 emissions are direct GHG emissions that occur from sources that are owned or controlled by the Group. The Emission Conversion factor for Scope 1 is derived from the UK Government GHG Conversion Factors for Company Reporting 2025, 2024, and 2023, based on petrol/diesel which are 100% mineral oil. For FYE 2025, the conversion factors are 2.35 kgCO₂e/litre for petrol and 2.66 kgCO₂e/litre for diesel.
- Our disclosure of Scope 1 emissions is limited to the fuel consumption of our vehicles only.
- Scope 2 emissions are indirect GHG emissions arising from the generation of purchased electricity consumed by the Group. The emission conversion factor used for purchase electricity for Malaysia is derived from the Malaysia Energy Information Hub: Grid Emission Factor (GEF) in Malaysia, 2017-2022, using the peninsular grid emission factor of 0.774 GgCO₂e/GWh.
- For business travel, distance travelled is estimated from total mileage claims (RM) and Inta Bina's mileage claim policy. Subsequently, we estimated the emissions using an average petrol car size emissions factor of 0.00016272 tCO₂e/KM from UK Government GHG Conversion Factors for Company Reporting 2025. We excluded emissions from any overnight stays and any form of other travel.
- With respect to employee commuting, total emissions were estimated based on the results of our employee commuting survey. An extrapolation methodology was applied, whereby we determined the proportion of survey respondents commuting by personal vehicles, including the type of fuel used (e.g. petrol or diesel). These proportions were then extrapolated to the total employee population to estimate overall commuting activity. The UK Government GHG Conversion Factors for Company Reporting 2025 of 2.35 kgCO₂e/litre for petrol and 2.66 kgCO₂e/litre for diesel were subsequently applied to derive the estimated Scope 3 emissions.
- Waste generated from our operations is categorised into waste directed to disposal and waste diverted from disposal.
- In FYE 2025, waste directed to disposal comprised 5,484.30 tonnes of construction waste and 1,479.62 tonnes of domestic waste. Emissions were calculated using the UK Government GHG Conversion Factors for Company Reporting 2025, applying factors of 1.2634 kgCO₂e/tonne for construction waste and 520.5327 kgCO₂e/tonne for commercial and industrial waste (used as a proxy for domestic waste). Waste diverted from disposal included paper, plastic, metal scraps, wood, electrical items, and aluminium. Emissions for these waste streams were calculated using a conversion factor of 4.6857 kgCO₂e/tonne.

Energy and Emissions Management Targets

Given the project-based nature of construction, absolute energy use and Scope 1, Scope 2, and Scope 3 emissions vary depending on project size, phase, operational requirements, supply chain activities, and weather conditions, many of which are not fully within the Group's control.

Accordingly, the Group does not currently have fixed quantified emission reduction targets, as it continues to prioritise initiative-based measures within its operational control while strengthening its understanding of key emissions levers and their feasibility.

Area	Target	FYE 2025 Performance	Time frame
Electric forklifts	Prioritise the use of electric forklifts where operationally and financially feasible	Four (4) electric forklifts, under the Group's control	Ongoing
Scope 3 disclosure	Progressively expand Scope 3 emissions disclosure based on financial materiality considerations.	Scope 3 GHG Emissions - Employee Commuting, Business Travel & Waste Generated	FYE 2027 Reporting

PERFORMANCE DATA TABLE

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FYE 31/12/2025

Inta Bina Group Berhad
IFRS S1

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Economic Performance	Revenue	RM million	750.6	Maintain disciplined project execution and financial performance to support sustainable value generation, operational continuity, and long-term resilience.	No assurance	
Economic Performance	Economic value distributed	RM million	710.3	Maintain disciplined project execution and financial performance to support sustainable value generation, operational continuity, and long-term resilience.	No assurance	
Quality & Client Satisfaction	Classic score	Percentage	85	Achieve and maintain an average QLASSIC score of at least 75% across completed projects.	No assurance	
Quality & Client Satisfaction	Client satisfaction score	Percentage	84	Maintain overall client satisfaction score of at least 80% based on post-completion client surveys.	No assurance	
Anti Corruption	Incidents of corruption	Number	Nil	Maintain zero confirmed incidents of corruption.	No assurance	
Supply Chain Management	Procurement spend on local suppliers	Percentage	100	Maintain 100% spending on local suppliers, where practicable.	No assurance	
Supply Chain Management	Material adverse ESG incidents involving appointed main subcontractors	Percentage	Nil	Maintain no material adverse ESG incidents involving appointed sub contractors.	No assurance	
Supply Chain Management	Significant supply chain disruptions impacting project delivery	Percentage	Nil	Maintain no significant supply chain disruptions impacting project delivery.	No assurance	

Sustainability Statement

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FYE 31/12/2025

Inta Bina Group Berhad
IFRS S1

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Human Rights and Labour Standards	Substantiated human rights violations	Number	Nil	Maintain zero substantiated labour or human rights violations.	No assurance	
Human Rights and Labour Standards	Labour regulatory non-compliance incidents	Number	Nil	Maintain zero cases of non-compliance with applicable labour laws.	No assurance	
Health & Safety	Work-related fatalities and serious injuries	Number	Nil	Maintain zero work-related fatalities and serious injuries across all project sites.	No assurance	
Health & Safety	Lost Time Incident Rate (LTIR)	Rate	Nil	Maintain LTIR at low levels and continuously improve performance.	No assurance	
Health & Safety	Personnel received safety training	Number	3,974	To provide health and safety training to all relevant personnel.	No assurance	
Employee Management	Employee turnover	Number Percentage	59 14	Maintain a stable and manageable level of employee turnover to support operational continuity.	No assurance	
Community Investment	Community investment	RM	330,888	Maintain consistent community investment activities, subject to financial performance and internal approval.	No assurance	
Community Investment	Beneficiaries of community investment	Number	600	Maintain consistent community investment activities, subject to financial performance and internal approval.	No assurance	
Customer Data Privacy	Substantiated complaints relating to data breaches or privacy violations.	Number	Nil	Maintain zero substantiated breaches of data privacy and comply with applicable data protection laws.	No assurance	

Inta Bina Group Berhad

IFRS S1

Date & Time: 2026-04-24_20:20:43
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Biodiversity	Environmental related regulatory non-compliance incidents	Number	Nil	Maintain zero environmental or biodiversity-related regulatory non-compliance incidents.	No assurance	
Sustainable Construction and Materials	Projects applying reusable construction systems (e.g. aluminium formwork, modular system)	Qualitative	Reusable construction systems (e.g. aluminium formwork, modular systems) applied across all active sites.	Maintain implementation of sustainable construction practices within operational control, including efficient use of materials, application of reusable systems, and expand use wherever design, cost and programme allow.	No assurance	
Sustainable Construction and Materials	Spend on environmentally preferred materials	RM million	79.7	Maintain implementation of sustainable construction practices within operational control, including efficient use of materials, application of reusable systems, and improved tracking of environmentally preferred material procurement.	No assurance	
Pollution Management	Environmental fines or penalties	RM	Nil	Maintain zero environmental fines, penalties or regulatory enforcement actions.	No assurance	
Waste Management	Waste generated	Tonnes	8,958.68	Maintain zero regulatory non-compliance relating to waste management, while continuing to implement waste segregation and recycling practices.	No assurance	
Waste Management	Waste diversion rate	Percentage	22.2	Maintain implementation of existing waste diversion practices, including reuse, recycling, and recovery, across construction sites.	No assurance	

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FYE 31/12/2025

Inta Bina Group Berhad
IFRS S1

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Waste Management	Scheduled waste compliance	Percentage	100	Maintain 100% of scheduled waste handled and disposal through licensed contractors.	No assurance	
Water Management	Water withdrawal/consumption	Milliliter	161	Maintain uninterrupted construction activities with no material disruption arising from water supply constraints, and full compliance with applicable water supply, discharge and drainage requirements across all construction sites.	No assurance	
Water Management	Water-related regulatory non-compliance incidents	Number	Nil	Maintain uninterrupted construction activities with no material disruption arising from water supply constraints across all construction sites.	No assurance	
Water Management	Water regulatory compliance	Percentage	100	Maintain uninterrupted construction activities with no material disruption arising from water supply constraints, and full compliance with applicable water supply, discharge and drainage requirements across all construction sites.	No assurance	

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Climate change	Material financial impacts from climate-related risks	RM	Nil	Maintain no material climate-related financial impacts or project disruptions, supported by ongoing monitoring and site-level preparedness.	No assurance	
Climate change	Weather-related project disruptions	Number	Nil	Maintain no material weather-related financial impacts or project disruptions, supported by ongoing monitoring and site-level preparedness.	No assurance	
Climate change	Climate-related safety incidents	Number	Nil	Maintain zero health and safety incidents attributable to extreme weather or climate-related conditions.	No assurance	
Sustainable & Green Design	Projects delivered in accordance with approved design and sustainability requirements	Percentage	100	Maintain full delivery of approved sustainability-related design outcomes across all projects.	No assurance	
Energy & Emissions	Energy consumption	Megawatt	4,577	Continue implementing initiative-based measures within operational control, including equipment electrification and solar site solutions, while progressively expanding emissions tracking.	No assurance	Adopted Battery Energy Storage Systems (BESS) solutions at our construction site to enhance energy management.
Energy & Emissions	Usage of electric powered construction vehicle	Number	4	Continue implementing initiative-based measures within operational control, including equipment electrification and solar site solutions, while progressively expanding emissions tracking.	No assurance	4 electric forklifts in use.

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FYE 31/12/2025

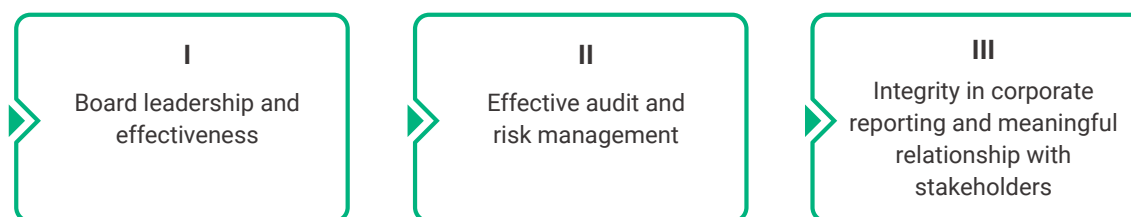
Inta Bina Group Berhad
IFRS S2

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO2e)	456	Continue implementing initiative-based measures within operational control, including equipment electrification and solar site solutions, while progressively expanding emissions tracking.	No assurance	
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO2e)	2,228	Continue implementing initiative-based measures within operational control, including equipment electrification and solar site solutions, while progressively expanding emissions tracking.	No assurance	
GHG emissions	Scope 3 Cat.7: Employee commuting	Metric tonnes of carbon dioxide equivalents (tCO2e)	1,147	Continue implementing initiative-based measures within operational control, including equipment electrification and solar site solutions, while progressively expanding emissions tracking.	No assurance	
GHG emissions	Scope 3 Cat.6: Business travel	Metric tonnes of carbon dioxide equivalents (tCO2e)	102	Continue implementing initiative-based measures within operational control, including equipment electrification and solar site solutions, while progressively expanding emissions tracking.	No assurance	
GHG emissions	Scope 3 Cat.5: Waste generated in operations	Metric tonnes of carbon dioxide equivalents (tCO2e)	786	Continue implementing initiative-based measures within operational control, including equipment electrification and solar site solutions, while progressively expanding emissions tracking.	No assurance	

Corporate Governance Overview Statement

The Board of Directors (“**Board**”) of Inta Bina Group Berhad (“**Inta Bina**” or “**the Company**”) is fully committed to the principles and recommendations of the Malaysian Code on Corporate Governance (“**MCCG**”) issued by the Securities Commission Malaysia (“**SC**”) which was updated and took effect on 28 April 2021. This ensures that best practices in corporate governance, including accountability and transparency, are upheld across Inta Bina and its subsidiary companies (“**the Group**”), with the aim of delivering sustainable long-term financial performance and growth. The Board remains mindful of its accountability to the Company’s shareholders and broader stakeholders.

The Board is pleased to report to the shareholders, the Company’s application of the 3 key principles of the MCCG during the financial year ended 31 December 2025 (“**FYE 2025**”):



PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Board Responsibilities

The Board is responsible for the overall oversight and performance of the Company, and provides leadership within a prudent framework supported by effective controls to ensure that risks are appropriately identified, assessed and managed. To ensure effective discharge of their function and responsibilities, the Board has defined and collectively reviewed and approved the roles and responsibilities as well as the schedule of reserved matters in the Board Charter.

Board Committees

To assist the Board in the oversight function of specific responsibility areas, the Board has established three (3) Board Committees, namely:

- 1) Audit Committee (“**AC**”)
- 2) Nomination and Remuneration Committee (“**NRC**”)
- 3) Risk Management Committee (“**RMC**”)

All committees have a written Terms of Reference to guide them to perform its roles and responsibilities respectively. The Chairman of the respective Committees will report to the Board of the outcome of the Committee meetings for the Board’s considerations and approvals and extracts of such reports are incorporated in the minutes of the Board meetings. The Board retains full responsibility for the direction and control of the Company.

Roles of the Chairman and the Group Managing Director

The Chairman leads the Board and is responsible for the effective performance of the Board. He ensures that all relevant issues and quality information to facilitate decision-making and effective running of the Company’s business are included in the meeting agenda.

The positions of the Chairman and Managing Director are held by two (2) different individuals to promote accountability and facilitate the division of responsibilities between them. In this regard, no one individual can influence the Board’s discussions and decision-making. Generally, the Chairman would lead the Board in its collective oversight of management, while the Managing Director focuses on the business and day-to-day management of the Company. The distinct and separate roles of the Chairman and Managing Director, with a clear division of responsibilities, ensure a balance of power and authority, such that no one individual has unfettered powers of decision-making, and are clearly defined in the Board Charter.

Role of the Company Secretary

The Board is supported by a Company Secretary who is qualified under Section 235(2)(a) of the Companies Act 2016. The appointment of the Company Secretary is based on the capability and proficiency determined by the Board. The Constitution of the Company permits the removal of the Company Secretary by the Board.

Corporate Governance Overview Statement

Access to Information and Advice

All members of the Board, whether as a whole or in their individual capacity, have access to the advice and services of the Company Secretary on all matters relating to the Group to assist them in the furtherance of their duties. The Board is regularly updated and kept informed by the Company Secretary and the Management of the requirements such as restrictions in dealing with the securities of the Company and updates as issued by the various regulatory authorities including the latest developments in the legislation and regulatory framework affecting the Group.

The Board had established the Anti Bribery and Corruption Policy in keeping with the commitment set forth to prevent bribery and corruption. Inta Bina takes a zero-tolerance approach to bribery and corruption and is committed to acting professionally, fairly and with integrity in all business dealings and relationships wherever the Group operates and expects the individuals and organization the Group works with to uphold and adopt the same approach.

As an additional measure to safeguard the integrity of the Group, the Board has defined its' Whistleblowing Policy to provide guidance for stakeholders to report genuine concerns of any possible improprieties pertaining to financial reporting, compliance, malpractices and unethical business conduct within the Group. In addition, the Board has also defined its Code of Conduct and Ethics which serves as a tool for the Board to convey and instill its values in the organization.

The Board Charter, Terms of Reference of the Board Committees, Director's Fit and Proper Policy, Anti Bribery and Corruption Policy, Whistleblowing Policy and Code of Conduct and Ethics are also available on the Company's website at www.intabina.com.

Board Composition and Independence

The NRC oversees and reviews on an on-going basis, the overall composition of the Board in terms of size, the required mix of skills, experience and other qualities and core competencies for the Directors of the Company. The effectiveness of the Board as a whole and the contribution and performance of each individual Director to the effectiveness of the Board and the Board Committees will also be assessed by the NRC on an annual basis.

During the FYE 2025, there was no change in the number of Board members which comprised of 8 Directors, of which 4 are Independent Non-Executive Directors ("INEDs"). The presence of 4 INEDs fulfils the prescribed requirement of one-third of the Board to be independent as stated in Paragraph 15.02(1)(a) of the MMLR of Bursa Securities as well as Practice 5.2 of the MCCG's recommendation that at least half of the board comprises of independent directors. The profiles of the individual Directors are set out in the Directors' Profile in this Annual Report 2025.

The presence of INEDs from various fields are invaluable assets to the Company and fulfil the pivotal role in corporate accountability. The role of INEDs is particularly important as they provide unbiased and independent views, advice and judgements to consider the interests of the Group and stakeholders.

The Board is supportive of boardroom diversity as it can offer greater depth and breadth compared to non-diverse board. The Board practices no discrimination in terms of appointment of Directors as well as hiring employees wherein the Directors and Senior Management are recruited based on their merit, skills and experiences and not driven by age, cultural background and gender. The appointment of 2 female Directors, namely Dato' Leanne Koh Li Ann and Ms Au Foong Yee also fulfil the prescribed requirement as stated in Paragraph 15.02(1)(b) of the MMLR of Bursa Securities.

Meetings and Time Commitment

The Board recognises that the quality of information is critical to its effectiveness in overseeing the conduct of the Group's business and evaluating Management's performance. Accordingly, relevant information and meeting materials are circulated to Directors in a timely manner to allow sufficient time for review prior to Board and committee meetings. Notice of Board meetings are usually issued at least five (5) working days prior to the meeting. Upon conclusion of the meeting, the Company Secretary will ensure that accurate and proper records of the proceedings and resolutions passed are recorded and the minutes are circulated to the Board members before the next meetings.

During the FYE 2025, five (5) Board meetings were held, and all the Board Papers were circulated to the Board in a timely manner. The Directors' attendance at the Board meetings during FYE 2025 was as follows:

Director	Designation	Attendance
Dr. Lim Pang Kiam	Independent Non-Executive Chairman	5/5
Lim Ooi Joo	Managing Director	5/5
Teo Hock Choon	Deputy Managing Director	5/5
Ahmad bin Awi	Executive Director	5/5
Chau Yik Mun	Executive Director	5/5
Yap Yoon Kong	Senior Independent Non-Executive Director	5/5
Dato' Leanne Koh Li Ann	Independent Non-Executive Director	5/5
Au Foong Yee	Independent Non-Executive Director	5/5

The Board was satisfied with the level of time commitment given by the Directors towards fulfilling their roles and responsibilities as Directors of the Company during the FYE 2025. All the Directors do not hold directorships more than that prescribed under the MMLR of Bursa Securities.

The Directors also made time to attend webinars/conferences/dialogues during FYE 2025 to equip themselves further with the knowledge to discharge their duties more effectively and to keep abreast of developments on a continuous basis in compliance with Paragraph 15.08 of the MMLR of Bursa Securities as disclosed on pages 83 to 84 of this Annual Report 2025.

The directors will continue to undergo a periodic training in the relevant courses as well as attend seminars, conferences and similar events in keeping themselves abreast with the latest skills and knowledge to discharge their duties effectively.

Nomination and Remuneration Committee Statement

The composition of the NRC comprised of 3 INEDs as follows:

Director	Designation	Directorship
Au Foong Yee	Chairperson	Independent Non-Executive Director
Yap Yoon Kong	Member	Senior Independent Non-Executive Director
Dato' Leanne Koh Li Ann	Member	Independent Non-Executive Director

The NRC shall also set the policies and procedures to determine the remuneration of the Board of Directors to ensure that they are based on the Company's performance and that they are fairly rewarded and sufficient to attract and retain talents.

Activities of the NRC

During the FYE 2025, the NRC performed the following activities in the discharge of its duties:

- Recommended the re-election of the directors who are to retire by rotation at the 10th Annual General Meeting ("AGM") of the Company
- Recommended the re-appointment of the Independent Directors serving more than 9 years through the two-tier voting process at the forthcoming AGM
- Evaluated the performance of the Board and the Board committees
- Assessed the independence of the Independent Directors of the Company
- Reviewed the term of office of the AC and assessed its effectiveness as a whole

Corporate Governance Overview Statement

Following the evaluation conducted on 25 February 2026, the NRC concluded that the Independent Directors continued to demonstrate independence and that each Director possesses the necessary competence, commitment and experience to effectively discharge their responsibilities.

The Board has agreed that annual shareholders' approval be sought to extend the tenure of any director who has served for more than nine years as an Independent Director. Dr. Lim Pang Kiam and Mr Yap Yoon Kong tenures as Independent Directors were further extended at the 10th AGM of the Company in 2025. The NRC and the Board were satisfied that Dr. Lim Pang Kiam and Mr Yap Yoon Kong are able to exercise independent judgment and act in the best interests of the Company and recommended the continuation of their tenure as Independent Directors beyond nine years for shareholders' approval at the upcoming 11th AGM.

In recommending suitable candidates for directorships and Board committees to the Board, the NRC takes into consideration the candidate's experience, competency, character, time commitment and potential contribution to the Group. Any new nomination received is recommended to the Board after a comprehensive assessment and the NRC's endorsement. There were no new appointments of Directors during the FYE 2025.

The details of the Directors' remuneration received from the Company and subsidiary companies respectively for the FYE 2025 are as follows:

	Salaries (RM)	Bonuses/ Incentives (RM)	Benefit- in-kind (RM)	Fees (RM)	Others (RM)	Total (RM)
Executive Directors						
Lim Ooi Joo	1,044,000	241,700	21,250	120,000	244,283	1,671,233
Teo Hock Choon	858,000	181,650	21,250	60,000	197,534	1,318,434
Ahmad bin Awi	164,400	48,460	15,000	-	26,937	254,797
Chau Yik Mun	330,840	99,197	5,000	-	53,004	488,041
Sub Total	2,397,240	571,007	62,500	180,000	521,758	3,732,505
Independent Directors						
Dr. Lim Pang Kiam	-	-	-	80,000	2,500	82,500
Yap Yoon Kong	-	-	-	80,000	6,100	86,100
Dato' Leanne Koh Li Ann	-	-	-	80,000	5,500	85,500
Au Foong Yee	-	-	-	80,000	6,100	86,100
Sub Total	-	-	-	320,000	20,200	340,200

Remuneration

The remuneration of the Board of Directors is broadly categorised into those paid to Executive Directors and Non-Executive Directors.

The Executive Directors are remunerated in cash and in kind by way of salary, performance bonus and other benefits and entitlements, taking into consideration their experience, responsibilities, length of service, their individual performance and contribution as well as the overall performance of the Group and the Company. Non-Executive Directors are paid fees based on their experience and level of responsibilities.

The NRC is responsible to make any recommendation to the Board on the remuneration package and benefits extended to the Executive Directors, whereas Non-Executive Directors' remuneration is a matter to be decided by the Board as a whole. The individual Director concerned must abstain from deliberations and voting on decisions in respect of his individual remuneration.

The Company pays its Directors annual fees which are approved by shareholders at the AGM. Non-Executive Directors are also paid meeting allowances for meetings attended and are reimbursed reasonable expenses incurred in the course of discharging their duties. The Directors' Remuneration Policy is available on the Company's website at www.intabina.com.

The Board is of the view that the disclosure of the Senior Management's remuneration components will not be in the best interest of the Group given the competitive human resources environment as such disclosure may give rise to talent recruitment and retention issue. Also premised on the confidentiality of the remuneration package of the Senior Management, the Board has adopted a disclosure of the top 11 Senior Management remuneration in bands of RM50,000 on an unnamed basis as follows:

Remuneration Value	Number of Senior Management
RM100,000 - RM150,000	1
RM150,001 - RM200,000	2
RM200,001 - RM250,000	1
RM250,001 - RM300,000	4
RM300,001 - RM350,000	2
RM350,001 - RM400,000	1

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit Committee

The members of AC comprise of all Independent Non-Executive Directors. The Chairman of the AC is distinct from the Chairman of the Board to promote unfettered objectivity during the Board's review of the AC's findings and recommendations. The current AC composition meets the requirements of Paragraph 15.09 of MMLR where the AC Chairman, Mr Yap Yoon Kong is a member of Malaysian Institute of Accountants. The present composition of the AC allows it to possess the requisite level of financial literacy and business acumen to have a sound understanding of the financial matters of the Group as well as an understanding of the latest developments in financial reporting, accounting and auditing standards.

None of the members of the AC are former audit partners of the current external audit firm of the Group. As stated in the Terms of Reference of the AC, the Committee is mindful of the minimum three (3) years cooling off period best practice under the MCGG when considering the appointment of former key audit partner from its current external audit firm to ensure that the review of the Group's financial statements and the performance and independence of the External Auditors are being done objectively by the Committee.

Before the commencement of the current financial year audit, the AC had reviewed and deliberated with the External Auditors on their audit planning memorandum, covering the audit risk areas, approach, emphasis and timeline. The AC also noted the External Auditors' independence check and confirmation procedures carried out in the firm as well as no conflict of interest for rendering their non-audit services to the Group presently.

Full details of the AC's duties and responsibilities are stated in its Terms of Reference which is made available on the Company's website at www.intabina.com and the detailed disclosure on the role and activities undertaken by the AC during the financial year is provided in the AC Report of this Annual Report 2025.

Risk Management and Internal Control Framework

The Board has ultimate responsibility for reviewing the Company's risks, approving the risk management framework and policy and overseeing the Company's strategic risk management and internal control framework to achieve its objectives within an acceptable risk profile as well as safeguarding the interest of stakeholders and shareholders and the Group's assets.

The Board is supported by the RMC which reports to the Board regarding the Group's risk exposures, including a review of risk assessment model used to monitor the risk exposures and the Management's view on the acceptable and appropriate level of risks faced by the Group. The RMC will continue to evaluate, review and monitor the Group's risk management framework and activities on on-going basis to identify, assess and monitor the key business risks of the Company to safeguard shareholders' investment and Company's assets.

The Company also engaged outsourced the internal auditors to provide independent assessments on the adequacy, efficiency and effectiveness of the Company's internal control system. The internal auditors report directly to the AC and internal audit plans are tabled to the AC for review and approval by the Board to ensure adequate coverage.

The process of the risk management and internal control are ongoing, which are undertaken by each department within the Company. The Company will continuously enhance the existing system of risk management and internal control by taking into consideration the changing business environment.

Further details on the features of the risk management and internal control framework, and the adequacy and effectiveness of this framework, are disclosed in the Statement on Risk Management and Internal Control in this Annual Report 2025.

Corporate Governance Overview Statement

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

Compliance with Applicable Financial Reporting Standards

The Board takes responsibility for presenting a balanced and understandable assessment of the Group's operations and prospects each time it releases its quarterly and annual financial statements to shareholders.

The AC reviews the information to be disclosed to ensure its accuracy and adequacy.

A statement by Directors of their responsibilities in preparing the financial statements is set out on this Annual Report 2025.

Investors Relations and Shareholders Communication

The Company recognises the importance of effective and timely communication with shareholders and investors to keep them informed of the Group's latest financial performance and material business/corporate matters affecting the Company. Such information is available to shareholders and investors through the Annual Reports, the various disclosures and announcements made to Bursa Securities and the Company's website at www.intabina.com.

The AGM provides the principal platform for dialogue and interactions with the shareholders. Notice of the AGM and Circular to shareholders is sent to the shareholders at least 28 days before the meeting to facilitate easy review by the shareholders. In respect of items on special business, the notice of meeting will be accompanied by a full explanation of the effects of the proposed resolution.

A Question-and-Answer session will be allowed during the proceedings of the AGM wherein the Directors, Company Secretary and the External Auditors will be available to answer to the queries raised by the shareholders.

Separate issues are tabled in separate resolutions at the AGM, voting is carried out systematically and motions carried through are properly recorded. In accordance with Paragraph 8.29A(1) of the MMLR of Bursa Securities, poll voting will continue to be carried out at the 11th AGM of the Company to be held on 5 June 2026.

Leverage on Information Technology for Effective Dissemination of Information

The Company's website at www.intabina.com facilitates effective dissemination of latest and up-to-date information pertaining to the Company to the investors and general public.

This Annual Report 2025, Circular to Shareholders, Notice of AGM and other AGM related documents will be made available on the Company's website at www.intabina.com or shareholders may request for the printed copy of the same by sending email request to: investorrelation@intabina.com.

A notification in respect of the availability of the aforesaid documents will be sent via email to shareholders with email address and via ordinary mail to the other shareholders.

Shareholders also have the option to submit to the Company's Share Registrar, Tricor Investor & Issuing Home Services Sdn. Bhd. ("TIIH"), their Form of Proxy either in hard copy or by electronic form via Vistra SRMY Portal.

COMPLIANCE WITH THE MCCG

The Board considers that the Company has complied with the provisions and applied the key principles of the MCCG throughout the FYE 2025 except for the Practices below where the explanation for departure is disclosed in the Corporate Governance Report:

Practice 5.9: The Board comprises of at least 30% women directors.

Practice 8.2: The Board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

The Board has reviewed and approved this Corporate Governance Overview Statement on 20 April 2026. The Board is satisfied that this Corporate Governance Overview Statement provides the information necessary to enable shareholders to evaluate how the MCCG has been applied and obligations are fulfilled under the MCCG and MMLR of Bursa Securities throughout the FYE 2025 by the Company, save for the exceptions as disclosed above.

The Corporate Governance Overview Statement is to be read in conjunction with the Corporate Governance Report for the FYE 2025 which is made available at the Company's website at www.intabina.com.

LIST OF DIRECTORS' TRAINING DURING FYE2025

Director	Programme	Date
Dr. Lim Pang Kiam	Anti-Bribery & Corruption S.17A Corporate Liability Perspective Training by OTC Training Centre Sdn Bhd	19 April 2025
	US Tariff Hike & Its Impact on Businesses in Asia Pacific by Baker Tilly Singapore	6 May 2025
	MIA Town Hall 2024/2025 Session 3	8 May 2025
	ASEAN Amidst Shifting Global Order - A Dialogue with Professor Jeffrey Sachs by Sunway University Malaysia	23 May 2025
	GENCFO Summit 2025 - Thought Leadership Summit by AICPA CIMA	20-23 May 2025
	Finance Business Partnering by AICPA CIMA	10 June 2025
	Elevating Finance Professionals in a Disruptive World by AICPA CIMA	16 July 2025
	Strategic Oversight In Strategy Implementation: Getting Execution Right at the Board Level Programme by Bursa Malaysia and ICDM	28 July 2025
	Directors & Management Training Programme on ESG by AGV Sustainability & ESG Services Sdn Bhd	23 September 2025
	AI in Business: Disruption, Innovation and the Future of Work (as a Guest Speaker) by University Technology Petronas, Malaysia	30 September 2025
	National Sustainability Reporting Framework by Securities Commission Malaysia	17 October 2025
	MIA Town Hall 2025/2026	5 November 2025
Audit Oversight Board's Conversation with Audit Committees by Securities Commission Malaysia	25 November 2025	
Lim Ooi Joo	Anti-Bribery and Anti-Corruption Policy	31 July 2025
	Strategic Oversight in Strategy Implementation: Getting Execution Right at the Board Level Programme by Bursa Malaysia and ICDM	28 July 2025
	Accident Investigation & Reporting Training Course	15 August 2025
Teo Hock Choon	Anti-Bribery and Anti-Corruption Policy	31 July 2025
	Contracts And Practices Conference 2025	27 August 2025
	Accident Investigation & Reporting Training Course	15 August 2025
	Creativity and Innovation in the Workplace (AI) - Module 4	23 & 24 October 2025
Ahmad Bin Awi	Anti-Bribery and Anti-Corruption Policy	31 July 2025
	Accident Investigation & Reporting Training Course	15 August 2025
	International Green Build Conference (IGBC) 2025	19 August 2025

Corporate Governance Overview Statement

Director	Programme	Date
Chau Yik Mun	Anti-Bribery and Anti-Corruption Policy	31 July 2025
	Strategic Oversight In Strategy Implementation: Getting Execution Right at the Board Level Programme by Bursa Malaysia and ICDM	28 July 2025
	Accident Investigation & Reporting Training Course	15 August 2025
	Creativity and Innovation in the Workplace (AI) - Module 4	23 & 24 October 2025
	2nd Digital Construction Summit (DCS 2025)	29 & 30 October 2025
	Microsoft Project - Advanced	28 November 2025
Yap Yoon Kong	Bursa Malaysia Mandatory Accreditation Programme (MAP II: Leading for Impact)	10 -13 March 2025
	ABAC Online Refresher 2025	19 September 2025
Dato' Leanne Koh Li Ann	MFRS Updates 2024	7 January 2025
	Anti-Bribery & Corruption S.17A Corporate Liability Perspective Training by OTC Training Centre Sdn Bhd	19 April 2025
	IFA Asia Pacific Regional Conference	29 & 30 May 2025
	KPMG Sales Tax and Service Tax webinar: Expansion of Scope Revealed	13 June 2025
	Strategic Oversight in Strategy Implementation: Getting Execution Right at the Board Level Programme by Bursa Malaysia and ICDM	28 July 2025
	National Tax Conference	5 & 6 August 2025
	Bursa Malaysia - Balancing Risks and Opportunity in Sustainability Leadership	9 September 2025
	MASB Outreach Session on Climate-related and Other Uncertainties in the Financial Statements	15 October 2025
	KPMG Tax and Business Summit 2025	23 October 2025
	Audit Oversight Board's Conversation with Audit Committees by Securities Commission Malaysia	25 November 2025
KPMG: 2025 MFRS Updates	2 December 2025	
Au Foong Yee	Bursa Malaysia Mandatory Accreditation Programme (MAP II: Leading for Impact)	10 -13 March 2025
	Rethinking Risk: Aligning Uncertainty with Opportunity by ICDM	28 July 2025
	The Edge Malaysia-YTL Sustainable Construction Symposium 2025 - Building Trends Redefined: The Next Level	13 August 2025
	International Green Build Conference 2025 - Malaysia Adaptation Through Sustainable Innovation	19 August 2025
	Corporate Finance for Non-Finance Directors by ICDM	13 & 14 October 2025
	AI at the Helm: How Directors Can Govern the Future by ICDM	30 October 2025
	Financial Scandal: Deceit, Lies & Greed by ICDM	27 November 2025

Audit Committee Report

1. MEMBERSHIP AND MEETINGS

The Audit Committee (“AC”) comprises three (3) members of which all are Independent Non-Executive Directors, in compliance with Paragraph 15.09 of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”).

During the financial year ended 31 December 2025 (“FYE 2025”), the members of the AC and details of their attendance at the AC Meetings during the FYE 2025 are as follows:

Name	Designation	Number of Meeting(s) Attended
Yap Yoon Kong	Chairman	5/5
Dato’ Leanne Koh Li Ann	Member	5/5
Au Foong Yee	Member	5/5

2. TERMS OF REFERENCE

The Terms of Reference (“TOR”) of the AC was revised on 28 November 2023 to include the amendments to the listing requirements regarding conflict-of-interest disclosure. The TOR is available at www.intabina.com.

3. SUMMARY OF ACTIVITIES

During FYE 2025, the AC carried out the following activities in the discharge of its duties and responsibilities in accordance with its’ TOR:

Date of Meeting	Subject
26 February 2025	<ul style="list-style-type: none"> Review of the Fourth Quarter Results for the period ended 31 December 2024 Audit Memorandum for FYE 31 December 2024 Review of Recurrent Related Party Transactions (“RRPT”) for the Fourth Quarter ended 31 December 2024 Performance review of External Auditors and Internal Auditors
23 April 2025	<ul style="list-style-type: none"> Audit Review Memorandum for FYE 31 December 2024 Review of Audited Financial Statements for FYE 31 December 2024 Review of AC Report & SORMIC Review of Circular to Shareholders for the Renewal of Shareholders’ Mandate for RRPT Verification of allocation of ESOS pursuant to Paragraph 8.17(2) of the Main Market of Listing Requirements of Bursa Securities
23 May 2025	<ul style="list-style-type: none"> Review of First Quarter Results for the period ended 31 March 2025 Review of Internal Audit Report Review of RRPT for the First Quarter ended 31 March 2025
25 August 2025	<ul style="list-style-type: none"> Review of Internal Audit Report Review of Second Quarter Results for the period ended 30 June 2025 Review of RRPT for the Second Quarter ended 30 June 2025 Proposal for review of Internal Audit Services provider

Audit Committee Report

Date of Meeting	Subject
24 November 2025	<ul style="list-style-type: none"> • Audit Plan for financial year ending 31 December 2025 • Review of Third Quarter Results for the period ended 30 September 2025 • Review of Internal Audit Report • Proposal for appointment of Internal Audit Services provider • Review of RRPT for the Third Quarter ended 30 September 2025 • Private session with Internal and External Auditors

1. Financial Reporting

- a) The AC had reviewed and ensured that the four (4) quarterly financial results of the Group complied with the Malaysian Financial Reporting Standards ("MRFS") and Appendix 9B of the MMLR.
- b) The AC had reviewed and made recommendations to the Board in respect of the annual Audited Financial Statements of the Company and the Group for the financial year ended 31 December 2024 to ensure that it presented a true and fair view of the Company's financial position and performance for the year and in compliance with all the regulatory requirements.

2. Related Party Transactions

The AC has reviewed on a quarterly basis the report of Recurrent Related Party Transactions ("RRPTs") of the Group presented by Management and ensured that these transactions are undertaken in the best interest of the Company, fair, reasonable, and on normal commercial terms as well as not detrimental to the interest of the minority shareholders.

3. Annual Reporting

The AC had reviewed the AC Report, Statement on Risk Management & Internal Control in respect of the Annual Report 2025 and the Circular to shareholders on the Proposed Renewal of Shareholders' Mandate for RRPTs to ensure adherence to legal and regulatory reporting requirements and recommended them to the Board for approval.

4. External Audit

- a) The AC had reviewed and discussed the Audit Review Memorandum for the FYE 31 December 2024 with Baker Tilly Monteiro Heng PLT ("Baker Tilly") at the meeting held on 26 February 2025.

- b) The AC also had a private session with Baker Tilly to discuss the areas of audit concern and recommendations regarding opportunities for improvement to the internal controls based on observations.

- c) The AC evaluated the performance of the External Auditors covering areas such as caliber, quality processes, audit team, independence, audit scope and audit communication as well as the audit fees. Based on the evaluation, the AC had recommended to the Board for approval, the re-appointment of the External Auditors for the financial year of 31 December 2025 at its meeting held on 26 February 2025.

- d) On 24 November 2025, the AC reviewed the Audit Plan for the financial year ending 31 December 2025 presented by the external auditors, Baker Tilly.

5. Internal Audit

- a) The AC reviewed the findings and results of the internal audit reports, together with the recommendations provided by BDO Governance Advisory Sdn. Bhd. ("BDO"). The AC also considered Management's responses to these recommendations and provided appropriate guidance on areas requiring improvement and implementation.

- b) At the meeting held on 24 November 2025, the AC proposed the appointment of Resolve IR Sdn. Bhd. as the outsourced internal audit service provider for the financial year ending 31 December 2026 to 31 December 2028 replacing BDO who has served the Company since 2019.

4. INTERNAL AUDIT FUNCTION

The Group's Internal Audit function is outsourced to BDO. They assist the AC and the Board in providing an independent assessment of the adequacy, efficiency and its effectiveness of the Group's internal control system. The Internal Auditor audit processes were mainly:

- To review the adequacy and test the integrity of internal controls;
- To assess the compliance with policies and procedures and recommended best practices; and
- To review and identify any potential areas of weaknesses for improvement in the effectiveness and efficiency of the processes (if any).

The Internal Auditor reports directly to the AC. During FYE 2025, the Internal Auditors presented the following Internal Control Reports to the AC:

Date of AC Meeting	Internal Control Report
23 May 2025	ICR on Anti-Bribery and Anti-Corruption Management Follow up review on Financial Reporting Closing Process
25 August 2025	ICR on Health, Safety and Environment Process
24 November 2025	ICR on Fixed Asset Management and Conflict of Interest Management Follow up review on Health, Safety and Environment Process

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

The fees incurred for the outsourcing of the internal audit function for FYE 2025 were RM70,500.

Statement on Risk Management and Internal Control

INTRODUCTION

The Statement on Risk Management and Internal Control (the "Statement") is prepared pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and in accordance with the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies, a publication of Bursa Malaysia Securities Berhad.

RESPONSIBILITY OF THE BOARD

The Board of Directors ("the Board") acknowledges that it is their responsibility to review, in an ongoing manner, the risk management and internal control system for its adequacy, effectiveness and integrity. The Board maintains overall responsibility for risk oversight through its Audit and Risk Management Committee. The Board is also committed to maintaining a sound system of risk management and internal control within the Group.

The Board has established an Enterprise Risk Management framework ("ERM framework" or "framework") which is based on International accepted framework. The framework aids to the achievement of Group's objectives and strategies by instilling continuous process of identifying, evaluating, profiling, mitigating, reporting and monitoring significant business risks the Group may face.

There are inherent limitations in any system of risk management and internal control ("system"), thus, the system is designed to manage, rather than eliminate, the risk of failure to achieve the Group's business and corporate objectives. The system is therefore designed to only provide reasonable, but not absolute, assurance against any material misstatement, financial loss or fraudulent activity.

Management is responsible in developing procedures and processes as well as implement internal controls which will help identify, evaluate, mitigate, monitor and report on business risks. From time to time, Management updates the Board on identified changes in risk profiles, emerging risks, and the corresponding actions taken. Management also takes corrective actions as and when needed in order to assist the Board in discharging its duties and responsibilities in maintaining a sound system of risk management and internal control.

The Board has received assurance from the Managing Director and Financial Controller that the Group's risk management and internal control system is operating adequately and effectively, in all material aspects, based on the risk management and internal control system of the Group.

The Board is of the opinion that the risk management and internal control system in place for the year under review and up to the date of issuance of the financial statements is adequate and effective to safeguard the shareholders' investment, Group's assets and the interests of internal and external stakeholders.

RISK MANAGEMENT

The Group had embarked on risk management initiatives by establishing an Enterprise Risk Management Framework ("ERM"). A Risk Management Working Group ("RMWG") is in place.

The RMWG, comprising Heads of Departments, is responsible for reporting current and emerging risks to the Managing Director and the Chairman of the RMWG.

The key responsibilities of the RMWG are to provide regular reporting and update to the Board on key risk management issues. The RMWG is also responsible to promote and ensure that the risk management process and culture are embedded throughout the Group.

The key features of the Group's ERM policy are:

- Sound risk management practice promotes effective governance which is integral to the achievement of business objectives.
- Embedding risk management into day-to-day management processes, decision-making and strategic planning.
- Every employee of the organisation is responsible to manage risks within their areas of responsibility.
- Periodic reporting and monitoring activities instils accountability and responsibility for managing risks.
- The risk management processes applied should aim to take advantage of opportunities, manage uncertainties and minimise threats.

INTERNAL CONTROL SYSTEM

Internal control is embedded in the Group's operations as follows:

- Clear organisational structure with defined reporting lines;
- Clearly documented ISO procedures for construction operation and clearly defined job description for the purpose of succession planning;
- Clearly defined levels of authority and lines of responsibility, from operating units up to the Board level, to ensure accountability for risk management and internal control activities;
- Internal audit function provides assurance of the effectiveness of the system of internal control within the Group. Regular internal audit visits are undertaken to review the effectiveness of the control procedures;
- Review of internal audit reports and follow-up on findings by the Audit Committee;
- Regular Board and Audit Committee meetings to assess the Group's internal controls, performance and risks;
- Review of monthly project progress reports submitted to monitor the operations of all project sites;
- Review of quarterly management reports to deliberate on results and business strategies; and
- Human resource function sets out policies for recruitment, training and staff appraisal to ensure that staff is competent and adequately trained in carrying out their responsibilities.

INTERNAL AUDIT FUNCTION

The Internal Audit Function ("IAF") is carried out in accordance with the International Professional Practice Framework ("IPPF") by an independent professional firm, namely BDO Governance Advisory Sdn Bhd. The IAF team is headed by Executive Director who possesses the relevant qualification and experience is assisted by three (3) staff including a manager.

The internal audit reviews are performed based on an internal audit plan approved by the Audit Committee. Internal Audit reviews findings together with management's comments and action plans are presented and reviewed by the Audit Committee. Follow-up reviews will be conducted to report to the Audit Committee on the status of implementation of management action plans.

For the financial year ended 31 December 2025, the following 3 significant departments/functions of a business unit were identified and selected for internal audit with the Audit Committee's concurrence: -

Business Unit	Department/Function	Areas covered
Inta Bina Sdn Bhd	Anti-Bribery and Anti-Corruption ("ABC") Management	<ul style="list-style-type: none"> • Assessment on senior management commitment to promote culture of integrity within the organisation and ensure lines of authority for overseeing the anti-corruption compliance programme are appropriate • Bribery and corruption risk assessment • Due diligence requirements before entering into any business relationship/hiring • Mechanism in place for declaration, track and monitor for any procurement/ payments involved gifts, hospitality, entertainment expenses and other benefits received or given is in place • Anti-bribery training and awareness of key personnel and third parties • Whistleblowing procedures on reported ABC incidences
	Health, Safety, and Environment	<ul style="list-style-type: none"> • Adequacy of Health, Safety and Environment policies and compliance practices • Health, Safety and Environment personnel qualifications • Work safety training • Site safety monitoring • Fire preventive procedures • Emergency response and incident reporting • Security measures over safeguarding hazardous materials • Management monitoring of waste, scheduled waste disposal, and emissions

Statement on Risk Management and Internal Control

Business Unit	Department/Function	Areas covered
Inta Bina Sdn Bhd	Fixed Asset Management and Conflict of Interest Management	<p><u>Fixed Asset Management</u></p> <ul style="list-style-type: none"> • Acquisitions of fixed assets • Disposals and write-offs of fixed assets • Custody and maintenance of fixed assets • Insurance policies and coverage over fixed assets <p><u>Conflict of Interest Management</u></p> <ul style="list-style-type: none"> • Procedures and controls over the identification, monitoring and reporting of conflict of interest and related party transactions • Compliance with internal guidelines and procedures established in relation to Bursa Malaysia Securities Berhad Listing Requirements on conflict of interests and related party transactions • Performance of related party transactions within arm's length basis

The total cost incurred for the outsourced internal audit function for the financial year under review amounted to RM70,500.00.

ISO AUDIT FUNCTION

As per requirement of the ISO 9001:2015 - QMS certifications, scheduled audits on yearly basis are conducted by the independent certification body, Lloyd's Register & Bureau Veritas. Management Review Committee reviews the issues arising from these audits, develop action plans and follow-up reviews are conducted to ensure all matters has been resolved.

CONCLUSION

In assisting the Board to assess the adequacy and operating effectiveness of the Group's risk management and internal control system, the Audit and Risk Management Committee conducted a review of the observations raised by the internal and external auditors. The Board is of the view that there have been no significant weaknesses identified in the risk management and internal control system.

REVIEW OF STATEMENT BY THE EXTERNAL AUDITORS

As required by paragraph 15.23 of the Bursa's Listing Requirements, the external auditors have performed a limited assurance engagement on this Statement on Risk Management and Internal Control for inclusion in the Annual Report for the financial year ended 31 December 2025. Their engagement was performed in accordance with the Audit and Assurance Practice Guide 3 ("AAPG 3") issued by the Malaysian Institute of Accountants which does not required the auditors to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system. Based on their procedures performed, the external auditors have reported that nothing has come to their attention that would cause them to believe that the Statement is not prepared, in all material respect, in accordance with the disclosures required by Section 7 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies nor is factually inaccurate.

This Statement is made in accordance with the resolution of the Board of Directors dated 20 April 2026.

Directors' Responsibility Statement for The Audited Financial Statements

The Directors are legally responsible to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year and of the financial performance and cash flows of the Group and of the Company for the financial year.

In preparing those financial statements, the Directors ensured that:

- i) they complied with the Malaysian Financial Reporting Standards ("MFRS"), IFRS Accounting Standards and Companies Act, 2016 ("the Act");
- ii) appropriate accounting policies are used and applied consistently;
- iii) the going concern basis used in the preparation of the financial statements are appropriate; and
- iv) where judgements and estimates are made, they are reasonable and prudent.

The Directors are responsible to ensure that proper accounting records are kept and disclosed with reasonable accuracy the financial positions of the Group and of the Company and to ensure that the financial statements comply with MFRS, IFRS Accounting Standards, the Act and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Directors have a general responsibility in taking such steps as are reasonably opened to them to manage risks associated to the business of the Group, safeguard the Group's assets to prevent and detect fraud and other irregularities. In this aspect, the Directors have received reasonable assurance from the Group Managing Director and the Financial Controller that proper internal controls are in place throughout the financial year ended 31 December 2025 for these purposes.

This Statement was approved by the Board at the Board meeting held on 20 April 2026.

Additional Compliance Information

AUDIT AND NON-AUDIT FEES

The amount of audit fees and non-audit fees paid or payable to the Company's External Auditors and a firm affiliated to the External Auditors' firm by the Group and the Company for the financial year ended 31 December 2025 are as follows:

	Group (RM)	Company (RM)
Audit services rendered	175,500	55,000
Non-audit services rendered	8,000	7,000
TOTAL	183,500	62,000

MATERIAL CONTRACTS

There was no material contracts entered into by the Group involving Directors' and major shareholders' interest which were still subsisting at the end of the financial year, or which were entered into since the end of the previous financial period.

UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSAL

On 28 May 2025, the Company completed the issuance of 55,320,000 new ordinary shares, representing 10% of the total number of issued shares ("Placement Shares") at an issue price of RM0.4794 per share ("Private Placement").

The total gross proceeds raised from the Placement Shares was approximately RM26.5 million and the status of utilisation of gross proceeds as of 31 December 2025 was as follows:

Purpose	Gross Proceeds (RM'000)	Actual Utilisation (RM'000)	Balance Unutilised (RM'000)	Intended timeframe for utilisation
Capital expenditure	12,000	(12,000)	-	Within 12 months
Working capital	14,430	(14,430)	-	Within 24 months
Private placement expenses	90	(90)	-	Upon completion
Total	26,520	(26,520)	-	

EMPLOYEE'S SHARE OPTION SCHEME ("ESOS")

The ESOS of the Company was implemented on 25 November 2021 and shall be in force for a period of 5 years which will expire on 24 November 2026.

The Company has offered the options to eligible employees and Directors to subscribe for new ordinary shares in the Company under the Company's ESOS on 12 September 2022, 12 September 2023, 26 September 2024 and 4 September 2025. The total number of options granted, exercised and outstanding under the ESOS are set out in the table below:

Description	Number of Options (Since commencement of ESOS to 31 December 2025)	
	All Eligible Employees including Directors	Directors and Senior Management
Total options granted	64,450,000	32,400,000
Total options exercised	(24,047,000)	(14,750,000)
Total options lapsed	(8,960,000)	(760,000)
Total options outstanding	31,443,000	16,890,000

The Company granted 16,300,000 ESOS during the financial year ended 31 December 2025.

In accordance with the Company's ESOS By-Laws, not more than 60% of the Company's ordinary shares available under the Scheme shall be allocated, in aggregate, to Directors and Senior Management of the Group. Since the commencement of the Scheme up to the financial year ended 31 December 2025, the Company has granted 57% of options to the Directors and Senior Management, after taking into account option lapsed.

The total number of the ESOS granted to Non-Executive Directors and total number of ESOS exercised during the financial year ended 31 December 2025 is set out in the table below:

Name of Director	Number of options			
	At 1 January 2025	Granted	Exercised	At 31 December 2025
1. Dr. Lim Pang Kiam	90,000	120,000	-	210,000
2. Yap Yoon Kong	290,000	120,000	-	410,000
3. Dato' Leanne Koh Li Ann	50,000	100,000	-	150,000
4. Au Foong Yee	50,000	100,000	-	150,000

Recurrent Related Party Transactions (“RRPT”)

	Nature of RRPTs	Transacting companies		Related Parties	Relationship of Related Parties with Inta Bina Group Berhad	Aggregate value of RRPT for FYE 31 December 2025 (RM)
		Provider	Recipient			
i)	Supply of construction materials such as timber and plywood and subcontract for supply of door leaves, timber door frames and timber railings to Inta Bina Sdn Bhd	Apexjaya Industries Sdn Bhd	Inta Bina Sdn Bhd	1. Lim Ooi Joo 2. Teo Hock Choon 3. Apexjaya Industries Sdn Bhd	Lim Ooi Joo and Teo Hock Choon are both Directors and Substantial Shareholders of IBGB Group and Apexjaya Industries Sdn Bhd respectively. Apexjaya Industries Sdn Bhd is a Substantial Shareholder of Inta Bina Group Berhad.	13,262,049
ii)	Rental expense for the premise known as No. 13, Jalan SS15/8A, 47500 Subang Jaya, Selangor	Lim Yeong Kern	Inta Bina Sdn Bhd	Lim Ooi Joo	Lim Yeong Kern is the son of Lim Ooi Joo, a Director and Substantial Shareholder of Inta Bina Group Berhad.	82,500



Financial Statements

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Directors' Report

The directors hereby submit their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities of its subsidiaries include securing and carrying out construction contracts, property development, investment and management and engineering service to supply, install and maintain elevators, escalators, and dumbwaiter lifts.

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

RESULTS

	Group RM	Company RM
Profit for the financial year, net of tax	40,516,903	39,480,744
Attributable to:		
Owners of the Company	40,292,626	39,480,744
Non-controlling interests	224,277	-
	<u>40,516,903</u>	<u>39,480,744</u>

DIVIDENDS

The amount of dividend declared and paid by the Company since the end of the previous financial year were as follows:

	RM
First interim single-tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 31 December 2025, paid on 3 October 2025	6,146,260
Second interim single-tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 31 December 2025, paid on 23 December 2025	6,146,260
	<u>12,292,520</u>

On 25 February 2026, the directors declared a third interim single-tier dividend of 0.50 sen per ordinary share amounting to RM3,118,983 in respect of the financial year ended 31 December 2025, which was paid on 1 April 2026. The financial statements for the current financial year do not reflect this interim dividend. This dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2026.

RESERVES OR PROVISIONS

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

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were prepared, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and had satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts.

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

Directors' Report

CURRENT ASSETS

Before the financial statements of the Group and of the Company were prepared, the directors took reasonable steps to ensure that any current assets which were unlikely to be realised in the ordinary course of business including their values as shown in the accounting records of the Group and of the Company had been written down to an amount which they might be expected so to realise.

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

VALUATION METHODS

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

CONTINGENT AND OTHER LIABILITIES

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; and
- (ii) any contingent liabilities in respect of the Group or of the Company which have arisen since the end of the financial year.

In the opinion of the directors, no contingent or other liability of the Group or of the Company has become enforceable, or is likely to become enforceable, within the period of twelve months after the end of the financial year which will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

CHANGE OF CIRCUMSTANCES

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

ITEMS OF MATERIAL AND UNUSUAL NATURE

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) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

AUDITORS' REMUNERATION AND INDEMNITY

The remuneration paid or payable to auditors of the Group and of the Company during the financial year were RM175,500 and RM55,000 respectively.

The Company has agreed to indemnify the auditors of the Company as permitted under Section 289 of the Companies Act 2016 in Malaysia.

Directors' Report

ISSUE OF SHARES AND DEBENTURES

During the financial year, the Company:

- (i) issued 7,352,000 new ordinary shares for cash pursuant to the exercise of the Company's Employees' Share Option Scheme ("ESOS") at exercise price ranging from RM0.21 to RM0.45 per ordinary share.
- (ii) issued 55,320,000 new ordinary shares pursuant to private placement at a price of RM0.4794 per ordinary share.

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

During the financial year, no new issue of debentures was made by the Company.

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up the unissued shares of the Company during the financial year other than the issue of options pursuant to the ESOS.

At an Extraordinary General Meeting held on 25 June 2021, the Company's shareholders approved the establishment of an ESOS for directors and employees who meet the criteria of eligibility for participation. The ESOS was implemented on 25 November 2021 and shall be in force for a period of 5 years which will expire on 24 November 2026.

The salient features and other details of the ESOS are disclosed in Note 16(b) to the financial statements.

The movement in the number of share options pursuant to the ESOS during the financial year is as follows:

Grant date	Exercise price	Number of options				At 31 December 2025
		At 1 January 2025	Granted	Exercised	Lapsed	
12 September 2022	RM0.21	4,780,000	-	(3,720,000)	(20,000)	1,040,000
12 September 2023	RM0.24	4,655,000	-	(3,232,000)	(30,000)	1,393,000
26 September 2024	RM0.45	13,960,000	-	(400,000)	(820,000)	12,740,000
4 September 2025	RM0.38	-	16,300,000	-	(30,000)	16,270,000
		23,395,000	16,300,000	(7,352,000)	(900,000)	31,443,000

WARRANTS

On 26 July 2021, a total of 133,814,745 free warrants were allotted and listed on the Main Market of Bursa Malaysia Securities under a deed poll dated 29 June 2021. Each Warrants entitles the registered holder the right at any time during the exercise period from 19 July 2021 to 18 July 2026 to subscribe for one (1) new ordinary share at the exercise price of RM0.40 each.

The salient terms of warrants are disclosed in Note 16(c) to the financial statements.

The movement in the number of warrants during the financial year is as follows:

Warrants	Number of warrants				At 31 December 2025
	At 1 January 2025	Allotted	Exercised	Forfeited	
	133,814,745	-	-	-	133,814,745

Directors' Report

DIRECTORS

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

Lim Ooi Joo*
 Teo Hock Choon*
 Ahmad Bin Awi*
 Dr. Lim Pang Kiam
 Chau Yik Mun
 Yap Yoon Kong
 Dato' Leanne Koh Li Ann
 Au Foong Yee

* Directors of the Company and its subsidiaries

Other than stated above, the names of the directors of the subsidiaries of the Company in office during the financial year and during the period from the end of the financial year to the date of this report are:

Norazharudin Bin Omar (Appointed on 27 March 2025)
 Lim Yeong Kern (Appointed on 27 March 2025)
 Ewe Joo Seng (Appointed on 18 November 2025)

DIRECTORS' INTERESTS

According to the Register of Directors' Shareholdings required to be kept by the Company under Section 59 of the Companies Act 2016 in Malaysia, the interests of directors in office at the end of the financial year in shares in the Company and its related corporations during the financial year were as follows:

Interest in the Company

	Number of ordinary shares				At 31 December 2025
	At 1 January 2025	Exercise of ESOS	Bought	Sold	
The Company					
Direct interests:					
Lim Ooi Joo	49,038,050	1,920,000	-	-	50,958,050
Teo Hock Choon	47,302,850	1,580,000	-	-	48,882,850
Ahmad Bin Awi	53,292,600	-	-	(3,000,000)	50,292,600
Dr. Lim Pang Kiam	5,000,000	-	-	-	5,000,000
Chau Yik Mun	12,113,100	950,000	-	-	13,063,100
Yap Yoon Kong	17,594,500	-	200,900	-	17,795,400
Dato' Leanne Koh Li Ann	70,000	-	-	-	70,000
Au Foong Yee	70,000	-	-	-	70,000
The Company					
Indirect interests:					
Lim Ooi Joo	169,057,100	-	1,971,600	-	171,028,700

Directors' Report

DIRECTORS' INTERESTS (Continued)

Interest in the Company (Continued)

	At 1 January 2025	Number of options		At 31 December 2025
		Granted	Exercised	
The Company				
Direct interests:				
Lim Ooi Joo	2,720,000	900,000	(1,920,000)	1,700,000
Teo Hock Choon	2,280,000	800,000	(1,580,000)	1,500,000
Chau Yik Mun	1,200,000	280,000	(950,000)	530,000
Ahmad Bin Awi	520,000	260,000	-	780,000
Dr. Lim Pang Kiam	90,000	120,000	-	210,000
Yap Yoon Kong	290,000	120,000	-	410,000
Dato' Leanne Koh Li Ann	50,000	100,000	-	150,000
Au Foong Yee	50,000	100,000	-	150,000

Number of Warrants issued pursuant to the Deed Poll dated 29 June 2021 exercisable at any time from 25.11.2021 to 24.11.2026

	At 1 January 2025	Alloted	Disposed	At 31 December 2025
The Company				
Direct interests:				
Lim Ooi Joo	12,259,512	-	-	12,259,512
Teo Hock Choon	11,825,712	-	-	11,825,712
Ahmad Bin Awi	6,860,650	-	-	6,860,650
Chau Yik Mun	2,102,750	-	-	2,102,750
Yap Yoon Kong	425	-	-	425

The Company Indirect interests:

Lim Ooi Joo	33,683,100	-	-	33,683,100
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Other than as stated above, none of the other directors in office at the end of the financial year had any interest in the ordinary shares of the Company and its related corporations during the financial year.

Directors' Report

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 benefits included in the aggregate amount of emoluments received or due and receivable by the directors as shown below) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

The details of remuneration received and receivable by directors of the Group and of the Company during the financial year were as follows:

	Group 2025 RM	Company 2025 RM
Directors of the Company		
Executive directors:		
- Fees	180,000	180,000
- Salaries, allowance and bonuses	2,968,247	-
- Other emoluments	2,785	-
- Defined contribution plan	518,973	-
- Estimated monetary value of benefit-in-kind	62,500	-
	3,732,505	180,000
Non-executive directors:		
- Fees	320,000	320,000
- Other emoluments	20,200	20,200
	340,200	340,200
Total directors' remuneration	4,072,705	520,200

Neither during, nor at the end of the financial year, was the Company a party to any arrangements where the object is to enable the directors to acquire benefits by means of the acquisition of shares in, or debentures of the Company or any other body corporate.

INDEMNITY TO DIRECTORS AND OFFICERS

The directors and officers of the Company and its subsidiaries are covered by Directors and Officers Liability Insurance ("D&O Insurance") for any liability incurred in the discharge of their duties, provided that they have not acted fraudulently or dishonestly or derived any personal profit or advantage. The total amount of D&O Insurance effected was RM10,000,000. The insurance premium for the D&O Insurance paid during the financial year amounted to RM16,700.

Directors' Report

SUBSIDIARIES

The details of the Company's subsidiaries were as follows:

Name of company	Ownership interest		Principal activities
	2025 %	2024 %	
Inta Bina Sdn. Bhd.	100	100	Securing and carrying out construction contracts
Angkasa Senuri Sdn. Bhd.	100	100	Property development, investment and management
Seiring Setia Sdn. Bhd.	100	100	Property development
IBEE Sdn. Bhd.	55	55	Carrying out construction and engineering service to supply, install and maintain elevators, escalators, and dumbwaiter lifts
Aliran Restu Sdn. Bhd.	100	-	Property development
Nusatara Sdn. Bhd.	100	-	Dormant

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

AUDITORS

The auditors, Messrs Baker Tilly Monteiro Heng PLT, have expressed their willingness to continue in office.

This report was approved and signed on behalf of the Board of Directors in accordance with a resolution of the directors.

LIM OOI JOO

Director

TEO HOCK CHOON

Director

Date: 20 April 2026

Statements of Financial Position

As At 31 December 2025

	Note	2025 RM	Group 2024 RM	2025 RM	Company 2024 RM
ASSETS					
Non-current assets					
Property, plant and equipment	5	62,839,859	41,459,330	-	-
Investment properties	6	26,740,146	29,134,949	-	-
Inventories	7	36,756,601	-	-	-
Investment in subsidiaries	8	-	-	77,112,978	71,427,192
Investment in a joint venture	9	3,887,349	3,042,174	500,000	500,000
Deferred tax assets	10	35,254	60,761	-	-
Total non-current assets		130,259,209	73,697,214	77,612,978	71,927,192
Current assets					
Inventories	7	16,669,246	15,895,232	-	-
Current tax assets		65,895	253,579	32,497	168,247
Trade and other receivables	11	337,368,422	293,542,859	58,021,812	9,853,776
Contract assets	12	121,965,813	120,077,817	-	-
Other current assets	13	672,417	3,121,874	-	-
Cash and short-term deposits	14	108,800,703	114,987,664	2,788,772	195,909
Total current assets		585,542,496	547,879,025	60,843,081	10,217,932
TOTAL ASSETS		715,801,705	621,576,239	138,456,059	82,145,124
EQUITY AND LIABILITIES					
Equity attributable to owners of the Company					
Share capital	15	102,767,886	74,058,575	102,767,886	74,058,575
Other reserves	16	(32,141,156)	(32,741,199)	2,479,554	1,879,511
Retained earnings		180,079,437	151,999,005	32,397,159	5,208,935
		250,706,167	193,316,381	137,644,599	81,147,021
Non-controlling interest		475,001	250,724	-	-
TOTAL EQUITY		251,181,168	193,567,105	137,644,599	81,147,021
Non-current liabilities					
Loans and borrowings	17	37,201,732	20,620,811	-	-
Deferred tax liabilities	10	539,256	334,438	-	-
Total non-current liabilities		37,740,988	20,955,249	-	-
Current liabilities					
Trade and other payables	18	298,572,540	305,828,952	811,460	998,103
Contract liabilities	12	32,604,618	6,893,886	-	-
Loans and borrowings	17	92,704,164	92,027,208	-	-
Current tax liabilities		2,998,227	2,303,839	-	-
Total current liabilities		426,879,549	407,053,885	811,460	998,103
TOTAL LIABILITIES		464,620,537	428,009,134	811,460	998,103
TOTAL EQUITY AND LIABILITIES		715,801,705	621,576,239	138,456,059	82,145,124

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

Statements of Comprehensive Income

For The Financial Year Ended 31 December 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Revenue	19	750,562,435	690,759,774	41,866,153	14,263,311
Cost of sales	20	(663,474,346)	(622,114,724)	-	-
Gross profit		87,088,089	68,645,050	41,866,153	14,263,311
Other income	21	5,043,481	4,049,112	701,848	392,331
Administrative expenses		(29,683,360)	(25,010,724)	(3,013,831)	(984,998)
Impairment loss on financial instruments		-	(493,812)	-	-
Operating profit		62,448,210	47,189,626	39,554,170	13,670,644
Finance costs	22	(7,724,014)	(4,707,440)	(11,997)	(217,686)
Share of result of a joint venture, net of tax		845,175	992,281	-	-
Profit before tax	23	55,569,371	43,474,467	39,542,173	13,452,958
Income tax expense	25	(15,052,468)	(10,337,856)	(61,429)	(35,641)
Profit after tax, representing total comprehensive income for the financial year		40,516,903	33,136,611	39,480,744	13,417,317
Profit attributable to:					
Owners of the Company		40,292,626	33,274,203	39,480,744	13,417,317
Non-controlling interests		224,277	(137,592)	-	-
		40,516,903	33,136,611	39,480,744	13,417,317
Total comprehensive income attributable to:					
Owners of the Company		40,292,626	33,274,203	39,480,744	13,417,317
Non-controlling interests		224,277	(137,592)	-	-
		40,516,903	33,136,611	39,480,744	13,417,317
Earnings per share (sen)					
- Basic	26	6.85	6.10		
- Diluted	26	6.67	5.83		

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

Statements of Changes in Equity

For The Financial Year Ended 31 December 2025

	Note	Share capital RM	Other reserves RM	Retained earnings RM	Sub-total RM	Non-controlling interests RM	Total equity RM
<----- Attributable to owners of the Company ----->							
Group							
At 1 January 2024		69,879,587	(33,152,090)	132,431,677	169,159,174	388,316	169,547,490
Total comprehensive income for the financial year		-	-	33,274,203	33,274,203	(137,592)	33,136,611
Transaction with owners:							
Issuance of ordinary shares pursuant to exercise of ESOS		4,178,988	(887,688)	-	3,291,300	-	3,291,300
ESOS granted	16(b)	-	1,316,429	-	1,316,429	-	1,316,429
ESOS lapsed	16(b)	-	(17,850)	17,850	-	-	-
Dividends paid	27	-	-	(13,724,725)	(13,724,725)	-	(13,724,725)
At 31 December 2024		74,058,575	(32,741,199)	151,999,005	193,316,381	250,724	193,567,105
Total comprehensive income for the financial year		-	-	40,292,626	40,292,626	224,277	40,516,903
Transaction with owners:							
Issuance of ordinary shares pursuant to exercise of ESOS		2,188,903	(452,023)	-	1,736,880	-	1,736,880
ESOS granted	16(b)	-	1,132,392	-	1,132,392	-	1,132,392
ESOS lapsed	16(b)	-	(80,326)	80,326	-	-	-
Issuance of ordinary shares pursuant to private placement		26,520,408	-	-	26,520,408	-	26,520,408
Dividends paid	27	-	-	(12,292,520)	(12,292,520)	-	(12,292,520)
At 31 December 2025		102,767,886	(32,141,156)	180,079,437	250,706,167	475,001	251,181,168

Statements of Changes in Equity

For The Financial Year Ended 31 December 2025 (Continued)

	Note	Share capital RM	Retained earnings RM	Other reserves RM	Total equity RM
Company					
At 1 January 2024		69,879,587	5,516,343	1,468,620	76,864,550
Total comprehensive income for the financial year		-	13,417,317	-	13,417,317
Transaction with owners:					
Issuance of ordinary shares pursuant to exercise of ESOS		4,178,988	-	(887,688)	3,291,300
ESOS granted	16(b)	-	-	1,316,429	1,316,429
ESOS lapsed	16(b)	-	-	(17,850)	(17,850)
Dividends paid	27	-	(13,724,725)	-	(13,724,725)
At 31 December 2024		74,058,575	5,208,935	1,879,511	81,147,021
Total comprehensive income for the financial year		-	39,480,744	-	39,480,744
Transaction with owners:					
Issuance of ordinary shares pursuant to exercise of ESOS		2,188,903	-	(452,023)	1,736,880
ESOS granted	16(b)	-	-	1,132,392	1,132,392
ESOS lapsed	16(b)	-	-	(80,326)	(80,326)
Issuance of ordinary shares pursuant to private placement		26,520,408	-	-	26,520,408
Dividends paid	27	-	(12,292,520)	-	(12,292,520)
At 31 December 2025		102,767,886	32,397,159	2,479,554	137,644,599

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

Statements of Cash Flows

For The Financial Year Ended 31 December 2025

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash flows from operating activities				
Profit before tax	55,569,371	43,474,467	39,542,173	13,452,958
Adjustments for:				
Depreciation of property, plant and equipment	19,056,709	13,190,544	-	-
Depreciation of investment properties	654,407	581,278	-	-
Dividend income	-	-	(41,500,000)	(14,000,000)
Gain on disposal of property, plant and equipment	(1,533,743)	(790,258)	-	-
Gain on disposal of investment properties	(155,055)	(20,499)	-	-
Impairment losses on:				
- trade receivables	-	251,896	-	-
- retention sums	-	241,916	-	-
- investment properties	259,374	72,570	-	-
Interest expense	7,724,014	4,707,440	11,997	217,686
Interest income	(1,582,394)	(1,261,905)	(701,642)	(392,094)
Reversal for impairment loss on:				
- trade receivables	-	(845,569)	-	-
- retention sums	(24,011)	(105,330)	-	-
- investment properties	(423,923)	(109,613)	-	-
Property, plant and equipment written off	29	10,709	-	-
Share options granted under ESOS	1,132,392	1,316,429	30,624	26,404
Share of results of a joint venture	(845,175)	(992,281)	-	-
Net unrealised foreign exchange loss	44,661	74,865	-	-
Operating profit/(loss) before changes in working capital	79,876,656	59,796,659	(2,616,848)	(695,046)
Changes in working capital:				
Receivables	(43,669,552)	(35,608,841)	300,000	(300,000)
Payables	(7,301,073)	61,076,956	320,900	8,665
Contract assets/liabilities	23,822,736	(72,441,777)	-	-
Other current assets	2,449,457	(1,178,080)	-	-
Inventories	(9,663,166)	1,266,911	-	-
Net cash flows generated from/(used in) operations	45,515,058	12,911,828	(1,995,948)	(986,381)
Dividend received	-	-	41,500,000	14,000,000
Income tax paid	(14,174,059)	(11,007,105)	(84,060)	(73,132)
Income tax refunded	233,988	-	158,381	-
Interest paid	(7,724,014)	(4,707,440)	(11,997)	(217,686)
Net cash flows from/(used in) operating activities	23,850,973	(2,802,717)	39,566,376	12,722,801

Statements of Cash Flows

For The Financial Year Ended 31 December 2025 (Continued)

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash flows from investing activities				
Advances to a joint venture	-	-	(1,899,999)	-
Change in pledged deposits	4,502,633	(14,091,510)	-	-
Acquisition of additional interests in a subsidiary	-	-	(249,999)	-
Interest received	1,582,394	1,261,905	105,195	1,963
Acquisition of a subsidiary, net of cash acquired (Note 8(b))	-	-	(5,000,000)	-
Acquisition of assets, net of cash acquired (Note 8(b))	(4,999,449)	-	-	-
Purchase of property, plant and equipment (Note a)	(31,358,326)	(14,264,174)	-	-
Purchase of investment property	-	(1,003,903)	-	-
Purchase of land held for property development	(23,000,000)	-	-	-
Proceeds from disposal of property, plant and equipment	3,369,787	1,606,000	-	-
Proceeds from disposal of investment properties	2,060,000	1,256,506	-	-
Repayment from subsidiaries	-	-	-	4,710,914
Net cash flows (used in)/from investing activities	(47,842,961)	(25,235,176)	(7,044,803)	4,712,877
Cash flows from financing activities (Note b)				
Repayment to subsidiaries	-	-	(45,893,478)	(10,255,564)
Dividend paid	(12,292,520)	(13,724,725)	(12,292,520)	(13,724,725)
Issuance of shares pursuant to private placement	26,520,408	-	26,520,408	-
Drawdown of Islamic term financing	23,238,800	2,902,908	-	-
Drawdown of short-term borrowings	438,721,898	236,713,292	-	-
Drawdown of bridging loan	-	20,458,970	-	-
Repayment of term loans	(100,803)	(6,144,865)	-	-
Repayment of Islamic term financing	(1,617,224)	(673,168)	-	-
Repayment of short-term borrowings	(439,731,049)	(196,792,633)	-	-
Repayment of bridging loan	(6,853,544)	(13,605,426)	-	-
Payment of hire purchase payables	(5,751,691)	(5,888,606)	-	-
Proceeds from exercise of ESOS	1,736,880	3,291,300	1,736,880	4,586,041
Net cash flows from/(used in) financing activities	23,871,155	26,537,047	(29,928,710)	(19,394,248)
Net (decrease)/increase in cash and cash equivalents	(120,833)	(1,500,846)	2,592,863	(1,958,570)
Cash and cash equivalents at the beginning of the financial year	52,373,560	53,874,406	195,909	2,154,479
Cash and cash equivalents at the end of the financial year (Note 14)	52,252,727	52,373,560	2,788,772	195,909

Statements of Cash Flows

For The Financial Year Ended 31 December 2025 (Continued)

(a) Purchase of property, plant and equipment

	Group	
	2025 RM	2024 RM
Purchase of property, plant and equipment	42,273,311	22,590,385
Financed by way of finance lease arrangements	(10,914,985)	(8,326,211)
Cash payment on purchase of property, plant and equipment	31,358,326	14,264,174

(b) Reconciliation of liabilities arising from financing activities:

	1 January RM	Cash flows RM	Non-cash acquisitions RM	31 December RM
2025				
Group				
Term loans	1,649,749	(100,803)	-	1,548,946
Islamic term financing	8,459,114	21,621,576	-	30,080,690
Hire purchase payables	7,697,825	(5,751,691)	10,914,985	12,861,119
Bridging loan	6,853,544	(6,853,544)	-	-
Short-term borrowings	86,424,292	(1,009,151)	-	85,415,141
	111,084,524	7,906,387	10,914,985	129,905,896
2024				
Group				
Term loans	7,794,614	(6,144,865)	-	1,649,749
Islamic term financing	6,229,374	2,229,740	-	8,459,114
Hire purchase payables	5,260,220	(5,888,606)	8,326,211	7,697,825
Bridging loan	-	6,853,544	-	6,853,544
Short-term borrowings	46,503,633	39,920,659	-	86,424,292
	65,787,841	36,970,472	8,326,211	111,084,524

During the financial year, the total cash outflows of the Group for leases is RM114,300 (2024: RM156,300).

Company

Changes in liabilities arising from financing activities are changes arising from cash flows.

Notes to the Financial Statements

1. CORPORATE INFORMATION

Inta Bina Group Berhad (“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 Unit 7-01, Level 7, Lagenda Tower, No.3, Jalan SS20/27, 47400, Petaling Jaya, Selangor, Malaysia. The principal place of business of the Company is located at No. 15 & 17 (1st Floor), Jalan SS15/8A, Subang Jaya, 47500 Petaling Jaya, Selangor Darul Ehsan.

The principal activity of the Company is investment holding. The principal activities of its subsidiaries include securing and carrying out construction contracts, property development, investment and management and engineering service to supply, install and maintain elevators, escalators, and dumbwaiter lifts.

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

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 20 April 2026.

2. BASIS OF PREPARATION

2.1 Statement of Compliance

The financial statements of the Group and of the Company have been prepared in accordance with the Malaysian Financial Reporting Standards (“MFRSs”), the International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

2.2 Adoption of amendments to MFRS

The Group and the Company have adopted the following applicable amendments to MFRS for the current financial year:

Amendments to MFRS

MFRS 121 The Effects of Changes in Foreign Exchange Rates

The adoption of the above amendments to MFRS did not have any significant effect on the financial statements of the Group and of the Company and did not result in significant changes to the Group’s and the Company’s existing accounting policies.

Notes to the Financial Statements

2. BASIS OF PREPARATION (Continued)

2.3 New MFRS and amendments to MFRSs that have been issued, but yet to be effective

- (a) The Group and the Company have not adopted the following new MFRS and amendments to MFRSs that have been issued, but yet to be effective:

	Effective for financial periods beginning on or after
<u>New MFRS</u>	
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
<u>Amendments to MFRSs</u>	
MFRS 1 First-time Adoption of Malaysian Financial Reporting Standards	1 January 2026
MFRS 7 Financial Instruments: Disclosures	1 January 2026
MFRS 9 Financial Instruments	1 January 2026
MFRS 10 Consolidated Financial Statements	1 January 2026/ Deferred
MFRS 107 Statement of Cash Flows	1 January 2026
MFRS 121 The Effects of Changes in Foreign Exchange Rates	1 January 2027
MFRS 128 Investments in Associates and Joint Ventures	Deferred

- (b) The Group and the Company plan to adopt the above applicable new MFRS and amendments to MFRSs when they become effective. A brief discussion on the above significant new MFRS and amendments to MFRSs that may be applicable to the Group and the Company are summarised below.

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 replaces MFRS 101 Presentation of Financial Statements. It retains many requirements from MFRS 101 without modification.

MFRS 18 introduces two subtotals which are to be presented in the statement of profit or loss – including “operating profit”, which has been specifically defined. Income and expenses shall be presented in five categories: operating, investing, financing, income taxes and discontinued operations.

MFRS 18 requires disclosure of explanations of the entity’s company-specific measures that are related to the statement of profit or loss, referred to as management-defined performance measures (“MPMs”). The entity is required to reconcile MPMs to a total or subtotal required by MFRS 18 or another MFRS Accounting Standards. MFRS 18 also requires other disclosures, including how each MPM is calculated, what the MPM communication about the entity’s financial performance, and any changes made to the MPMs in the year.

MFRS 18 adds new principles for aggregation and disaggregation of information. It requires the entity to classify the expenses in the “operating” category in the profit or loss by nature or function, or both. The entity that classifies operating expenses by functions are required to disclose in the notes to the financial statements, the amount of depreciation, amortisation, employee benefits, impairment losses and write-downs of inventories included in each line in the operating category. Subject to materiality, MFRS 18 requires items presented or disclosed as “other” to be labelled and/or described in as faithfully representative and precise a way as possible.

Notes to the Financial Statements

2. BASIS OF PREPARATION (Continued)

2.3 New MFRS and amendments to MFRSs that have been issued, but yet to be effective (Continued)

- (b) The Group and the Company plan to adopt the above applicable new MFRS and amendments to MFRSs when they become effective. A brief discussion on the above significant new MFRS and amendments to MFRSs that may be applicable to the Group and the Company are summarised below. (Continued)

Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures

These narrow scope amendments to MFRS 9 clarify the classification and measurement requirements, including:

- clarify the classification of financial assets, particularly those with environmental, social and corporate governance and similar features. The Amendments clarify how the contractual cash flows on such financial assets should be assessed, specifically the assessment of interest focuses on what an entity is being compensated for, rather than how much compensation it receives. Nonetheless, the amount of compensation the entity receives may indicate that it is being compensated for something other than basic lending risks and costs.
- clarify the date on which a financial asset or a financial liability settled via electronic payment systems is derecognised. The Amendments permit an entity to derecognise a financial liability before it delivers cash on the settlement date if specified criteria are met.

Amendments to MFRS 7 introduce new disclosure requirements relating to investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features that do not relate directly to basic lending risks and costs.

2.4 Functional and presentation currency

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which they operate ("the functional currency"). The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's functional currency.

2.5 Basis of measurement

The financial statements of the Group and of the Company have been prepared on the historical cost basis, except as otherwise disclosed.

3. MATERIAL ACCOUNTING POLICY INFORMATION

Unless otherwise stated, the following material accounting policy information have been applied consistently to all the financial years presented in the financial statements of the Group and of the Company.

3.1 Basis of consolidation

(a) Subsidiaries

The Group applies the acquisition method to account for business combinations from the acquisition date when the acquired set of activities meets the definition of a business and control is transferred to the Group.

Where the Group acquires an entity that does not constitute a business, the transaction is accounted for as an asset acquisition. The cost of acquisition is allocated to the identifiable assets and liabilities based on their relative fair values at the acquisition date. No goodwill arises.

Notes to the Financial Statements

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.1 Basis of consolidation (Continued)

(b) Non-controlling interests

At the acquisition date, components of non-controlling interests of the Group are measured at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

(c) Joint ventures

The Group classifies its joint arrangements as joint ventures as it has right to the net assets of the arrangements.

Investment in joint ventures are accounted for in the consolidated financial statements using the equity method unless it is classified as held for sale (or included in a disposal group that is classified as held for sale).

3.2 Separate financial statements

In the Company's statement of financial position, investment in subsidiaries and a joint venture are measured at cost less any accumulated impairment losses.

3.3 Financial instruments

Financial assets - subsequent measurement and gains and losses

Debt instruments at amortised cost

The Group and the Company subsequently measure these assets at amortised cost under the effective interest method. The gross carrying amount is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Financial liabilities - subsequent measurement and gains and losses

The Group and the Company subsequently measure the financial liabilities at amortised cost under the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

3.4 Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses. Freehold land has an unlimited useful life and therefore is not depreciated.

All other property, plant and equipment are depreciated on straight-line basis by allocating their depreciable amounts over their remaining useful lives.

Buildings	50 years
Furniture and fittings	12 years
Right-of-use assets - leasehold land	50 years
Motor vehicles	5 years
Office equipment	5 to 8 years
Office renovation	8 years
Plant and machinery	4 to 5 years

Notes to the Financial Statements

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.5 Investment properties

Investment properties are stated at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land has an unlimited useful life and therefore is not depreciated. Investment property under construction are stated at cost and is not depreciated as it has not meet the condition intended for use as an investment property. All other investment properties are depreciated on straight-line basis by allocating their depreciable amounts over their remaining useful lives.

Buildings	50 years
Leasehold land	50 years

3.6 Inventories

Inventories are measured at the lower of cost and net realisable value.

Costs incurred in bringing the inventories to their present location and condition are accounted for as follows:

- Spare parts: purchase costs on first-in first-out basis.

Land held for property development

Land held for property development consists of land where no significant development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle. Cost includes cost of land and attributable development expenditure.

Land held for property development will be reclassified to properties under development when significant development work has been undertaken and is expected to be completed within the normal operating cycle.

Property under development and completed properties

The cost of property under development recognised in profit or loss is determined with reference to the specific costs incurred on the property sold and an allocation of any nonspecific costs based on the relative sale value of the property sold.

3.7 Share-based payments

Equity-settled share-based payment

The cost of equity-settled share-based payment is determined by the fair value at the date when the grant is made using an appropriate valuation model. Details regarding the determination of the fair value of equity-settled share-based payments are set out in Note 16(b).

The fair value determined at the grant date of the equity-settled share-based payments is expenses on a straight-line basis over the vesting period, based on the Company's estimate of equity instruments that will eventually vest, with a corresponding increase in equity. At the end of each reporting period, the Company revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expenses reflect the revised estimate, with a corresponding adjustment to the share option reserve.

Equity-settled share-based payments with parties other than employees are measured at the fair value of the goods and services received, except where that fair value cannot be estimated reliably, in which case they are measured at the fair value of the equity instruments granted at the date the Company obtains the goods or the counterparty renders the service.

Notes to the Financial Statements

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.8 Revenue and other income

Financing components

The Group and the Company have applied the practical expedient for not to adjust the promised amount of consideration for the effects of a significant financing components as the Group and the Company expect that the period between the transfer of the promised goods or services to the customer and payment by the customer will be one year or less.

(a) **Property development**

The Group develops and sells residential properties. Contracts with customers may include multiple distinct promises to customers and therefore are accounted for as separate performance obligations. In the contract with customer contains more than one performance obligation, when the stand-alone selling price are not directly observable, they are estimated based on expected cost plus margin approach.

For practical expediency, the Group applies revenue recognition to a portfolio of contracts (or performance obligations) with similar characteristics in the property development business if the Group reasonably expects that the effects on the financial statements would not differ materially from recognising revenue on each individual contracts (or performance obligations) within that portfolio.

Revenue from residential properties are recognised as and when the control of the asset is transferred to the customer. Based on the terms of the contract and the laws that apply to the contract, control of the asset is transferred over time as the Group's performance do not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date. The progress towards complete satisfaction of a performance obligation is determined by the proportion of property development costs incurred for work performed to date bear to the estimated total property development costs (an input method).

The consideration is due based on the scheduled payments in the contract, therefore, no element of financing is deemed present. When a particular milestone is reached in excess of the scheduled payments, a contract asset will be recognised for the excess of revenue recognised to date under the input method over the progress billings to-date and include deposits or advances received from customers. When the progress billings to-date and deposits or advances received from customers exceeds revenue recognised to date then the Group recognises a contract liability for the difference.

Based on the Group's customary business practice, the customers' legal fees are borne by the Group. Revenue is recognised based on the transaction price agreed in the contracts, net of the customers' legal fees. The Group uses its experience in estimating the legal fees to be incurred by using the expected value method. The amount of revenue recognised does not include any customers' legal fees which is constrained.

Notes to the Financial Statements

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.8 Revenue and other income (Continued)

(b) Construction contracts

The Group constructs commercial and industrial properties under long-term contracts with customers. Construction service contracts comprise multiple deliverables that require significant integration service and therefore accounted as a single performance obligation.

Under the terms of the contracts, control of the works performed is transferred over time as the Group creates or enhances an asset that the customer controls as the asset is created or enhanced. The progress towards complete satisfaction of a performance obligation is determined by the proportion of construction costs incurred for work performed to date bear to the estimated total construction costs (an input method).

Billings are made with a credit term of 30 days, which is consistent with market practice, therefore, no element of financing is deemed present. The Group becomes entitled to invoice customers for construction of commercial and industrial properties based on achieving a series of performance-related milestones.

The Group recognises a contract asset for any excess of revenue recognised to date over the billings-to-date. Any amount previously recognised as a contract asset is reclassified to trade receivables at the point when invoice is issued or timing for billing is due to passage of time. If the milestone billing exceeds the revenue recognised to date and any deposit or advances received from customers then the Group and the Company recognise a contract liability for the difference.

Defect liability period is usually 24 to 36 months from the date of Certificate of Practical Completion as provided in the contracts with customers.

(c) Dividend income

Dividend income is recognised when the rights to receive payment is established.

(d) Interest income

Interest income is recognised on an accrual basis using the effective interest method.

(e) Rental income

Rental income is recognised in profit or loss on straight-line basis over the term of the lease.

(f) Management fee

Management fee is recognised when services are rendered.

Notes to the Financial Statements

4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of financial statements in conformity with MFRSs requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of the revenue and expenses during the reporting period. It also requires directors to exercise their judgement in the process of applying the Group's 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 that have the most significant effect on the Group's and the Company's financial statements, or areas where assumptions and estimates that have a significant risk of resulting in a material adjustment to the Group's and the Company's financial statements within the next financial year are disclosed as follows:

4.1 Impairment of receivables and contract assets

The impairment provisions for receivables and contract assets are based on assumptions about risk of default and expected credit loss. The Group uses judgement in making these assumptions based on the Group's past history, existing market conditions as well as forward-looking estimates at the end of each reporting period.

The Group individually assessed impairment for trade receivables. This assessment requires the Group to use judgement in making assumptions which includes consideration such as, changes in financial capability of receivables, payments trends of the receivables and default or significant observed default rates calibrate to adjust the historical impairment experience with forward-looking information.

The assessment of the correlation between historical observed default rates, forward-looking estimates and expected credit losses is a significant estimate. The amount of expected credit loss is sensitive to changes in circumstances and of forecast economic conditions over the expected lives of the receivables and contract assets. The Group's historical credit loss experience may also not be representative of customer's actual default in the future.

The information about the impairment losses on the Group's financial assets and contract assets are disclosed in Note 31(b)(i) to the financial statements.

4.2 Construction and property development revenue

The Group recognised construction and property development revenue in profit or loss by using the progress towards complete satisfaction of performance obligation. The progress towards complete satisfaction of performance obligation is determined by the proportion that construction and property development cost incurred for work performed to date bear to the estimated total construction and property development costs.

Significant judgement is required in determining the progress towards complete satisfaction of performance obligation, the extent of the construction and property development costs incurred, the estimated total construction and property development revenue and costs, as well as the recoverability of the construction and development projects. In making the judgement, the Group evaluates based on past experience and by relying on the work of specialists.

The carrying amounts of contract assets and liabilities are disclosed in Note 12 to the financial statements.

Notes to the Financial Statements

5. PROPERTY, PLANT AND EQUIPMENT

Group 2025	Freehold land RM	Furniture and fittings RM		Motor vehicles RM	Office equipment RM	Office renovation RM	Plant and machinery RM	Right-of use asset - leasehold land RM	Total RM
		Buildings RM	RM						
Cost									
At 1 January 2025	2,678,518	6,056,877	239,088	8,788,856	3,220,576	1,504,593	94,622,162	-	117,110,670
Additions	-	-	-	667,550	311,578	-	37,294,183	4,000,000	42,273,311
Disposals	(666,034)	(1,332,069)	-	(569,443)	-	-	(2,737,500)	-	(5,305,046)
Written off	-	-	-	-	-	-	(2,054,693)	-	(2,054,693)
At 31 December 2025	2,012,484	4,724,808	239,088	8,886,963	3,532,154	1,504,593	127,124,152	4,000,000	152,024,242
Accumulated depreciation									
At 1 January 2025	-	1,324,171	178,719	6,452,741	2,211,253	694,779	64,789,677	-	75,651,340
Depreciation charge for the financial year	-	105,595	14,534	947,020	371,428	163,698	17,394,434	60,000	19,056,709
Disposals	-	(162,068)	-	(569,438)	-	-	(2,737,496)	-	(3,469,002)
Written off	-	-	-	-	-	-	(2,054,664)	-	(2,054,664)
At 31 December 2025	-	1,267,698	193,253	6,830,323	2,582,681	858,477	77,391,951	60,000	89,184,383
Carrying amount									
At 31 December 2025	2,012,484	3,457,110	45,835	2,056,640	949,473	646,116	49,732,201	3,940,000	62,839,859

Notes to the Financial Statements

5. PROPERTY, PLANT AND EQUIPMENT (Continued)

Group 2024	Freehold land RM		Buildings RM		Furniture and fittings RM		Motor vehicles RM		Office equipment RM		Office renovation RM		Plant and machinery RM		Total RM
Cost															
At 1 January 2024	3,006,118	6,712,077	222,038	8,412,675	2,724,371	1,492,343	73,311,005	95,880,627							
Additions	-	-	23,620	741,553	496,205	17,850	21,311,157	22,590,385							
Disposals	(327,600)	(655,200)	-	(365,372)	-	-	-	(1,348,172)							
Written off	-	-	(6,570)	-	-	(5,600)	-	(12,170)							
At 31 December 2024	2,678,518	6,056,877	239,088	8,788,856	3,220,576	1,504,593	94,622,162	117,110,670							
Accumulated depreciation															
At 1 January 2024	-	1,360,266	163,996	6,021,996	1,889,855	532,457	53,026,117	62,994,687							
Depreciation charge for the financial year	-	130,965	15,120	796,115	321,398	163,386	11,763,560	13,190,544							
Disposals	-	(167,060)	-	(365,370)	-	-	-	(532,430)							
Written off	-	-	(397)	-	-	(1,064)	-	(1,461)							
At 31 December 2024	-	1,324,171	178,719	6,452,741	2,211,253	694,779	64,789,677	75,651,340							
Carrying amount															
At 31 December 2024	2,678,518	4,732,706	60,369	2,336,115	1,009,323	809,814	29,832,485	41,459,330							

Notes to the Financial Statements

5. PROPERTY, PLANT AND EQUIPMENT (Continued)

(a) Assets pledged as security

Freehold land and buildings with a carrying amount of RM4,881,724 (2024: RM4,962,224) have been pledged to financial institutions for banking facilities granted to a subsidiary of the Company as disclosed in Note 17 to the financial statements.

(b) Assets under hire purchase arrangements

The carrying amount of plant and equipment held under hire purchase arrangements as disclosed in Note 17(c) to the financial statements are as follows:

	Group	
	2025 RM	2024 RM
Motor vehicles	1,040,190	826,936
Plant and machinery	13,316,041	7,574,511

(c) Right-of-use asset

The Group leases a land as its warehouse. The leasehold land has a lease period of 99 years and expiring on 18 November 2092.

6. INVESTMENT PROPERTIES

	Freehold land RM	Leasehold land RM	Buildings RM	Total RM
Group				
2025				
Cost				
At 1 January 2025	886,429	2,451,043	31,649,126	34,986,598
Disposals	-	-	(1,871,607)	(1,871,607)
At 31 December 2025	886,429	2,451,043	29,777,519	33,114,991
Accumulated depreciation				
At 1 January 2025	-	442,685	4,187,312	4,629,997
Depreciation charge for the financial year	-	49,021	605,386	654,407
Disposals	-	-	33,338	33,338
At 31 December 2025	-	491,706	4,826,036	5,317,742
Accumulated impairment losses				
At 1 January 2025	-	-	1,221,652	1,221,652
Impairment loss	-	-	259,374	259,374
Reversal of impairment loss	-	-	(423,923)	(423,923)
At 31 December 2025	-	-	1,057,103	1,057,103
Carrying amount				
At 31 December 2025	886,429	1,959,337	23,894,380	26,740,146

Notes to the Financial Statements

6. INVESTMENT PROPERTIES (Continued)

	Freehold land RM	Leasehold land RM	Buildings RM	Property under construction RM	Total RM
Group					
2024					
Cost					
At 1 January 2024	886,429	2,451,043	27,589,860	4,432,326	35,359,658
Additions	-	-	1,003,903	-	1,003,903
Disposals	-	-	(1,376,963)	-	(1,376,963)
Transfer	-	-	4,432,326	(4,432,326)	-
At 31 December 2024	886,429	2,451,043	31,649,126	-	34,986,598
Accumulated depreciation					
At 1 January 2024	-	325,446	3,864,229	-	4,189,675
Depreciation charge for the financial year	-	117,239	464,039	-	581,278
Disposals	-	-	(140,956)	-	(140,956)
At 31 December 2024	-	442,685	4,187,312	-	4,629,997
Accumulated impairment losses					
At 1 January 2024	-	-	1,258,695	-	1,258,695
Impairment loss	-	-	72,570	-	72,570
Reversal of impairment loss	-	-	(109,613)	-	(109,613)
At 31 December 2024	-	-	1,221,652	-	1,221,652
Carrying amount					
At 31 December 2024	886,429	2,008,358	26,240,162	-	29,134,949

- (a) Land and buildings with carrying amount of RM22,853,118 (2024: RM23,091,328) have been pledged to financial institutions for banking facilities granted to a subsidiary of the Company as disclosed in Note 17 to the financial statements.

Freehold buildings with carrying amount of RM2,374,855 (2024: RM3,540,310) respectively are pending transfer of name to a subsidiary of the Company.

- (b) The following are recognised in profit or loss in respect of investment properties:

	2025 RM	Group 2024 RM
Rental income	920,059	709,909
Direct operating expenses:		
- depreciation of investment properties	(654,407)	(581,278)
- insurance costs	(17,768)	(17,768)
- finance costs	(307,498)	(449,547)
- quit rent and assessment	(46,995)	(72,791)

Notes to the Financial Statements

6. INVESTMENT PROPERTIES (Continued)

- (c) The leasehold lands have lease periods of 99 years and expiring on 5 April 2110, 25 July 2111 and 1 October 2111 respectively.
- (d) The fair value of investment properties of approximately RM37,002,000 (2024: RM33,013,000) is categorised at Level 3 of the fair value hierarchy.

There were no Level 1 or Level 2 investment properties or transfer between levels during the financial year (2024: no transfer in either direction).

Level 3 fair value

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

Description	Valuation technique	Significant unobservable inputs	Relationship of unobservable input to fair value
Land and buildings	Sales comparison approach	Price per square foot	The higher the price per square foot, the higher the fair value

Valuation processes applied by the Group

Fair value of investment properties were determined based on information available through internal research and directors' best estimate. There has been no change to the valuation technique during the financial year.

During the financial year, a reversal of impairment losses of investment properties of the Group amounted to RM423,923 (2024: RM109,613) and impairment losses of investment properties of the Group amounted to RM259,374 (2024: RM72,570) were recognised based on the recoverable amount with reference to the information available through internal research and directors' best estimate.

Highest and best use

In estimating the fair value of the properties, the highest and best use of the properties is their current use.

Notes to the Financial Statements

7. INVENTORIES

	Company	
	2025 RM	2024 RM
Non-current:		
<u>Land held for property development</u>		
- Freehold land	23,000,000	-
- Development costs	13,756,601	-
	36,756,601	-
Current:		
<u>Property under development</u>		
- Leasehold land	9,300,000	9,300,000
- Development costs	112,514,551	42,597,450
Cumulative property development costs	121,814,551	51,897,450
Less: Cumulative costs recognised in profit or loss	(110,064,877)	(40,599,092)
	11,749,674	11,298,358
Properties	4,837,035	4,536,755
Lift installation goods and spare parts	82,537	60,119
	16,669,246	15,895,232
Total Inventories	53,425,847	15,895,232

- (a) The land held for property development and property under development have been pledged to financial institutions for banking facilities granted to subsidiaries of the Company as disclosed in Note 17 to the financial statements.
- (b) During the financial year, inventories recognised as cost of sales amounted to RM62,750,407 (2024: RM36,599,945).

Notes to the Financial Statements

8. INVESTMENT IN SUBSIDIARIES

	Company	
	2025 RM	2024 RM
Unquoted ordinary shares, at cost	73,285,054	68,620,711
ESOS granted to employees of subsidiaries	3,827,924	2,806,481
	77,112,978	71,427,192

Details of the subsidiaries, all incorporated in Malaysia, are as follows:

Name of company	Ownership interest		Principal activities
	2025 %	2024 %	
Inta Bina Sdn. Bhd.	100	100	Securing and carrying out construction contracts
Angkasa Senuri Sdn. Bhd.	100	100	Property development, investment and management
Seiring Setia Sdn. Bhd.	100	100	Property development
IBEE Sdn. Bhd.	55	55	Carrying out construction and engineering service to supply, install and maintain elevators, escalators, and dumbwaiter lifts
Aliran Restu Sdn. Bhd.	100	-	Property development
Nusatera Sdn. Bhd.	100	-	Dormant

(a) Subscription of additional shares in a subsidiary

On 24 February 2025, the Company subscribed for 249,999 ordinary shares in Seiring Setia Sdn. Bhd for a total cash consideration of RM249,999.

(b) Acquisition of a subsidiary

On 21 March 2025, the Company acquired 100% equity interest (representing 2,000,000 ordinary shares) in Aliran Restu Sdn. Bhd. for a total cash consideration of RM5,000,000. Consequently, Aliran Restu Sdn. Bhd. became a wholly-owned subsidiary of the Company. The acquisition of Aliran Restu Sdn. Bhd. does not constitute an acquisition under MFRS 3 *Business Combinations* and does not give rise to a goodwill.

The following summarises the major classes of consideration transferred, and the recognised amounts of assets acquired at the acquisition date.

(i) Fair value of consideration transferred:

	RM
Cash consideration	5,000,000

Notes to the Financial Statements

8. INVESTMENT IN SUBSIDIARIES (Continued)

(b) Acquisition of a subsidiary (Continued)

(ii) Identifiable assets acquired:

	RM
Assets	
Property development cost	4,243,073
Other receivables	132,000
Cash and bank balances	551
Total assets	4,375,624
Total identifiable net asset acquired	4,375,624
Excess cost over net assets acquired, allocated to property development cost	624,376
Fair value of consideration transferred	5,000,000

(iii) Effects of acquisition on cash flows:

	RM
Fair value of consideration transferred	5,000,000
Less: Cash and cash equivalent acquired	(551)
Acquisition of assets, net of cash acquired	4,999,449

(c) Incorporation of a subsidiary

On 13 October 2025, the Company subscribed for 1 ordinary share in Nusatera Sdn. Bhd. for a total cash consideration of RM1. Consequently, Nusatera Sdn. Bhd. become a wholly owned subsidiary of the Company.

(d) Non-controlling interest ("NCI")

The Group's subsidiary which has NCI is not material to the financial position, financial performance and cash flows of the Group and therefore its details are not presented in the financial statements.

There is no restriction and the ability of the Group to access or use the assets and settle the liabilities of the subsidiaries.

9. INVESTMENT IN A JOINT VENTURE

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Unquoted ordinary shares, at cost	500,000	500,000	500,000	500,000
Share of post-acquisition reserve	3,387,349	2,542,174	-	-
	3,887,349	3,042,174	500,000	500,000

Notes to the Financial Statements

9. INVESTMENT IN A JOINT VENTURE (Continued)

Details of the joint venture, incorporated in Malaysia, is as follows:

Name of company	Ownership interest		Principal activities
	2025 %	2024 %	
Lagenda Inta Sdn. Bhd.	50	50	Securing and carrying out construction contracts

The following table illustrates the summarised aggregated financial information of joint venture and reconciles the information to the carrying amount of the Group's investment in a joint venture as at 31 December 2025:

	Lagenda Inta Sdn. Bhd. RM
Group 2025	
Assest and liabilities	
Current assets	24,209,363
Non-current assets	87,015
Current liabilities	(16,475,566)
Non-current liabilities	(46,113)
Net assets	<u>7,774,699</u>
Included in assets and liabilities are:	
Cash and cash equivalents	662,003
Current financial liabilities (excluding trade and other payables and provisions)	<u>(40,611)</u>
Results:	
Profit for the financial year	<u>1,690,350</u>
Total comprehensive income	<u>1,690,350</u>
Included in the total comprehensive income are:	
Revenue	12,846,907
Depreciation	(45,203)
Interest expense	(5,149)
Income tax expense	<u>(278,988)</u>
Reconciliation of net assets to carrying amount:	
Net assets	7,774,699
Group's share in %	50%
Group's share of net assets, representing carrying amount in statement of financial position	<u>3,887,350</u>
Share of results of the Group for the financial year	<u>845,175</u>

Notes to the Financial Statements

9. INVESTMENT IN A JOINT VENTURE (Continued)

The following table illustrates the summarised aggregated financial information of joint venture and reconciles the information to the carrying amount of the Group's investment in a joint venture as at 31 December 2024:

	Lagenda Inta Sdn. Bhd. RM
Group 2024	
Assest and liabilities	
Current assets	20,056,628
Non-current assets	1,804,671
Current liabilities	(15,690,226)
Non-current liabilities	(86,725)
Net assets	<u>6,084,348</u>
Included in assets and liabilities are:	
Cash and cash equivalents	433,354
Current financial liabilities (excluding trade and other payables and provisions)	<u>(38,651)</u>
Results:	
Profit for the financial year	<u>1,984,562</u>
Total comprehensive income	<u>1,984,562</u>
Included in the total comprehensive income are:	
Revenue	53,287,207
Depreciation	(818,206)
Interest expense	(8,243)
Income tax expense	<u>(757,737)</u>
Reconciliation of net assets to carrying amount:	
Net assets	6,084,348
Group's share in %	50%
Group's share of net assets, representing carrying amount in statement of financial position	<u>3,042,174</u>
Share of results of the Group for the financial year	<u>992,281</u>

Notes to the Financial Statements

10. DEFERRED TAX ASSETS/(LIABILITIES)

	Group		Group		At 31 December 2025 RM
	At 1 January 2024 RM	Recognised in profit or loss (Note 25) RM	At 1 January 2025 RM	Recognised in profit or loss (Note 25) RM	
Property, plant and equipment	(1,188,067)	31,020	(1,157,047)	(31,199)	(1,188,246)
Hire purchase payables	395,740	(149,659)	246,081	250,239	496,320
Provisions	376,060	261,229	637,289	(449,365)	187,924
	(416,267)	142,590	(273,677)	(230,325)	(504,002)

Deferred tax relates to the following:

	2025 RM	Group 2024 RM
Presented after appropriate offsetting as follows:		
Deferred tax assets	35,254	60,761
Deferred tax liabilities	(539,256)	(334,438)
	(504,002)	(273,677)

Unrecognised deferred tax assets

Deferred tax assets have not been recognised in respect of the following items:

	2025 RM	Group 2024 RM
Excess of net carrying value over tax written down value of property, plant and equipment	(66,558)	(65,575)
Unutilised tax losses	626,653	1,249,899
Unabsorbed capital allowances	57,639	30,152
	617,734	1,214,476

The availability of unutilised tax losses for offsetting against future taxable profits of the respective subsidiaries in Malaysia are subject to requirements under the Income Tax Act, 1967 and guidelines issued by the tax authority.

The unutilised tax losses which are available for offset against future taxable profits of the subsidiaries up to the following financial years:

	2025 RM	Group 2024 RM
2031	-	90,356
2034	626,653	1,159,543
	626,653	1,249,899

Notes to the Financial Statements

11. TRADE AND OTHER RECEIVABLES

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Trade					
Trade receivables	(a)	170,315,350	139,994,706	-	-
Less: Impairment losses for trade receivables	(a)(i)	(654,233)	(906,129)	-	-
		169,661,117	139,088,577	-	-
Retention sums		130,753,630	119,265,804	-	-
Less: Impairment losses for retention sums	(a)(ii)	(128,785)	(152,796)	-	-
		130,624,845	119,113,008	-	-
		300,285,962	258,201,585	-	-
Non-trade					
Other receivables		17,834,997	20,096,840	-	-
Advances to subcontractors		3,178,521	1,765,775	-	-
Deposits		3,104,066	5,823,516	-	300,000
Prepayments		8,685,447	5,275,713	-	-
Amount owing by subsidiaries	(b)	-	-	53,743,053	7,175,016
Amount owing by a joint venture	(c)	4,279,429	2,379,430	4,278,759	2,378,760
		37,082,460	35,341,274	58,021,812	9,853,776
Total trade and other receivables		337,368,422	293,542,859	58,021,812	9,853,776

(a) Trade receivables

Trade receivables are non-interest bearing and normal credit terms offered by the Group is 30 to 60 days (2024: 30 days) from the date of invoices. Other credit terms are assessed and approved on a case by case basis.

The retention sums which are receivable upon the expiry of defect liability period as provided in the contracts with customers, are expected to be collected as follows:

	Group	
	2025 RM	2024 RM
No later than one year	33,817,289	13,781,721
Later than one year	96,807,556	105,331,287
	130,624,845	119,113,008

Notes to the Financial Statements

11. TRADE AND OTHER RECEIVABLES (Continued)

(a) Trade receivables (Continued)

Receivables that are impaired

- (i) The Group's trade receivables that are impaired at the reporting date and the reconciliation of the movement in the impairment of trade receivables are as follows:

	2025 RM	Group 2024 RM
Trade receivables		
At 1 January	906,129	1,499,802
Charge for the financial year (Note 23)		
- individually assessed	-	251,896
Reversal of impairment losses (Note 21)	-	(845,569)
Written off	(251,896)	-
At 31 December	<u>654,233</u>	<u>906,129</u>

- (ii) The Group's retention sums that are impaired at the reporting date and the reconciliation of the movement in the impairment of retention sums are as follows:

	2025 RM	Group 2024 RM
Retention sums		
At 1 January	152,796	16,210
Charge for the financial year (Note 23)		
- individually assessed	-	241,916
Reversal of impairment losses (Note 21)	(24,011)	(105,330)
At 31 December	<u>128,785</u>	<u>152,796</u>

Trade receivables that are individually determined to be impaired at the reporting date relate to receivables that are unlikely to be recovered.

The information about the credit exposure are disclosed in Note 31(b)(i) to the financial statements.

The foreign currency exposure profile of trade receivables of the Group are as follows:

	Group 2025 RM
Trade receivables	
Chinese Yuan Renminbi ("RMB")	<u>1,235,638</u>

Notes to the Financial Statements

11. TRADE AND OTHER RECEIVABLES (Continued)

(b) Amount owing by subsidiaries

The amount owing by subsidiaries are unsecured, subject to interest at 5.50% (2024: 5.75%) per annum, repayable on demand and are expected to be settled in cash.

(c) Amount owing by a joint venture

The amount owing by a joint venture is non-trade in nature, unsecured, interest-free, repayable on demand and are expected to be settled in cash.

12. CONTRACT ASSETS/(LIABILITIES)

	2025 RM	Group 2024 RM
Contract assets relating to construction contracts	99,481,537	99,485,677
Contract assets relating to property development	22,484,276	20,592,140
Total contract assets	<u>121,965,813</u>	<u>120,077,817</u>
Contract liabilities relating to construction contracts	(29,936,939)	(6,618,140)
Contract liabilities relating to lift installation and maintenance	(2,667,679)	(275,746)
Total contract liabilities	<u>(32,604,618)</u>	<u>(6,893,886)</u>

(a) Contract assets

The contract assets represent the Group's rights to consideration for the work performed for the construction and developments contracts but yet to be billed. Contract assets are transferred to receivables when the Group issue progress billings to the customers. Typically, the amount will be billed within 90 days and payments is expected within 60 days.

(b) Contract liabilities

The contract liabilities represent progress billings and deposits received for construction and developments contracts for which performance obligations have not been satisfied. The contract liabilities are expected to be recognised as revenue over a period of 90 days.

Notes to the Financial Statements

12. CONTRACT ASSETS/(LIABILITIES) (Continued)

(c) Significant changes in contract balances

	2025		2024	
	Contract assets increase/(decrease) RM	Contract liabilities (increase)/decrease RM	Contract assets increase/(decrease) RM	Contract liabilities (increase)/decrease RM
Group				
Revenue recognised that was included in contract liability at the beginning of the financial year	-	6,893,886	-	25,398,888
Increases due to progress billings, but revenue not recognised	-	(32,604,618)	-	(6,893,886)
Increases as a result of changes in the measure of progress	100,262,417	-	109,449,955	-
Transfers from contract assets recognised at the beginning of the period to receivables	(98,374,421)	-	(55,513,180)	-

13. OTHER CURRENT ASSETS

	Group	
	2025 RM	2024 RM
Contract acquisition costs	672,417	3,121,874

Contract acquisition costs consist of commissions and fees paid to intermediaries to secure contracts with customers.

Contract acquisition costs are deferred and amortised in accordance with the pattern of transfer of goods or services under the contracts with customers.

During the financial year, amortisation amounting to RM2,766,970 (2024: RM1,298,945) was recognised as part of selling and marketing expenses. There has been no impairment of deferred amortisation costs.

Notes to the Financial Statements

14. CASH AND SHORT-TERM DEPOSITS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash and bank balances	52,223,435	53,937,055	2,788,772	195,909
Short-term deposits placed with licensed banks	56,577,268	61,050,609	-	-
	<u>108,800,703</u>	<u>114,987,664</u>	<u>2,788,772</u>	<u>195,909</u>

For the purpose of the statements of cash flows, cash and cash equivalents comprise of the following:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Short-term deposits placed with licensed banks	56,577,268	61,050,609	-	-
Less: Pledged deposits	(56,547,976)	(61,050,609)	-	-
	29,292	-	-	-
Cash and bank balances	52,223,435	53,937,055	2,788,772	195,909
Less: Bank overdrafts (Note 17)	-	(1,563,495)	-	-
Cash and cash equivalents	<u>52,252,727</u>	<u>52,373,560</u>	<u>2,788,772</u>	<u>195,909</u>

Included in cash and short-term deposits are the following:

	Group	
	2025 RM	2024 RM
Cash held pursuant to Section 7A of the Housing Development (Control and Licensing) Act 1966 *	8,336,851	4,037,630
Cash maintained in escrow accounts	9,241,418	2,000,005
Deposits pledged to banks as security for banking facilities	<u>56,547,976</u>	<u>61,050,609</u>

* *Restricted from general use*

The interest rate and maturity period of deposits are as follows:

	Group	
	2025	2024
Interest rate per annum (%)	1.73% - 2.60%	1.50% - 2.65%
Maturity period (months)	<u>1 to 12 months</u>	<u>1 to 3 months</u>

Notes to the Financial Statements

15. SHARE CAPITAL

	Group and Company			
	Number of ordinary shares		Amounts	
	2025 Units	2024 Units	2025 RM	2024 RM
Issued and fully paid up (no par value):				
At 1 January	551,954,000	536,939,000	74,058,575	69,879,587
Issuance of shares pursuant to share options exercised	7,352,000	15,015,000	2,188,903	4,178,988
Issuance of shares pursuant to private placement	55,320,000	-	26,520,408	-
At 31 December	614,626,000	551,954,000	102,767,886	74,058,575

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

During the financial year, the Company:

- (i) issued 7,352,000 new ordinary shares for cash pursuant to the exercise of the Company's Employees' Share Option Scheme ("ESOS") at exercise price ranging from RM0.21 to RM0.45 per ordinary share.
- (ii) issued 55,320,000 new ordinary shares pursuant to private placement at a price of RM0.4794 per ordinary share.

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

16. OTHER RESERVES

	Note	Group	
		2025 RM	2024 RM
Reorganisation reserve	(a)	(34,620,710)	(34,620,710)
Share option reserve	(b)	2,479,554	1,879,511
		<u>(32,141,156)</u>	<u>(32,741,199)</u>

(a) Reorganisation reserve

The reorganisation reserve was resulted from the difference between the carrying value of the investment in a subsidiary and the nominal value of the shares of the Company's subsidiary upon consolidation under the reorganisation scheme.

Notes to the Financial Statements

16. OTHER RESERVES (Continued)

(b) Share option reserve

The share option reserve comprises the cumulative value of eligible directors and employee services received for the issue of share options. The reserve is recorded over the vesting period commencing from the grant date is reduced by the expiry or exercise of the share options. When the option is exercised, the amount from the share option reserve is transferred to share capital. When the share options expire, the amount from the share option reserve is transferred to retained earnings.

The Company Employees' Share Option Scheme ("ESOS") is governed by the ESOS By-Laws approved by the shareholders of the Company at an Extraordinary General Meeting held on 25 June 2021. The main features of the ESOS are as follows:

- (i) The maximum number of shares to be offered under the ESOS shall not exceed 15% total number of issued shares of the Company (excluding treasury shares, if any) at any point in time over the duration of the ESOS.
- (ii) The maximum number of shares to be offered to an eligible person shall be determined at the discretion of the ESOS Committee after taking into consideration, amongst other relevant factors, the eligible person's performance, seniority, numbers of years in service and subject to the maximum allowable allotment of shares for each eligible person.
- (iii) The maximum allocation must not exceed 10% of the total number of new shares to be issued pursuant to ESOS to eligible person who holds 20% or more of the total number of issued shares (excluding treasury shares, if any).
- (iv) The maximum number of ESOS options available for allocation to the eligible directors and senior management shall not exceed 60% of the ESOS at any point in time over the duration of ESOS.
- (v) The ESOS shall be in force for a period of five years from the date of implementation and may be extended or renewed (as the case may be) for a further period of five years at the sole and absolute discretion of the directors upon recommendation of the ESOS Committee provided that the initial period of five years and such extension made shall not in aggregate exceed a duration of ten years from the date of implementation.
- (vi) The subscription price for each share under the ESOS shall be based on the five day volume weighted average market price of the shares immediately preceding the date of offer, with a discount of not more than 10%, or any such other percentage of discounts as may be permitted by the authorities from time to time, as determined by the Board upon recommendation of the ESOS Committee.
- (vii) The new shares to be allotted upon the exercise of the ESOS options shall rank pari passu with the existing issued ordinary shares of the Company.
- (viii) The non-executive director of the Group shall not sell, transfer or assign the share granted through exercise of the ESOS within one (1) year from the date of offer.

Notes to the Financial Statements

16. OTHER RESERVES (Continued)

(b) Share option reserve (Continued)

Movement of share options during the financial year

The following table illustrates the number ("Units") and weighted average exercise prices ("WAEP") of, and movements in, share options during the financial year:

	Number 2025 Units	WAEP 2025 RM	Number 2024 Units	WAEP 2024 RM
Group and Company				
At 1 January	23,395,000	0.359	24,750,000	0.221
- Granted	16,300,000	0.380	14,010,000	0.450
- Exercised	(7,352,000)	0.236	(15,015,000)	0.219
- Forfeited	(900,000)	0.435	(350,000)	0.255
At 31 December	31,443,000	0.397	23,395,000	0.359
Exercisable at the end of the financial year	31,443,000	0.397	23,395,000	0.359

The options outstanding at 31 December 2025 have exercise price ranging from RM0.21 to RM0.45 (2024: RM0.21 to RM0.45) and the weighted average remaining contractual life for the share options outstanding as at 31 December 2025 was approximately 0.6 year (2024: 1.6 years).

The weighted average share price at the date of exercise of the options during the financial year was RM0.416 (2024: RM0.372).

The fair value of the share options granted during the financial year was determined using binomial option pricing model and the inputs were:

	2025 Third Grant
Fair value of share options and assumptions	
Weighted average fair value of share option at grant date (RM)	0.0696
Share price on grant date (RM)	0.42
Option life (years)	1
Risk-free rate (%)	2.86
Expected dividends (%)	4.76
Expected volatility (%)	32.79

The expected volatility is based on the historical share price volatility over the last 1 year.

Notes to the Financial Statements

16. OTHER RESERVES (Continued)

(c) Warrants reserve

The Company allotted and issued 133,814,745 free warrants in connection with the Bonus Issue of free warrants constituted under the deed poll dated 29 June 2021.

The salient features of the warrants are as follows:

- (i) entitles its registered holders for one (1) free Warrant for every four (4) ordinary shares held;
- (ii) each Warrant entitles the holder to subscribe for one (1) new ordinary share at the exercise price of RM0.40 at time during the exercise period;
- (iii) warrants are exercisable at any time for a tenure of five (5) years from the date of issuance of the Warrants; and
- (iv) the new ordinary shares to be issued pursuant to the exercise of the Warrants will, upon allotment and issuance, rank equally in all aspect with the existing ordinary shares, save and except that they shall not be entitled to any dividends, right, allotments and/or other distributions, the entitlement date of which is prior to the date of the allotment of the new ordinary shares arising from the exercise of the Warrants.

The movement of the warrants during the financial year is as follows:

	Group Number of warrants	
	2025 Units	2024 Units
At 1 January/31December	133,814,745	133,814,745

17. LOANS AND BORROWINGS

	Note	2025 RM	Group 2024 RM
Non-current:			
Term loans	(a)	1,445,314	1,550,233
Islamic term financing	(b)	29,258,948	7,846,720
Hire purchase payables	(c)	6,497,470	4,370,314
Bridging loan	(d)	-	6,853,544
		37,201,732	20,620,811
Current:			
Term loans	(a)	103,632	99,516
Islamic term financing	(b)	821,742	612,394
Hire purchase payables	(c)	6,363,649	3,327,511
Bankers' acceptances	(d)	5,620,001	8,016,066
Revolving credits	(d)	30,000,000	10,000,000
Invoice financing	(d)	49,795,140	68,408,226
Bank overdrafts	(d)	-	1,563,495
		92,704,164	92,027,208

Notes to the Financial Statements

17. LOANS AND BORROWINGS (Continued)

		Group	
		2025 RM	2024 RM
Total loans and borrowings			
Term loans	(a)	1,548,946	1,649,749
Islamic term financing	(b)	30,080,690	8,459,114
Hire purchase payables	(c)	12,861,119	7,697,825
Bridging loan	(d)	-	6,853,544
Bankers' acceptances	(d)	5,620,001	8,016,066
Revolving credits	(d)	30,000,000	10,000,000
Invoice financing	(d)	49,795,140	68,408,226
Bank overdrafts	(d)	-	1,563,495
		129,905,896	112,648,019

(a) Term loans

As at 31 December 2025, term loan 1 of RM210,530 (2024: RM244,073) bears interest at a rate of 6.90% (2024: 7.15%) per annum and is repayable via monthly instalments of RM4,137 each over 180 months commencing from March 2013 and is secured by way of:

- (i) Legal charge over an investment property of the Group; and
- (ii) Corporate guarantee by the holding company.

As at 31 December 2025, term loan 2 of RM1,338,416 (2024: RM1,405,676) bears interest at a rate of 4.18% (2024: 4.45%) per annum and is repayable via monthly instalments of RM10,169 each over 300 months commencing from May 2015 and is secured by way of:

- (i) Legal charge over an investment property of the Group; and
- (ii) Corporate guarantee by the holding company.

(b) Islamic term financing

As at 31 December 2025, Islamic term financing 1 of RM2,173,319 (2024: RM2,257,140) bears interest at a rate of 4.41% (2024: 4.68%) per annum and is repayable via monthly instalments of RM15,431 each over 360 months commencing from February 2013 and is secured by way of:

- (i) Legal charge over an investment property of the Group; and
- (ii) Corporate guarantee by the holding company.

As at 31 December 2025, Islamic term financing 2 of RM1,331,446 (2024: RM1,379,522) bears interest at a rate of 4.14% (2024: 4.39%) per annum and is repayable via monthly instalments of RM9,430 each over 216 months commencing from March 2023 and is secured by way of:

- (i) Legal charge over an investment property of the Group; and
- (ii) Corporate guarantee by the holding company.

Notes to the Financial Statements

17. LOANS AND BORROWINGS (Continued)

(b) Islamic term financing (Continued)

As at 31 December 2025, Islamic term financing 3 of RM1,633,000 (2024: RM2,099,800) bears interest at a rate of 5.13% (2024: 5.45%) per annum and is repayable via monthly instalments of RM38,900 each over 72 months commencing from June 2023 and is secured by way of:

- (i) Legal charge over an investment property of the Group; and
- (ii) Corporate guarantee by the holding company.

In the previous financial year, Islamic term financing 4 of RM846,635 bears interest at a rate of 4.58% per annum and is repayable via monthly instalments of RM6,973 each over 180 months commencing from November 2023 and is secured by way of:

- (i) Legal charge over an investment property of the Group; and
- (ii) Corporate guarantee by the holding company.

As at 31 December 2025, Islamic term financing 5 of RM2,059,701 (2024: RM1,876,017) bears interest at a rate of 4.02% (2024: 4.27%) per annum and is repayable via 300 equal monthly instalments of RM11,668 which is to commence on the 17th month from the date of first drawdown on July 2024 and is secured by way of:

- (i) Legal charge over an investment property of the Group; and
- (ii) Corporate guarantee by the holding company.

As at 31 December 2025, Islamic term financing 6 of RM2,883,224 (2024: RM Nil) bears interest at a rate of 4.44% (2024: Nil) per annum and is repayable via monthly instalments of RM23,243 each over 180 months commencing from March 2025 and is secured by way of:

- (i) Legal charge over an investment property of the Group; and
- (ii) Corporate guarantee by the holding company.

As at 31 December 2025, Islamic term financing 7 of RM20,000,000 (2024: RM Nil) bears interest at a rate of 4.79% (2024: Nil) per annum and is repayable via monthly instalments of RM333,334 each over 60 months commencing from May 2027 and is secured by way of:

- (i) Legal charge over a piece of freehold vacant commercial land of the Group; and
- (ii) Corporate guarantee by the holding company.

Notes to the Financial Statements

17. LOANS AND BORROWINGS (Continued)

(c) Hire purchase payables

Certain motor vehicles and plant and machinery as disclosed in Note 5 to the financial statements are pledged under hire purchase arrangements.

The hire purchase payables bear interest at rates ranging from flat rate of 2.20% to 2.70% (2024: 2.20% to 2.70%) per annum.

Future minimum hire purchase payables together with the present value of net minimum hire purchase payments are as follows:

	2025 RM	Group 2024 RM
Minimum hire purchase payments		
- Not later than one year	6,862,870	3,640,346
- Later than one year but not later than five years	6,716,730	4,555,149
	13,579,600	8,195,495
Less: Future finance charges	(718,481)	(497,670)
Present value of minimum hire purchase payments	12,861,119	7,697,825
Present value of minimum hire purchase payables:		
- Not later than one year	6,363,649	3,327,511
- Later than one year but not later than five years	6,497,470	4,370,314
	12,861,119	7,697,825
Less: Amount due within 12 months	(6,363,649)	(3,327,511)
Amount due after 12 months	6,497,470	4,370,314

(d) Bridging loan, bankers' acceptance, revolving credit, invoice financing and bank overdrafts

Bridging loan, bankers' acceptances, revolving credits, invoice financing and bank overdrafts bear interests at rates ranging as follows:

	2025 % per annum	Group 2024 % per annum
<u>Floating rates</u>		
Bridging loan	-	3.91%
Revolving credits	5.30% to 5.59%	5.50%
<u>Fixed rates</u>		
Bankers' acceptances	4.62% to 4.73%	4.49% to 5.22%
Invoice financing	4.41% to 6.17%	3.92% to 6.58%
Bank overdrafts	-	3.90% to 5.70%

Invoice financing of the Group is secured by way of a pledge of short-term deposits.

Notes to the Financial Statements

18. TRADE AND OTHER PAYABLES

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Trade					
Trade payables	(a)	225,618,032	248,286,596	-	-
Retention sums	(b)	56,833,161	47,473,557	-	-
		<u>282,451,193</u>	<u>295,760,153</u>	-	-
Non-trade					
Other payables		7,717,806	5,846,084	278,460	13,260
Deposits received		218,624	147,985	-	-
Accruals		2,570,484	4,074,730	533,000	477,300
Provisions		5,614,433	-	-	-
Amount owing to a subsidiary	(c)	-	-	-	507,543
		<u>16,121,347</u>	<u>10,068,799</u>	<u>811,460</u>	<u>998,103</u>
Total trade and other payables		<u>298,572,540</u>	<u>305,828,952</u>	<u>811,460</u>	<u>998,103</u>

(a) Trade payables

The normal trade credit terms granted to the Company ranges from 30 to 60 days (2024: 30 to 60 days).

Included in trade payables is an amount of RM2,539,465 (2024: RM1,968,542) due to a corporate shareholder.

The foreign currency exposure profile of trade payables of the Group are as follows:

	2025 RM	Group 2024 RM
Trade payables		
Chinese Yuan Renminbi ("RMB")	<u>70,080</u>	<u>40,536</u>

(b) Retention sums

The retention sums which are payable upon the expiry of defect liability period and are expected to be settled as follows:

	2025 RM	Group 2024 RM
No later than one year	22,499,774	11,440,544
Later than one year	34,333,387	36,033,013
	<u>56,833,161</u>	<u>47,473,557</u>

(c) Amount owing to a subsidiary

The amount owing to a subsidiary is unsecured, subject to interest at Nil (2024: 5.75%) per annum, repayable on demand and is expected to be settled in cash.

For explanations on the Group's and the Company's liquidity risk management processes, refer to Note 31(b)(ii) to the financial statements.

Notes to the Financial Statements

19. REVENUE

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Revenue from contract customers:				
Construction contracts	647,362,353	639,770,219	-	-
Property development	91,939,303	45,141,209	-	-
Lift installation and maintenance	11,260,779	5,848,346	-	-
Management fee income	-	-	366,153	263,311
	<u>750,562,435</u>	<u>690,759,774</u>	<u>366,153</u>	<u>263,311</u>
Revenue from other sources:				
Dividend income	-	-	41,500,000	14,000,000
	<u>750,562,435</u>	<u>690,759,774</u>	<u>41,866,153</u>	<u>14,263,311</u>

(a) Disaggregation of revenue

For the purpose of disclosure for disaggregation of revenue, it disaggregates revenue into major goods and services and timing of revenue recognition.

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Major goods or services				
Construction services	647,362,353	639,770,219	-	-
Sales of property development units	91,939,303	45,141,209	-	-
Lift installation and maintenance services	11,260,779	5,848,346	-	-
Management fee income	-	-	366,153	263,311
	<u>750,562,435</u>	<u>690,759,774</u>	<u>366,153</u>	<u>263,311</u>
Timing of revenue recognition				
Over time	748,746,736	689,019,608	366,153	263,311
At a point in time	1,815,699	1,740,166	-	-
	<u>750,562,435</u>	<u>690,759,774</u>	<u>366,153</u>	<u>263,311</u>

(b) Transaction price allocated to the remaining performance obligation

As of 31 December 2025, the aggregate amounts of the transaction price allocated to the remaining performance obligation are:

- (i) RM1.69 billion (2024: RM1.54 billion) and the Group will recognise this revenue as the construction are completed, which is expected to occur over the next 12 to 36 months (2024: 12 to 36 months); and
- (ii) RM0.03 billion (2024: RM0.13 billion) and the Group will recognise this revenue as the properties are completed, which is over the next 12 months (2024: 24 months).

The Group applies the practical expedient in paragraph 121(a) of MFRS 15 not to disclose information about remaining performance obligations that have original expected durations of one year or less.

Notes to the Financial Statements

20. COST OF SALES

	2025 RM	Group 2024 RM
Cost of construction contracts	593,286,586	582,687,032
Cost of sales of property development units	61,029,015	34,955,219
Cost of installation and maintenance services	9,158,745	4,472,473
	<u>663,474,346</u>	<u>622,114,724</u>

21. OTHER INCOME

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed deposit interest income	1,388,459	1,192,831	-	-
Interest income from subsidiaries	-	-	596,447	390,131
Interest income from banks	193,935	69,074	105,195	1,963
Gain on disposal of property, plant and equipment	1,533,743	790,258	-	-
Gain on disposal of investment properties	155,055	20,499	-	-
Rental income from investment properties	920,059	709,909	-	-
Rental income	29,500	-	-	-
Reversal of impairment loss on:				
- trade receivables	-	845,569	-	-
- retention sums	24,011	105,330	-	-
- investment properties	423,923	109,613	-	-
Realised foreign exchange gain	-	40,124	-	-
Unrealised foreign exchange gain	-	6,913	-	-
Sundry income	374,796	158,992	206	237
	<u>5,043,481</u>	<u>4,049,112</u>	<u>701,848</u>	<u>392,331</u>

22. FINANCE COSTS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Interest expenses on:				
- Bank overdrafts	87,294	92,864	-	-
- Bankers' acceptances	1,485,782	1,195,651	-	-
- Hire purchase payables	678,300	349,781	-	-
- Revolving credits	1,286,964	540,453	-	-
- Term loans	1,141,693	503,981	-	-
- Invoice financing	2,814,567	1,517,990	-	-
- Amount owing to a subsidiary	-	-	11,937	217,622
- Others	229,414	506,720	60	64
	<u>7,724,014</u>	<u>4,707,440</u>	<u>11,997</u>	<u>217,686</u>

Notes to the Financial Statements

23. PROFIT BEFORE TAX

Other than as disclosed elsewhere in the financial statements, the following items have been charged in arriving at profit before tax:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Auditors' remuneration				
(i) Statutory audit				
- Baker Tilly Monteiro Heng PLT	175,500	161,000	55,000	54,000
(ii) Other services				
- Baker Tilly Monteiro Heng PLT	8,000	8,000	7,000	7,000
Depreciation of:				
- property, plant and equipment	19,056,709	13,190,544	-	-
- investment properties	654,407	581,278	-	-
Impairment losses on:				
- trade receivables	-	251,896	-	-
- retention sums	-	241,916	-	-
- investment properties	259,374	72,570	-	-
Property, plant and equipment written off	29	10,709	-	-
Employee benefits expenses (Note 24)	42,200,125	36,847,604	674,165	606,483
Expenses relating to short-term leases	114,300	156,300	-	-
Net unrealised foreign exchange loss	44,661	74,865	-	-
Net realised foreign exchange loss	128,827	-	-	-

24. EMPLOYEE BENEFITS EXPENSES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Salaries, allowances and bonuses	35,022,397	30,289,146	520,200	519,200
Defined contribution plan	4,050,495	3,510,854	-	-
Employees' Share Option Scheme	1,132,392	1,316,428	30,624	26,404
Other staff related benefits	1,994,841	1,731,176	123,341	60,879
	42,200,125	36,847,604	674,165	606,483

The estimated monetary value of benefits-in kind of the Group (which were not included in the above directors' remunerations) received by the executive directors of the Company otherwise than in cash from the Group amounted to RM62,500 (2024: RM54,500).

Notes to the Financial Statements

25. INCOME TAX EXPENSE

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Statements of comprehensive income				
Current income tax:				
- current year	14,375,763	11,342,942	65,000	35,641
- prior years	446,380	(862,496)	(3,571)	-
	14,822,143	10,480,446	61,429	35,641
Deferred tax (Note 10):				
- current year	353,459	597,474	-	-
- prior years	(123,134)	(740,064)	-	-
	230,325	(142,590)	-	-
Income tax expense recognised in profit or loss	15,052,468	10,337,856	61,429	35,641

Domestic income tax is calculated at the Malaysian statutory income tax rate of 24% (2024: 24%) of the estimated assessable profit for the financial year.

The reconciliation from the tax amount at the statutory income tax rate to the Group's and the Company's income tax expense are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before tax	55,569,371	43,474,467	39,542,173	13,452,958
Tax at Malaysian statutory income tax rate of 24% (2024: 24%)	13,336,649	10,433,872	9,490,122	3,228,710
Adjustments:				
Income not subject to tax	(255,074)	(213,358)	(9,960,000)	(3,360,000)
Non-deductible expenses	1,790,865	1,688,659	534,878	166,931
Deferred tax not recognised	-	31,243	-	-
Utilisation of previously unrecognised tax losses	(143,218)	-	-	-
Under/(Over) provision in prior years				
- current tax	446,380	(862,496)	(3,571)	-
- deferred tax	(123,134)	(740,064)	-	-
Income tax expense for the financial year	15,052,468	10,337,856	61,429	35,641

Notes to the Financial Statements

26. EARNINGS PER SHARE

(a) Basic earnings per ordinary share

The basic earnings per share are based on the profit for the financial year attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year, calculated as follows:

	Group	
	2025 RM	2024 RM
Profit attributable to owners of the Company	40,292,626	33,274,203
Weighted average number of ordinary shares in issue	588,372,737	545,822,585
Basic earnings per ordinary share (sen)	6.85	6.10

There have been no transactions involving ordinary shares or potential ordinary shares since the reporting date and before the authorisation of these financial statements other than:

- (a) the issuance of 170,000 ordinary shares pursuant to the exercise of ESOS; and
- (b) the exercise of 9,000,650 Warrants to 9,000,650 new ordinary shares.

(b) Diluted earnings per ordinary shares

Diluted earnings per share are based on the profit for the financial year attributable to owners of the Company and the weighted average number of ordinary shares outstanding during the financial year plus the weighted average of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares, calculated as follows:

	Group	
	2025	2024
Profit attributable to owners of the Company (RM)	40,292,626	33,274,203
Weighted average number of ordinary shares for basic earnings per share (unit)	588,372,737	545,822,585
Effect of dilution from:		
- Warrants	12,280,066	19,524,571
- Share options	3,409,937	5,452,651
	604,062,740	570,799,807
Diluted earnings per ordinary share (sen)	6.67	5.83

Notes to the Financial Statements

27. DIVIDENDS

	Company	
	2025 RM	2024 RM
Recognised during the financial year:		
Third interim single-tier dividend of 0.50 sen per ordinary share in respect of the financial year ended 31 December 2023, paid on 22 March 2024	-	2,695,945
First interim single-tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 31 December 2024, paid on 19 September 2024	-	5,509,740
Second interim single-tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 31 December 2024, paid on 20 December 2024	-	5,519,040
First interim single-tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 31 December 2025, paid on 3 October 2025	6,146,260	-
Second interim single-tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 31 December 2025, paid on 23 December 2025	6,146,260	-
	12,292,520	13,724,725

On 25 February 2026, the directors declared a third interim single-tier dividend of 0.50 sen per ordinary share amounting to RM3,118,983 in respect of the financial year ended 31 December 2025, which was paid on 1 April 2026. The financial statements for the current financial year do not reflect this interim dividend. This dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2026.

28. COMMITMENTS

The Group has made commitments for the following capital expenditures:

	Group	
	2025 RM	2024 RM
Capital expenditure approved and contracted for:		
- Inventories	1,629,120	238,800
- Plant and machinery	4,245,297	14,056,062
Acquisition of a development land	-	20,700,000
Acquisition of a leasehold land	3,774,000	-
Acquisition of a building	1,800,000	-
	11,448,417	34,994,862

Notes to the Financial Statements

29. RELATED PARTIES

(a) Identification of related parties

Parties are considered to be related to the Group and to the Company if the Group and the Company have the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operational decisions, or vice versa, or where the Group and the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties of the Group and of the Company include:

- (a) Entities having significant influence over the Group;
- (b) Subsidiaries;
- (c) Joint ventures;
- (d) Entities in which directors have substantial financial interests; and
- (e) Key management personnel, comprise persons (including directors) having the authority and responsibility for planning, directing and controlling the activities directly or indirectly.

(b) Significant related party transactions

Significant related party transactions other than disclosed elsewhere in the financial statements are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Construction related cost charged by a substantial corporate shareholder	13,262,049	12,147,952	-	-
Rental expense charged by a person connected to a substantial shareholder	82,500	60,000	-	-
Interest expense paid/payable to a subsidiary	-	-	11,937	217,622
Management fee paid/payable to a subsidiary	-	-	-	41,439
Interest income received/receivable from subsidiaries	-	-	(596,447)	(390,131)
Management fee received/receivable from a subsidiary	-	-	(366,153)	(263,311)
Dividends received/receivable from subsidiaries	-	-	(41,500,000)	(14,000,000)

Significant outstanding balances with related parties at the end of the reporting period are as disclosed in Note 11 and Note 18 to the financial statements.

Notes to the Financial Statements

29. RELATED PARTIES (Continued)

(c) Compensation of key management personnel

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Directors' fee	500,000	500,000	500,000	500,000
Short-term employee benefits	5,856,635	4,709,672	20,200	19,200
Post-employment employee benefits	832,639	607,531	-	-
Estimated monetary value of benefit-in-kind	89,900	88,540	-	-
	7,279,174	5,905,743	520,200	519,200

Directors' interest in Employees' Share Option Scheme

At the reporting date, the total number of outstanding share options granted by the Company to certain directors under the ESOS plan amounted to RM2,583,536 (2024: RM2,633,808).

30. SEGMENT REPORTING

The Group prepared the following segment information in accordance with MFRS 8 Operating Segments based on the internal reports of the Group's strategic business units which are regularly reviewed by the Group Managing Director ("MD") for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss before tax. Group's income taxes are managed on a group basis and are not allocated to operating segments.

The Group organised the business units based on their principal activities and materiality of their results to the Group, which has summarised into of three (3) reportable operating segments as follows:

- (i) Construction services: Securing and carrying out construction activities of main building works.
- (ii) Property development: Development of residential properties.
- (iii) Others: Including investment holding company, construction and engineering service to supply, install and maintain elevator, escalator and lifts, dormant company and share of profit from joint venture.

Notes to the Financial Statements

30. SEGMENT REPORTING (Continued)

	Note	Construction RM	Property development RM	Others RM	Eliminations RM	Total RM
Group						
2025						
Revenue:						
External revenue		647,362,353	91,939,303	11,260,779	-	750,562,435
Inter-segment revenue	A	61,069,953	-	44,211,296	(105,281,249)	-
Total revenue		708,432,306	91,939,303	55,472,075	(105,281,249)	750,562,435
Results						
Included in the measure of segment profit/(loss) are:						
Finance income		2,798,802	201,582	702,908	(2,120,898)	1,582,394
Depreciation of property, plant and equipment		(18,916,657)	(39,108)	(100,944)	-	(19,056,709)
Depreciation of investment properties		(654,407)	-	-	-	(654,407)
Finance costs		(6,838,119)	(1,655,394)	(1,351,399)	2,120,898	(7,724,014)
Income tax expense		(11,338,141)	(3,860,208)	(87,773)	233,654	(15,052,468)
Share of results of joint ventures		-	-	845,175	-	845,175
Segmental results	B	30,199,945	13,326,165	38,375,097	(41,608,581)	40,292,626
Assets						
Segment assets	C	637,284,490	58,057,513	188,518,829	(168,059,127)	715,801,705
Liabilities						
Segment liabilities		467,422,066	42,834,220	49,255,726	(94,891,475)	464,620,537

Notes to the Financial Statements

30. SEGMENT REPORTING (Continued)

	Note	Construction RM	Property development RM	Others RM	Eliminations RM	Total RM
Group						
2024						
Revenue:						
External revenue		639,770,219	45,141,209	5,848,346	-	690,759,774
Inter-segment revenue	A	29,392,397	-	15,074,538	(44,466,935)	-
Total revenue		669,162,616	45,141,209	20,922,884	(44,466,935)	690,759,774
Results						
Included in the measure of segment profit/(loss) are:						
Finance income		2,143,480	45,335	392,912	(1,319,822)	1,261,905
Depreciation of property, plant and equipment		(13,065,836)	(39,061)	(85,647)	-	(13,190,544)
Depreciation of investment properties		(581,278)	-	-	-	(581,278)
Finance costs		(4,306,957)	(1,380,183)	(340,122)	1,319,822	(4,707,440)
Income tax expense		(8,963,643)	(1,698,240)	(35,837)	359,864	(10,337,856)
Share of results of joint ventures		-	-	992,281	-	992,281
Segmental results	B	29,945,776	4,251,926	14,216,070	(15,139,569)	33,274,203
Assets						
Segment assets	C	583,977,006	51,246,376	93,356,663	(107,003,806)	621,576,239
Liabilities						
Segment liabilities		401,388,454	48,377,088	15,184,124	(36,940,532)	428,009,134

Notes to the Financial Statements

30. SEGMENT REPORTING (Continued)

Notes Reconciliation of reportable segment revenue, interest income/finance costs, other material items and assets are as follows:

A Inter-segment revenue

Inter-segment revenues are eliminated on consolidation.

B Reconciliation of profit or loss

	2025 RM	2024 RM
Group		
Elimination of inter-segment unrealised profit	(953,134)	(1,499,433)
Share of results of joint ventures	845,175	992,281
Unallocated amounts:		
- Other corporate expenses	(41,734,276)	(14,992,281)
	(41,842,235)	(15,499,433)
Less:		
Income tax expense	233,654	359,864
	(41,608,581)	(15,139,569)

C Reconciliation of assets

	2025 RM	2024 RM
Group		
Investment in joint venture and subsidiaries	(73,725,629)	(68,885,018)
Elimination of inter-segment unrealised profit	(2,513,471)	(1,550,336)
Elimination of inter-co balance	(94,285,739)	(36,568,452)
Elimination of inter-segment assets	2,465,712	-
	(168,059,127)	(107,003,806)

Notes to the Financial Statements

31. FINANCIAL INSTRUMENTS

(a) Categories of financial instruments

The following table analyses the financial instruments in the statements of financial position by the classes of financial instruments to which they are assigned as amortised cost.

	Carrying amount RM	Amortised cost RM
Group		
2025		
Financial assets		
Trade and other receivables *	325,504,454	325,504,454
Cash and short-term deposits	108,800,703	108,800,703
	434,305,157	434,305,157
Financial liabilities		
Loans and borrowings	129,905,896	129,905,896
Trade and other payables	298,572,540	298,572,540
	428,478,436	428,478,436
2024		
Financial assets		
Trade and other receivables *	286,501,371	286,501,371
Cash and short-term deposits	114,987,664	114,987,664
	401,489,035	401,489,035
Financial liabilities		
Loans and borrowings	112,648,019	112,648,019
Trade and other payables	305,828,952	305,828,952
	418,476,971	418,476,971

Notes to the Financial Statements

31. FINANCIAL INSTRUMENTS (Continued)

(a) Categories of financial instruments (Continued)

The following table analyses the financial instruments in the statements of financial position by the classes of financial instruments to which they are assigned as amortised cost. (Continued)

	Carrying amount RM	Amortised cost RM
Company		
2025		
Financial assets		
Amount owing by subsidiaries	53,743,053	53,743,053
Amount owing by a joint venture	4,278,759	4,278,759
Cash and short-term deposits	2,788,772	2,788,772
	60,810,584	60,810,584
Financial liabilities		
Other payables and accruals	811,460	811,460
2024		
Financial assets		
Deposits	300,000	300,000
Amount owing by subsidiaries	7,175,016	7,175,016
Amount owing by a joint venture	2,378,760	2,378,760
Cash and short-term deposits	195,909	195,909
	10,049,685	10,049,685
Financial liabilities		
Other payables and accruals	490,560	490,560
Amount due to a subsidiary	507,543	507,543
	998,103	998,103

* Excluding prepayment and advances to subcontractors.

(b) Financial risk management

The Group's and the Company's activities are exposed to a variety of financial risks arising from its operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk and interest rate risk. The Group's and the Company's overall financial risk management objective is to optimise value for their shareholders. The Group and the Company do not trade in derivative.

The Board of Directors reviews and agrees to policies and procedures for the management of these risks, which are executed by the Group's and the Company's senior management. The audit committee provides independent oversight to the effectiveness of the risk management process.

Notes to the Financial Statements

31. FINANCIAL INSTRUMENTS (Continued)

(b) Financial risk management (Continued)

(i) Credit risk

Credit risk is the risk of financial loss to the Group and the Company that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group and the Company are exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions and other financial instruments. The Group and the Company have a credit policy in place and the exposure to credit risk is managed through the application of credit approvals, credit limits and monitoring procedures. Credit quality of a customer is assessed based on an extensive credit rating scorecard and individual credit limits are defined in accordance with this assessment.

Trade receivables and contract assets

As at the end of the reporting period, the maximum exposure to credit risk arising from trade and other receivables and contract assets is represented by their carrying amounts in the statements of financial position.

The carrying amount of trade and other receivables and contract assets are not secured by any collateral or supported by any other credit enhancements. In determining the recoverability of these receivables, the Group and the Company consider any change in the credit quality of the receivables from the date the credit was initially granted up to the reporting date. The Group and the Company have adopted a policy of dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults.

The Group applies the simplified approach to provide for impairment losses prescribed by MFRS 9 *Financial Instruments*, which permits the use of the lifetime expected loss provision for all trade receivables and contract assets. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The impairment losses also incorporate forward-looking information.

The information about the credit risk exposure on the Group's trade receivables and contract assets are as follows:

	Gross carrying amount RM	ECL allowance RM	Net balance RM
Group			
At 31 December 2025			
Trade receivables			
Current (not past due)	54,821,982	-	54,821,982
1 - 30 days past due	30,938,580	-	30,938,580
31 - 60 days past due	34,837,133	-	34,837,133
61 - 90 days past due	9,603,434	-	9,603,434
> 90 days past due	39,459,988	-	39,459,988
Credit impaired:			
- Individually assessed	654,233	(654,233)	-
Retention sums			
Current (not past due)	130,624,845	-	130,624,845
Credit impaired:			
- Individually assessed	128,785	(128,785)	-
	<u>301,068,980</u>	<u>(783,018)</u>	<u>300,285,962</u>
Contract assets			
Current (not past due)	<u>121,965,813</u>	<u>-</u>	<u>121,965,813</u>

Notes to the Financial Statements

31. FINANCIAL INSTRUMENTS (Continued)

(b) Financial risk management (Continued)

(i) Credit risk (Continued)

The information about the credit risk exposure on the Group's trade receivables and contract assets are as follows:
(Continued)

	Gross carrying amount RM	ECL allowance RM	Net balance RM
Group			
At 31 December 2024			
Trade receivables			
Current (not past due)	60,678,028	-	60,678,028
1 - 30 days past due	33,920,787	-	33,920,787
31 - 60 days past due	18,063,794	-	18,063,794
61 - 90 days past due	1,548,864	-	1,548,864
> 90 days past due	24,877,104	-	24,877,104
Credit impaired:			
- Individually assessed	906,129	(906,129)	-
Retention sums			
Current (not past due)	119,113,008	-	119,113,008
Credit impaired:			
- Individually assessed	152,796	(152,796)	-
	259,260,510	(1,058,925)	258,201,585
Contract assets			
Current (not past due)	120,077,817	-	120,077,817

For construction contracts, as there are only a few customers, the Group assessed the risk of loss of each customer individually based on their financial information, past trend of payments and external credit rating, where applicable.

Other receivables and other financial assets

For other receivables and other financial assets (including cash and cash equivalents), the Group and the Company minimise credit risk by dealing with high credit rating counterparties. At the reporting date, the Group's and the Company's maximum exposure to credit risk arising from other receivables and other financial assets is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

The Group and the Company consider the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group and the Company compare the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportive forward-looking information.

The Group and the Company consider these financial assets to have low credit risk. The Group and the Company did not recognise any loss allowance for impairment for other receivables and other financial assets.

Notes to the Financial Statements

31. FINANCIAL INSTRUMENTS (Continued)

(b) Financial risk management (Continued)

(ii) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations when they fall due. The Group's and the Company's exposure to liquidity risk arise primarily from mismatches of the maturities between financial assets and liabilities. The Group's and the Company's exposure to liquidity risk arise principally from trade and other payables, loans and borrowings.

The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by facilities. The Group and the Company maintain sufficient liquidity and available funds to meet daily cash needs, while maintaining controls and security over cash movements. The Group and the Company use a series of processes to obtain maximum benefits from its flow of funds, such that they are efficiently managed to maximise income from investment and minimise cost on borrowed funds. The Group's and the Company's treasury department also ensure that there are sufficient unutilised stand-by facilities, funding and liquid assets available to meet both short-term and long-term funding requirements.

Maturity analysis

The maturity analysis of the Group's and of the Company's financial liabilities by their relevant maturity at the reporting date based on contractual undiscounted repayment obligations are as follows:

	<----- Contractual cash flows ----->				Total RM
	Carrying amount RM	On demand or within 1 year RM	Between 1 and 5 years RM	More than 5 years RM	
Group					
2025					
Trade and other payables	298,572,540	298,572,540	-	-	298,572,540
Loans and borrowings	129,905,896	93,692,962	31,480,035	9,637,872	134,810,869
	428,478,436	392,265,502	31,480,035	9,637,872	433,383,409
2024					
Trade and other payables	305,828,952	305,828,952	-	-	305,828,952
Loans and borrowings	112,648,019	92,846,252	15,729,013	8,620,042	117,195,307
	418,476,971	398,675,204	15,729,013	8,620,042	423,024,259

	<----- Contractual cash flow----->		
	Carrying amount RM	On demand or within 1 year RM	Total RM
Company			
2025			
Other payables	811,460	811,460	811,460
2024			
Other payables	998,103	998,103	998,103

Notes to the Financial Statements

31. FINANCIAL INSTRUMENTS (Continued)

(b) Financial risk management (Continued)

(iii) Interest rate risk

Interest rate risk is the risk of fluctuation in fair value or future cash flows of the Group's financial instruments as a result of changes in market interest rates. The Group's exposure to interest rate risk arises primarily from its long-term loans and borrowings with floating interest rates.

Sensitivity analysis for interest rate risk

The Group believes that the impact of interest rate fluctuation will not significantly affect the profitability of the Group and of the Company. As such, sensitivity analysis is not presented.

(c) Fair value measurement

(i) Fair value of financial instrument

The carrying amounts of cash and short-term deposits, short-term receivables and payables and short-term borrowings are reasonably approximate to their fair value due to relatively short-term nature of these financial instruments.

The carrying amount of long term borrowings with variable rates, the carrying amounts approximate fair values as they are repriced to market interest rates for liabilities with similar risk profiles.

Policy on transfer between levels

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

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Level 1 to 3 based on the degree to which the fair value is observable:

- (i) Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- (ii) Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- (iii) Level 3 – Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(ii) Fair value hierarchy

Analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

- (i) Level 1 – fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.
- (ii) Level 2 – fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- (iii) Level 3 – fair value measurements are those derived from inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Notes to the Financial Statements

31. FINANCIAL INSTRUMENTS (Continued)

(c) Fair value measurement (Continued)

(ii) Fair value hierarchy (Continued)

The following tables provide the fair value measurement hierarchy of the Group's financial statements.

	Carrying amount Total RM	Fair value of financial instruments not carried at fair value			Total RM
		Fair value			
		Level 1 RM	Level 2 RM	Level 3 RM	
Group					
2025					
Financial liability					
Hire purchase payables	12,861,119	-	-	12,861,119	12,861,119
2024					
Financial liability					
Hire purchase payables	7,697,825	-	-	7,697,825	7,697,825

During the financial year ended 31 December 2025 and 31 December 2024, there was no transfer between the fair value measurement hierarchy.

32. CAPITAL MANAGEMENT

The primary objective of the Group's and of the Company's capital management is to ensure that they maintain a strong credit rating and healthy capital ratio in order to support their business and maximise shareholder value. The Group and the Company manage its capital structure and make adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group and the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies and processes during the financial years ended 31 December 2025 and 31 December 2024.

The Group and the Company monitor capital using a gross gearing ratio, which is total bank borrowing over total equity.

The gross gearing ratio of the Group as at 31 December 2025 and 31 December 2024 is as follows:

	Note	2025 RM	Group 2024 RM
Loans and borrowings	17	129,905,896	112,648,019
Total equity		251,181,168	193,567,105
Gross gearing ratio		0.52	0.58

The Group is required to maintain a gross gearing ratio of not more than 1.50 times for the bank facilities granted by a financial institution to a subsidiary.

No gross gearing ratio is presented at the Company level as the Company does not have any borrowings.

Statement by Directors

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

We, **LIM OOI JOO** and **TEO HOCK CHOON**, being two of the directors of INTA BINA GROUP BERHAD, do hereby state that in the opinion of the directors, the accompanying financial statements set out on pages 103 to 159 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and the Company as at 31 December 2025 and of their financial performance and cash flows for the financial year then ended.

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

LIM OOI JOO

Director

TEO HOCK CHOON

Director

Petaling Jaya

Date: 20 April 2026

Statutory Declaration

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

I, **CHIN SHIAU YIN**, being the officer primarily responsible for the financial management of INTA BINA GROUP BERHAD, do solemnly and sincerely declare that to the best of my knowledge and belief, the accompanying financial statements set out on pages 103 to 159 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.

CHIN SHIAU YIN

MIA membership no: CA 36425

Subscribed and solemnly declared by the abovenamed at Petaling Jaya in the state of Selangor Darul Ehsan on 20 April 2026.

Before me,

Commissioner for Oaths

Independent Auditors' Report

To The Members of Inta Bina Group Berhad (Incorporated in Malaysia)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Inta Bina Group Berhad, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 103 to 159.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

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

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), 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 matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Group

Trade receivables and contract assets (Note 4.1, Note 11 and Note 12 to the financial statements)

Risk:

As at 31 December 2025, the Group's trade receivables and contract assets amounted to RM300.29 million and RM121.97 million respectively.

We focused on this area because the Group made significant judgements over assumption about risk of default and expected credit loss. In making these assumptions, the Group selected inputs to the impairment calculation which was based on the Group's past history, as well as forward-looking estimates at the end of the reporting period.

Our audit response:

Our audit procedures included, among others:

- obtaining an understanding of the design and implementation of controls associated with monitoring of outstanding receivables and contract assets and expected credit losses calculation;
- analysing ageing reports to identify significant overdue balances and customers considered to be in default;
- obtaining confirmation of balances from selected receivables;
- checking subsequent receipts, customer correspondence, and considering the level of activity with the customer and the directors' explanation on recoverability with significantly past due balances; and
- testing the adequacy of expected credit losses as at the end of the reporting period.

Independent Auditors' Report

To The Members of Inta Bina Group Berhad (Incorporated in Malaysia)

Key Audit Matters (Continued)

Revenue recognition for construction and property development activities (Note 4.2 and Note 19 to the financial statements)

Risk:

The Group's accounting policy is to recognise the revenue from construction and property development activities over the period of contract by reference to the progress towards complete satisfaction of the performance obligation. The progress towards complete satisfaction of performance obligation is to be determined by reference to proportion of construction and property development costs incurred for works performed to date bear to the estimated total costs for each project (input method).

We focused on this area because the Group's revenue recognition for construction and property development activities requires the exercise of significant judgement to be made by the directors, particularly in determining the progress towards satisfaction of a performance obligation, the extent of the construction costs and property development incurred, the estimated total construction and development contracts revenue and costs, as well as the recoverability of the construction and development contracts projects. The estimated total revenue and costs are affected by a variety of uncertainties that depend on the outcome of future events.

Our audit response:

Our audit procedures on selected projects included, among others:

- reading the terms and conditions of agreements with selected customers;
- understanding the Group's process in preparing project budget and the calculation of the progress towards anticipated satisfaction of a performance obligation;
- comparing the directors' key assumptions to contractual terms and discussing with project manager;
- checking the mathematical computation of recognised revenue for the projects during the financial year; and
- interviewing relevant project personnel and reading correspondences in respect of assessment of liquidated and ascertained damages.

Company

We have determined that there are no key audit matters to communicate in our report which arose from the audit of the financial statements of the Company.

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

Independent Auditors' Report

To The Members of Inta Bina Group Berhad (Incorporated in Malaysia)

Responsibilities of the Directors for the Financial Statements

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

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

Independent Auditors' Report

To The Members of Inta Bina Group Berhad (Incorporated in Malaysia)

Auditors' Responsibilities for the Audit of the Financial Statements (Continued)

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

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

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

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

Baker Tilly Monteiro Heng PLT

201906000600 (LLP0019411-LCA) & AF 0117
Chartered Accountants

Jason Wong Yew Ming

No. 03668/06/2026 J
Chartered Accountant

Kuala Lumpur

Date: 20 April 2026

Disclosure of Financial Data for Shariah Screening

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

(a) Group Total Income and Total Assets

Total Income	Remarks	Group	
		2025 RM	2024 RM
Revenue		750,562,435	690,759,774
Other income		5,043,481	4,049,112
Share of result of joint ventures		845,175	992,281
Total		756,451,091	695,801,167
Total Assets		715,801,705	621,576,239

(b) Business Activities

Shariah Non-Compliant Activities	Remarks	Group	
		2025 RM	2024 RM
Interest income	Late payment interest	8,168	5,603
Total		8,168	5,603

(c) Component of Financial Position

(i) Cash Component

Islamic Account/Instruments	Remarks	Group	
		2025 RM	2024 RM
Cash at bank (exclude cash in hand)		18,076,452	12,049,511
Deposits with licensed bank		33,253,842	32,910,169
Cash in hand		275,713	273,010
Total		51,606,007	45,232,690
Conventional Account/Instruments			
Cash at bank (exclude cash in hand)		25,534,419	37,576,904
Deposits with licensed bank		23,323,426	28,140,440
Cash held under Conventional Housing Development Accounts		8,336,851	4,037,630
Total		57,194,696	69,754,974

Disclosure of Financial Data for Shariah Screening

(c) Component of Financial Position (Continued)

(ii) Debt Component

Islamic Financing	Remarks	Group	
		2025 RM	2024 RM
Current			
Invoice financing		26,847,800	36,827,324
Term financing		821,742	612,394
Islamic hire purchase payables		6,078,937	3,080,181
Banker's acceptances		-	1,467,067
Non-Current			
Term financing		29,258,948	7,846,720
Islamic hire purchase payables		6,127,360	3,813,967
Total		69,134,787	53,647,653

Conventional Borrowing	Remarks	Group	
		2025 RM	2024 RM
Current			
Invoice financing		22,947,340	31,580,902
Term loans		103,632	99,516
Hire purchase payables		284,712	247,330
Revolving credit and loans		30,000,000	10,000,000
Banker's acceptances		5,620,001	6,548,999
Bank overdrafts		-	1,563,495
Non-Current			
Term loans		1,445,314	1,550,233
Hire purchase payables		370,110	556,347
Bridging loans		-	6,853,544
Total		60,771,109	59,000,366

List of Properties

Address	Description of Property/ Existing Use	Tenure/ Expiry of Lease (if any)	Approximate Age of the Buildings	Net Book Value @ 31/12/2025	Date of Last Revaluation
Lot 76108 Mukim Damansara District of Petaling State of Selangor	Land for future development	Freehold	-	RM23,000,000	31.12.2025
No. 15, Jalan SS15/8A 47500 Subang Jaya Selangor	4-storey shop office/ - Own use as operational headquarters	Freehold	32 years	RM4,395,607	N/A
No. 17, Jalan SS15/8A 47500 Subang Jaya Selangor	4-storey shop office/ - Own use as operational headquarters	Freehold	32 years		
PT 30330, Mukim of Klang Tempat Revolusi Hijau Batu 5, Johan Setia District of Klang and State of Selangor	Vacant land/ - Own use as store	Leasehold of 99 years expiring on 18 November 2092	1 year	RM3,940,000	31.12.2025
A5-3, No. 6 Amarin Wickham Jalan Wickham 55000 Kuala Lumpur	Condominium unit/ Rented out	Freehold	15 years	RM3,383,834	31.12.2025
A4-2, No. 6 Amarin Wickham Jalan Wickham 55000 Kuala Lumpur	Condominium unit/ Rented out	Freehold	15 years	RM2,692,418	31.12.2025
No. 62, Kuarza 16 Jalan Melawati 7B Taman Kuarza 16 53100 Gombak Kuala Lumpur	3-storey high-cost terraced house/ Rented out	Leasehold of 99 years expiring on 25 July 2111	12 years	RM2,316,962	31.12.2025
A-01-08 to A-03-08 Pusat Komersial Setapak No. 68, Jalan Taman Ibu Kota, Setapak 53300 Kuala Lumpur	3-storey shop office/ Rented out	Freehold	13 years	RM2,256,245	31.12.2025
A1-2, No. 6 Amarin Wickham Jalan Wickham 55000 Kuala Lumpur	Condominium unit/ Rented out	Freehold	15 years	RM2,211,531	31.12.2025
No. 61, Kuarza 16 Jalan Melawati 7B Taman Kuarza 16 53100 Gombak Kuala Lumpur	3-storey high-cost terraced house/ Rented out	Leasehold of 99 years expiring on 25 July 2111	12 years	RM2,209,883	31.12.2025

N/A - Not Applicable

Analysis of Shareholdings

As At 31 March 2026

Number of Shares Issued : 623,796,650
 Voting rights : One vote for one ordinary share
 No. of Shareholders : 4,343

DISTRIBUTION OF SHAREHOLDINGS

Category	No. of Holders	%	No. of Shares	%
Less than 100	37	0.85	635	0.00
100 - 1,000	655	15.08	308,180	0.05
1,001 - 10,000	1,667	38.38	10,133,885	1.62
10,001 - 100,000	1,673	38.52	61,640,250	9.88
100,001 to less than 5% of issued shares	307	7.07	280,626,350	44.99
5% and above of issued shares	4	0.10	271,087,350	43.46
TOTAL	4,343	100.00	623,796,650	100.00

SUBSTANTIAL SHAREHOLDERS

	SHAREHOLDINGS			
	Direct Interest	%	Deemed Interest	%
1. APEXJAYA INDUSTRIES SDN BHD	171,911,900	27.56	-	-
2. AHMAD BIN AWI	50,292,600	8.06	-	-
3. LIM OOI JOO	51,958,050	8.33	172,028,700 ^(a)	27.58
4. TEO HOCK CHOON	48,882,850	7.84	-	-
5. KOK CHIN SEOW	907,000	0.15	171,911,900 ^(b)	27.56

DIRECTORS' SHAREHOLDINGS

	SHAREHOLDINGS			
	Direct Interest	%	Deemed Interest	%
1. LIM OOI JOO	51,958,050	8.33	172,028,700 ^(a)	27.58
2. TEO HOCK CHOON	48,882,850	7.84	-	-
3. AHMAD BIN AWI	50,292,600	8.06	-	-
4. CHAU YIK MUN	13,063,100	2.09	-	-
5. YAP YOON KONG	17,973,900	2.88	-	-
6. DR. LIM PANG KIAM	10,000,000	1.60	-	-
7. DATO' LEANNE KOH LI ANN	70,000	0.01	-	-
8. AU FOONG YEE	70,000	0.01	-	-

Notes:

^(a) Deemed interested by virtue of his interest in Apexjaya Industries Sdn Bhd pursuant to Section 8(4) of the Companies Act 2016 ("Act") and his son, Lim Yeong Kern's direct shareholding in the Company pursuant to Section 59(11) of the Act.

^(b) Deemed interested by virtue of her interest in Apexjaya Industries Sdn Bhd pursuant to Section 8(4) of the Act.

Analysis of Shareholdings

As At 31 March 2026

THIRTY (30) LARGEST SHAREHOLDERS

Nos.	Name of Shareholder	No. of Shares	%
1.	APEXJAYA INDUSTRIES SDN BHD	136,611,900	21.90
2.	AHMAD BIN AWI	50,292,600	8.06
3.	TEO HOCK CHOON	48,882,850	7.84
4.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEGDED SECURITIES ACCOUNT- AMBANK (M) BERHAD FOR APEXJAYA INDUSTRIES SDN BHD	35,300,000	6.38
5.	LIM OOI JOO	27,038,050	4.80
6.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEGDED SECURITIES ACCOUNT – AMBANK (M) BERHAD FOR LIM OOI JOO	22,000,000	3.53
7.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD URUSHARTA JAMAAH SDN. BHD. (2)	21,000,000	3.38
8.	MAYBANK NOMINEES (TEMPATAN) SDN BHD NATIONAL TRUST FUND (IFM MAYBANK) (412183)	17,627,800	2.83
9.	CHAU YIK MUN	13,063,100	2.09
10.	FOONG JYI CHYUAN	10,595,300	1.70
11.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEGDED SECURITIES ACCOUNT FOR LIM PANG KIAM (8085241)	10,000,000	1.60
12.	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK PRIVATE WEALTH MANAGEMENT FOR YAP YOON KONG (PW-M01051) (423017)	9,532,800	1.53
13.	ONG TIAU SIANG	9,239,400	1.48
14.	YAP YOON KONG	8,441,100	1.35
15.	CHEW CHEE KIN	6,245,400	1.00
16.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR PETROLIAM NASIONAL BERHAD (PET-MAM-EQET)	6,089,000	0.98
17.	WONG THIM FATT	5,241,400	0.84
18.	CHOO MEI SZE	3,850,000	0.62
19.	LIM SOON TIONG @ LIM SOON CHONG	2,700,000	0.43
20.	PHILLIP NOMINEES (TEMPATAN) SDN BHD OCTOWILL TRUSTEES BERHAD FOR PROVEN VENTURE CAPITAL PLT	2,671,300	0.43

Analysis of Shareholdings

As At 31 March 2026

THIRTY (30) LARGEST SHAREHOLDERS

Nos.	Name of Shareholder	No. of Shares	%
21.	VICTORIA CREDIT SDN BHD	2,350,000	0.38
22.	MAYBANK NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR MAYBANK ASSET MANAGEMENT SDN BHD (RESIDENT)	2,016,700	0.32
23.	YEOH MEI MEI	2,000,000	0.32
24.	CARTABAN NOMINEES (ASING) SDN BHD THE BANK OF NEW YORK MELLON FOR ACADIAN EMERGING MARKETS MICRO-CAP EQUITY MASTER FUND	1,789,200	0.29
25.	CHIA SEONG POW	1,509,200	0.24
26.	MAYBANK NOMINEES (TEMPATAN) SDN BHD NEOH ANG HING	1,500,000	0.24
27.	MERIDIAN FORTUNE SDN BHD	1,500,000	0.24
28.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LOW KOK YEW (MY3041)	1,355,000	0.22
29.	MAYBANK NOMINEES (TEMPATAN) SDN BHD CHING YIN PENG	1,300,000	0.21
30.	TA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KOH KWEE CHOO	1,300,000	0.21
TOTAL		466,062,100	74.71

Analysis of Warrant Holdings

As At 31 March 2026

Number of Warrants Issued : 124,814,095 Warrants 2021/2026 ("Warrant A")

Exercise Price of Warrants : RM0.40

Expiry Date of Warrants : 18/07/2026

No. of Warrant Holders : 1,708

DISTRIBUTION OF WARRANT A HOLDINGS

Size of Holdings	No. of Holders	%	No. of Warrants	%
Less than 100	449	26.29	19,677	0.01
100 - 1,000	433	25.35	206,816	0.17
1,001 - 10,000	466	27.28	1,838,224	1.47
10,001 - 100,000	248	14.52	9,525,554	7.63
100,001 to less than 5% of issued shares	106	6.21	46,978,250	37.64
5% and above of issued shares	6	0.35	66,245,574	53.08
TOTAL	1,708	100.00	124,814,095	100.00

SUBSTANTIAL SHAREHOLDERS

	SHAREHOLDINGS			
	Direct Interest	%	Deemed Interest	%
1. MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR FOO YONG BOON	15,116,600	12.11	-	-
2. APEXJAYA INDUSTRIES SDN BHD	12,358,100	9.90	-	-
3. TEO HOCK CHOON	11,825,712	9.47	-	-
4. LIM OOI JOO	11,259,512	9.02	21,183,100 ^(a)	16.97
5. AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT- AMBANK (M) BERHAD FOR APEXJAYA INDUSTRIES SDN BHD	8,825,000	7.07	-	-
6. AHMAD BIN AWI	6,860,650	5.50	-	-

DIRECTORS' INTERESTS IN WARRANT A

	WARRANT HOLDINGS			
	Direct Interest	%	Deemed Interest	%
1. LIM OOI JOO	11,259,512	9.02	21,183,100 ^(a)	16.97
2. TEO HOCK CHOON	11,825,712	9.47	-	-
3. AHMAD BIN AWI	6,860,650	5.50	-	-
4. CHAU YIK MUN	2,102,750	1.68	-	-
5. YAP YOON KONG	2,500,425	2.00	-	-
6. DR. LIM PANG KIAM	-	-	-	-
7. DATO' LEANNE KOH LI ANN	-	-	-	-
8. AU FOONG YEE	-	-	-	-

Note:

^(a) Deemed interested by virtue of his interest in Apexjaya Industries Sdn Bhd pursuant to Section 8(4) of the Companies Act 2016

Analysis of Warrant Holdings

As At 31 March 2026

THIRTY (30) LARGEST WARRANT A HOLDERS

Nos.	Name of Warrant A Holders	No. of Warrants	%
1.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR FOO YONG BOON	15,116,600	12.11
2.	APEXJAYA INDUSTRIES SDN BHD	12,358,100	9.90
3.	TEO HOCK CHOON	11,825,712	9.47
4.	LIM OOI JOO	11,259,512	9.02
5.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT- AMBANK (M) BERHAD FOR APEXJAYA INDUSTRIES SDN BHD	8,825,000	6.59
6.	AHMAD BIN AWI	6,860,650	5.50
7.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHAI YENG SUN	3,035,700	2.43
8.	YAP YOON KONG	2,500,425	2.00
9.	CHAU YIK MUN	2,102,750	1.68
10.	CHOO MEI SZE	2,000,000	1.60
11.	MOOMOO NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR KHOK KHAR POH	1,525,100	1.22
12.	LEE WEI MING	1,451,000	1.16
13.	LEO LEE CHENG	1,400,000	1.12
14.	ZAIRIZAM BIN ZAKARIA	1,365,000	1.09
15.	NG SOK HUAN	1,346,700	1.08
16.	ONG TIAU SIANG	1,174,425	0.94
17.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEOH HUA AIK (E-TJJ)	1,130,400	0.91
18.	PM NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KONG KOK CHOY (B)	1,120,000	0.89
19.	CHAN GEE HING	817,700	0.65
20.	LIM LAY LING	785,025	0.63

Analysis of Warrant Holdings

As At 31 March 2026

THIRTY (30) LARGEST WARRANT A HOLDERS

Nos.	Name of Warrant A Holders	No. of Warrants	%
21.	SAW SOK WAH	728,000	0.58
22.	MOOMOO NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR WONG KOK WENG	727,900	0.58
23.	FOO YONG BOON	700,000	0.56
24.	MOOMOO NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LEE EWE JIN	700,000	0.56
25.	KULJEET KAUR A/P KARTAR SINGH	683,000	0.55
26.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KONG KOK CHOY (8092812)	680,000	0.54
27.	MOOMOO NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHIN THIEM HEE	576,300	0.46
28.	LIM SUNG KENG	570,500	0.46
29.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR DEVAN A/L DINASAN	570,000	0.46
30.	NG CHEE SENG	510,800	0.41
	TOTAL	94,446,299	75.67

Notice of 11th Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the 11th Annual General Meeting (“AGM”) of Inta Bina Group Berhad (“the Company”) will be held at Zamrud Room, The Saujana Hotel, Kuala Lumpur, Saujana Resort, Jalan Lapangan Terbang SAAS, 40150 Selangor on **Friday, 5 June 2026 at 10.30 a.m.**, or at any adjournment thereof for the purpose of considering and, if thought fit, passing with or without modifications the resolutions as set out in this notice:

AGENDA

AS ORDINARY BUSINESS

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and Auditors thereon. | (Please refer to Explanatory Notes) |
| 2. To approve the payment of Directors’ Fees amounting to RM500,000 for the financial year ended 31 December 2025. | ORDINARY RESOLUTION 1 |
| 3. To approve the payment of Directors’ Benefits up to an amount of RM100,000 for the financial year ending 31 December 2026 and up to the date of the 12th AGM of the Company. | ORDINARY RESOLUTION 2 |
| 4. To re-elect Ahmad bin Awi, who retires in accordance with Article 16.2 of the Company’s Constitution and being eligible, have offered himself for re-election. | ORDINARY RESOLUTION 3 |
| 5. To re-elect Yap Yoon Kong, who retires in accordance with Article 16.2 of the Company’s Constitution and being eligible, have offered himself for re-election. | ORDINARY RESOLUTION 4 |
| 6. To re-elect Dr. Lim Pang Kiam, who retires in accordance with Article 16.2 of the Company’s Constitution and being eligible, have offered himself for re-election. | ORDINARY RESOLUTION 5 |
| 7. To re-appoint Messrs Baker Tilly Monteiro Heng PLT (AF 0117) as Auditors of the Company and to authorise the Directors to fix their remuneration. | ORDINARY RESOLUTION 6 |

AS SPECIAL BUSINESS

To consider and, if thought fit, to pass the following Resolutions:

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 8. RETENTION OF INDEPENDENT DIRECTORS IN ACCORDANCE WITH PRACTICE 5.3 OF THE MALAYSIAN CODE ON CORPORATE GOVERNANCE | |
| (i) “THAT Dr. Lim Pang Kiam, who has served in the Company for more than 9 years be hereby retained as Independent Director and to hold office until the next annual general meeting.” | ORDINARY RESOLUTION 7 |
| (ii) “THAT Yap Yoon Kong, who has served in the Company for more than 9 years be hereby retained as Independent Director and to hold office until the next annual general meeting.” | ORDINARY RESOLUTION 8 |
| 9. AUTHORITY UNDER SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016 FOR THE DIRECTORS TO ALLOT AND ISSUE SHARES | |

“THAT subject always to the Companies Act 2016 (“the Act”), the Constitution of the Company and the approvals from Bursa Malaysia Securities Berhad (“Bursa Securities”) and any other relevant governmental and/or regulatory authorities, the Directors of the Company be and are hereby empowered pursuant to the Act, to issue and allot shares in the capital of the Company from time to time at such price and upon such terms and conditions, for such purposes and to such person or persons whomsoever the Directors of the Company may in their absolute discretion, deem fit, provided always that the aggregate number of shares issued pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares of the Company for the time being;

AND THAT the Directors of the Company be and are also empowered to obtain the approval for the listing of and quotation on Bursa Securities for the additional shares so issued;

AND FURTHER THAT such authority shall commence immediately upon the passing of this Resolution and continue to be in force until the conclusion of the next Annual General Meeting of the Company.”

ORDINARY RESOLUTION 9

Notice of 11th Annual General Meeting

10. PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

"THAT approval be and is hereby given to the Company and its subsidiaries ("Group") to enter into and give effect to the recurrent related party transactions of a revenue or trading nature particulars with the specified classes of related parties as specified in Section 2.6 of Part A of the Circular to Shareholders dated 30 April 2026, provided that:

- (a) such arrangements and/or transactions are necessary for the Group's day-to-day operations;
- (b) such arrangements and/or transactions undertaken are in the ordinary course of business, at arm's length basis and on normal commercial terms which are not more favourable to the related parties than those generally available to third party;
- (c) such arrangements and/or transactions are not detrimental to the minority shareholders of the Company; and
- (d) the disclosure is made in the annual report on the aggregate value of transactions conducted pursuant to the shareholders' mandate during the financial year in relation to:
 - (i) the related transacting parties and their respective relationship with the Company; and
 - (ii) the nature of the recurrent transactions.

THAT such authority shall continue to be in force until:

- (a) the conclusion of the next AGM, unless the authority is renewed by a resolution passed at the next AGM; or
 - (b) the expiration of the period within which the next AGM is required to be held pursuant to Section 340(2) of the Act (but will not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
 - (c) revoked or varied by resolution passed by the shareholders in general meeting,
- whichever is the earlier.

AND THAT the Directors be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) to give effect to the transactions contemplated and/or authorised by this Ordinary Resolution."

**ORDINARY
RESOLUTION 10**

11. PROPOSED SHARE BUY-BACK AUTHORITY

"THAT, subject to the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Securities ("MMLR") and the approval of such relevant government and/or regulatory authorities where necessary, the Company be and is hereby authorised to purchase such number of ordinary shares of the Company ("Proposed Share Buy-Back Authority") as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company provided that:

- (a) the aggregate number of shares purchased or held does not exceed ten percent (10%) of the total number of issued shares of the Company as quoted on Bursa Securities as at the point of purchase;
- (b) the maximum fund to be allocated by the Company for the purpose of purchasing such number of ordinary shares shall not exceed the retained profit account of the Company. As at the financial year ended 31 December 2025, the audited retained profit account of the Company stood at RM32,397,159;

**ORDINARY
RESOLUTION 11**

Notice of 11th Annual General Meeting

- (c) the authority conferred by this resolution will commence immediately upon passing of this ordinary resolution and will continue to be in force until:
- (i) at the conclusion of the next AGM of the Company following the general meeting in which the authorisation is obtained, at which time it shall lapse unless by ordinary resolution passed at that meeting, the authority is renewed either unconditionally or subject to conditions; or
 - (ii) the expiration of the period within which the next AGM of the Company is required by law to be held; or
 - (iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever occurs first;

AND THAT upon completion of the purchase(s) of the ordinary shares of the Company, the Directors of the Company be and are hereby authorised to deal with the ordinary shares so purchased in the following manner:

- (a) to cancel the ordinary shares so purchase; or
- (b) to retain the ordinary shares so purchased as treasury shares for distribution as dividend to shareholders and/or resell on Bursa Securities or subsequently cancelled; or
- (c) to retain part of the ordinary shares so purchased as treasury shares and cancel the remainder; or

in any other manner prescribed by the Act, rules, regulations and orders made to the Act, the MMLR and any other relevant authorities for the time being in force.

AND THAT the Directors of the Company be and are hereby authorised to take all such steps as are necessary or expedient to implement, finalise or to effect the aforesaid share buy-back with full powers to assent to any conditions, modifications, variations, and/or amendments as may be required or imposed by the relevant authorities and to do all such acts and things (including executing all documents) as the Directors may deem fit and expedient in the best interest of the Company."

12. **PROPOSED AMENDMENTS TO THE CONSTITUTION OF THE COMPANY ("PROPOSED AMENDMENTS")**

SPECIAL RESOLUTION

"THAT the Proposed Amendments as set out in "Appendix A" in Pages 180 to 183 of the Annual Report 2025 be and is hereby approved and adopted.

AND THAT the Board be and is hereby authorised and empowered to do or procure to be done all such acts, deeds and things and to execute, sign and deliver, on behalf of the Company, all such documents to give effect to and complete the Proposed Amendments with full power to assent to any conditions, variations, modifications and/or amendments as may be required or imposed by the relevant authorities and/or parties and as the Board may deem necessary and expedient to finalise, implement and give full effect to the Proposed Amendments."

13. To transact any other business for which due notice shall have been given.

BY ORDER OF THE BOARD

SIEW SUET WEI (MAICSA 7011254)

SSM Practicing Certificate No. 202008001690

Company Secretary

Kuala Lumpur

Date: 30 April 2026

Notice of 11th Annual General Meeting

NOTES:

1. In respect of deposited securities, only members whose names appear on the Record of Depositors on 25 May 2026 (General Meeting Record of Depositors) shall be eligible to attend the meeting or appoint proxy(ies) to attend and/or vote on his behalf.
2. A member of the Company entitled to attend and vote at the meeting is entitled to appoint a proxy or proxies to attend and vote in his stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.
3. Where a member appoints more than one (1) proxy but not more than two (2) proxies, the appointments shall be invalid unless he specifies the proportions of his holdings to be represented by each proxy.
4. Where a member is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account") as defined under the Securities Industry (Central Depositories) Act 1991, there shall be no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under its Common Seal or signed by an officer or attorney so authorised.
6. The duly completed and executed Form of Proxy must be deposited with our Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, at the drop-in-box provided at G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or in electronic form via the Vistra Share Registry and IPO (MY) portal ("the VISTRA SRMY Portal") at <https://srmy.vistra.com>, not less than 48 hours before the time stipulated for holding the meeting or any adjournment thereof.
7. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("MMLR"), voting at the AGM of the Company will be conducted by poll. Poll Administrator and Independent Scrutineers will be appointed respectively to conduct the polling and to verify the results of the poll.
8. The Personal Data Protection Act 2010, which regulates the processing of personal data in commercial transactions, applies to the Company. By providing to us your personal data, which may include your name and mailing address, you hereby consent, agree, and authorise the processing and/or disclosure of any personal data of or relating to you for the purposes of issuing the notice of this Meeting and convening the Meeting, including but not limited to preparation and compilation of documents and other matters, whether or not supplied by you. You further confirm to have obtained the consent, agreement, and authorisation of all persons whose personal data you have disclosed and/or processed in connection with the foregoing.

EXPLANATORY NOTES ON ORDINARY BUSINESS

1. **Audited Financial Statements for the financial year ended 31 December 2025**

This Agenda item is meant for discussion only as under the provisions of Section 340(1)(a) of the Companies Act 2016, the audited financial statements do not require the approval of the shareholders. As such, this matter will not be put forward for voting.

2. **Ordinary Resolution 1 & 2: Payment of Directors' Fees & Benefits**

Pursuant to Section 230(1) of the Companies Act 2016, the shareholders' approval is sought for the proposed payment of Directors' Fees for financial year ended 31 December 2025 and Directors' Benefits to the Non-Executive Directors ("NEDs") for the period from 5 June 2026 until the conclusion of the next AGM of the Company to be held in 2027. The calculation of the benefits which include meeting allowance is based on the estimated number of scheduled and/or special Board and Board Committees' meetings and on the assumption that the number of NEDs in office until the next AGM remains the same.

Notice of 11th Annual General Meeting

3. Ordinary Resolution 3, 4 and 5: Re-election of Directors

Article 16.2 of the Company's Constitution provides that an election of Directors shall take place each year at the annual general meeting of the Company where one third (1/3) of the Directors for the time being, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one third (1/3) shall retire from office and be eligible for re-election. PROVIDED ALWAYS THAT all Directors shall retire from office once at least in each three (3) years but shall be eligible for re-election.

The Board through its Nomination and Remuneration Committee had assessed and was satisfied with the performance of Ahmad bin Awi, Yap Yoon Kong and Dr. Lim Pang Kiam, after considering the following factors in determining their eligibility for re-election:

- (a) the required mix of skills and experience;
- (b) the character, knowledge, expertise, professionalism, integrity and time availability;
- (c) the ability to discharge such responsibilities and functions as expected as Director; and
- (d) attendance at Board and Committee Meetings.

The profiles of the Directors standing for re-election are set out in the Annual Report 2025.

4. Ordinary Resolution 6: Re-appointment of Auditors

The Board and Audit Committee had at their respective meetings on 25 February 2026 recommended the re-appointment of Messrs Baker Tilly Monteiro Heng PLT for the financial year ending 31 December 2026. Messrs Baker Tilly Monteiro Heng PLT have met the criteria prescribed under the Paragraph 15.21 of the MMLR and indicated their willingness to continue their services for the next financial year.

5. Ordinary Resolutions 7 and 8: Retention of Independent Directors in accordance with Practice 5.3 of the Malaysian Code on Corporate Governance ("MCCG")

The Board, through its Nomination and Remuneration Committee, had considered the performance of Dr. Lim Pang Kiam and Yap Yoon Kong who have served as Independent Non-Executive Directors of a cumulative term of more than nine years.

The Board is satisfied that they have maintained their independence and recommends their continued service as Independent Non-Executive Directors of the Company respectively based on the following justifications:

- (i) They fulfilled the criteria under the definition of "Independent Directors" as stated in the Listing Requirements and are able to bring independent and objective judgement to the Board;
- (ii) They possess vast experience in their respective industries, which provides the Board with a diverse set of experience, expertise and independent judgement;
- (iii) They have an in-depth understanding of the Company's and its subsidiary's business operations;
- (iv) They have devoted sufficient time and attention to their responsibilities as Independent Directors of the Company; and
- (v) They have exercised due care during their tenure as Independent Non-Executive Directors, carrying out their duties in the best interest of the Company and its shareholders.

In accordance with Practice 5.3 of the MCCG, the Company will adopt a two-tier voting process when seeking shareholders' approval for the proposed Ordinary Resolutions 7 and 8.

Notice of 11th Annual General Meeting

6. Ordinary Resolution 9: Authority under Sections 75 And 76 of the Companies Act 2016 for the Directors to Allot and Issue Shares

The proposed Resolution 9 is intended to renew the authority granted to the Directors of the Company at the 10th AGM of the Company held on 23 May 2025 to allot and issue shares at any time to such persons in their absolute discretion without convening a general meeting provided that the aggregate number of the shares issued does not exceed ten percent (10%) of the total number of issued shares of the Company for the time being ("General Mandate").

On 28 May 2025, pursuant to a Private Placement of up to 10% of the total number of shares issued in the Company, a total of 55,320,000 ordinary shares at an issue price of RM0.4794 each were issued in the share capital of the Company.

The authority to issue shares granted by the members at the 10th AGM of the Company had not been utilised and hence, no proceeds were raised therefrom. The approval of this General Mandate will provide flexibility to the Company for any possible fundraising activities, including but not limited to further placing of shares, for purpose of funding future project(s), working capital and/or acquisitions and to avoid delay and cost in convening general meetings to approve such issue of shares.

At this juncture, there is no decision to issue new shares, but the Directors consider it desirable to have the flexibility permitted to respond to market developments and to enable allotments to take place to finance business opportunities without making a pre-emptive offer to existing shareholders. If there should be a decision to issue new shares after the General Mandate is obtained, the Company will make announcement in respect thereof.

7. Ordinary Resolution 10: Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature

The proposed Ordinary Resolution 10, if passed, will renew the authority for the Company and/or its subsidiary companies to enter into recurrent related party transactions of a revenue or trading nature are undertaken in the ordinary course of business which are necessary for the day-to-day operations on arm's length basis, on normal commercial terms which are not more favourable to the related party than those generally available to the public and are not to the detrimental to the minority shareholders of the Company and shall lapse at the conclusion of the next AGM unless authority for its renewal is obtained from shareholders of the Company at the next general meeting. Please refer to the Circular to Shareholders dated 30 April 2026 which is despatched together with Annual Report 2025 for further information.

8. Ordinary Resolution 11: Proposed Share Buy-Back Authority

The proposed Ordinary Resolution 11 will empower the Directors of the Company to purchase the Company's shares up to ten percent (10%) of the total number of issued shares of the Company by utilising the funds allocated which shall not exceed the total retained profits of the Company. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company. Further information on the proposed share buy-back is set out in the Share Buy-Back Statement dated 30 April 2026.

9. Special Resolution: Proposed Amendments to the Constitution of the Company

The Proposed Amendments to the Constitution of the Company are mainly to ensure compliance with the relevant regulatory requirements as well as to enhance administrative efficiency. The Proposed Amendments to be made to the Constitution are listed as per Appendix A, which is circulated together with the Notice of 11th AGM dated 30 April 2026.

The Proposed Amendments shall take effect once the special resolution has been passed by a majority of not less than seventy-five percent (75%) of such members who are entitled to vote and do vote in person or by proxy at the Meeting.

STATEMENT ACCOMPANYING NOTICE OF 11TH ANNUAL GENERAL MEETING IN ACCORDANCE WITH PARAGRAPH 8.27(2) OF THE MAIN MARKET LISTING REQUIREMENTS OF BURSA MALAYSIA SECURITIES BERHAD

There are no individuals who are standing for election as directors (excluding directors standing for a re-election)

STATEMENT RELATING TO GENERAL MANDATE FOR ISSUE OF SECURITIES IN ACCORDANCE WITH PARAGRAPH 6.03(3) OF THE MAIN MARKET LISTING REQUIREMENTS OF BURSA MALAYSIA SECURITIES BERHAD

The Company will seek the shareholders' approval on the general mandate for issue of securities in accordance with Paragraph 6.04(3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Please refer to the proposed Ordinary Resolution 9 as stated in the Notice of the 11th AGM of the Company for details.

Notice of 11th Annual General Meeting

APPENDIX A

PROPOSED AMENDMENTS TO THE CONSTITUTION OF THE COMPANY

Details of the Proposed Amendments to the Constitution

This is the Appendix A referred to in Agenda 12 of the Notice of 11th Annual General Meeting of the Company dated 30 April 2026.

Article	Existing/New Provision	Proposed
3.1(a)	<p>Interpretation clause Words</p> <p>Applicable Laws</p>	<p>Meanings</p> <p>All laws, bye-laws, regulations, rules, orders and/or official directions for the time being in force affecting the Company and its subsidiaries, including but not limited to the Act, the Securities Laws, the Listing Requirements, the guidelines, practice notes and guidance notes (including in the form of frequently asked questions (FAQs) issued by the Securities Commission, the Stock Exchange and/or the Registrar of Companies/ Companies Commission of Malaysia and every other law for the time being in force concerning companies and affecting the Company and any other directives or requirements imposed on the Company by the Securities Commission and/or other relevant regulatory bodies and/or authorities;</p>
4.3	<p>Repayment of preference capital</p> <p>Notwithstanding Article 4.2, the repayment of preference capital other than redeemable preference capital or any alteration of preference shareholders' rights shall only be made pursuant to a Special Resolution of the preference shareholders concerned PROVIDED ALWAYS that where the necessary majority for such a Special Resolution is not obtained at the meeting, consent in writing obtained from the holders of three fourths (3/4) of the preference capital concerned within two (2) months of the meeting shall be as valid and effectual as a Special Resolution carried at the meeting.</p>	<p>Repayment of preference capital</p> <p>Notwithstanding Article 4.2, the repayment of preference capital other than redeemable preference capital or any alteration of preference shareholders' rights shall only be made pursuant to a Special Resolution of the preference shareholders concerned PROVIDED ALWAYS that where the necessary majority for such a Special Resolution is not obtained at the meeting, consent in writing obtained from the holders of seventy-five percent (75%) of the preference capital concerned within two (2) months of the meeting shall be as valid and effectual as a Special Resolution carried at the meeting.</p>
4.4	<p>Modification of class rights</p> <p>If at any time the share capital is divided into different classes of shares, the rights attached to any class (unless otherwise provided by the terms of issue of the shares of that class) may, whether or not the Company is being wound up, be varied or abrogated with the consent in writing of the holders of three fourths (3/4) of the issued shares of that class or with the sanction of a Special Resolution passed at a separate general meeting of the holders of the shares of that class. To every such separate general meeting the provisions of this Constitution relating to general meetings shall <i>mutatis mutandis</i> apply so that the necessary quorum shall be two (2) persons at least holding or representing by proxy one-third (1/3) of the issued shares of the class and that any holder of shares of the class present in person or by proxy may demand a poll. To every such Special Resolution, the provisions of Section 292 of the Act shall apply with such adaptations as are necessary.</p>	<p>Modification of class rights</p> <p>If at any time the share capital is divided into different classes of shares, the rights attached to any class (unless otherwise provided by the terms of issue of the shares of that class) may, whether or not the Company is being wound up, be varied or abrogated with the consent in writing of the holders of seventy-five percent (75%) of the issued shares of that class or with the sanction of a Special Resolution passed at a separate general meeting of the holders of the shares of that class. To every such separate general meeting the provisions of this Constitution relating to general meetings shall <i>mutatis mutandis</i> apply so that the necessary quorum shall be two (2) persons at least holding or representing by proxy one-third (1/3) of the issued shares of the class and that any holder of shares of the class present in person or by proxy may demand a poll. To every such Special Resolution, the provisions of Section 292 of the Act shall apply with such adaptations as are necessary.</p>

Notice of 11th Annual General Meeting

PROPOSED AMENDMENTS TO THE CONSTITUTION OF THE COMPANY (Continued)

Article	Existing/New Provision	Proposed
5.3	<p><u>Interest on unpaid calls</u></p> <p>If a sum called in respect of a share is not paid before or on the day appointed for payment thereof, the person from whom the sum is due shall pay interest on the sum from the day appointed for payment thereof to the time of actual payment at such rate not exceeding ten per cent (10%) per annum as the Directors may determine but the Directors shall be at liberty to waive payment of the interest in whole or in part.</p>	<p><u>Interest on unpaid calls</u></p> <p>If a sum called in respect of a share is not paid before or on the day appointed for payment thereof, the person from whom the sum is due shall pay interest or compensation on the sum from the day appointed for payment thereof to the time of actual payment at such rate not exceeding eight percent (8%) per annum as the Directors may determine but the Directors shall be at liberty to waive payment of the interest or compensation in whole or in part.</p>
12.2	<p><u>Offer of new shares</u></p> <p>Subject to any direction to the contrary that may be given by the Company in meeting of Members, all new shares or other convertible securities of whatever kind for the time being unissued and not allotted and any new shares or securities from time to time to be created shall, before they are issued, 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 notice specifying the number of shares or securities offered and limiting a time within which the offer, if not accepted shall 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 Directors may also dispose of any new shares or securities which (by reason of the ratio which the new shares or securities bear to the shares or securities held by persons entitled to an offer of new shares or securities) cannot, in the opinion of the Directors, be conveniently offered under this Constitution.</p>	<p><u>Offer of new shares</u></p> <p>Subject to any direction to the contrary that may be given by the Company in meeting of Members, all new shares or other convertible securities of whatever kind for the time being unissued and not allotted and any new shares or securities from time to time to be created shall, before they are issued, 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 notice specifying the number of shares or securities offered and limiting a time within which the offer, if not accepted shall 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 Directors may also dispose of any new shares or securities which (by reason of the ratio which the new shares or securities bear to the shares or securities held by persons entitled to an offer of new shares or securities) cannot, in the opinion of the Directors, be conveniently offered under this Constitution.</p> <p>For the avoidance of doubt, where the approval of Members is obtained in a general meeting for any issuance of shares or convertible Securities, including approvals obtained for implementation of a scheme that involves a new issuance of shares or other convertible securities to employees of the Company and its subsidiaries and approval obtained under Sections 75 and 76 of the Act, such approval shall be deemed to be a direction to the contrary given in general meeting which will render the pre-emptive rights above inapplicable.</p> <p>In any case and in respect of any issuance of shares or convertible securities, the pre-emptive rights of Members are strictly as contained in the Constitution and accordingly, the provisions of Section 85 of the Act in respect of pre-emptive rights to new shares, shall not apply and the Company is not required to offer new shares or convertible securities in proportion to the shareholdings of the existing Members.</p>

Notice of 11th Annual General Meeting

PROPOSED AMENDMENTS TO THE CONSTITUTION OF THE COMPANY (Continued)

Article	Existing/New Provision	Proposed
13.1	<p><u>Power to reduce capital</u></p> <p>The Company may by Special Resolution, subject to the Securities Laws, reduce its share capital, any capital redemption reserve fund or any share premium account in any manner authorised by the Act and subject to any consent required by law.</p>	<p><u>Power to reduce capital</u></p> <p>The Company may by Special Resolution, subject to the Securities Laws, reduce its share capital, permitted or authorised under and in compliance with the Applicable Laws. The Company shall give notice to the Registrar of Companies in accordance with the Act of such alteration in capital.</p>
14.3	<p><u>Meetings of members at two or more venues</u></p> <p>The meeting of Members may be held within Malaysia at more than (1) one venue using any technology or method that enables the Members to participate and to exercise the Members' rights to speak and vote at the meeting.</p>	<p><u>Meetings of members at two or more venues</u></p> <p>The meeting of Members may be held by fully virtual or hybrid at more than (1) one venue using any technology or method that enables the Members to participate and to exercise the Members' rights to speak and vote at the meeting.</p>
15.16	<p><u>Instrument appointing proxy to be deposited at the Office of the Company</u></p> <p>The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a copy of that power or authority, certified by an advocate and solicitor or where the Member is a body corporate, the copy of the power or authority may also be certified by an authorised officer of that Member, shall be deposited at the Office or at such other place as is specified for that purpose in the notice convening the meeting, not less than forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the instrument proposes to vote or in the case of a poll, not less than twenty-four (24) hours before the time appointed for the taking of the poll and in default the instrument of proxy shall not be treated as valid.</p>	<p><u>Instrument appointing proxy to be deposited at the Office of the Company</u></p> <p>The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a copy of that power or authority, certified by an advocate and solicitor or where the Member is a body corporate, the copy of the power or authority may also be certified by an authorised officer of that Member, shall be deposited at the Office or at such other place within Malaysia or by way of electronic means or in such other manner as is specified for that purpose in the notice convening the meeting, not less than forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the instrument proposes to vote or in the case of a poll, not less than twenty-four (24) hours before the time appointed for the taking of the poll and in default the instrument of proxy shall not be treated as valid or in such other period(s) as may be provided or permitted under the Applicable Laws and stipulated in the form of proxy or in the notice of meetings.</p>
16.1	<p><u>Number of Directors</u></p> <p>Until otherwise determined by meeting of Members, the number of Directors shall not be less than two (2) nor more than eleven (11). The first Directors of the Company shall be Tan See Hau and Hiew Xue Qing (f).</p>	<p><u>Number of Directors</u></p> <p>Until otherwise determined by meeting of Members, the number of Directors shall not be less than two (2). The first Directors of the Company shall be Tan See Hau and Hiew Xue Qing (f).</p>

Notice of 11th Annual General Meeting

PROPOSED AMENDMENTS TO THE CONSTITUTION OF THE COMPANY (Continued)

Article	Existing/New Provision	Proposed
22.1	<p>Meeting of Directors</p> <p>The Third Schedule of the Act does not apply to the Company. The Directors may meet together for the despatch of business, adjourn and otherwise regulate their meetings as they think fit. A Director may at any time and the Secretary shall on his requisition summon a meeting of the Directors. Directors may participate in a meeting of the Directors by means of a conference telephone or similar electronic tele-communicating equipment by means of which all persons participating in the meeting can hear each other and participate throughout the duration of the communication between the Directors and participation in a meeting pursuant to this provision shall constitute presence in person at such meeting.</p>	<p>Meeting of Directors</p> <p>The Third Schedule of the Act does not apply to the Company. The Directors may meet together for the despatch of business, adjourn and otherwise regulate their meetings as they think fit. A Director may at any time and the Secretary shall on his requisition summon a meeting of the Directors. Directors or any invitees may participate in a meeting of the Directors by means of a conference telephone or similar electronic tele-communicating equipment by means of which all persons participating in the meeting can hear each other and participate throughout the duration of the meeting pursuant to this provision shall constitute presence in person at such meeting.</p>
23.4	New provision	<p>Participation at Meeting of committees by way of telephone and video conference</p> <p>The committee meetings may be held by fully virtual or hybrid at more than one (1) venue using any technology or method. A committee member or any invitees may participate in a meeting of the committees by means of a conference telephone or similar electronic telecommunication device by means of which all persons participating in the meeting can hear each other and participate throughout the duration of the meeting and participation in a meeting pursuant to this Article shall constitute presence in person at such meeting.</p>
24.2	New provision	<p>Validity of Electronic / Digital Signature</p> <p>For the avoidance of doubt, any document or instrument transmitted by any technology purporting to include a signature and/or electronic or digital signature of any of the following persons:</p> <ul style="list-style-type: none"> (a) a holder of Shares; (b) a Director (including Alternate Director); (c) a committee member; (d) in the case of a corporation, which is a holder of shares, its director or secretary or a duly appointed attorney or duly authorised representative, shall in the absence of express evidence to the contrary available to the person relying on such document or instrument at the relevant time, be deemed to be a document or instrument signed by such person in the terms in which it is received.

Administrative Guide

For the 11th Annual General Meeting (“11th AGM”)



Day and Date : Friday, 5 June 2026

Time : 10.30 a.m.

Venue : Zamrud Room, The Saujana Hotel, Kuala Lumpur, Saujana Resort, Jalan Lapangan Terbang SAAS, 40150 Selangor

REGISTRATION ON THE DAY OF 11TH AGM

1. Registration will commence at 9.00 a.m. and the registration counter will be closed when the meeting commences.
2. Please present your original National Registration Identity Card (NRIC) or Passport to the registration staff for verification. A photocopy of your NRIC or passport will not be accepted. Please ensure that the original NRIC or passport is returned to you thereafter. Following completion of registration, you will be issued a barcode wristband for access to the meeting hall.
3. Registration must be done in person. No person is allowed to register on behalf of another even with the original NRIC or passport of that other person.
4. The registration counter will handle verification of identity, registration and revocation of proxy/proxies.

APPOINTMENT OF PROXY OR ATTORNEY OR CORPORATE REPRESENTATIVE

If the shareholder is not able to attend the 11th AGM on 5 June 2026, he/she can appoint a proxy (ies) or the Chairman of the meeting as his/her proxy and indicate the voting instructions in the Form of Proxy.

Shareholders who appoint proxy(ies) to participate at the 11th AGM must ensure that the duly executed proxy forms are deposited in a hard copy form or by electronic means to Tricor not later than **Wednesday, 3 June 2026 at 10.30 a.m.**

The appointment of a proxy (ies) may be made in hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the AGM and adjourned AGM at which the person named in the appointment proposed to vote:

(i) In hard copy form

In the case of an appointment made in a hard copy form, the form of proxy must be deposited with our Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, at the drop-in-box provided at G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur not later than **Wednesday, 3 June 2026 at 10.30 a.m.**

Any authority pursuant to which such an appointment is made by the power of attorney must be deposited with our Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, at the drop-in-box provided at G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur not later than **Wednesday, 3 June 2026 at 10.30 a.m.** to participate in the 11th AGM. 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 in the relevant jurisdiction in which it is executed.

For a corporate member who has appointed a representative, please deposit the **ORIGINAL** certificate of appointment with our Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, at the drop-in-box provided at G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur on or before **Wednesday, 3 June 2026 at 10.30 a.m.** to participate in the 11th AGM. The certificate of appointment should be executed in the following manner:

- (i) If the corporate member has a common seal, the certificate of appointment should be executed under seal in accordance with the constitution of the corporate member.
- (ii) 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:-
 - (a) at least two (2) authorised officers, of whom one shall be a director; or
 - (b) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.

Administrative Guide

For the 11th Annual General Meeting (“11th AGM”)

(ii) By electronic form

The proxy form can be electronically lodged with the Share Registrar of the Company via the VISTRA SRMY Portal at <https://srmy.vistra.com> not later than **Wednesday, 3 June 2026 at 10.30 a.m.** and the procedures to submit your proxy form electronically are summarised below:

PROCEDURES FOR ELECTRONIC SUBMISSION OF PROXY FORM

The procedures to submit your proxy form electronically via Tricor’s VISTRA SRMY Portal website are summarised below:

Procedure	Action
i. Steps for Individual Shareholders	
(a) Register as a User with the VISTRA SRMY Portal	<ul style="list-style-type: none"> Using your computer, please access the website at https://srmy.vistra.com. Register as a user under the “e-Services” by selecting “Create Account by Individual Holder”. Please do refer to the tutorial guide posted on the homepage for assistance. If you are already a user with the VISTRA SRMY Portal, you are not required to register again.
(b) Proceed with submission of Form of Proxy	<ul style="list-style-type: none"> After the release of the Notice of Meeting by the Company, login with your username (i.e. email address) and password. Select the corporate event: “INTA 11TH AGM - SUBMISSION OF PROXY FORM”. Read and agree to the Terms & Conditions and confirm the Declaration. Insert your CDS account number and indicate the number of shares for your proxy(ies) to vote on your behalf. Appoint your proxy(ies) and insert the required details of your proxy(ies) or appoint Chairman as your proxy. Indicate your voting instructions - FOR or AGAINST, otherwise your proxy(ies) will decide your vote. Review and confirm your proxy(ies) appointment. Print proxy form for your record.
ii. Steps for Corporation or Institutional Shareholders	
(a) Register as a User with the VISTRA SRMY Portal	<ul style="list-style-type: none"> Access the VISTRA SRMY Portal at https://srmy.vistra.com. Under e-Services, the authorised or nominated representative of the corporation or institutional shareholder selects “Create Account by Representative of Corporate Holder”. Complete the registration form and upload the required documents. Registration will be verified, and you will be notified by email within one (1) to two (2) working days. Proceed to activate your account with the temporary password given in the email and re-set your own password. <p>Note: The representative of a corporation or institutional shareholder must register as a user in accordance with the above steps before he/she can subscribe to this corporate holder electronic proxy submission. Please contact the persons stated under “ENQUIRY” section below if you need clarifications on the user registration.</p>

Administrative Guide

For the 11th Annual General Meeting (“11th AGM”)

Procedure	Action
ii. Steps for Corporation or Institutional Shareholders	
(b) Proceed with submission of Form of Proxy	<ul style="list-style-type: none"> • Login to the VISTRA SRMY Portal at https://srmv.vistra.com. • Select the corporate event: “INTA 11TH AGM - SUBMISSION OF PROXY FORM”. • Read and agree to the Terms & Conditions and confirm the Declaration. • Proceed to download the file format for “SUBMISSION OF PROXY FORM” in accordance with the Guidance Note set therein. • Prepare the file for the appointment of proxy(ies) by inserting the required data. • Submit the proxy appointment file. • Login to the VISTRA SRMY Portal, select corporate event: “INTA 11TH AGM - SUBMISSION OF PROXY FORM”. • Proceed to upload the duly completed proxy appointment file. • Select “Submit” to complete your submission. • Print the confirmation report of your submission for your record.

Please note that only a depositor whose name appears on the Record of Depositor as of **25 May 2026** shall be entitled to attend or appoint proxies to attend and/or vote on his/her behalf at the 11th AGM.

REFRESHMENTS

Light refreshments will be served. However, there will be **NO distribution** of door gifts or food vouchers.

ENQUIRY

If you have any enquiry prior to the meeting, you may contact the Share Registrar at:

Tricor Investor & Issuing House Services Sdn Bhd Registration No. 197101000970 (11324-H) Unit 32-01, Level 32, Tower A Vertical Business Suite, Avenue 3 Bangsar South No. 8, Jalan Kerinchi 59200 Kuala Lumpur, Malaysia		Telephone Number
	General Line	603-2783 9299
	Email	is.enquiry@vistra.com

Form of Proxy

No. of shares held	
CDS Account No.	

I/We _____
 (Full Name in Block Letters and NRIC No./Passport No./Registration No.)

of _____
 (address)

being a member of **INTA BINA GROUP BERHAD**, hereby appoint:

PROXY 1

Full name (in Block Letters)	NRIC/Passport No.*	Proportion of shareholdings	
		No. of shares	%
Full Address			
Email Address		Contact No.	

and/or (delete as appropriate)

PROXY 2

Full name (in Block Letters)	NRIC/Passport No.*	Proportion of shareholdings	
		No. of shares	%
Full Address			
Email Address		Contact No.	

OR failing *him/her, the CHAIRMAN OF THE MEETING, as *my/our *proxy/proxies, to vote for *me/us and on *my/our behalf at the 11th Annual General Meeting (“AGM”) of the Company to be held at Zamrud Room, The Saujana Hotel, Kuala Lumpur, Saujana Resort, Jalan Lapangan Terbang SAAS, 40150 Selangor on **Friday, 5 June 2026 at 10.30 a.m.**, or at any adjournment thereof *for/against the resolutions to be proposed thereat.

Please indicate with a cross (X) in the space(s) provided below whether you wish your votes to be cast for or against the resolution. In the absence of such specific directions, your proxy will vote or abstain as *he/she thinks fit.

Resolutions		For	Against
RESOLUTION 1	To approve the payment of Directors’ fees amounting to RM500,000 for the financial year ended 31 December 2025		
RESOLUTION 2	To approve the payment of Directors’ benefits up to an amount of RM100,000 for the financial year ending 31 December 2026 and up to the date of the 12th AGM of the Company		
RESOLUTION 3	To re-elect Ahmad bin Awi, who retires in accordance with Article 16.2 of the Company’s Constitution		
RESOLUTION 4	To re-elect Yap Yoon Kong, who retires in accordance with Article 16.2 of the Company’s Constitution		
RESOLUTION 5	To re-elect Dr. Lim Pang Kiam, who retires in accordance with Article 16.2 of the Company’s Constitution		
RESOLUTION 6	To re-appoint Messrs Baker Tilly Monteiro Heng PLT as Auditors of the Company and to authorise the Directors to fix their remuneration		
RESOLUTION 7	To retain Dr. Lim Pang Kiam as Independent Director		
RESOLUTION 8	To retain Yap Yoon Kong as Independent Director		
RESOLUTION 9	Authority to allot and issue shares by the Directors under Sections 75 and 76 of the Companies Act 2016		
RESOLUTION 10	Renewal of Shareholders’ Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature		
RESOLUTION 11	Proposed Share Buy Back Authority		
SPECIAL RESOLUTION	Proposed Amendments to the Constitution of the Company		

* Delete where applicable

Dated this _____ day of _____ 2026

 Signature(s)/Common Seal of Member

Fold this flap for sealing

NOTES:

1. In respect of deposited securities, only members whose names appear on the Record of Depositors on 25 May 2026 (General Meeting Record of Depositors) shall be eligible to attend the meeting or appoint proxy(ies) to attend and/or vote on his behalf.
2. A member of the Company entitled to attend and vote at the meeting is entitled to appoint a proxy or proxies to attend and vote in his stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.
3. Where a member appoints more than one (1) proxy but not more than two (2) proxies, the appointments shall be invalid unless he specifies the proportions of his holdings to be represented by each proxy.
4. Where a member is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account") as defined under the Securities Industry (Central Depositories) Act 1991, there shall be no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy or proxies shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under its Common Seal or signed by an officer or attorney so authorised.
6. The duly completed and executed Proxy Form must be deposited with our Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, at the drop-in-box provided at G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or in electronic form via the Vistra Share Registry and IPO (MY) portal ("the VISTRA SRMY Portal") at <https://srmy.vistra.com> not less than 48 hours before the time stipulated for holding the meeting or any adjournment thereof.
7. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("MMLR"), voting at the AGM of the Company will be conducted by poll. Poll Administrator and Independent Scrutineers will be appointed respectively to conduct the polling and to verify the results of the poll.

Personal Data Privacy

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of 11th AGM dated 30 April 2026.

Then fold here

"11TH ANNUAL GENERAL MEETING"

AFFIX STAMP

The Share Registrar
INTA BINA GROUP BERHAD
Registration No. 201501009545 (1134880-W)
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur

1st fold here

www.intabina.com



INTA BINA GROUP BERHAD

(Registration No. 201501009545 (1134880-W))
(Incorporated in Malaysia under the Companies Act, 1965)

No. 13, 15 & 17 (1st Floor), Jalan SS15/8A
47500 Subang Jaya, Selangor, Malaysia

Tel: +603-5637 9093
Fax: +603-5631 8596
Email: admin@intabina.com