



HARBOUR-LINK GROUP BERHAD

[Registration No. 200201025239 (592902-D)]

RIDING THE
NEW WAVE OF
**SUSTAINABLE
GROWTH**

2026
ANNUAL REPORT





HARBOUR-LINK GROUP BERHAD
[Registration No. 200201025239 (592902-D)]

Established in 2002, Harbour-Link Group Berhad consolidated all related business activities and was officially listed on the Main Market of Bursa Malaysia Securities Berhad on 6 January 2004. With its roots firmly planted in the shipping, marine and integrated logistics services as well as engineering and construction industry for the past 50 years, Harbour-Link Group has grown steadily and built multi-disciplinary industry expertise covering a comprehensive range of services to fulfill its client's needs. Today, Harbour-Link Group's business footprint extends across the Intra-Asian region and it has successfully established itself as a reputable brand-name within the industries that it operates in.

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CORPORATE INFORMATION

BOARD OF DIRECTORS

DATO YONG PIAW SOON
Chairman and
Group Managing Director

WONG SIONG SEH
Executive Director

DATO' TOH GUAN SENG
Executive Director

BIN LAY THIAM
Non-Independent
Non-Executive Director
(Redesignated on 5 February 2026)

DATUK PAU CHIONG UNG
Independent
Non-Executive Director

KHOI HOAY LING
Independent
Non-Executive Director

LEE KUI PING
Independent
Non-Executive Director
(Appointed on 5 January 2026)

AUDIT AND RISK MANAGEMENT COMMITTEE

Khoi Hoay Ling (Chairlady)
(Redesignated as Chairlady on
5 February 2026)
Datuk Pau Chiong Ung
Bin Lay Thiam
(Redesignated as member on
5 February 2026)

REMUNERATION COMMITTEE

Datuk Pau Chiong Ung
(Chairman)
Bin Lay Thiam
Khoi Hoay Ling

NOMINATION COMMITTEE

Datuk Pau Chiong Ung
(Chairman)
Bin Lay Thiam
Khoi Hoay Ling

COMPANY SECRETARIES

Lim Seck Wah
(MAICSA 0799845)
(SSM PC No. 202008000054)

Tang Chi Hoe (Kevin)
(MAICSA 7045754)
(SSM PC No. 202008002054)

REGISTERED OFFICE

Wisma Harbour
Parkcity Commerce Square
Jalan Tun Ahmad Zaidi
97000 Bintulu, Sarawak
Email : info@harbour.com.my
Tel : 086 - 318998
Fax : 086 - 332429

SHARE REGISTRAR

Mega Corporate Services Sdn Bhd
Level 15-2, Bangunan Faber Imperial
Court, Jalan Sultan Ismail
50250 Kuala Lumpur
Tel : (03) 2692 4271
Fax : (03) 2732 5388
Email : mega-sharereg@megacorp.com.my

AUDITORS

Ernst & Young PLT
202006000003 (LLP0022760-LCA)
& AF0039
Chartered Accountants
3rd Floor, Wisma Bukit Mata Kuching
Jalan Tunku Abdul Rahman
93100 Kuching
Sarawak, Malaysia

PRINCIPAL BANKERS

Malayan Banking Berhad
AmBank Berhad
Hong Leong Bank Berhad
CIMB Bank Berhad

STOCK EXCHANGE LISTING

Main Market of the Bursa Malaysia
Securities Berhad
Stock Name : HARBOUR
Stock Code : 2062

WEBSITE

www.harbour.com.my

CORPORATE STRUCTURE

As at 1 October 2026



HARBOUR-LINK GROUP BERHAD
[Registration No. 200201025239 (592902-D)]

SHIPPING AND MARINE DIVISION

80%

HARBOUR IVORY SDN BHD
[200601018496 (738249-M)]

100%

HARBOUR-LINK NAVIGATION SDN BHD
[200501001514 (678560-X)]

85%

HARBOUR HORNBILL SDN BHD
[200601013788 (733539-X)]

85%

HARBOUR-LINK LINES SDN BHD
[200601018501 (738254-T)]

100%

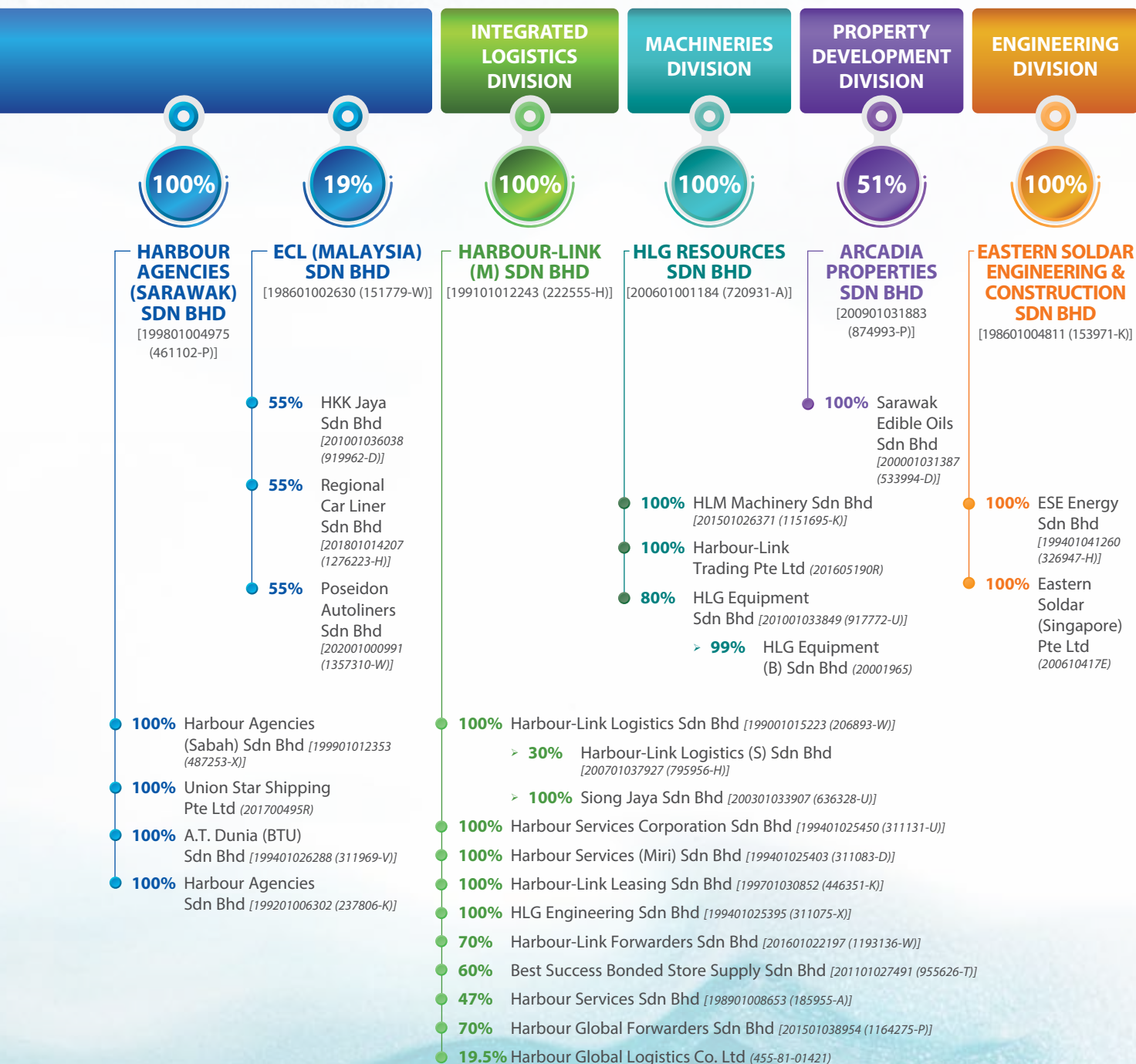
HLG PETROLEUM SDN BHD
[200601003074 (722821-K)]

- 100% Harbour Challenger Sdn Bhd [200501002334 (679380-P)]
- 100% Harbour Eagle Sdn Bhd [200501005190 (682237-W)]
- 100% Satun Shipping Sdn Bhd [200501004913 (681960-T)]
- 100% Harbour-Link Marine Services Sdn Bhd [200601018500 (738253-H)]
- 100% Harbour Agencies (Sibu) Sdn Bhd [199401006065 (291744-P)]
- 100% Harbour Services (Kuching) Sdn Bhd [199501024940 (354145-A)]
- 100% Harbour Xtra Sdn Bhd [201501021029 (1146365-W)]
- 100% Navasco Shipping Sdn Bhd [199601037065 (409418-A)]
- 85% Harbour-Link Shipping Sdn Bhd [200601018499 (738252-M)]
- 85% Harbour Ruby Sdn Bhd [201501028263 (1153587-X)]
- 85% Harbour Zenith Sdn Bhd [201501028026 (1153350-W)]
- 100% Harbour Gemini Sdn Bhd [200601013791 (733542-X)]
- 85% AM Lines Sdn Bhd [201601002993 (1173919-X)]
- 85% Harbour Frida Sdn Bhd [202001042661 (1398982-P)]
- 85% Harbour Zircon Sdn Bhd [202401009364 (1555214-D)]
- 85% Harbour Adventure Sdn Bhd [202401009359 (1555209-U)]
- 85% Harbour Iconic Sdn Bhd [202401034158 (1580006-H)]

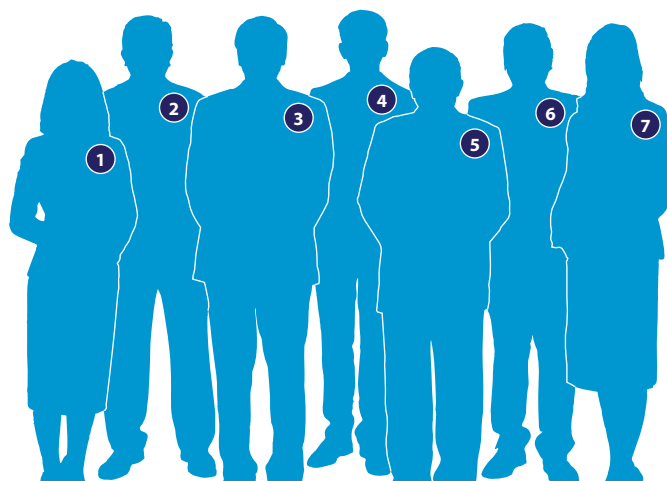
- 100% Harbour-Link Lines (S) Pte Ltd [201423615W]
- 100% Harbour Jupiter Sdn Bhd [200701001232 (759230-A)]
- 100% Harbour-Link Lines (KK) Sdn Bhd [200601019811 (739564-H)]
- 90% Harbour-Link Lines (JB) Sdn Bhd [200601019807 (739560-D)]
- 100% Harbour-Link Lines (KCH) Sdn Bhd [200601019812 (739565-T)]
- 60% Harbour-Link Lines (PK) Sdn Bhd [200601019809 (739562-P)]
 - 100% Smart Shipping Sdn Bhd [200501010748 (687795-U)]
- 100% Harbour-Link Lines Limited [2701216]
- 55% Harbour-Link Lines (B) Sdn Bhd [00007861]

- 62% Advance Mariner Lines Sdn Bhd [201601002851 (1173777-U)]
 - 100% AML Shipping Sdn Bhd [201601003022 (1173948-H)]
 - 49% T&T Forwarding Sdn Bhd [200801027434 (828760-P)]
 - 100% AML Shipping (Singapore) Pte Ltd [201620045G]
 - 51% AML Shipping (Sabah) Sdn Bhd [201601033269 (1204210-A)]

CORPORATE STRUCTURE

As at 1 October 2026
cont'd

BOARD OF DIRECTORS



- 1. KHOI HOAY LING**
Independent Non-Executive Director
- 2. DATO' TOH GUAN SENG**
Executive Director
- 3. DATO YONG PIAW SOON**
Chairman and Group Managing Director
- 4. BIN LAY THIAM**
Non-Independent Non-Executive Director
- 5. WONG SIONG SEH**
Executive Director
- 6. DATUK PAU CHIONG UNG**
Independent Non-Executive Director
- 7. LEE KUI PING**
Independent Non-Executive Director

BOARD OF DIRECTORS

cont'd

DATO YONG PIAW SOON

Chairman and Group Managing Director

Male | 74 years old | Malaysian

He was appointed to the Board of Harbour-Link Group Berhad on 27 December 2003. He is a founder member of Harbour-Link Group and his active involvement in the shipping and freight forwarding industry in East Malaysia since the early 1970s has distinguished him as one of the industry's pioneers. At the same time, he also ventured into timber export and other logging related activities. His astute business instincts and in-depth knowledge of the shipping and forwarding industry has positioned him well to spearhead and lead the business expansion and development of Harbour-Link Group throughout the years.

Under his leadership, Harbour-Link Group has grown to become a major player in the shipping and forwarding industry in the region. He has succeeded in elevating Harbour-Link Group to a higher level of business achievement and diversifying into Engineering, Shipping & Marine Services, Freight Forwarding & Logistic Services, Equipment Sales & Rental and Property Development & Construction. He has laid a good foundation for the future of the Harbour Link Group of Companies. He sits on the Board of several subsidiary companies of Harbour-Link Group Berhad.

He attended all the four (4) Board of Directors meetings held during the financial year ended 30 June 2026.

WONG SIONG SEH

Executive Director

Male | 64 years old | Malaysian

He was appointed to the Board of Harbour-Link Group Berhad on 27 December 2003 and is a founder member of Harbour-Link Group. He started his career in early 1980s working as an executive in a prominent shipping company in Sibuluan. His involvement in the shipping industry has earned him vast experience and exposure, as well as a sound understanding of the industry which includes ship management, freightage, chartering services and other related services. In 1983, he joined Antah Transact Sdn. Bhd. as an Operations Manager. He was attached to the company for nine (9) years where he was involved in providing logistic services in the oil and gas industry. He left Antah Transact Sdn. Bhd. in 1992 to join Harbour-Link (M) Sdn. Bhd. and later was appointed as Director on 1 March 1994.

He is in charge of the Harbour-Link Group's shipping and container liner service operations, management and business development. He also sits on the Board of several subsidiary companies of Harbour-Link Group Berhad.

He attended all the four (4) Board of Directors meetings held during the financial year ended 30 June 2026.

BOARD OF DIRECTORS

cont'd

DATO' TOH GUAN SENG

Executive Director

Male | 71 years old | Malaysian

He was appointed to the Board of Harbour-Link Group Berhad on 27 December 2003 and is a founder member of Eastern Solder Engineering & Construction Sdn. Bhd. ("ESEC"). He has more than 44 years' experience in the oil and gas industry. He started his career as a Unit Group Leader with Jurong Engineering Pte. Ltd (Singapore) and later ventured into business by setting up his trading firm dealing with LPG safety equipment. In 1986, he founded ESEC and over the period of 38 years under his able leadership, ESEC Group has managed to penetrate into the oil and gas and petrochemical industries resulting in the gradual and steady growth of ESEC.

He is currently Advisor of Federation of Malaysia Foundry & Engineering Industries Association (FOMFEIA), Advisor of the Negeri Sembilan Foundry & Engineering Industries Association, and Executive Advisor of Negeri Sembilan Chinese Chamber of Commerce and Industry (NSCCCI).

He attended all the four (4) Board of Directors meetings held during the financial year ended 30 June 2026.

BIN LAY THIAM

Non-Independent Non-Executive Director

Male | 56 years old | Malaysian

He was appointed to the Board of Harbour-Link Group Berhad on 6 February 2014. He is a member of the Audit and Risk Management Committee, Remuneration and Nomination Committee. He is a Chartered Accountant by profession and a member of the Malaysian Institute of Accountants (MIA) and Malaysian Institute of Certified Public Accountants (MICPA).

He started his career at KPMG Peat Marwick, Kuala Lumpur in 1990 where he spent ten (10) years in audit division. Thereafter, he served in a few public-listed companies holding roles as Group Financial Controller and Chief Financial Officer from 2000 till 2020. During his tenure in these public listed companies, he was principally involved in corporate reporting, statutory compliance and fund-raising and responsible for the financial affairs, business development and treasury functions.

He is currently the General Manager, Finance of SWM Environment Sdn. Bhd.

He attended all the four (4) Board of Directors meetings held during the financial year ended 30 June 2026.

DATUK PAU CHIONG UNG

Independent Non-Executive Director

Male | 74 years old | Malaysian

He was appointed to the Board of Harbour-Link Group Berhad on 13 January 2015 and is also a member of the Audit and Risk Management Committee. He was appointed as the Chairman of the Remuneration Committee on 22 November 2016 and redesignated as Chairman of Nomination Committee on 27 August 2018. He holds a technical certificate of woodworking from Japan and has been engaged in timber and shipping industries for the last 40 years.

In his working experience, he has served as Shipping Manager, General Manager and Managing Director of several shipping, timber extraction and export companies. He is currently Director of various private companies involving in wood manufacturing and shipping. He is also the Chief Executive Officer of Timberwell Berhad.

He attended all the four (4) Board of Directors meetings held during the financial year ended 30 June 2026.

BOARD OF DIRECTORS

cont'd

KHOI HOAY LING

Independent Non-Executive Director

Female | 56 years old | Malaysian

She was appointed to the Board of Harbour-Link Group Berhad on 1 May 2018. She is also the Chairlady of the Audit and Risk Management Committee and a member of Remuneration and Nomination Committees. She is an accountant by profession and a member of the Malaysian Institute of Certified Public Accountants (MICPA).

She is currently the General Manager, Finance of Peremba (Malaysia) Sdn. Bhd. and is responsible for the financial, tax and corporate related matters of the Peremba Group. Prior to joining the Peremba Group in 1995, she was with KPMG Peat Marwick since 1990. She has vast experience in audit, accounting, tax and corporate finance.

She attended all the four (4) Board of Directors meetings held during the financial year ended 30 June 2026.

LEE KUI PING

Independent Non-Executive Director

Female | 62 years old | Malaysian

She was appointed to the Board of Harbour-Link Group Berhad on 5 January 2026.

A Certified Credit Professional with the Asian Institute of Chartered Bankers (AICB), she also holds multiple AICB certifications, including Investor Professional Certification, Corporate Credit Analysis, Credit Risk Management, Loan Structuring, Assessing Credit Risk, and Financial & Cash Flow Analysis.

Prior to the appointment to the Board of Harbour-Link Group, she served as Senior Vice President & Area Manager, East Malaysia at United Overseas Bank (Malaysia) Bhd., where she was responsible for the overall East Malaysia's Wholesale and Retail Banking operations, as well as branch operational and commercial performance for sustainable business growth and profitability.

She has a total of 38 years of Wholesale & Retail Banking experience with UOB, Alliance Bank, Hong Leong Bank and RHB Bank, alongside a strong background in operations, credit, risk, and Governance.

She attended two (2) Board of Directors meetings held during the financial year ended 30 June 2026.

OTHER INFORMATION

(a) Other Directorship

None of the Directors hold any directorship in other public companies.

(b) Family Relationship

None of the Directors have any family relationship with any director and/or major shareholder of the Company.

(c) Conflict of Interest

The Company has entered into recurrent related party transactions with parties in which the Directors of the Company, namely Dato Yong Piaw Soon and Wong Siong Seh have direct and/or indirect interests. Save for the above-mentioned disclosure, none of the other Directors have any conflict of interest with the Company.

(d) Conviction of Offences

Other than traffic offences, if any, none of the Directors have any conviction for offences within the past five (5) years or any public sanction or penalty imposed by any relevant regulatory bodies during the financial year ended 30 June 2026.

KEY SENIOR MANAGEMENT

SANDRA CHAN LEE HUNG

Financial Controller

Gender : Female

Age : 55

Nationality : Malaysian

- Obtained professional accounting degree from Association of Chartered Certified Accountants (ACCA).
- Fellow of ACCA in 2003 and member of Malaysian Institute of Accountants (MIA).
- 32 years working experience in related industry.
- Joined Harbour-Link Group in 1990 as Audit Supervisor.
- Promoted to Accountant in 2003.
- Promoted to Senior Account and Finance Manager in 2008.
- Appointed as Financial Controller in 2016.
- In charge of corporate and financial matters of the Group.

LEE SENG CHIONG

Executive Director

Shipping and Marine Division

Gender : Male

Age : 67

Nationality : Malaysian

- Started career in 1981 as a Shipping Executive where he gained experience in shipping operations, marketing and management.
- Joined Harbour-Link (M) Sdn. Bhd. and was appointed as Executive Director in 1994.
- Presently is in charge of the Bintulu region shipping operations, management and business development.
- Board member of several subsidiary companies of Harbour-Link Group Berhad.

HII KWONG WUI

Executive Director

Shipping and Marine Division

Gender : Male

Age : 64

Nationality : Malaysian

- 45 years working experience in shipping industry.
- Started career in Pan Sarawak Co. Sdn. Bhd. in 1981 as a Shipping Executive.
- Joined Harbour-Link (M) Sdn. Bhd. in 1994 and was appointed as the Executive Director in charge of Sibu and Kuching region in 1996.
- Presently is in charge of both Sibu and Kuching regions' daily operations, management and business development.
- Board member of several subsidiary companies of Harbour-Link Group Berhad.

LAU CHII HUNG

Executive Director

Shipping and Marine Division

Gender : Male

Age : 63

Nationality : Malaysian

- Obtained Bachelor Degree of Science major in Computer Science & Mathematics in 1984.
- 42 years working experience in related industry.
- Joined Harbour-Link (M) Sdn. Bhd. in year 1994 and was appointed as Executive Director in 1996.
- In charge of business development and operation of shipping and marine services in Miri, Port Klang and Sabah region.
- Board member of several subsidiary companies of Harbour-Link Group Berhad.

HOOI YEN PENG

Executive Director

Engineering and Construction Division

Gender : Male

Age : 75

Nationality : Malaysian

- Co-founder of Eastern Solder Engineering & Construction Sdn. Bhd.
- Appointed as Executive Director of Eastern Solder Engineering & Construction Sdn. Bhd. in 1986.
- In charge of project estimation, contract administration and project execution of the Division.

KEY SENIOR MANAGEMENT

cont'd

KHEW WEE YEAP

*General Manager
Engineering and Construction
Division*

Gender : Male

Age : 55

Nationality : Malaysian

- Obtained Bachelor Degree (BSc) in Mechanical Engineering in year 1993.
- Obtained Master of Business Administration (MBA) in year 1999.
- Registered member with IEM & BEM.
- Joined Eastern Solder Engineering & Construction Sdn Bhd in year 1994 and appointed as General Manager in year 2016.
- 32 years of working experience in the related industry.
- Oversee day-to-day operation and all technical and commercial aspect related to project.

LIM SIN SANG

*Executive Director
Container Shipping Unit/
Shipping and Marine Division*

Gender : Male

Age : 58

Nationality : Malaysian

- 36 years working experience in the related industry.
- Joined Harbour-Link Group in 2006 as Executive Director of Harbour Link Lines (PK) Sdn. Bhd.
- In charge of business development and operation of container liner services of Harbour-Link Lines in Port Klang.

ONG KHOON SENG

*Executive Director
Container Shipping Unit/
Shipping and Marine Division*

Gender : Male

Age : 61

Nationality : Malaysian

- Member of Chartered Institute of Management Accountants (CIMA), UK and Malaysian Institute of Accountants (MIA).
- 37 years working experience in related industry.
- Joined Harbour-Link Group in 2016 as Executive Director of Advance Mariner Lines Sdn. Bhd. and its subsidiary companies.
- In charge of running AML brand and its related business units.

TING SING HONG

*Senior Manager
Freight Forwarding/
Integrated Logistics Division*

Gender : Male

Age : 69

Nationality : Malaysian

- Obtained professional degree in Bachelor of Art in Business Administration.
- 47 years working experience in related industry.
- Joined Harbour-Link Group in 1995 as Assistant Manager under Freight Forwarding unit.
- Promoted to Manager in 1998.
- Head of the business unit in 2007 until now.
- CMILT holder.

OTHER INFORMATION

(a) Other Directorship

None of the Key Senior Management holds any directorship in other public companies.

(b) Family Relationship

None of the Key Senior Management has any family relationship with any director and/or major shareholder of the Company.

(c) Conflict of Interest

None of the Key Senior Management has any conflict of interest with the Company.

(d) Conviction of Offences

Other than traffic offences, if any, none of the Key Senior Management have any conviction for offences within the past five (5) years or any public sanction or penalty imposed by any relevant regulatory bodies during the financial year ended 30 June 2026.

MANAGEMENT DISCUSSION AND ANALYSIS

Dato Yong Piaw Soon
Chairman and Group Managing Director

(1) OVERVIEW OF BUSINESSES

Harbour-Link was incorporated on 17th September 2002 and listed on the Main Market of Bursa Malaysia Securities Berhad ("Main Market") on 6th January 2004.

Over the past 23 years, Harbour-Link has established its track record as a leading shipping, marine and integrated logistics provider and engineering and construction contractors for oil and gas and power industries locally and regionally.

The Group's headquarter is located in Bintulu, Sarawak, Malaysia with branches and operation offices in every main port of Malaysia, Brunei, Singapore and Hong Kong. A wide network of agent representations is being established around the world.

(2) KEY FINANCIAL HIGHLIGHTS

The following discussion and analysis compares the Group's financial condition and results of operations for the year ended 30th June 2026 with those of the previous years.

Financial Review

	2026 (RM'000)	2025 (RM'000)	2024 (RM'000)	2023 (RM'000)	2022 (RM'000)
Group Revenue	988,407	1,032,264	941,631	1,006,956	907,503
Group Operating Profit	142,977	159,701	127,849	194,854	204,502
Profit before tax	138,904	160,209	125,729	195,028	200,307
Profit after tax	117,384	138,972	106,614	175,071	179,467
Group net profit attributable to shareholders	96,656	117,986	86,189	147,832	149,740
Operating cash flow	163,979	132,354	121,610	207,671	211,570
Earnings per share (EPS) (sen)	24.25	29.60	21.62	37.09	37.57
Return on equity (ROE) (%)	10.01	13.14	10.69	19.89	24.31
Net Gearing (%)	-	-	-	-	-

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(3) FINANCIAL RESULT

(i) Revenue

In 2026, Group revenue has decreased by RM43.86 million from RM1,032 million reported in 2025. The major contributor of the decrease in the revenue is from shipping and marine division. The shipping and marine division's revenue is RM587.33 million which is RM39.16 million or 6% lower than the preceding financial year ended 30 June 2025 of RM626.49 million. The decline was attributed to lower cargo lifting volumes, which resulted from the scheduling of vessel maintenance and serious port congestion within the region.

Revenue by business divisions:

Group Revenue by Business Division	Investment Holding (RM'000)	Shipping and Marine Services (RM'000)	Integrated Logistics (RM'000)	Machineries Trading (RM'000)	Engineering Works (RM'000)	Property Development (RM'000)
2026	75	587,328	226,589	139,301	29,641	5,473
2025	-	626,489	253,535	121,007	28,960	2,274
Increase/(Decrease)	75	(39,161)	(26,946)	18,294	681	3,199
%	100%	(6%)	(11%)	15%	2%	55%

(ii) Profit after tax

	Results	
	2026 RM	2025 RM
Profit net of tax	117,383,774	138,971,919
Attributable to:		
Owners of the Company	96,655,983	117,985,700
Non-controlling interest	20,727,791	20,986,219
	117,383,774	138,971,919
Earnings per share	24.25	29.60

Profit after tax for 2026 has decreased by 16% to RM117.38 million against the RM138.97 million from the previous year. Net profit after tax attributable to shareholders has decreased by RM21.33 million to RM96.66 million in 2026 which resulted in earnings per share decreased from 29.60 sen to 24.25 sen.

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(3) FINANCIAL RESULT (CONT'D)

(ii) Profit after tax (Cont'd)

Profit before tax by business division

Group Profit/(Loss) before Tax by Business Division	Investment Holding (RM'000)	Shipping and Marine Services (RM'000)	Integrated Logistics (RM'000)	Machineries Trading (RM'000)	Engineering Works (RM'000)	Property Development (RM'000)
2026	23,950	103,582	43,612	(569)	(4,641)	8,663
2025	58,633	110,498	37,757	12,320	(355)	(127)
Increase/(Decrease)	(34,683)	(6,916)	5,855	(12,889)	(4,286)	8,790
%	(59%)	(6%)	16%	(>100%)	(>100%)	>100%

Profit before tax for 2026 was RM138,903,598 as compared to RM160,209,050 in 2025. There was a decrease of RM21,305,452 as compared to 2025 mainly attributed from the shipping and marine and also machineries trading division. The reason for the decrease in the profit before tax in the shipping and marine division was due to lower revenue generation and higher overhead cost due to schedule maintenance for the vessels. Profit before tax in the machineries trading division was due to higher overhead cost associated with the opening of new branches across East Malaysia temporarily outpaced their initial revenue generation.

(iii) Financial position

	2026 RM	2025 RM
Loans and borrowings	84,723,049	77,133,656
Trade and other payables	173,967,307	152,199,133
Less:		
Investment securities	(132,172,926)	(133,958,346)
Cash and bank balances	(343,283,200)	(305,245,338)
Net (cash)/debt	(216,765,770)	(209,870,895)
Equity attributable to the owners of the Company	965,210,318	897,805,654
Capital and net debt	N/A*	N/A*
Gearing ratio	N/A*	N/A*
* Not applicable as the Group was in a net cash position.		
Net assets	1,107,184,792	1,036,567,494

The Group net assets have increased by RM70.62 million as compared to previous year from RM1,037 million to RM1,107 million mainly due to increase in net earnings of the Group. As at 30th June 2026, the Group has cash at bank of RM343.28 million and net borrowings of RM84.72 million (2025 : RM77.13 million). The net gearing ratio is NIL (2025: NIL).

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(3) FINANCIAL RESULT (CONT'D)

(iv) Liquidity and Financial Resources

The Group generally has been financing its operations through internal generated funds and bank borrowings.

(v) Capital Expenditures

The Group's capital expenditures for the financial year 2026 was RM103.81 million and future commitments of RM120.20 million. The investment shall be financed by the Group's internal resources.

(4) REVIEW OF OPERATION

4.1 Shipping and marine division

4.1.1 Container shipping liner service

Harbour-Link provides container shipping liner service within the Malaysia and Intra Asia market. Our fleet comprises 10 container vessels and 4 sets of tugs and container barges, with a total capacity of 8,614 TEUs (Twenty-foot Equivalent Units). This strategic divestment aligned the fleet size with the existing demands of our niche market, allowing us to maintain an achievable high rate of utilization. This division operates a comprehensive network of operational offices located in every calling port, including: Penang, Port Klang, Pasir Gudang, Kuching, Sibul, Bintulu, Miri, Kota Kinabalu, Tawau, Sandakan, Singapore, Muara, Hong Kong, and China. These offices function as the local representative for the principal, focusing on sales and marketing, liaison with local authorities, container inventory management, and ship husbandry services. For the current financial year, this operation contributed significantly to the Group's overall performance.

4.1.2 Bulk cargo sea transportation

Harbour-Link is actively involved in the sea transportation of timber products, primarily sawn timber and round logs, within the ASEAN region, servicing countries such as Vietnam, the Philippines, and Thailand. We deploy tugboats and barges for these operations. This segment has provided a stable income stream to the Group over the years.

4.1.3 Ship agency service

Harbour-Link maintains an experienced team of shipping personnel with extensive port operation expertise to manage all types of vessels calling at ports across Malaysia, Singapore, Brunei, Hong Kong, and China. The vessels we handle include container ships, bulk carriers, oil tankers, tugs and barges, car carriers, and offshore supply boats.

Our ship agency service encompasses inward and outward ship clearance, ship chandling and husbandry services, stevedorage, and the provision of supplies and materials. This operation has consistently provided a stable revenue stream to the Group.

4.1.4 Ship management service

We have established an experienced ship management team comprising ship masters, marine engineers, and superintendents. Their primary role is to manage and monitor the daily performance of our fleet plying between scheduled routes. This dedicated team is crucial for minimizing vessel downtime, avoiding cost overruns, and reducing the frequency of delays. They also ensure that our vessels are fully managed in strict accordance with International Maritime Organization (IMO) standards and environmental compliances.

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(4) REVIEW OF OPERATION (CONT'D)

4.2 Integrated logistics division

4.2.1 Multimodal Transportation

Harbour-Link operates as a Multimodal Transport Operator (MTO) under a license registered with the Ministry of Finance ("MOF"). We offer Third-Party Logistics (3PL) services with customized supply chain solutions for the oil and gas and manufacturing sectors.

Multimodal transport systems are essential to international trade, aiming to reduce overall transport and handling costs within the supply chain while meeting the demand for just-in-time, Door-to-Door cargo services.

Our dedicated and experienced team utilizes our in-built IT systems and related facilities with a high standard of operational skill and efficiency. We operate from offices in Malaysia, Singapore, Hong Kong, China, and Korea, linking seamlessly to our global network.

4.2.2 Haulage activities

Harbour-Link operates a diverse fleet of transport vehicles, including container trailers, prime movers, cargo lorries, and dump trucks. These are used for the carriage of containerized cargoes, minerals, and ores within the states of Sarawak, Sabah, and Labuan. We anticipate a continuing uptrend in demand for haulage activities, driven by the increasing influx of foreign investors in the heavy manufacturing industry within the region.

4.2.3 Project cargo logistics

Harbour-Link maintains a dedicated logistics team with extensive experience in project cargo handling, shipping arrangement, and engineered heavy transport solutions. We also own a fleet of specialized lifting and transport equipment to facilitate transportation, plant erection, and installation. The ongoing recovery of the economy is enabling us to actively participate in new project opportunities across this region.

4.3 Engineering division

Our Engineering and Construction division operates under a wholly-owned subsidiary, Eastern Solder Engineering and Construction Sdn. Bhd. ("ESEC"). ESEC is recognized as a leading EPCC Contractor in the region, specializing in the engineering and construction of petroleum and chemical storage tanks, marine terminals, and piping work. ESEC has successfully completed numerous projects in locations including Pengerang, Kemaman, Port Dickson, Tanjung Bin, and Singapore since its inception.

4.4 Machineries trading division

Harbour-Link's Machineries trading division serves as the authorized regional distributor for SANY Heavy Industry across Sabah and Sarawak, providing a broad range of construction equipment (excavators, cranes, piling rigs, road rollers) and port machinery (reach stackers, container handlers, material handlers). The division also provides equipment servicing, spare parts trading, and maintenance solutions to generate recurring revenue.

4.5 Property division

The Kidurong Gateway Development has been temporarily put on hold due to the prevailing sluggish market conditions. Remaining units of shophouses from the last project are still available for sale. The Group retains approximately 72.27 acres of industrial land in Tanjung Kidurong, Bintulu, for future development.

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(5) OUTLOOK AND PROSPECT

Following years of heightened market volatility, elevated freight rates, and record carrier earnings driven by major supply chain disruptions—such as canal blockages, armed conflicts, and trade disputes—the global container shipping industry shows clear signs that turmoil is beginning to subside. As these geopolitical and logistical disruptions ease, including the potential reopening of the Red Sea shipping routes and the moderation of U.S.-China trade tensions, the container shipping landscape is transitioning toward a normalized operating environment.

However, the industry faces mounting structural pressures from a growing supply-demand imbalance. Vast amounts of new vessel tonnage ordered in prior years are coming online over the next several years, significantly increasing global fleet capacity. Coupled with stabilizing demand, this substantial influx of capacity suggests that freight rates could face a sharp downward correction in 2026.

To safeguard financial stability and protect profitability against softening freight rates, major ocean carriers worldwide have initiated aggressive cost-reduction programs and operational efficiency measures, with plans to implement further stringent controls should market conditions deteriorate. For regional logistics and shipping providers like Harbour-Link Group Bhd, navigating this shifting landscape will require a strong focus on cost discipline, active capacity management, and operational resilience to maintain steady performance through changing market dynamics. *(Excerpted from AlixPartners Container Shipping Outlook February 2026)*

Beyond macro cost controls, industry analysis indicates that global carriers are increasingly shifting blank (cancelled) sailings from a temporary crisis strategy into a baseline tool to manage capacity and cushion against severe freight rate erosion. Although scheduled new vessel deliveries taper slightly from ~2.1 million TEU in 2025 to 1.7 million TEU in 2026, projected fleet growth of roughly 5% continues to outpace expected demand growth of 1.5%.

To mitigate the resulting low utilization rates, ocean liners are aggressively managing deployed capacity across key trade lanes. These operational adjustments, alongside lingering geopolitical uncertainties and trade realignments, underscore the need for Harbour-Link Group Bhd to remain agile in scheduling, maintain tight operational cost controls, and focus on service reliability across its core regional shipping network. *(Excerpted from Lloydlist.com - Outlook 2026: Container Shipping)*

General Economic Conditions

Beyond industry-specific vessel capacity and operational strategies, macro-economic headwinds continue to shape the broader operating environment. According to the International Monetary Fund's (IMF) July 2026 World Economic Outlook Update (*"Global Economy in Crosscurrents of War and Technology"*), global GDP growth is projected to moderate to 3.0% in 2026 before picking up to 3.4% in 2027.

The global economy is navigating divergent forces: geopolitical uncertainties and higher energy price drags continue to weigh on trade-dependent regions, while robust artificial intelligence (AI) hardware demand and technology investment provide positive momentum in key Asian export markets.

For Harbour-Link Group Bhd, managing costs, optimizing fleet deployment, and remaining responsive to regional trade shifts will remain critical priorities in maintaining business resilience through this uneven global recovery. **(Excerpted from IMF World Economic Outlook Update July 2026)**

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(5) OUTLOOK AND PROSPECT (CONT'D)

Malaysia Economic Outlook

On the domestic front, regional logistics and port operations continue to benefit from a strong domestic economic expansion. According to Bank Negara Malaysia's 2Q 2026 Quarterly Bulletin, the Malaysian economy accelerated to 6.0% year-on-year (1Q 2026: 5.4%), supported by sustained domestic demand and a surging export sector. Household spending grew steadily by 4.8% alongside a stable labor market, with unemployment remaining low at 3.0%. Investment activity remained strong as Gross Fixed Capital Formation grew by 4.6%, driven by ongoing multi-year infrastructure and capital expansion projects.

Gross exports of goods and services expanded sharply by 17.0% year-on-year (1Q 2026: 5.2%), propelled by robust global demand for electronics and electrical (E&E) components—particularly driven by technology and AI hardware expansion—as well as resilient intra-Asian trade flows. Headline inflation averaged a manageable 1.9%, even as external cost pressures persisted due to global commodity price fluctuations.

For Harbour-Link Group Bhd, strong domestic fundamentals, combined with a significant rebound in regional export volumes, provide a solid foundation to capture regional logistics demand and manage external market uncertainties. *(Excerpted from Bank Negara Malaysia Quarterly Bulletin 2Q 2026)*

5.1 Shipping and marine division

The outlook for this sector remains a steady to moderate recovery, strongly anchored by resilient regional domestic economic fundamentals and robust energy and industrial cargo movements. While global economic growth moderates slightly to 3.0% in 2026 amid broader geopolitical uncertainties, Malaysia's economic expansion strengthened sharply to 6.0% year-on-year in 2Q 2026. This local resilience—coupled with a strong rebound in Malaysian gross exports driven by regional manufacturing, E&E trade, and energy products—provides a supportive baseline for maritime trade.

In Sarawak, key export commodities—including Liquefied Natural Gas (LNG), timber, palm oil, and industrial bulk cargoes—continue to display stable demand. Marine cargo volumes and port throughput are further propelled by ongoing mega-energy projects, expanding industrial zones, and sustained investment in Sarawak's state-wide industrialization.

To support this demand, significant port and marine infrastructure developments are progressing across key regional hubs. Facility expansions in Bintulu, Samalaju, Miri, and Kuching are enhancing cargo handling efficiency and building long-term transshipment capacity.

Additionally, marine services—particularly Offshore Support Vessel (OSV) operations—are expected to strengthen steadily. This growth is anchored by active upstream oil and gas development, field maintenance, and emerging renewable energy projects led by PETRONAS and Sarawak's state energy initiatives.

However, the sector continues to face headwind pressures, including persistent fuel price volatility, strict enforcement of IMO decarbonization standards, and rising vessel maintenance costs. Furthermore, with ocean carriers globally adopting baseline blank sailings to manage systemic vessel overcapacity, regional operators face an evolving pricing environment.

To navigate these structural challenges, Harbour-Link's strategic focus remains centered on adopting **energy-efficient technologies, rigorous cost optimization, and leveraging state incentives tailored for green maritime initiatives and ship repair services.**

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(5) OUTLOOK AND PROSPECT (CONT'D)

5.2 Integrated logistics division

Our Integrated Logistics sector remains on a **positive growth trajectory**, strongly supported by resilient domestic macroeconomic fundamentals, ongoing infrastructure investments and the continued expansion of regional trade.

Infrastructure development remains a cornerstone of our growth, with federal and state investments continuing to advance key transport projects—including the near-complete Phase 1 of the Pan Borneo Highway in Sarawak, coastal road networks, and industrial park developments in key corridors such as Bintulu, Samalaju, and Kuching. These ongoing connectivity upgrades significantly improve haulage efficiency, reduce transit times, and streamline last-mile distribution across East Malaysia.

Complementing this physical expansion is our ongoing focus on operational efficiency through our **in-house developed digital freight management system**. Designed specifically to manage internal workflows, optimize fleet scheduling, and maintain tight operational controls, our proprietary system plays a vital role in keeping our service delivery reliable and cost-effective.

Despite the favorable growth environment, the sector faces persistent operational risks. Key challenges include periodic port congestion, rising fleet compliance costs, and localized technical talent shortages.

In response, Harbour-Link's **strategic priorities** remain disciplined and forward-looking. We are focused on further strengthening our **multimodal networks by seamlessly integrating our sea, land, and warehouse operations** to improve internal operational coordination and overall efficiency. Crucially, as international clients and regional stakeholders place greater emphasis on Environmental, Social, and Governance (ESG) standards, the Group is **actively evaluating roadmaps for progressive fleet modernisations, including fuel-efficient and low-emission options**, while continuing to optimize asset utilization.

5.3 Engineering and construction division

The outlook for our Engineering and Construction Division remains **optimistic, backed by steady demand across Malaysia's oil and gas (O&G) infrastructure sector**. The segment's core focus continues to center on specialized engineering, procurement, construction, and commissioning (EPCC) services—predominantly constructing liquid bulk storage tanks, terminal tankage facilities, gas processing terminals, and industrial piping networks across major O&G hubs in both West Malaysia and East Malaysia.

Across West Malaysia, infrastructure demand is driven by ongoing facility upgrades, storage expansion, and maintenance projects across established downstream and chemical clusters in Pengerang (Johor), Kerteh (Terengganu), and Melaka. Concurrently, in East Malaysia, the execution of the **Sarawak Gas Roadmap (SGR)**—alongside expanding downstream processing and storage hubs in Bintulu, Samalaju, and Miri—provides a steady pipeline of tank farm construction, structural mechanical installations, and plant maintenance contracts.

These activities are further reinforced by PETRONAS and regional petroleum Arrangement Contractors (PACs) maintaining disciplined capital expenditure to enhance national energy storage resilience and operational capacity.

However, the sector continues to navigate operational challenges. Key industry-wide constraints include persistent raw material price volatility (particularly structural steel and specialized plate materials), inflationary pressures on labor and logistics, and increasingly stringent technical and safety standards required by primary operators.

To manage these challenges, Harbour-Link's **strategic focus** remains directed at **strict project management, optimized procurement execution, and enhancing structural fabrication capabilities**. By leveraging our long-standing track record in tankage engineering and maintaining strict quality and health, safety, and environmental (HSE) standards, the Group is well-positioned to capture selective, high-value storage tankage and O&G facility contracts across West and East Malaysia.

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(5) OUTLOOK AND PROSPECT (CONT'D)

5.4 Machinery and trading division

The machinery and trading division is positioned for **steady growth, closely tied to the accelerating pace of infrastructure development, port expansions, and industrial activity across East Malaysia.**

As the authorized dealership/agent for **SANY Heavy Industry**, Harbour-Link distributes a comprehensive range of **SANY construction equipment** (including excavators, cranes, piling rigs, and road rollers) and **SANY port machinery** (such as reach stackers, empty container handlers, and material handlers) across Sabah and Sarawak.

Demand for construction machinery is strongly driven by key regional infrastructure projects, notably the ongoing completion of the Pan Borneo Highway, state-wide road and utility networks, industrial development in Samalaju and Bintulu, and plantation mechanization. Simultaneously, demand for SANY port machinery continues to strengthen as regional ports—including Bintulu Port, Kuantan Port, Miri Port, and Kuching's Senari Port—undergo capacity upgrades, equipment modernizations, and yard expansion projects to support higher container throughput and bulk cargo handling.

A defining industry trend across East Malaysia is the growing customer interest in **fuel-efficient, high-reliability equipment and electric/hybrid port and construction machinery**, as corporate clients align with broader Environmental, Social, and Governance (ESG) standards and seek to mitigate operating fuel costs. In tandem, the after-sales, equipment servicing, and spare parts trading segment continues to provide stable recurring revenues as contractors and port operators prioritize preventive maintenance to maximize machine uptime.

In terms of operations, the Group remains focused on prudent inventory management, active working capital controls, and maintaining optimal lead times for machinery delivery. By leveraging SANY's strong brand reputation, advanced product technology, and our established regional distribution and service network, Harbour-Link continues to solidify its market presence as a leading equipment solutions provider across East Malaysia.

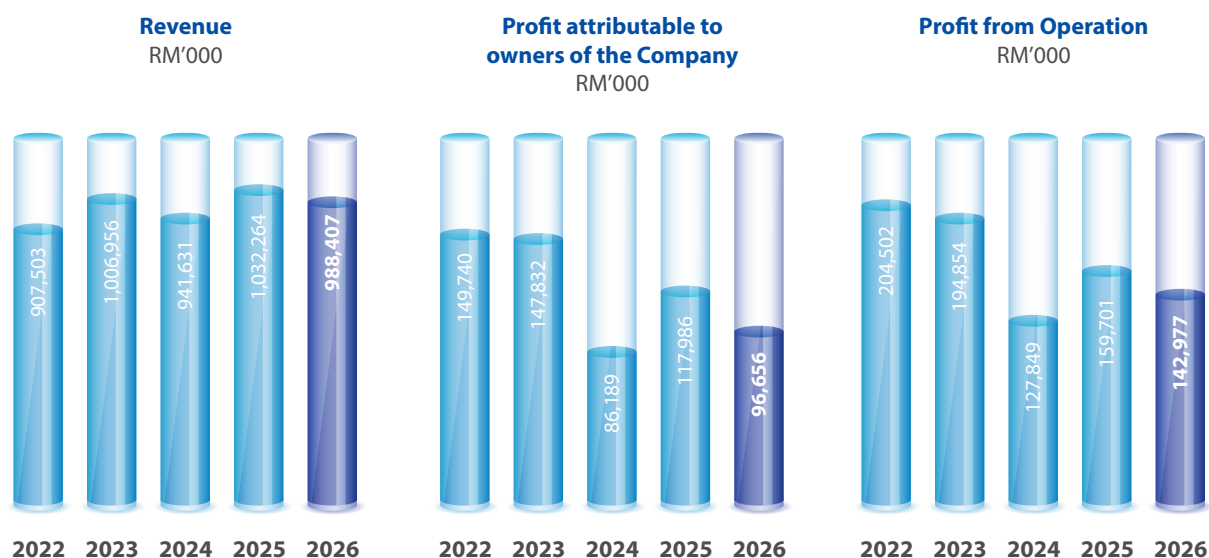
5.5 Property division

The newly established Borneo Oil and Gas (BOG) Supply Base, strategically located within Bintulu Port, Tanjung Kidurong, Sarawak. Bintulu itself is the nexus for Sarawak's major gas processing and petrochemical industries (e.g., LNG, methanol) is set to boost Sarawak's economy, not only through its operations as a supply base but also by facilitating the import of materials and the export of products from the state.

Whilst, we still have around 72.27 acres of industrial land in Tanjung Kidurong, Bintulu, we believe this will increase the demand for our land in terms of warehouse development and land rental as well.

GROUP FINANCIAL HIGHLIGHTS

	2022 RM'000 (Audited)	2023 RM'000 (Audited)	2024 RM'000 (Audited)	2025 RM'000 (Audited)	2026 RM'000 (Audited)
Revenue	907,503	1,006,956	941,631	1,032,264	988,407
Profit from Operation	204,502	194,854	127,849	159,701	142,977
Profit before taxation	200,307	195,028	125,729	160,209	138,904
Profit after taxation	179,467	175,071	106,614	138,972	117,384
Profit attributable to owners of the Company	149,740	147,832	86,189	117,986	96,656
Total assets	962,001	1,088,276	1,165,725	1,292,002	1,397,398
Total liabilities	247,132	226,530	231,807	255,435	290,214
Total Borrowings	66,165	49,325	49,288	77,134	84,723
Per Share Data (sen)					
Net assets	179.28	216.21	233.25	260.06	277.78
Earning per share	37.57	37.09	21.62	29.60	24.25
Financial Ratios					
Gross profit margin (%)	28.22	19.35	20.22	21.53	20.79
Return on shareholders' funds (%)	24.37	19.89	10.69	13.14	10.01
Trade receivables' turnover (days)	84	67	89	88	95
Debt to equity	-	-	-	-	-
Interest coverage (times)	56	62	49	44	32



SUSTAINABILITY REPORT



ABOUT THIS SUSTAINABILITY REPORT

This Sustainability Report (“the Report”) provides a comprehensive overview of Harbour-Link Group Berhad’s* sustainability performance, focusing on key Economic, Environment and Social (“EES”) aspects. It offers an updated review of our sustainability initiatives for the financial year ended 30 June 2026 (“FY2026”), highlighting the risks and opportunities we face, as well as our forward-looking action plans. For a complete understanding of how we integrate financial and non-financial performance with sustainability objectives, this Report should be read alongside our 2026 Annual Report. Our integrated approach reflects our commitment to achieving a balanced, sustainable growth for the Group.

The Report is structured around the three (3) primary pillars of sustainable value creation with four (4) sustainability core areas:

Economic Pillar	Environment Pillar	Social Pillar	
Marketplace	Environment	Workplace	Community
Productivity & Innovations	Care for Environment	Invest in People	Returning to Community
			

We are grateful for the opportunity to share our sustainability commitments and the progress we have made in generating long-term value for our stakeholders through this Report.

SUSTAINABILITY REPORT

cont'd

Reporting Period, Scope and Boundary

The Sustainability Report for FY2026 covers the business operations of the five (5) divisions of Harbour-Link: (i) Shipping and Marine, (ii) Integrated Logistics, (iii) Engineering, (iv) Machineries Trading and (v) Property Development, in Malaysia. We will strive to include all geographical areas that we operate in, in our future reporting.

The Report reaffirms our commitment to transparency and responsible governance across economic, environmental and social dimensions. The Report provides a detailed overview of its sustainability performance, addressing 11 material topics under the four (4) core focus areas that align with the Group's overall sustainability approach.

The sustainability data presented in this Report are consistent with the Group's Annual Report, ensuring a cohesive and unified approach to reporting. By integrating data from across all Divisions, we provide an accurate and balanced representation of our sustainability performance. This reinforces Harbour-Link's dedication to offering stakeholders a clear, comprehensive view of our sustainability initiatives and ongoing progress.

Reporting Standards, Guidelines and Indices

This Sustainability Report was prepared with reference to the following guidance and reporting standards, guidelines and indices, covering the reporting period from 1 July 2025 to 30 June 2026 ("FY2026"):

- The Main Market listing requirements of the Bursa Malaysia Securities Berhad Sustainability Reporting Guide 2022 (3rd edition)
- The 2021 Global Reporting Initiative (GRI) Standards
- The Greenhouse Gas Protocol (GHG Protocol)
- FTSE4Good Bursa Malaysia Index (F4GBM)

Assurance Statement

The sustainability information and data presented in this Sustainability Report for the financial year ended 30 June 2026 were subjected to an internal review conducted by our outsourced Internal Audit service provider.

Board Responsibility Statement

The Board of Harbour-Link acknowledges the responsibility it is entrusted with in ensuring the integrity of this Sustainability Report. Key sustainability matters and data are reported to and reviewed by the Board in line with the sustainability governance framework. This Report was approved by the Board on 26 October 2026.

Feedback

We value and appreciate all feedback that helps us enhance the relevance of our Report to better meet the needs of our stakeholders. For any questions related to our sustainability initiatives or reporting, or if you have any queries, suggestions, comments or feedback, please feel free to reach out to us at info@harbour.com.my.

* All references to "Company", "Organisation" or "Harbour-Link" are to Harbour-Link Group Berhad. All references to "Harbour-Link Group" or "our Group" are to our Company and our subsidiaries taken as a whole. All references to "we", "us", "our" and "ourselves" are to our Company and where the context otherwise requires, our Group.

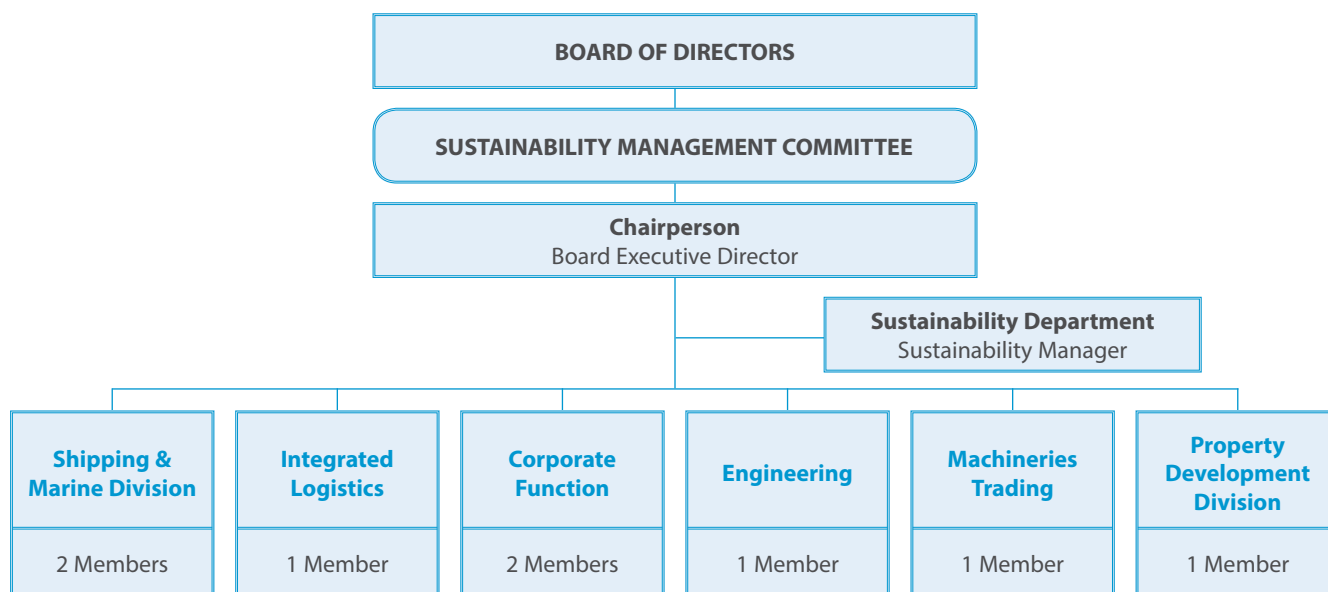
SUSTAINABILITY REPORT

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APPROACH TO SUSTAINABILITY

Sustainability Governance

Strong leadership displayed through supervision and guidance at the Group enhances the flow of communication of values and practices concerning sustainability. The following pictorial displays the flow of leadership in the Group on matters relating to sustainability:



At Harbour-Link, sustainability governance is structured to ensure that material sustainability matters are effectively overseen and integrated into the core business strategy, operations and decision-making processes. The governance framework is designed to ensure that sustainability efforts are collaboratively managed across all divisions, fostering a comprehensive approach to meeting the Group's sustainability commitments.

The Board of Directors of Harbour-Link Group Berhad ("the Board") holds the ultimate accountability for overseeing all sustainability-related matters. It sets the tone for sustainability from the top, approving strategies and policies to ensure they are incorporated into the Group's business decisions and processes. The Board also monitors sustainability performance, keeping a close watch on risks and opportunities that may arise in the context of sustainability matters.

The Sustainability Management Committee ("the Committee") chaired by Mr. Wong Siong Seh, a Board Executive Director, is composed of members from various divisions, ensuring a holistic representation. Operating under the Board's guidance, the Committee is responsible for the strategic management of sustainability efforts across Harbour-Link. The Committee's role includes formulating and recommending sustainability approaches and priorities to the Board and overseeing their effective implementation throughout the Group. Additionally, the Committee plays a pivotal role in driving Harbour-Link's sustainability performance and fostering a strong sustainability culture throughout the Group.

The Sustainability Department ("the Department"), led by the Sustainability Manager coordinates sustainability initiatives and works closely with the Committee to implement and monitor the Group's sustainability strategies. The Department also acts as a coordinating body, working closely with various Divisions and Functions to identify and manage sustainability matters. It provides support and guidance on implementing sustainability initiatives and strategies, as well as monitoring and reporting on the progress. This Department ensures that sustainability is embedded across all areas of the Group's operations, helping to align departmental efforts with overall corporate sustainability goals.

This governance structure is designed to promote transparency, accountability and continuous improvement in Harbour-Link's sustainability practices, reinforcing the Group's commitment to long-term, responsible business operations.

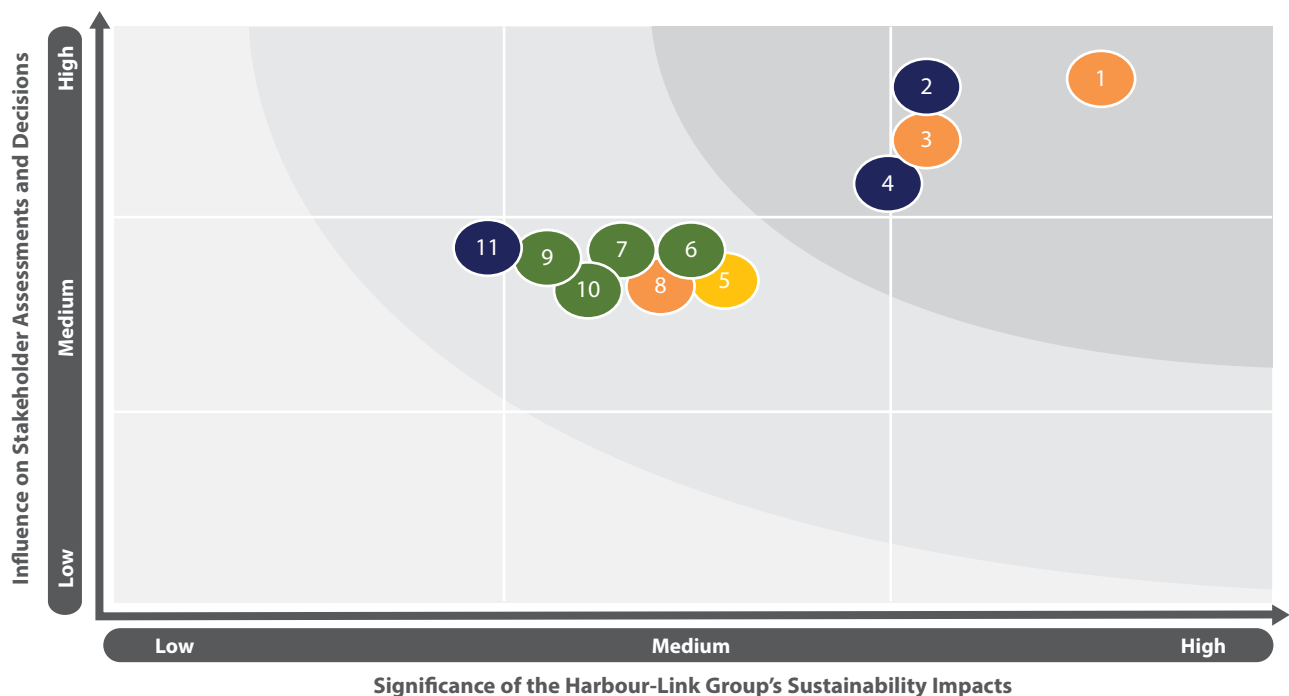
SUSTAINABILITY REPORT

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Materiality Assessment Approach

In FY2024, Harbour-Link undertook a comprehensive engagement process with support from an external independent consultant, incorporating internal and external stakeholders engagement to gain insight on sustainability matters that are of primary concerns to them and prioritising sustainability matters of significance to the Group. To ensure these matters remain relevant and responsive to evolving stakeholders' expectations and business priorities, the Group adopts a three-year materiality assessment cycle, supplemented by annual internal reviews. Internal review conducted this year reaffirmed the Group's current 11 material sustainability matters, remain relevant and continue to be aligned with the expectations of stakeholders as well as Harbour-Link's priorities.

Materiality Matrix



Note : Refer to the Additional Information section for details of the materiality assessment approach conducted in FY2024

SUSTAINABILITY REPORT

cont'd

Harbour-Link Group Berhad Sustainability Priorities

Sustainability Matters	Description
Economic	
Supply Chain Management (page 33)	Procurement Policy and Standard Operating Procedure to establish uniformity of procedures throughout the Group, which address sustainability matters across the supply chain.
(a) Potential Risks	Expose supply chain to various sustainability risks; unethical practice can lead to regulatory violations, monetary fines and reputational risk
(b) Potential Opportunities	- Enhanced supply chain efficiency and sustainability performance - Achieve cost savings through stronger collaboration along the supply chain partners
Data Privacy & Securities (page 35)	Places high priority on Data Privacy and Securities, ensuring that all sensitive information sourced, managed, and stored within the Group's databases is protected from unauthorized access, breaches, or misuse.
(a) Potential Risks	Data breaches and cyber-attacks could result in the loss of sensitive company and customer information, leading to significant reputational damage and loss of stakeholder trust
(b) Potential Opportunities	Strengthened stakeholder trust by ensuring robust data and cyber security measures, which enhances the Company's reputation as a reliable and secure partner
Business Ethics (page 36)	Business regulatory compliance across our operations and engaging with policymakers in a responsible and transparent manner.
(a) Potential Risks	Reputational risks due to the absence of transparent and robust policies.
(b) Potential Opportunities	- Crisis resilience - Reduced operational costs
Environmental	
Climate Change (page 39)	Adapting our business activities to ensure resiliency to climate-related risks.
(a) Potential Risks	Failure to adapt to climate change increases the likelihood and impact of damages to our assets and cargo, disruption to our operations and safety concern for our employees
(b) Potential Opportunities	- Lower resource and energy consumption enables cost savings and improved performance - Effective climate change management and disclosure improve stakeholders' trust and perception
Energy Management (page 41)	The need to manage and reduce fossil-fuelled energy consumption of our vessels, vehicles, buildings and site operations, and switching to alternative fuels or renewable energy will reduce the impact of climate change.
(a) Potential Risks	Increased operational costs due to inefficient energy use affecting profitability and carbon footprint
(b) Potential Opportunities	Lower energy costs through the adoption of renewable energy sources and energy-efficient technologies
Water Management (page 46)	Prioritize efficient water management practices, continuously seeking ways to minimize consumption while ensuring that all discharge meets statutory environmental regulations.
(a) Potential Risks	Risk of harming the environment and community relationships due to overconsumption of water resources
(b) Potential Opportunities	Compliance with water regulations ensures operational continuity and reduces the risk of environmental damage

SUSTAINABILITY REPORT

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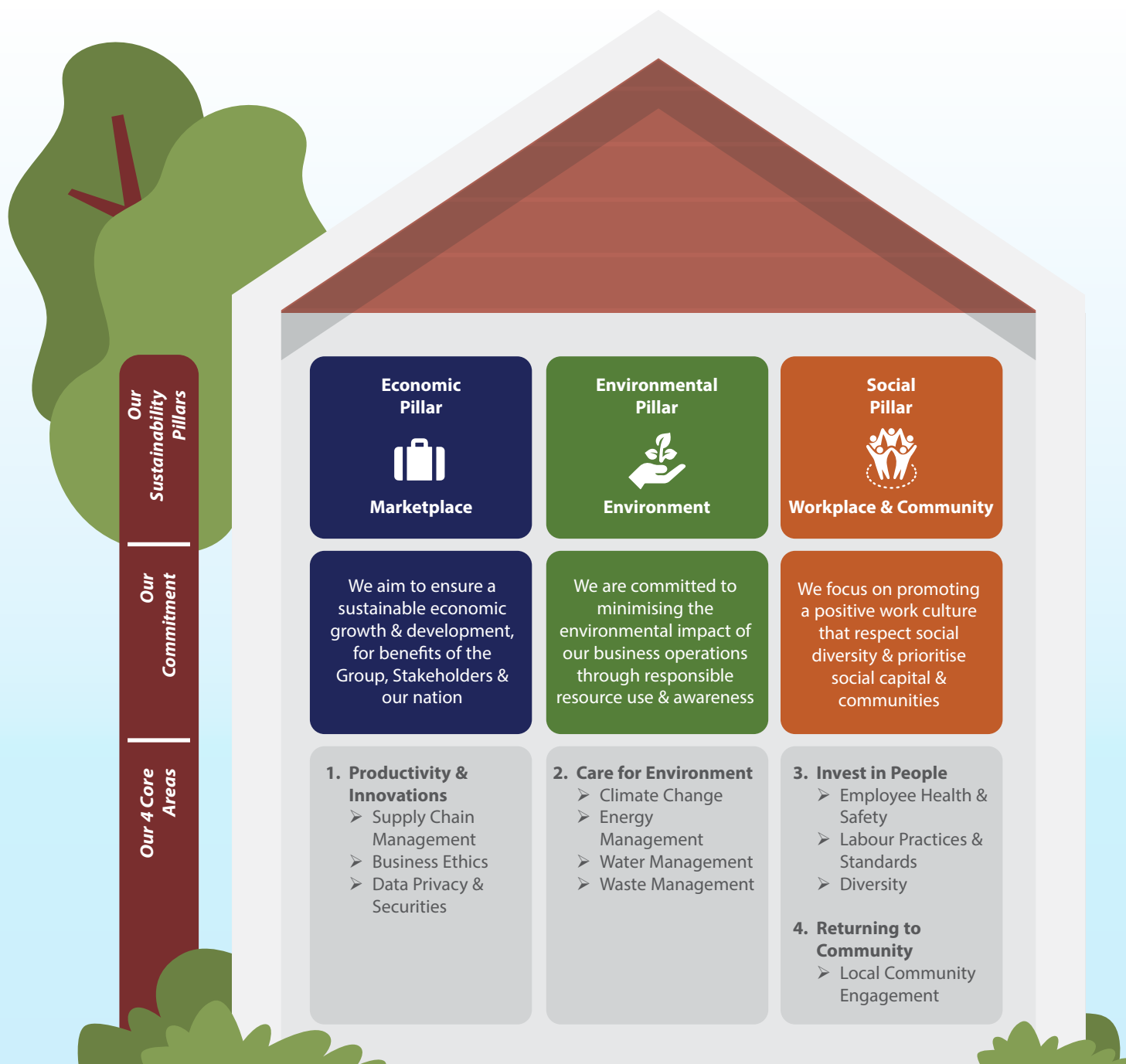
Sustainability Matters	Description
Environmental (con'td)	
Waste Management (page 47)	Minimising waste and safely disposing of hazardous materials.
(a) Potential Risks	- Legal and regulatory risks on non-compliance with waste-related regulations and standards - Poor waste management practices lead to water and soil contamination
(b) Potential Opportunities	- Compliance with waste regulations ensures operational continuity and reduces the risk of environmental damage - Lower disposal costs and potential of value recovery through repurposing and recycling of materials
Social	
Employee Health & Safety (page 50)	Improving and maintaining the health, safety and well-being of our employees.
(a) Potential Risks	Regulatory fines and reputation damage result from accidents and injuries
(b) Potential Opportunities	Emphasis on health and safety culture attracts and retains talent
Labour Practices & Standards (page 52)	Attracting, developing, and retaining high performing employees, and places equal emphasis on addressing staff welfare.
(a) Potential Risks	Challenge in attracting and retaining talent
(b) Potential Opportunities	- Effective training and upskilling programmes contribute to a high-performance culture - Competitive employment package and welfare improves employee satisfaction and strengthen talent retention
Diversity (page 59)	Creating an inclusive and diverse culture.
(a) Potential Risks	Challenges in recruiting qualified candidates
(b) Potential Opportunities	Gaining a competitive edge by employing a diverse group of people with a range of abilities and experiences
Local Community Engagement (page 62)	Supporting economic development and creating positive social impact for communities connected to our business activities.
(a) Potential Risks	Estranged relationship with local community that leads to unawareness of the Group's noble courses for sustainable environment and future
(b) Potential Opportunities	Regular community engagement strengthens relationships with local community and enhances corporate reputation

SUSTAINABILITY REPORT

cont'd

Sustainability Focus Areas

The 11 material sustainability matters have been mapped onto the four (4) core areas of our sustainability commitment, enabling us to sharpen our focus on both sustainability and business goals, ensuring value generation from each material issue we address.



SUSTAINABILITY REPORT

cont'd

Stakeholder Engagement

The Group is committed to fostering an inclusive sustainability agenda through continuous and constructive engagement with our diverse stakeholder groups. Through formal and informal channels, these engagements provide valuable insights into stakeholder expectations, areas for improvement and emerging opportunities, enabling us to better align our sustainability priorities for long-term value creation.

Method of Engagement	Area of Interest/Concern	How We Create Value for this Stakeholder
 Shareholder/Investor		
➤ Annual general meetings ➤ Annual Report ➤ Quarterly financial reports and announcements ➤ Ad-hoc analyst briefing and media release ➤ Ongoing updates on Investor Relations section of the Company website	➤ Financial and operational performance ➤ Compliance with rules and regulations ➤ Corporate governance and ethical management ➤ Maximising shareholders' value ➤ Sustainable marine practices ➤ Return on investment/ equity	➤ Managing resources effectively to maximise profits ➤ Integration of business ethics into business activities and governance structure
Relevant Sections ➤ Productivity & Innovations ➤ Business Ethics		
 Employee		
➤ Ongoing internal/external training and development programmes ➤ Ongoing electronic communication via Company notice boards and email ➤ Ongoing occupational safety and health programmes ➤ Ongoing social and recreational events/activities ➤ Quarterly operational and management meeting ➤ Annual performance review ➤ Annual employee engagement survey	➤ Upskilling knowledge, skill and ability ➤ Workplace safety ➤ Workplace culture and business ethics ➤ Health and wellbeing ➤ Performance driven workforce ➤ Career development and progression	➤ Offering opportunities for career advancement and personal development ➤ Prioritizing workplace safety and promotes a strong ethical culture ➤ Focusing on the health and wellbeing of employee
Relevant Sections ➤ Diversity ➤ Employee Health & Safety ➤ Labour Practices & Standards		

SUSTAINABILITY REPORT

cont'd

Method of Engagement	Area of Interest/Concern	How We Create Value for this Stakeholder
 Customer		
➤ Ongoing electronic communication via email, social media and telephone ➤ Company website ➤ Ongoing meetings and discussions ➤ Site visit with customer, as needed ➤ Annual customer survey/feedback	➤ Quality service/products and delivery performance ➤ Business sustainability ➤ Equipment and cargo safety ➤ Sustainable and ethical business practices ➤ Customer service and experience	➤ By continuously optimizing operations ➤ Commitment to ethical business practices ensures transparency, fairness, and integrity in all dealings with customers
Relevant Sections ➤ Productivity & Innovations		
 Supplier/Contractor		
➤ Ongoing electronic communication via email and telephone ➤ Ongoing meetings and discussions ➤ Annual supplier performance evaluation	➤ Sustainable supply chain management ➤ Operational performance and customer satisfaction ➤ Efficient and transparent procurement process	➤ Collaborates closely with suppliers and contractors to ensure that sustainability practices are integrated throughout the supply chain
Relevant Sections ➤ Supply Chain Management ➤ Business Ethics		
 Government/Regulator		
➤ Ad-hoc regulatory audits and reporting ➤ Ongoing electronic communication via email and telephone ➤ Ongoing participation in government and regulatory events ➤ Dialogues and site inspections, as required	➤ Compliance ➤ Keeping updated on regulatory requirements and changes ➤ Sustainable and ethical business practices ➤ Emission and waste management	➤ Continuously monitors and adapts to evolving regulatory requirements ➤ Integrates sustainability and ethical business practices into its operations, aligning with governmental goals of promoting environmentally and socially responsible industries
Relevant Sections ➤ Business Ethics ➤ Climate Change ➤ Waste Management ➤ Energy Management		

SUSTAINABILITY REPORT

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Method of Engagement	Area of Interest/Concern	How We Create Value for this Stakeholder
 Community/NGO		
➤ Ongoing community/NGO programmes ➤ Electronic communication via email and telephone	➤ Local recruitment and education ➤ Health and well-being	➤ Regularly engaging with them to understand their views, expectations and perspectives
Relevant Sections		
➤ Local Community Engagement		



SUSTAINABILITY REPORT

cont'd



*Promoting
Business
Excellence &
Maintaining
Highest Ethical
Standards*

PRODUCTIVITY AND INNOVATION

HIGHLIGHTS AND ACHIEVEMENTS

TOTAL REVENUE

RM988 Million

AWARDS

Centurion Club Corporate Award 2026

Transport & Logistics
Highest Return on Equity Over 3 Years

SUPPLY CHAIN

Partnering with

>1,000

Global And
Local Suppliers



SUSTAINABILITY REPORT

cont'd

Established in 2002, Harbour-Link Group Berhad consolidated all related business activities and was officially listed on the Main Market of Bursa Malaysia Securities Berhad on 6 January 2004. With its roots firmly planted in the shipping, marine and integrated logistics, Harbour-Link has grown steadily and built a diversified industry including engineering and construction, machineries trading and property development. This allows the Group to provide a comprehensive range of services to fulfil its clients' needs.

Today, Harbour-Link's business footprint extends across the Intra-Asian region and it has successfully established itself as a reputable brand name within the industries that it operates in.



SHIPPING and MARINE

WHAT WE DO:

- Container shipping liner service
- Tugboats and barges operations
- Ship agency service
- Ship management service

SCALE OF OPERATION:

Revenue	RM587 million
Fleet of	14 container vessels/barges, total capacity of 8,614 TEUs
	2 tugboat and barges

SUSTAINABILITY REPORT

cont'd

INTEGRATED LOGISTICS

WHAT WE DO:

- Multimodal transportation
- Haulage activities
- Project cargo logistics
- Warehousing facilities

SCALE OF OPERATION:

Revenue	RM227 million
Fleet of	160 prime movers/lorries
	74 heavy equipments

ENGINEERING WORKS

WHAT WE DO:

- EPCC contractor specialising in petroleum and chemical storage tanks, marine terminals and piping works

SCALE OF OPERATION:

Revenue	RM30 million
Order book (as at 30 June 2026)	RM100 million

MACHINERIES TRADING

WHAT WE DO:

- Sales and service of heavy machinery and port equipment

SCALE OF OPERATION:

Revenue	RM139 million
Total Units Sold	440 machineries/equipments

PROPERTY DEVELOPMENT

WHAT WE DO:

- Property development in the prime industrial zone at Tanjung Kidurong, Bintulu

SCALE OF OPERATION:

Revenue	RM5 million
Remaining landbank	72 acres

With a strong foundation rooted in decades of industry expertise, Harbour-Link Group remains a key player in the shipping, integrated logistics and engineering sectors, committed to continued growth and innovation in the region.

SUSTAINABILITY REPORT

cont'd

MARKETPLACE

Productivity & Innovations

Supply Chain Management

Data Privacy & Securities

Business Ethics

As part of our mission to lead in the region, we are embedding Productivity and Innovations in all aspects of our operations. Our approach to sustainability is not only about complying with regulations but also about positioning ourselves as a regional leader in integrating sustainability into business strategies and decision-making processes.

Our continued commitment to productivity and innovation has bolstered our financial position and reinforced our industry standing. This steadfast focus on operational excellence, propelled by a forward-thinking leadership has earned Harbour-Link continued recognition and accolades. This year, for the 5th consecutive year, we were awarded The Edge Malaysia Centurion Club Corporate Award for achieving the **Highest Return on Equity Over Three Years** in the Transport & Logistics category. These continued recognitions reflect stakeholder confidence and reaffirm our ability to deliver sustained financial performance and long-term growth.



MARKETPLACE

Productivity & Innovations

Supply Chain Management

Why Is It Important

Effective supply chain management is crucial for Harbour-Link as it directly impacts operational efficiency, cost management and overall business sustainability. A well-managed supply chain ensures the timely delivery of goods and services, promotes transparency and mitigates risks such as supply disruptions or unethical sourcing. It also enables us to uphold high standards of environmental and social responsibility, ensuring that our suppliers adhere to ethical practices, including human rights, fair labour conditions and sustainable resource use. By optimizing our supply chain, we can reduce costs, improve quality, foster strong supplier relationships and support long-term business growth while contributing to a more responsible and sustainable value chain.

SUSTAINABILITY REPORT

cont'd

Our Approach

At Harbour-Link, we offer highly customized and distinctive supply chain solutions to meet the unique needs of our customers. Our domestic clients span a wide range of industries, including wood-based products, oil and gas and manufacturing. To successfully meet customer demand and deliver on our commitment to providing distinctive supply chain solutions, our suppliers and contractors play a vital role in our operations. Therefore, maintaining strong relationships with these partners is essential to Harbour-Link's supply chain management strategy. These partnerships offer valuable insights into our suppliers' practices, enabling us to integrate sustainability into our procurement decisions ensuring that we not only meet our operational needs but also uphold environmental and social standards throughout our supply chain.

Harbour-Link's approach to supply chain management is guided by a formalised Procurement Policy and Standard Operating Procedures ("the Policy") which promotes consistent, transparent and responsible procurement practices across the Group and its supply chain. The Policy establishes clear procurement procedure and controls while also articulating the ethical expectations required of its employees and suppliers to act with integrity and comply with applicable laws and regulations. Suppliers are also expected to uphold environmental and social responsibilities in their operations. Elements of sustainable and responsible procurement are further reinforced through the Third-Party Management Policy, Group Occupational Health, Safety and Environment Policy and Human Rights and Labour Standards Policy, which are also embedded in the due diligence process. To strengthen supply chain transparency, suppliers are required to sign an anti-bribery and corruption/integrity declaration. These Policies are periodically reviewed and subjected to internal audits to ensure continued relevance and effectiveness.

Harbour-Link's procurement process integrates sustainability consideration at every stage – from supplier registration to the annual supplier performance evaluation. The following outlines the Group's enhanced procurement process:



Supporting local businesses remain a key priority for the Group. We recognise, however that certain of our operational requirements involve specialised products and services that are not available locally. As such, to the best extent possible, we will procure locally to drive the economic growth of the region and indirectly creating employment opportunities within the community. While this approach may at times result in higher costs, we believe the benefits gained from shorter lead times and reduced carbon footprint far outweigh the associated costs. Local procurement continues to represent a significant portion of the total spending reflecting the Group's continued commitment in supporting local suppliers.

Our Performance			
	FY2024	FY2025	FY2026
Proportion of spending on local suppliers	71%	67%	69%

SUSTAINABILITY REPORT

cont'd

MARKETPLACE

Productivity & Innovations

Data Privacy & Securities

Why Is It Important

Given the widespread use and reliance that we have on IT system and the internet to conduct our business, a breach of security and data privacy could potentially lead to operational downtime, delays and the compromise of sensitive company information, employee and customer information. Such incident not only disrupts business continuity but can also erode stakeholder trust and confidence. Therefore, we must ensure that our security measures across our IT system and network are strong and that we have a robust data protection practice that complies with privacy regulation.

Our Approach

We take a holistic and proactive approach in managing data privacy and securities i.e. committing to capital investment in newer technology for both hardware and software components, fortifying our IT controls and cultivating a culture of cybersecurity awareness throughout the Group. This is part of the digital transformation efforts that the Management has committed to in upgrading our system for better efficiency, agility and security across the Group. IT Department is working with the various business units on ways to integrate IT into our core operations, enabling for a more streamline workflows, improve decision making and optimizing performance. At the same time, the IT team is also improving and upgrading the IT infrastructure to not only be able to support this transformation but to ensure our data and system are secure and well equipped to handle evolving cyber risks and attacks and complies with privacy regulation.

The Group also has in place IT policies that addresses IT control measures such as firewalls, encryption, access controls, regular system updates and patching as well back-up. In FY2026 our focus was on strengthening our IT security controls and network resilience. These control measures are subjected to annual audit.

Additionally, we also place great emphasis on raising cybersecurity awareness among employees. This year, we launched the mandatory Cybersecurity Awareness e-learning module with the aim to help our employees to identify, prevent and appropriately respond to cybersecurity threats. This awareness empowers our employees to stay informed and equipped to report suspicious activities and security incidents.

To safeguard and ensure the confidentiality of the data and information entrusted to us by our employees and customers, we maintain adequate procedures which are aligned with best practices in data protection and privacy regulations.

Our Performance

	FY2024	FY2025	FY2026
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0

SUSTAINABILITY REPORT

cont'd



Why Is It Important

Business ethics, encompassing corporate governance and anti-bribery and corruption practices are essential to maintaining trust and accountability within Harbour-Link and across the broader market. Upholding strong corporate governance and ethical practices promotes transparency, accountability, and fairness which are crucial to sustaining long-term business success. Effective anti-bribery and corruption measures help mitigate risks, protect our reputation and ensure compliance with legal and regulatory requirements. By fostering a culture of integrity and ethical conduct, we create a more resilient business that attracts investment, enhances stakeholder confidence and contributes to sustainable economic growth. Ensuring robust business ethics safeguards our operations and supports a fair, transparent and accountable business environment.

Our Approach

At Harbour-Link, our commitment to strong business ethics is reflected through the various corporate governance policies established. These policies communicate our business principles as well as expectations for responsible business conduct. These policies are made accessible on Harbour-Link’s website.

- List of Harbour-Link Group Berhad’s Policies**
- Board Charter
 - Board Diversity Policy
 - Code of Ethics for Directors
 - Director’s Fit and Proper Policy
 - Remuneration Policy for Directors and Senior Management
 - Anti-Bribery and Corruption Policy
 - Diversity Policy
 - Human Rights and Labour Standards Policy
 - Sustainability Policy
 - Whistleblowing Policy

Internal circulation via email, internal training sessions and new hire onboarding sessions are avenues used to communicate any changes or new policies in the Group.

Note : For further information on our corporate governance approach & practices, please refer to the Corporate Governance Overview Statement of our Annual Report 2026.

SUSTAINABILITY REPORT

cont'd

Anti-Bribery and Corruption

The Anti-Bribery and Corruption ("ABC") Policy was established to promote the Group's growth within a corruption-free environment by providing clear guidance and information to support this commitment. The ABC Policy clearly outlines expectations and requirements for ethical business practice that applies to all employees as well as third parties acting on behalf of Harbour-Link. The ABC Policy adopts a zero tolerance approach towards any form of bribery or corruption and provides guidance on managing key risk areas such as gifts and hospitality, facilitation payments, contributions for charities and political parties, money laundering and conflict of interest. By establishing clear ethical guidelines, we aim to maintain fair business dealings while mitigating risks of unethical practices.

To reinforce our commitment,

- All employees and suppliers are required to read Harbour-Link's ABC Policy and sign the Anti-Bribery and Corruption Declaration Form upon their onboarding. This ensures that all parties understand the Company's ABC Policy and comply with applicable anti-bribery, fraud and corruption laws and regulations.
- All new employees are briefed on the ABC Policy during the induction programme to familiarise them with the Company's standards and expectations from the outset.
- Mandatory ABC e-learning programme for all employees to reinforce understanding and ensure continuous awareness of the Group's anti-bribery and corruption requirements; rolled out at different intervals throughout the calendar year. This contributed to variations in training completion rates as at the financial year end.
- Corruption risk assessment is assessed within the enterprise risk management framework to ensure we manage and mitigate the risks collectively as a Group.

Whistleblowing Channel

Harbour-Link has also established a whistleblowing channel as a secure and confidential avenue for employees and related third parties to raise their concerns, in confidence, regarding corrupt practices or any misconduct involving the Company. The procedures and reporting channel are detailed in the Whistleblowing Policy which is available on the Company's website.

Our Performance				
Percentage of employees who have received training on anti-corruption	By Employee Category	FY2024	FY2025	FY2026
	Management	56%	100%	100%
	Executive	21%	100%	93%
	Non-executive	3%	100%	57%
Operations assessed for risks related to corruption		100%	100%	100%
Confirmed incidents of corruption and actions taken		0	0	0

SUSTAINABILITY REPORT

cont'd



*Adopting Green
Energy Solutions
& Minimizing
Carbon
Emissions*

CARE FOR OUR ENVIRONMENT

HIGHLIGHTS AND ACHIEVEMENTS

FTSE4Good Bursa Malaysia
(F4GBM) Index



FTSE4Good

ESG Grading Band:



6%

Electricity Supply
is from **Renewable
Source** in FY2026



0

Environmental
Fines & Penalties
for FY2026



Powered by
**Low Sulphur
Fuels**

SUSTAINABILITY REPORT

cont'd

ENVIRONMENT

Care for Environment

Climate Change

Energy Management

Water Management

Waste Management

At Harbour-Link, we acknowledge the critical responsibility we have in safeguarding the environment and the ecosystems that support our industry. Guided by our Sustainability Policy, we focus on responsible resource use, minimizing consumption and improving operational efficiency. We are committed to creating awareness on climate change issues and where feasible, promoting the use of renewable energy to reduce our environmental footprint. Additionally, we continuously assess and review climate-related risks to ensure our business remains resilient and adaptable in the face of environmental changes, benefiting both current and future generations.

ENVIRONMENT

Care for Environment

Climate Change

Why Is It Important

Addressing climate change and reducing emissions are vital to Harbour-Link's long-term sustainability and global environmental responsibility. As the shipping and logistics industry is a significant contributor to greenhouse gas emissions, managing and reducing our carbon footprint is critical to mitigating the impacts of climate change. Proactively managing our emissions not only strengthens our market position but also contributes to the global effort to combat climate change ensuring a more sustainable future for the industry and the planet.

Our Approach

As part of our ongoing commitment to environmental sustainability, Harbour-Link's approach remains focused on strengthening its GHG emissions measurement and monitoring practices, while pursuing emissions reduction efforts through improved operational efficiencies. This approach provides a strong foundation for understanding our carbon footprint which then enable us to develop effective emissions reduction strategies moving forward.

Our Commitment

To combat climate change, our approach and focus are anchored on these three (3) strategic pillars:

**Improving operational
efficiencies**

**Optimizing
fuel usage**

**Monitoring
energy consumption**

These pillars guide our current initiatives and commitments i.e.

- **Short Term** (1-3 years)
Monitoring and Reporting: Accurate monitoring and reporting of our emissions are crucial for managing our sustainability performance. To support this, we have a three (3) years subscription to Bursa's Centralised Sustainability Intelligence Solutions (CSI) platform to enhance our monitoring and reporting of emissions and support regulatory compliance.

SUSTAINABILITY REPORT

cont'd

- Medium Term** (3-10 years)
Collaboration: We believe that addressing climate change requires collaboration across the value chain. As such, we are actively working with different industry partners, suppliers and our customers to explore innovative solutions and products for reducing emissions.
- Long Term** (>10 years)
Fleet Renewal Programme: Reduce Marine Division Scope 1 carbon intensity emission per transport work by at least 30% by 2040. In FY2026, the Group acquired two (2) additional container vessels under the fleet renewal programme, bringing total acquisitions since the inception of the programme to four (4) container vessels, two (2) tugboats and one (1) barge.

In order to effectively manage our emissions, we must also assess its climate-related risks and opportunities. This assessment ensures that Harbour-Link's efforts and initiatives address the appropriate climate-related risks to build operational resilience for a sustainable future while also seizing opportunities that arises in the process.

Harbour-Link's assessment of climate related risks and opportunities are outlined as follows:

Climate-Related Risks		
Transition Risks	Physical Risks	
		
Keeping pace with technological advancements toward a low-carbon economy, complying with new climate-related regulations and meeting reporting requirements present challenges. These factors can affect Harbour-Link's reputation and financial performance. We view these risks as short to medium term, particularly due to the rapid pace of regulatory changes aimed at decarbonization, to meet the global call towards net zero emissions.	The failure to adapt to climate change heightens the risk of damage to our assets and cargo, disrupts operations and poses safety concerns for our employees. These risks driven by extreme weather events and rising sea levels are considered medium to long-term threats.	

Opportunities		
Cost Savings & Performance	Stakeholder Trust	New Markets
		
Lower resource and energy consumption can lead to significant cost savings and improved operational performance.	Effectively managing climate change and disclosing our progress enhances stakeholder trust and perception.	Transitioning to greener, lower-emission technologies opens up new markets and business ventures, offering growth opportunities.

To strengthen the management of climate-related risks and opportunities, the Group is in the process of integrating sustainability-related risks into its existing Enterprise Risk Management framework and policy. This integration aims to ensure that sustainability-related risks are subject to the same rigour, oversight and escalation protocols applied to other business risks across the Group. Following the adoption of the new Sustainability Risk Management Framework, the Group is progressively implementing a structured approach to identifying, assessing and monitoring sustainability-related risks. As part of this process, the Group's risk assessment parameters have been enhanced to incorporate time horizon, speed of onset and vulnerability. Sustainability-related risks will be evaluated and rated accordingly and subsequently mapped into the Group's risk register. The Sustainability Management Committee will be responsible for the identification, assessment and monitoring of these risks, with reporting through the Group Risk Management Committee to the Audit & Risk Management Committee, under the ultimate oversight of the Board. This is a step up towards establishing a more structured and integrated approach to managing the Group's sustainability risks.

SUSTAINABILITY REPORT

cont'd

Our Performance

For the financial year under review, there were no environmental non-compliance or incidences reported that resulted in major fines and penalties.

ENVIRONMENT

Care for Environment

Energy Management

Why Is It Important

Energy management is a crucial aspect of Harbour-Link's sustainability efforts, as it directly influences operational efficiency, cost reduction and environmental impact. Effective energy management allows us to optimize energy use.

Our Approach

Electricity Consumption

At Harbour-Link, we are committed to preventing pollution, saving energy, reducing carbon emissions and protecting the Earth. A big part of the saving energy initiative is on reducing electricity consumption across our corporate offices and operational facilities. Our initiatives include:

1. **Tracking and Monitoring:** We track and monitor electricity consumption across all facilities to identify areas for improvement and ensure efficient energy use.
2. **Energy Conservation Initiatives:**
 - i. Regularly sending reminders and notices to employees to switch off lights and electrical devices, especially during long holiday weekends
 - ii. Energy conservation awareness emails and campaigns to reinforce good habits
3. **Energy Efficiency Initiatives:**
 - i. Upgrading lighting systems to energy-efficient options
 - ii. Installation of timers for outdoor lightings
 - iii. Regular scheduled maintenance of office air-conditioning units
 - iv. Promoting Renewable Energy: The 160kWdc photovoltaic solar panel (PV) system at our Negeri Sembilan engineering office and workshop supplied ~104 MWh of electricity, meeting 32% of the site's total demand and lowering the electricity bill by ~RM63k for FY2026. This amounted to ~81 tCO₂e of avoided emissions. **

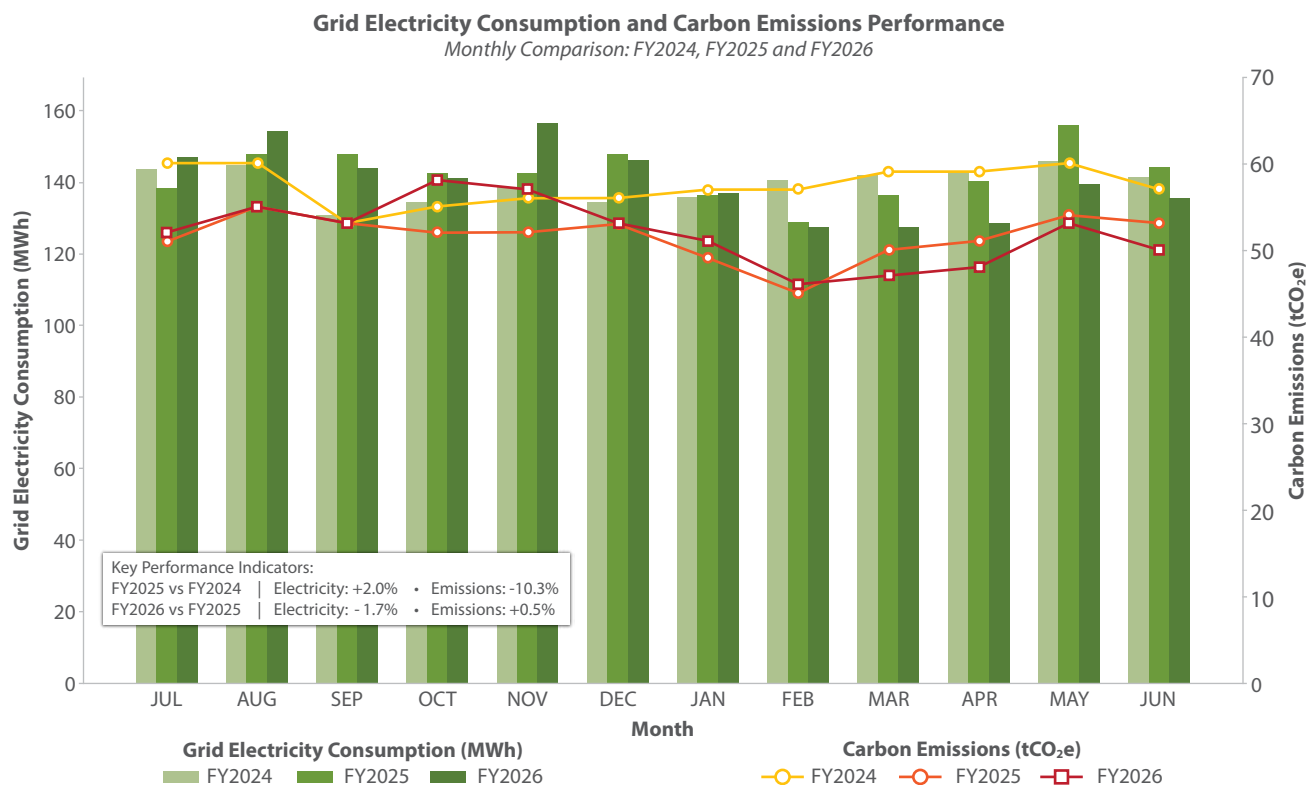
**context metric; not deducted from Scope 2 calculation



SUSTAINABILITY REPORT

cont'd

Through these combined efforts across the Group, we are making meaningful strides in reducing our carbon footprint and improving the overall energy efficiency. This is reflected in the following comparison of FY2024, 2025 and 2026 grid electricity consumption (MWh) and corresponding tCO₂e emissions as follows:



Note : Emission factors used for Peninsular Malaysia, Sabah and Sarawak

FY2025 & 2026: Sourced from 2017-2022 Suruhanjaya Tenaga Grid Emission Factor (GEF) in Malaysia, published 25.11.2024

FY2024: Sourced from 2017 CDM Electricity Baseline for Malaysia (Malaysian Green Technology and Climate Change Corporation).

Grid electricity consumption and emission remained relatively stable across the financial years, with monthly fluctuations primarily driven by operational demands. The temporary disruption to the solar PV system between September and November 2025 resulted in increased grid electricity consumption and a spike in emissions during this period. Despite this temporary setback, the solar PV system has delivered sustained reductions in the Group's emissions since its commissioning in August 2023, demonstrating the effectiveness of the Group's investment in renewable energy.

SUSTAINABILITY REPORT

cont'd

Carbon Emission

At Harbour-Link, reducing carbon emissions is a key priority in addressing climate change. Recognizing that the shipping and logistics industry accounts for approximately 3% of global greenhouse gas emissions, we are committed to continuous operational improvements across our operations and exploring opportunities to expand into low-emission, green energy fleets, where feasible.

Our initiatives include:

1. **Shipping Operations Initiatives:** To reduce carbon emissions and carbon footprint of our shipping operations, we are implementing the following actions:
 - i. **Slow Steaming:** Reducing ship speed and sailing at lower speeds to cut fuel consumption.
 - ii. **Fuel and Engine Monitoring:** Continuously monitoring fuel consumption and the operation of the main engine to ensure optimal performance.
 - iii. **Weather Navigation:** Utilizing real-time weather information to provide the fleet with optimal sailing routes, thereby enhancing fuel efficiency.
 - iv. **Efficient Cargo Operations:** Improving cargo loading and unloading processes to shorten port stay times and reduce emissions.
 - v. **Optimized Loading Capacity:** Carefully planning ship loading to balance economic and fuel efficiency.
 - vi. **Specialized Paint:** Applying specialized anti-pollution coatings to ship hulls to reduce drag and improve fuel efficiency.
 - vii. **Fleet Modernization:** Replacing older ships with newer, more energy-efficient models that meet higher environmental standards.
 - viii. **Vessel Retirement:** Sales contract to include clause requiring disposal at approved yards whether sold directly or through intermediary.
2. **Fuel Management:**
 - i. Our fleet operation across both maritime and land-based transportation utilizes low sulphur fuel in compliant with international and local regulatory requirements. This commitment to low sulphur fuel standards significantly reduces sulphur oxide emissions thus improving air quality.
 - ii. In-house system and GPS data enables real-time monitoring of fuel consumption and patterns, eliminating inaccuracies from manual entries and delayed data.
 - iii. Exploring various integration of alternative low-carbon fuels for the Group.
3. **Tracking and Monitoring:**
 - i. Harbour-Link actively tracks and monitors its energy consumption and emissions. These data are collected quarterly for all divisions and reported to the Sustainability Department at the corporate level. The Sustainability Department will compile the data and report to the Management and Board of Directors at the quarterly Board meetings. This systematic collection of data will allow for performance benchmarking which can be used for future performance targets and identification of opportunities for improvement.
 - ii. We maintain a registry of all ship routes, lane and vessel details. This provides a credible basis for sequential verification and allows for timely execution of audits and verification activities.
 - iii. Tracking Scope 3 emissions for categories - business travel and employee commuting, with plans to progressively expand coverage to material categories.
4. **Training:** Board members are required to complete the mandatory sustainability training for directors and Sustainability Management Committee members are also sent for training that builds their knowledge and capacity in order for them to carry out their role effectively.

SUSTAINABILITY REPORT

cont'd

In conclusion, energy management is one of the core aspects of our sustainability approach and is directly tied to our efforts in combating climate change. By focusing on energy efficiency, reducing carbon emissions and integrating renewable energy and low-carbon solutions across our operations, we are making significant strides toward a more sustainable future.

In FY2026, the Group recorded lower overall energy consumption and carbon emission compared to the previous financial year, primarily attributable to reduced cargo lifting volumes in the Shipping and Marine Division due to downtime for scheduled vessel maintenance and regional port congestion.



Note : n/a – no comparative data available. Scope 1 boundary expanded to include motor from FY2025 onwards

Total Electricity Consumption			
	FY2024	FY2025	FY2026
Non-Renewable Energy (MWh) (%)	1,682 96%	1,716 94%	1,687 94%
Renewable Energy (MWh) (%)	77 4%	101 6%	104 6%
Total (MWh)	1,759	1,817	1,792

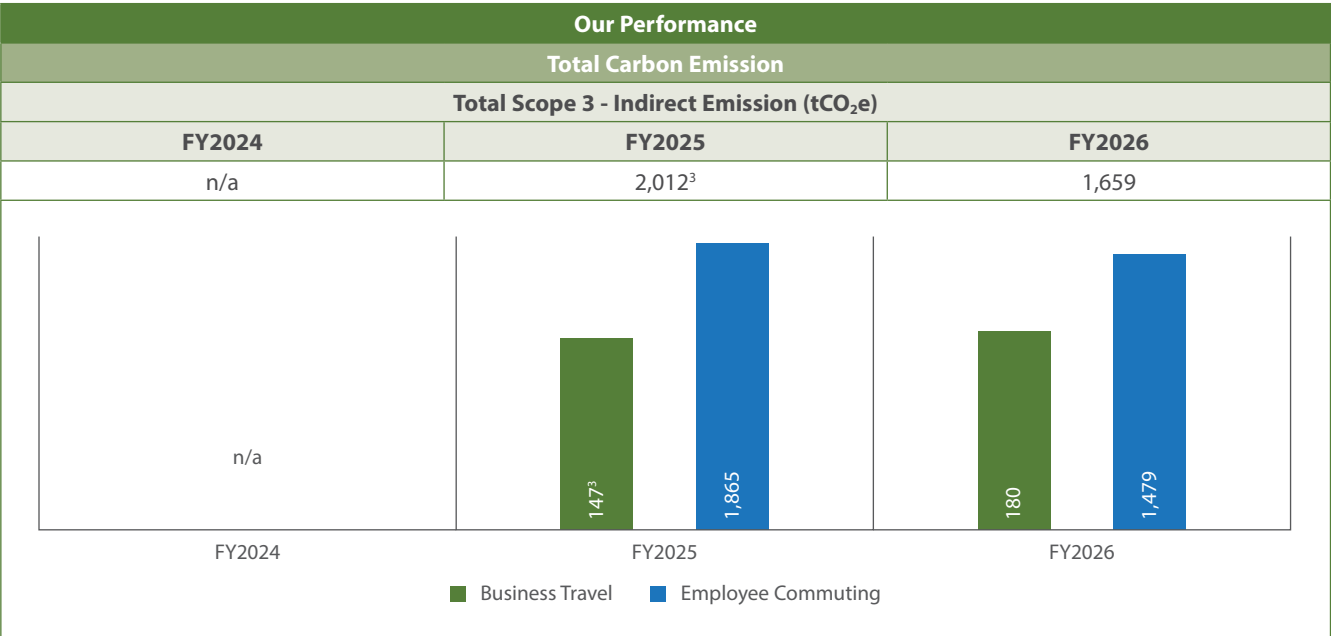
SUSTAINABILITY REPORT

cont'd



SUSTAINABILITY REPORT

cont'd



Note:

- n/a – no comparative data available. Data available from FY2025 onwards.
- Scope 1 (motor fuel) emission factors are sourced from UK Department for Environment, Food & Rural Affairs (DEFRA), Greenhouse gas reporting: conversion factors 2023 (v.1.1), 2024 (v.1.1) & from UK Department for Energy Security and Net Zero (DESNZ) Greenhouse gas reporting : conversion factors 2025 (v.1.0), also known as DEFRA factors 2025.
Scope 1 (marine fuel) emission factors are sourced from IMO's Life Cycle GHG Intensity of Marine Fuels (LCA Guidelines), as adopted under Resolution MEPC.376(80) (adopted on 7 July 2023).
- Scope 3 emissions reported are only for Category 6, Business travel (based on employee travel claims) and Category 7, Employee commuting (based on employee commuting survey) with emission factors sourced from DEFRA factors 2025.
FY2025 Scope 3 – Business Travel emission has been restated from 79 tCO₂e to 147 tCO₂e following the identification and correction of an error in the underlying business travel data used in the previous calculation. The comparative figure has been updated accordingly to reflect the corrected emissions.
- GHG emission reporting is prepared in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard for Scope 1 & 2 emissions and reference to the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard for relevant Scope 3 categories. The Group applies the operational control approach, covering operations and facilities which we have authority to implement operational policies.

ENVIRONMENT

Care for Environment

Water Management

Why Is It Important

With the increasing scarcity of clean water, we recognize the need for responsible water management to safeguard this essential resource. Our operations depend on water for a range of critical activities, including vessel maintenance, washing of equipment/ assets, construction and domestic office use. By implementing measures to monitor water usage, prevent wastage and ensure efficient use in our operations, we contribute to the conservation of local water resources and reduce our environmental footprint. These efforts support long-term sustainability and demonstrate our dedication to minimizing operational impacts while safeguarding essential natural resources for future generations.

SUSTAINABILITY REPORT

cont'd

Our Approach

We continually manage and strive to reduce our corporate water footprint by enhancing our understanding of water usage patterns, promoting water reuse where feasible, closely monitoring consumption and conducting maintenance audits as a preventative measure. An essential aspect of water management is also fostering awareness to inculcate a culture of responsible water usage and habits at the workplace through reminders and notices.

Our Performance

Total Water Withdrawal (ML)



ENVIRONMENT

Care for Environment

Waste Management

Why Is It Important

We are taking initiatives to make waste management a voluntary part of Harbour-Link's sustainability efforts, as it plays a significant role in reducing environmental impact and promoting resource efficiency. Proper waste management minimizes the volume of waste sent to landfills, reduces pollution, and supports the conservation of natural resources. By implementing effective waste reduction, recycling and responsible disposal practices, we can lower operational costs, ensure regulatory compliance, and contribute to a cleaner environment. Additionally, fostering a culture of responsible waste management within our operations and among employees reinforces our commitment to sustainability and helps us align with global environmental goals.

Our Approach

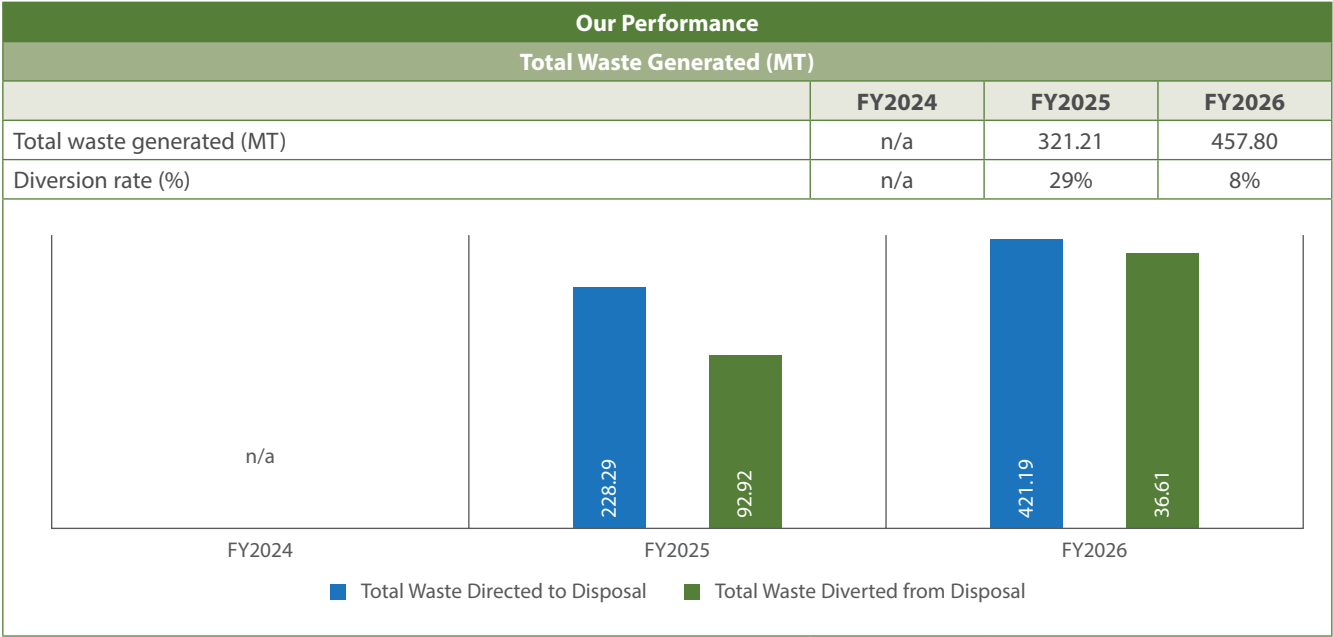
Harbour-Link's Sustainability Policy outlines the commitment of the Group in identifying, managing and minimising the environmental impacts of its business operations. Guided by this commitment, we systematically identify and record our waste across all operations. This approach enables us to manage our waste responsibly and strengthen accountability across all operations.

SUSTAINABILITY REPORT

cont'd

Waste management across the Group is guided by applicable environmental regulations and operational requirements. Within our Shipping & Marine Division, waste is managed in accordance with the International Convention for the Prevention of Pollution from Ships (MARPOL). Waste generated onboard is transferred to shore reception facilities/collectors for appropriate treatment and disposal. In FY2026 we have been working with shore reception facilities/collectors in strengthening documentation, alongside our initiative to transition from manual logbooks to electronic recordkeeping. These enhancements, coupled with increased waste generation from scheduled vessel maintenance dockings and fleet expansion contributed to higher reported waste disposal for the year. For our land-based operations, scheduled waste generated from our workshops are managed in accordance with the Environmental Quality (Scheduled Wastes) regulations. This includes appropriate segregation, labelling and storage. Non-scheduled waste on the other hand, are properly segregated and managed on site through periodic monitoring and disposed of in accordance with local council requirements. Specific waste streams such as used tyre, plastic and carton boxes are channeled to reliable vendors and recycling companies for repurposing and recycling ensuring that re-usable materials are diverted from landfill, where possible.

Within our offices, we continue to promote the 3R (Reduce, Reuse, Recycle) principle and raise awareness on the importance of waste segregation. Recycling bins for paper, plastic, glass and cans are provided across our offices and sent to recycling facilities. Other ongoing initiatives include reusing single-use printout and embracing digitalisation to reduce our paper consumption.



Note : n/a – no comparative data available. Data available from FY2025 onwards.

SUSTAINABILITY REPORT

cont'd



*Engaging with
Community &
Exemplifying
Corporate
Responsibility*

INVEST IN PEOPLE

HIGHLIGHTS AND ACHIEVEMENTS

RETURNING TO COMMUNITY

Benefitting

8 educational institutions **9** community initiatives
2 charitable bodies **4** health programmes

Total Workforce
1,971
employees



63% **37%**



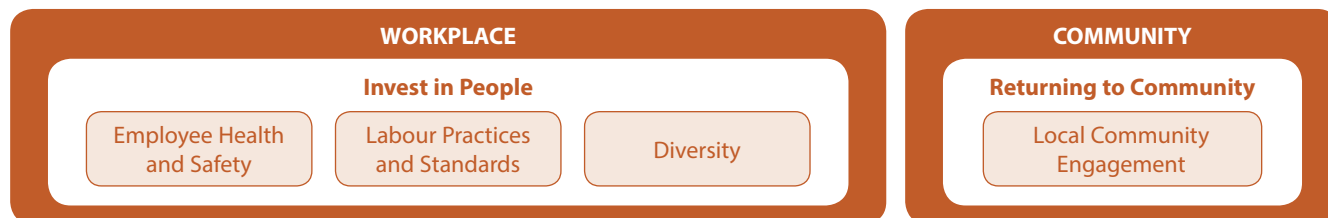
0 LTIR
Work-related
Fatalities

Total Training Hours

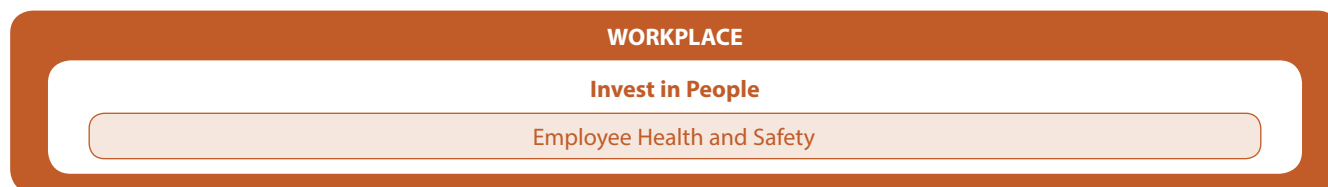
22,064

SUSTAINABILITY REPORT

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At Harbour-Link, we recognise that *Our People* are the foundation of our success and the key drivers to the Group's stability and growth. We are committed to fostering a safe, fair and inclusive workplace where every individual is valued and the diversity of backgrounds and experience they bring enriches our organisational culture. It is our corporate responsibility that we continuously invest in our people through learning and development opportunities, fair compensation and initiatives that promotes a better work life balance. Our investment in people, also extends beyond the workplace as we engage and contribute positively to the communities that we operate in.



Why Is It Important

Across all segments of our business, whether on land or at sea, we want our employees to THINK SAFE, WORK SAFE and get HOME SAFE. As such, it is our commitment to create a healthy, safe and conducive workplace to prevent injuries and accidents, minimize workplace hazards and cultivating a safety culture which is deeply embedded across all our operations.

Our Approach

At Harbour-Link, the safety and health of our employees, contractors, customers and the communities in which we operate are of utmost importance to us. Our Group Health, Safety, and Environment (HSE) Policy outlines our unwavering commitment to fostering a workplace that prioritizes health, safety, security and environmental responsibility, with the ultimate goal of achieving "Zero Harm - No Loss."

We are dedicated to attaining **Goal Zero** across all segments of our business, underscoring our commitment to ensuring the safety of our workforce. Whether on land or at sea, we encourage all employees to **THINK SAFE, WORK SAFE, and get HOME SAFE**. Our commitment is clear; we strive to create a healthy, safe, and conducive workplace that actively prevents injuries, minimizes workplace hazards, and fosters a deeply embedded safety culture across all operations. This commitment is underpinned by rigorous HSE guidelines that are aligned with applicable occupational safety and health regulations ensuring we comply with national and industry safety standards. In addition, we also conduct HSE audits to ensure that our safety measures are effective and continuously improved.

To this end, workplace health and safety are not merely policies but are seamlessly integrated into our daily operations. Over this past year, our focus has been on strengthening the safety culture in the Group, enhancing risk management through improvement in hazard identification and control measures and improving training and competency ensuring our employees are well-equipped.

SUSTAINABILITY REPORT

cont'd

We actively promote HSE awareness through multiple channels such as e-bulletins, banners, and posters placed in prominent locations visible to all employees. We also organize various programmes and activities to engage our workforce throughout the organization. The following are some of our HSE programmes for FY2026:

Programme & Campaign	Drill Programme
Assistant Medical Review Officer Programme	Marine Segment
Fruit Day	Abandon Ship Drill
Defensive Driving Programme	Collision Drill
Emergency Fire Drill Exercise	Enclosed Space Entry & Rescue
First Aider Programme	Fire/Serious Injury Drill
HSE Day	Grounding/Sanding Drill
HSE Survey	Loss of Engine/Propulsion Drill
Housekeeping Campaign	Man Overboard/Search & Rescue Drill
Land Transport Emergency Drill	Oil Spill Drill
Tree Planting Programme	Steering Gear/Gyro Failure Drill

To sustain and advance our safety initiatives, we continue to invest resources into building up our HSE Department. This includes establishing working committees across our offices and operations, alongside a central HSE committee to provide consistent support across the Group. We also place significant emphasis on providing ongoing HSE training for all employees, ensuring that they are equipped with the knowledge and skills to contribute to a safe working environment.

Together, these efforts form a comprehensive approach to health, safety, and environmental management, ensuring that every individual at Harbour-Link is empowered to work safely and securely, while protecting the environment and the communities in which we operate.



SUSTAINABILITY REPORT

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Equipment and Cargo Safety

Harbour-Link aims to ensure not only the safety of our employees, but of our customers' cargo and the vessel it travels in, by complying with all the regulations set for freight transportation. We execute regular training sessions of personnel and reduce the likelihood of accidents by implementing effective risk management measures to ensure a perfectly safe transportation. We establish three loading instructions to optimise potential risks management as shown below:

Cargo Transport Procedure	Stowage Operation Instructions	Dangerous Cargo Control Instructions
Manage 7 process 1. Receiving 2. Stowage 3. Loading 4. Transport 5. Unloading 6. Delivery 7. Schedule management	Assignment of responsibilities, collection of loading information before stowage, establishment of basic stowage (space distribution) principles, and stowage cautions as well as the work rules for stowage personnel	Ensure full compliance with IMDG Code, international conventions and local regulations of the port state during transport of dangerous cargo to protect the safety of life at sea and prevent marine pollution

Our management of dangerous cargo includes correct labelling and proper handling of the cargo. Doing it right is a two-pronged advantage to us as it prevents us from being fined by the port administration during the transport and it improves our image on the market. Harbour-Link will continue to ensure all vessels comply with the necessary manifest when transporting dangerous cargo.

Harbour-Link recorded one (1) maritime incident involving a collision between a barge on tow and a third-party vessel, resulting in damage to the barge and its cargo. No injuries or fatalities occurred among the crew members onboard, and no oil spills or marine pollution were reported. Remedial measures were immediately undertaken to address the damage and restore operations. Apart from this, there were no other untoward accident reported for FY2026.

Our Performance			
	FY2024	FY2025	FY2026
Number of Work-related Ill Health	0	0	0
Number of Work-related Fatalities	0	0	0
Lost time Incident Rate ("LTIR")	0	0	0
Number of Employees Trained on Health and Safety Standards	1,812	1,687	1,238

WORKPLACE

Invest in People

Labour Practices & Standards

Why Is It Important

At Harbour-Link, we recognize that our employees are the cornerstone of our success and the key to our continued growth. As such, upholding fair labour practices and standards as well as protecting human rights is not only a fundamental responsibility but also a testament to our unwavering commitment to building a responsible and sustainable business which is in line with the core value of the Group. By fostering safe, fair, and equitable working conditions, we protect the rights and well-being of our employees while empowering them with the necessary skills to excel in their roles. This enables them to contribute not only to the Company's productivity and operational excellence but also to the broader community by creating a highly skilled and capable workforce for the market. Compliance with labour laws and standards also mitigates the risk of legal and reputational issues, ensuring we meet our stakeholder expectation for responsible employment practices.

SUSTAINABILITY REPORT

cont'd

Our Approach

The Company's Human Rights and Labour Standards Policy ("the Policy") sets out the human rights and fair labour principles that the Company practices and is aligned with Malaysia's labour and employment-related laws and guided principles in the Universal Declaration of Human Rights and the ILO's Core Conventions. The Policy was established in September 2022 and is reviewed periodically to ensure that emerging human rights and labour practices are adequately addressed. The Policy is made available for all on the Company's website and communicated to all new hires during the induction training. The following are our approach to human rights and labour practices guided by the principles set out in the Policy:

Invest in Our People

Harbour-Link's success is built on the strength, skills and dedication of its workforce. We believe that by investing in our people—through fair employment practices, learning and development opportunities and a supportive work environment, we can create a stable workforce and an exponential gain for all.

Recruitment

At Harbour-Link, our recruitment process is governed by Group's Recruitment (Policy & Procedure) that ensures that all recruitment and hiring activities are conducted in a fair, transparent and consistent manner. Manpower planning is an integral part of the recruitment process as it allows the Group to anticipate manpower requirements and align workforce capacity with evolving operational needs.

Our hiring process is merit-based; focusing on skills, experience and shared values. We prioritise local hiring, wherever possible to support local community employment and contribute to the regional economic growth, particularly within East Malaysia where our core operations are based.

To strengthen our talent pipeline, the Company actively participates in career fairs and recruitment events. In addition, our internship programme provides students and fresh graduates with practical industry experience while enabling the Group to identify and invest in potential talent for future recruitment.

In FY2026, Harbour-Link recruited a total of 518 new hires. New hires undergo a structured onboarding programme designed to familiarise them with the Group's operations, culture and compliance standards. The induction process covers key topics such as workplace safety, Code of Conduct, and the Anti-Bribery and Corruption Policy ensuring every employee begins their career with a strong understanding of the Group's values and expectations.

Fair Compensation, Employment Condition and Work-Life Balance

We value the contributions of our diverse workforce and continuously seek to attract and retain talents by offering competitive wages, favourable employment conditions and reasonable work hours for all employees. We offer compensation packages that are competitive and regularly reviewed to reflect industry benchmarks. Our employment conditions and benefits are designed to be fair, inclusive and provides equal opportunities for all. Below is a summary of the key benefits we provide to our employees:

Types of benefits	Descriptions
Leave	Annual Leave, Medical Leave, Hospitalization Leave, Maternity Leave, Paternity Leave, Matrimonial Leave, Compassionate Leave and Unpaid Leave
Public Holiday	Gazetted public holidays as specified by law and any declared additional public holidays by the Federal and State Government
Medical	Medical insurance and expense claims for all employees regardless of rank
Uniform	All employees are provided uniform for work related purposes to promote unity
Others	Monetary gift for Marriage and Newborn, Condolences donation of immediate family member, Long Service Award, Subsidized Harbour Club social fund

SUSTAINABILITY REPORT

cont'd

We also support our employees in achieving a healthy work-life balance by establishing reasonable working hours and various holiday and leave entitlement. This ensures that employees have the necessary time to recharge, prevents excessive overtime and provide paid leave for families with newborn, allowing them to take time off and return to their roles without barriers.

Employee Wellbeing

In addition to maintaining a safe healthy work environment through our HSE programmes, we also prioritise the physical and mental well-being of our employees. Each year, we offer free health screenings and influenza vaccinations to support their health. Human Resources Department's focus for FY2026 was centered on promoting workplace culture & well-being, integrity & ethics and personal growth through a series of in-house trainings, monthly infographics and awareness campaign.

Training and Development

At Harbour-Link, employee development begins at onboarding, where all new hires are required to complete an induction training program. Training for employees continues beyond induction through an annual training needs assessments that identifies the type of competency development most suited for their level and job role. The training and development programme is structured into three (3) core training categories i.e.

- Mandatory Compliance Training;
- Specialized Department Training; and
- Soft Skill & Personal Development

In FY2026, the Company invested a total of 22,064 hours in both in-house and external training programme, which is a 25% increase from the previous financial year. This increase reflects our continued focus on developing technical skills and leadership capabilities of our employees. Additionally, the increase is also a response to building compliance competencies in response to evolving regulatory requirements. Fundamentally, it reflects Harbour-Link's continued commitment to cultivating a strong talent pool and empowering its employees to excel in their respective roles.



SUSTAINABILITY REPORT

cont'd

Workforce Stability and Growth

Harbour-Link continues to maintain a stable workforce across its operations. A core aspect of the Group's human capital strategy involves balancing a stable core of permanent and temporary employees. It is a norm in the shipping and marine as well as the logistics industry, to be maintaining a contingent of temporary employees in the workforce that are on fixed term contracts. Fluctuation in the proportion of these employees depend on the number and scale of ongoing projects.

In FY2026, the Group's new hire rate was broadly aligned with its turnover rate, with employee turnover predominantly concentrated in the Non-Executive category. Higher mobility within this category reflects the nature of project-based roles and employees pursuing better career opportunities after gaining work experience, amid a competitive labour market driven by regional economic development initiatives. Despite these movements, overall workforce stability was maintained, supported by continuity in Management and Executive roles, providing experienced leadership and consistency in the Group's strategic direction and governance.

Employee Engagement

The Group recognises employee engagement as an integral part of fostering a positive and inclusive workplace. Through the following engagement channels, we aim to ensure employees' voices are heard, their career development is supported and work-life balance are promoted:

- **Employee Engagement Survey:** Provides insights into employee sentiment on the workplace environment and leadership, guiding Management's continuous improvement initiatives.
- **Annual Performance Appraisals:** Facilitate two-way feedback on performance and career development while supporting talent identification and succession planning.
- **Harbour Club:** An employee-run social club primarily funded by the Group, fostering workplace camaraderie and stronger employee-management relationships through social, community and sporting activities.

Human Rights

Equal Employment Opportunity

The Group is committed to providing equal employment opportunities to all. The basis of recruitment, hiring, placement, development, training, compensation and advancement are justified through qualifications, performance, skills and experience, regardless of religious belief, age, gender, nationality, marital status, family status, disabilities or sexual orientation.

Prohibition of Harassment

Our goal to create a working environment that is safe and conducive includes maintaining a workplace that is free from discrimination, harassment and retaliation. The Group views any form of harassment as a serious violation of our code of conduct and work ethics. We communicate our stance on this to all our employees through the Workplace Sexual Harassment Policy. An employee can raise their concerns of any discrimination and/or harassment through our grievance procedure or whistleblowing channel in a safe and anonymous manner. For FY2026, there were no recorded instances of discrimination/harassment. Any employee found guilty of such misconduct will be subjected to disciplinary actions that may include dismissal.

Prohibition of Forced Labour, Human Trafficking and Child Labour

Harbour-Link strictly prohibits any form of forced labour, human trafficking and child exploitation. This prohibition is also expected of our third parties, who must confirm their compliance as part of our third-party due diligence process.

SUSTAINABILITY REPORT

cont'd

Grievance Mechanism

The Company has put in place a grievance mechanism that allows employees to raise concerns or report unethical behaviour, workplace misconduct or safety issues with confidentiality and without fear of retaliation. The process is clearly documented in the Grievance Reporting and Management Procedure which is overseen by the Human Resources Department to ensure fair handling of complaints received. Additionally, a whistleblowing channel is also available for employee to report anonymously, any serious concern or violations.

During the reporting period, we recorded no instances of non-compliance or violations with labour standards, nor any violations, incidents or risks of non-force labour, human trafficking, child labour or human rights violations. Accordingly, no mitigation or remediation actions related to human rights were required.

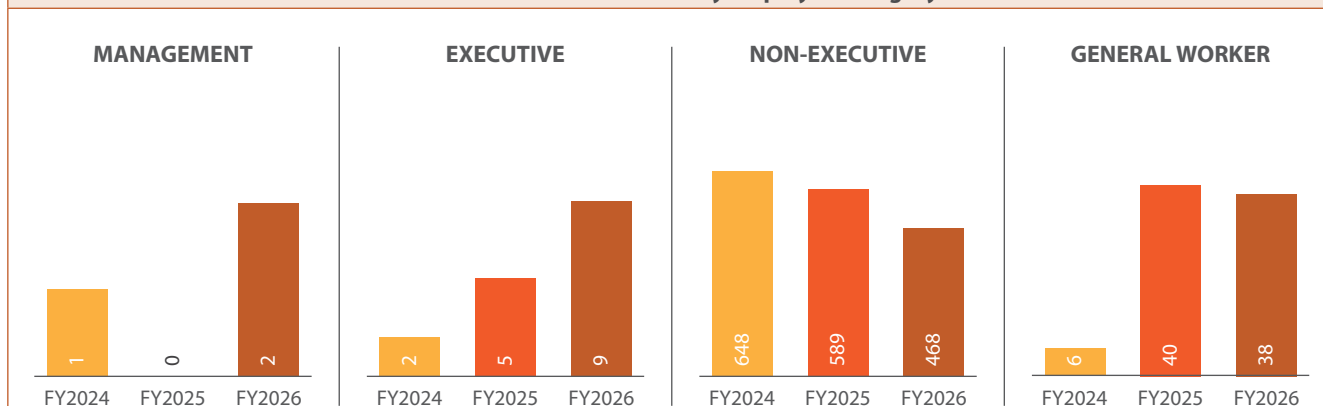
Our Performance			
Total Hours of Training by Employee Category			
	FY2024	FY2025	FY2026
Management	1,034	902	701
Executive	960	1,394	1,610
Non-executive	9,287	14,988	19,540
General Worker	16	270	136
Director	72	152	77
Average Training Hours by Employee Category			
	FY2024	FY2025	FY2026
Management	21.1	18.4	14.0
Executive	14.3	22.5	24.0
Non-executive	5.0	8.5	11.1
General Worker	2.7	3.1	1.7
Director	12.0	25.3	11.0
Average training hours per employee	5.68	8.96	11.19
Average Training Hours by Gender			
	FY2024	FY2025	FY2026
Male	5.19	8.63	12.07
Female	6.81	9.60	9.71

SUSTAINABILITY REPORT

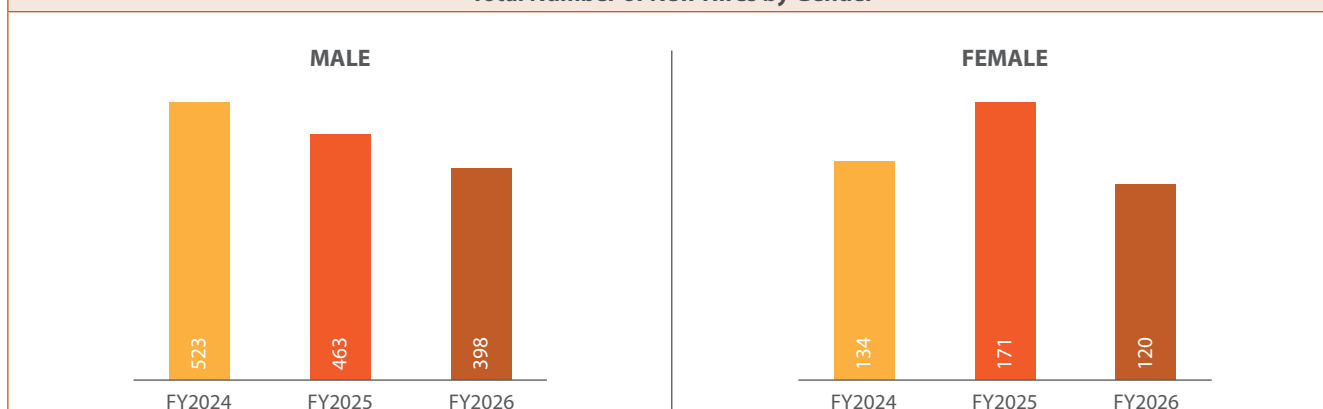
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Our Performance

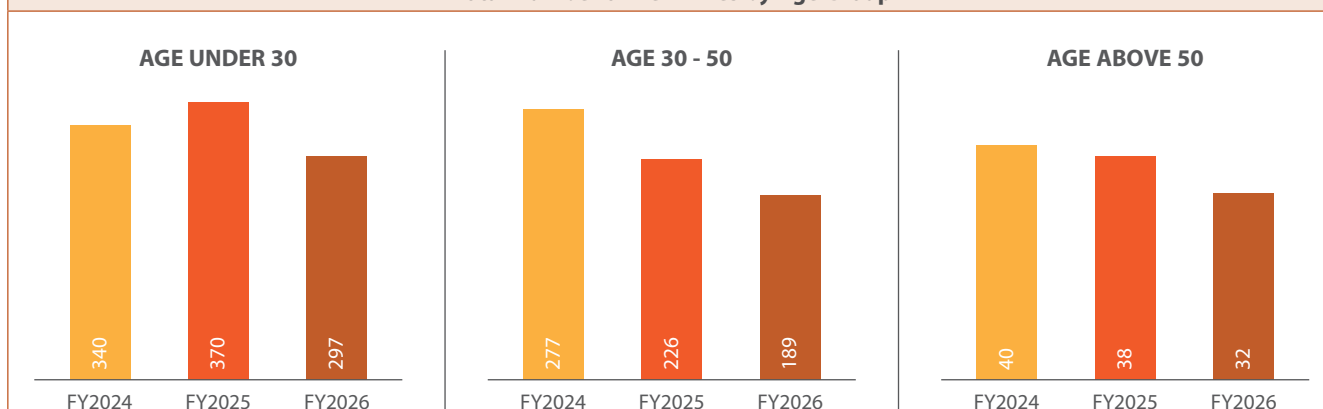
Total Number of New Hires by Employee Category



Total Number of New Hires by Gender

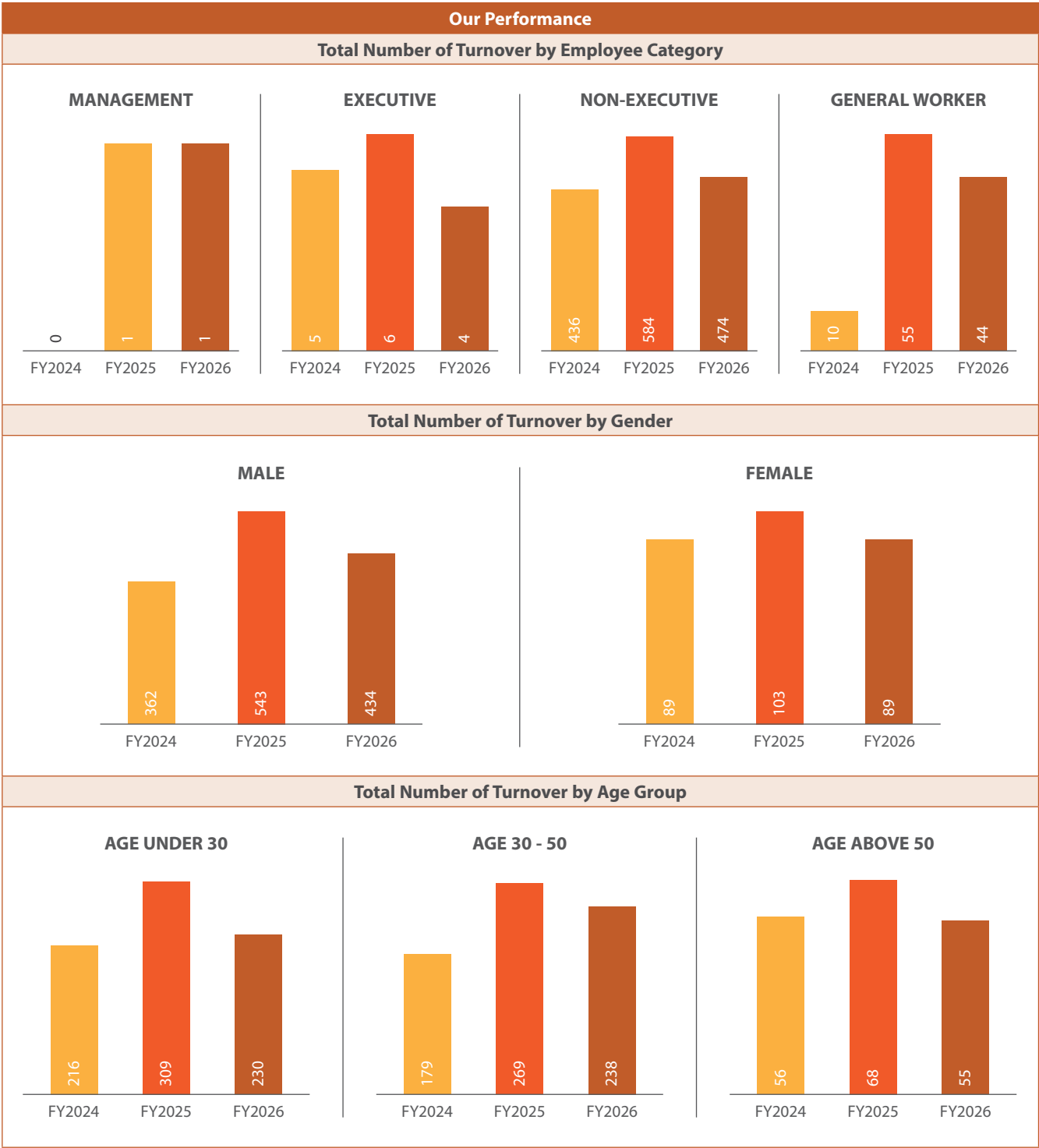


Total Number of New Hires by Age Group



SUSTAINABILITY REPORT

cont'd



SUSTAINABILITY REPORT

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Our Performance			
	FY2024	FY2025	FY2026
New Hire Rates	n/a	32.1%	26.3%
Turnover Rates	n/a	32.7%	26.5%
Percentage of Employees that are Contractors or Temporary Staff	57%	55%	55%
Number of substantiated complaints concerning Human Rights Violation	0	0	0

Note : n/a – no comparative data available. Data available from FY2025 onwards.

WORKPLACE

Invest in People

Diversity

Why Is It Important

We are aware of the importance of diversity as part of Harbour-Link's sustainability approach, as it encourages innovation, improves decision-making and strengthens our organizational culture. A diverse workforce brings a variety of perspectives, skills and experiences enabling us to better understand and serve the needs of our stakeholders. By promoting inclusivity and equal opportunities, regardless of race, gender, religion, or background, we create a workplace where all employees feel valued and empowered. Embracing diversity supports business performance and employee satisfaction while reflecting our commitment to social responsibility and ethical business practices, contributing to sustainable long-term growth.

Our Approach

Building a company that our customers choose and trust requires a deep understanding of the diverse and culturally rich societies we serve. At Harbour-Link, we are committed to celebrating and promoting diversity and inclusion at all levels not only within our Company but also extends to our suppliers and business partners. Our goal is to foster a genuinely diverse workforce and cultivate an inclusive culture where every team member feels valued, engaged and provided with equal opportunities—free from bias, regardless of personal characteristics. Central to this approach is the cultivation of a shared “Harbour Boleh” identity— a unifying ethos that embodies togetherness, respect and belonging that is echoed through the Group. This identity connects employees across different functions and locations, reinforcing our sense of community and shared goals.

At Harbour-Link, our commitment to diversity, equity and inclusion is guided by our Diversity Policy and Code of Conduct & Ethics Policy which promote equal opportunities and mutual respect across the workforce. Over the past financial years, the Group has recorded consistent year-on-year growth in female representation, reflecting steady progress towards greater gender diversity. Despite operating in traditionally male-dominated industries, we remain committed to advancing gender equality through inclusive recruitment and retention practices, with the aim of achieving more balanced and inclusive representation across all employment levels.

Looking ahead, our focus remains on strengthening diversity within the workforce pipeline, embedding equitable practices in our people management and reinforcing an inclusive culture that reflects our values of unity, respect and shared growth, through various initiatives organised by the Human Resources Department.

SUSTAINABILITY REPORT

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For FY2026, with a total workforce of 1,971 employees, we are proud to have maintained consistent gender diversity in leadership roles while achieving steady progress in gender balance across the executive and non-executive levels. Furthermore, Harbour-Link's age distribution across all categories of employment reflects a healthy combination of experienced leadership and emerging young talents. The following is the diversity performance data for the Group:



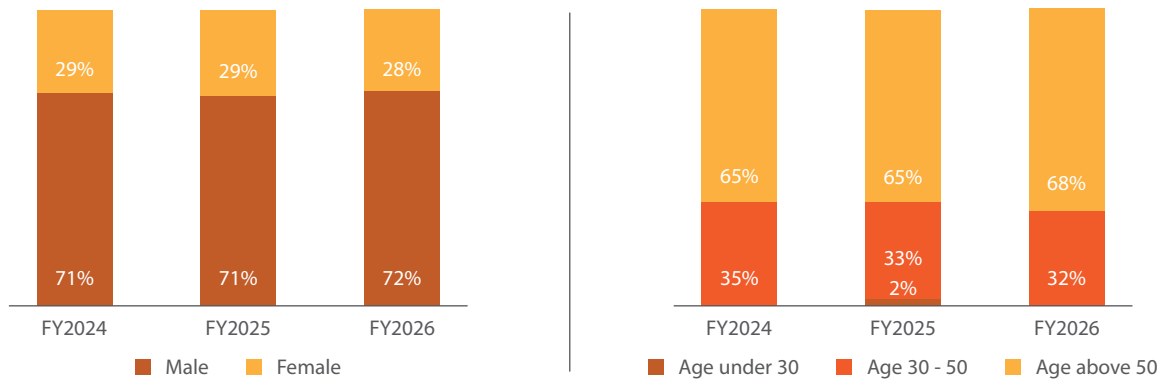
SUSTAINABILITY REPORT

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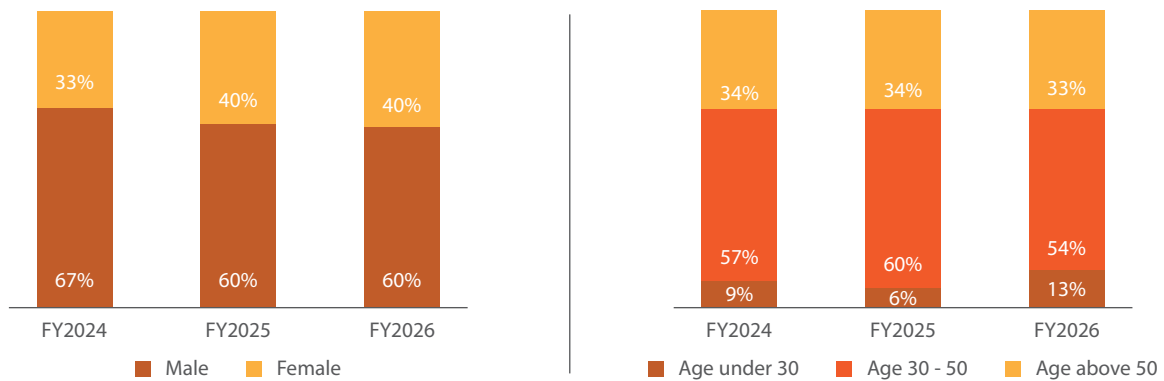
Our Performance

Workforce Diversity by Employee Category

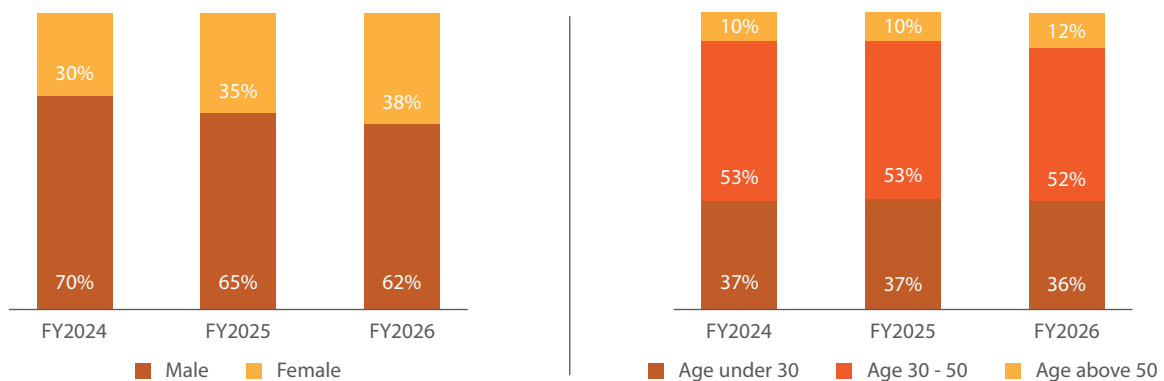
MANAGEMENT



EXECUTIVE

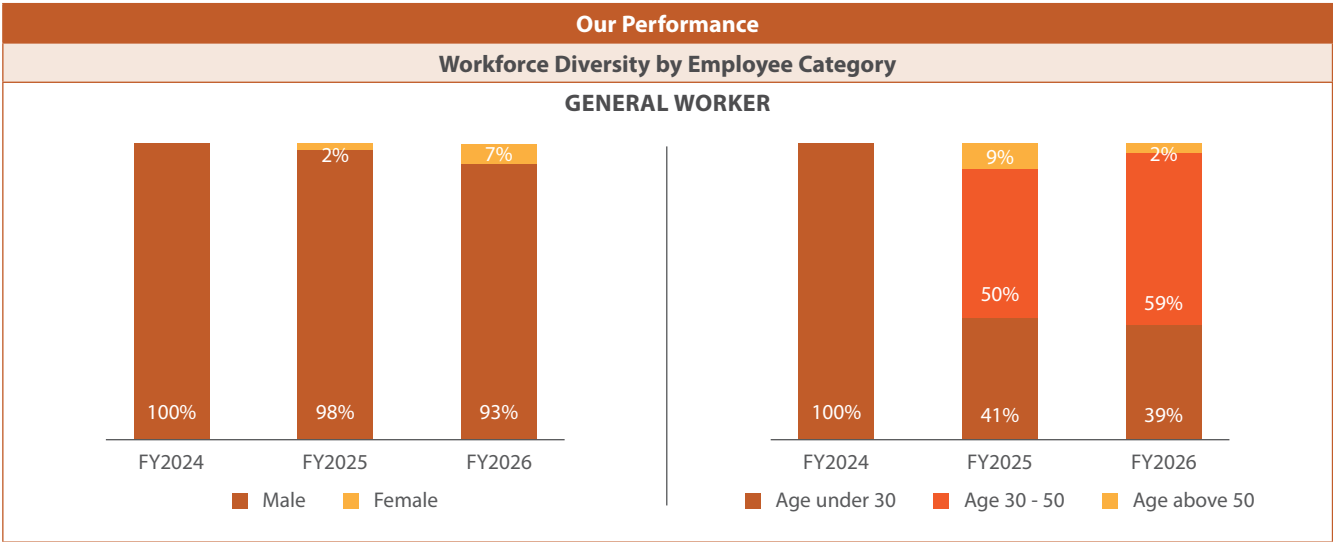


NON-EXECUTIVE



SUSTAINABILITY REPORT

cont'd



COMMUNITY

Returning to Community

Local Community Engagement

Why Is It Important

Harbour-Link understands the importance of engaging with local communities as part of our sustainability efforts. By building strong relationships with the communities in which we operate, we contribute to their social and economic development while fostering goodwill and mutual respect. Local community engagement enables us to address social needs, support local economies, and create shared value through initiatives such as employment opportunities, education programmes, and environmental stewardship. This commitment not only strengthens our reputation but also promotes long-term business sustainability by aligning our operations with the needs and well-being of the communities we serve.

Our Approach

At Harbour-Link, we are dedicated to giving back to the local community through meaningful community engagement and investment that enriches the communities in which we operate in. We believe that as our Group grows, we carry a social responsibility to contribute to the well-being of the communities we serve, embodying the principle of “Returning to the Community”. Our initiatives this year are focused on two (2) key areas: **Environmental Sustainability** and **Education**.

Environmental Sustainability

In FY2026, the Group expanded its community engagement efforts to include environmental sustainability through its sponsorship and participation in the “1 Team, 1 Vision, 1 Earth” tree planting programme held at Universiti Putra Malaysia Sarawak (UPM Sarawak) on 12 December 2025. The programme was organised by UPM Sarawak through a collaboration led by the Natural Resources and Environment Board with sponsorship and support from corporate partners, Bintulu Development Authority and the Department of Environment. The initiative involved planting 300 Ficus saplings to enhance local biodiversity and support ecosystem conservation. These species play an important ecological role by providing food sources for wildlife, supporting natural habitats and enhancing the surrounding landscape. The programme also provided a unique opportunity for our employees to actively participate in environmental conservation efforts while engaging with various stakeholders. Overall, the initiative demonstrated strong multi-stakeholder collaboration and a shared commitment to biodiversity conservation and a greener, more sustainable future for Bintulu.

SUSTAINABILITY REPORT

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Education Development

At Harbour-Link we recognize that education is a vital tool in shaping the future of the society as such we continuously support various educational programmes aimed at fostering the growth and development of young minds. Our contributions extend beyond academic pursuits to encompass extracurricular activities and sports to promote holistic development. This is demonstrated through our continued support of the Lions Club Youth Camps, SMK Bintulu Marching Band sponsorships and local school educational visits.

We are also committed to promoting inclusivity and equal opportunities for individuals with special needs through our sponsorship of the Special Olympics Malaysia National Games 2026 held for the first time in Bintulu and the Special Olympics Healthy Athlete Programme 2025.

For FY2026, Harbour-Link Group Berhad contributed a total of **RM103,971** across various initiatives which benefitted:

- 8 Educational initiatives, sponsoring local schools' educational and extra-curricular programmes;
- 2 Charitable foundation fundings;
- 9 Communities, sponsoring various community events and aids; and
- 4 Health Programmes, contributing to public health and community well-being.

SUSTAINABILITY REPORT

cont'd

The Group continues to actively explore opportunities to engage in initiatives that align with our values that has long term positive impact within the community we serve, ensuring our growth flows to the communities that support us.



Our Performance			
	FY2024	FY2025	FY2026
Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM71,088	RM64,771	RM103,971
Total number of beneficiaries of the investment in communities	770	3,618	2,311
Number of employees participated in community impact programmes	n/a	241	77
Total hours spent on community impact programmes	n/a	568 hours	337 hours

Note : n/a – no comparative data available. Data available from FY2025 onwards.

SUSTAINABILITY REPORT

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ADDITIONAL INFORMATION

1. Bursa Malaysia Prescribed Table

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FYE 30/06/2026

Harbour-Link Group Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - MANAGEMENT	Percentage	100	100	-	Internal	
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - EXECUTIVE	Percentage	100	93	-	Internal	
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - NON-EXECUTIVE	Percentage	100	57	-	Internal	Lower completion rate due to the staggered roll-out of training throughout the calendar year
Anti-Corruption	Percentage of operations assessed for corruption-related risks	Percentage	100	100	-	No assurance	
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	0	-	No assurance	
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	64,771	103,971	-	Internal	
Community/Society	Total number of beneficiaries of the investment in communities	Number	3,618	2,311	-	Internal	
Diversity	Percentage of employees by age group - MANAGEMENT UNDER 30	Percentage	2	0	-	Internal	

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SUSTAINABILITY REPORT

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FYE 30/06/2026

Harbour-Link Group Berhad

BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Percentage of employees by age group - MANAGEMENT BETWEEN 30-50	Percentage	33	32	—	Internal	
Diversity	Percentage of employees by age group - MANAGEMENT ABOVE 50	Percentage	65	68	—	Internal	
Diversity	Percentage of employees by age group - EXECUTIVE UNDER 30	Percentage	6	13	—	Internal	
Diversity	Percentage of employees by age group - EXECUTIVE BETWEEN 30-50	Percentage	60	54	—	Internal	
Diversity	Percentage of employees by age group - EXECUTIVE ABOVE 50	Percentage	34	33	—	Internal	
Diversity	Percentage of employees by age group - NON-EXECUTIVE UNDER 30	Percentage	37	36	—	Internal	
Diversity	Percentage of employees by age group - NON-EXECUTIVE BETWEEN 30-50	Percentage	53	52	—	Internal	
Diversity	Percentage of employees by age group - NON-EXECUTIVE ABOVE 50	Percentage	10	12	—	Internal	
Diversity	Percentage of employees by age group - GENERAL WORKER UNDER 30	Percentage	41	39	—	Internal	

SUSTAINABILITY REPORT

cont'd

Date & Time: 2026-10-26 10:57:39
FYE 30/06/2026

Harbour-Link Group Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Percentage of employees by age group - GENERAL WORKER BETWEEN 30-50	Percentage	50	59	—	Internal	
Diversity	Percentage of employees by age group - GENERAL WORKER ABOVE 50	Percentage	9	2	—	Internal	
Diversity	Percentage of employees by gender - MANAGEMENT MALE	Percentage	71	72	—	Internal	
Diversity	Percentage of employees by gender - MANAGEMENT FEMALE	Percentage	29	28	—	Internal	
Diversity	Percentage of employees by gender - EXECUTIVE MALE	Percentage	60	60	—	Internal	
Diversity	Percentage of employees by gender - EXECUTIVE FEMALE	Percentage	40	40	—	Internal	
Diversity	Percentage of employees by gender - NON-EXECUTIVE MALE	Percentage	65	62	—	Internal	
Diversity	Percentage of employees by gender - NON-EXECUTIVE FEMALE	Percentage	35	38	—	Internal	
Diversity	Percentage of employees by gender - GENERAL WORKER MALE	Percentage	98	93	—	Internal	
Diversity	Percentage of employees by gender - GENERAL WORKER FEMALE	Percentage	2	7	—	Internal	

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SUSTAINABILITY REPORT

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Harbour-Link Group Berhad

BMLR Transition Period

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FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity	Percentage of directors by age group - UNDER 30	Percentage	0	0	—	Internal	
Diversity	Percentage of directors by age group - BETWEEN 30-50	Percentage	0	0	—	Internal	
Diversity	Percentage of directors by age group - ABOVE 50	Percentage	100	100	—	Internal	
Diversity	Percentage of directors by gender - MALE	Percentage	83	71	—	Internal	
Diversity	Percentage of directors by gender - FEMALE	Percentage	17	29	—	Internal	
Energy Management	Total energy consumption	Megawatt	1,817	1,792	—	Internal	
Health and Safety	Number of work-related fatalities	Number	0	0	—	Internal	
Health and Safety	Lost time incident rate	Rate	0	0	—	Internal	
Health and Safety	Number of employees trained on health and safety standards	Number	1,687	1,238	—	Internal	
Labour Practices and Standards	Total hours of training by employee category -MANAGEMENT	Hours	902	701	—	Internal	
Labour Practices and Standards	Total hours of training by employee category - EXECUTIVE	Hours	1,394	1,610	—	Internal	
Labour Practices and Standards	Total hours of training by employee category - NON-EXECUTIVE	Hours	14,988	19,540	—	Internal	
Labour Practices and Standards	Total hours of training by employee category - GENERAL WORKER	Hours	270	136	—	Internal	

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SUSTAINABILITY REPORT

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Harbour-Link Group Berhad

BMLR Transition Period

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FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Labour Practices and Standards	Total hours of training by employee category - DIRECTOR	Hours	152	77	—	Internal	
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff	Percentage	55	55	—	Internal	
Labour Practices and Standards	Total number of employee turnover by employee category - MANAGEMENT	Number	1	1	—	Internal	
Labour Practices and Standards	Total number of employee turnover by employee category - EXECUTIVE	Number	6	4	—	Internal	
Labour Practices and Standards	Total number of employee turnover by employee category - NON-EXECUTIVE	Number	584	474	—	Internal	
Labour Practices and Standards	Total number of employee turnover by employee category - GENERAL WORKER	Number	55	44	—	Internal	
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations	Number	0	0	—	Internal	
Supply Chain and Management	Proportion of spending on local suppliers	Percentage	67	69	—	Internal	
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	—	Internal	
Water	Total volume of water used	Megalitres	48	50	—	Internal	

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SUSTAINABILITY REPORT

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Harbour-Link Group Berhad

BMLR Transition Period

Date & Time: 2026-10-26 10:57:39

FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Waste Management	Total waste generated	Metric tonnes	321	458	—	Internal	
Waste Management	Total waste diverted from disposal	Metric tonnes	93	37	—	Internal	
Waste Management	Total waste directed to disposal	Metric tonnes	228	421	—	Internal	Higher reported waste due to increased vessel maintenance/repair activities and added fleet
Emissions Management	Scope 1 emissions	Metric tonnes of carbon dioxide equivalents (tCO2e)	146,390	120,963	—	Internal	
Emissions Management	Scope 2 emissions	Metric tonnes of carbon dioxide equivalents (tCO2e)	618	621	—	Internal	
Emissions Management	Scope 3 emissions (Cat 6-Business Travel & Cat 7-Employee Commuting only)	Metric tonnes of carbon dioxide equivalents (tCO2e)	2,012	1,659	—	Internal	FY2025 amount has been restated due to calculation error

SUSTAINABILITY REPORT

cont'd

2. Materiality Assessment Approach

In FY2024, Harbour-Link undertook a full scale materiality assessment to gain insights of stakeholders' primary concerns regarding sustainability. The materiality assessment approach is outlined below:

STEP 01

IDENTIFICATION

Conducted a trends and peer analysis to identify possible sustainability matters for our business. Through a survey of desktop research into sustainability trends, and a review of global initiatives and frameworks, an initial list of 11 common sustainability matters were identified.

STEP 02

PRIORITISATION

To prioritise our sustainability issues, we engaged internal and external stakeholders across our value chain.

- Surveyed 82 key external stakeholders, including suppliers, customers, thought leaders and regulators.
- Workshops with top Management and Sustainability Management Committee (SMC).

Based on the stakeholder inputs, we refined our list to 11 material sustainability matters that were prioritised from "Moderate" to "High".

STEP 03

VALIDATION

A Materiality Workshop was conducted with the Sustainability Management Committee to review and validate the Group's material sustainability matters. Priorities were determined based on the significance of each matter's potential impact on the Group's business operations and stakeholders, taking into consideration internal business priorities and stakeholder concerns.

Four (4) sustainability matters were identified as high priority, namely *Supply Chain Management*, *Employee Health & Safety*, *Labour Practices & Standards*, and *Data Privacy & Security*, while the remaining seven (7) were assessed as medium priority.

The resulting materiality matrix was subsequently presented to the Board for review and approval.

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3. GRI Content Index

Statement of use	Harbour-Link Group Berhad has reported the information cited in this GRI content index for the period 1 July 2025 - 30 June 2026 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	Corporate Information @ Annual Report 2026, page 1 Productivity & Innovations, page 31 - 32
	2-2 Entities included in the organization's sustainability reporting	Corporate Structure @ Annual Report 2026, page 2 - 3 About this Sustainability Report, page 20 -21
	2-3 Reporting period, frequency and contact point	About this Sustainability Report, page 20 -21
	2-4 Restatements of information	-
	2-5 External assurance	-
	2-6 Activities, value chain and other business relationships	Productivity & Innovations, page 31 - 32 Supply Chain Management, page 33 - 34
	2-7 Employees	Social, page 49 - 63
	2-8 Workers who are not employees	-
	2-9 Governance structure and composition	Sustainability Governance, page 22 Corporate Governance Overview Statement @ Annual Report 2026, page 80 - 84
	2-10 Nomination and selection of the highest governance body	Corporate Governance Overview Statement @ Annual Report 2026, page 85 - 86
	2-11 Chair of the highest governance body	Corporate Governance Overview Statement @ Annual Report 2026, page 83
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance Overview Statement @ Annual Report 2026, page 80 - 84
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance, page 22 Corporate Governance Overview Statement @ Annual Report 2026, page 80 - 84
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance Overview Statement @ Annual Report 2026, page 80 - 84
	2-15 Conflicts of interest	Other Information @ Annual Report 2026, page 7, 9
	2-16 Communication of critical concerns	Corporate Governance Overview Statement @ Annual Report 2026, page 81 Business Ethics, page 36 - 37 Labour Practices & Standards, page 56
	2-17 Collective knowledge of the highest governance body	Corporate Governance Overview Statement @ Annual Report 2026, page 85 - 86 Corporate Governance Report 2026 @ https://www.harbour.com.my/annual-reports/
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Overview Statement @ Annual Report 2026, page 85 - 86

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GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021 (cont'd)	2-19 Remuneration policies	Corporate Governance Overview Statement @ Annual Report 2026, page 87 - 88 Remuneration Policy @ Investor Relations, https://www.harbour.com.my/corporate-governance-meeting/
	2-20 Process to determine remuneration	Corporate Governance Overview Statement @ Annual Report 2026, page 87 - 88 Remuneration Policy @ Investor Relations, https://www.harbour.com.my/corporate-governance-meeting/
	2-21 Annual total compensation ratio	-
	2-22 Statement on sustainable development strategy	-
	2-23 Policy commitments	Sustainability Report, page 20 - 64 Our Commitment @ https://www.harbour.com.my/csr-introduction/our-commitment/
	2-24 Embedding policy commitments	Sustainability Report, page 20 - 64 Our Commitment @ https://www.harbour.com.my/csr-introduction/our-commitment/
	2-25 Processes to remediate negative impacts	-
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics, page 36 - 37 Labour Practices & Standards, page 56
	2-27 Compliance with laws and regulations	Sustainability Report, page 20 - 64
	2-28 Membership associations	-
	2-29 Approach to stakeholder engagement	Stakeholder Engagement, page 27 - 29
	2-30 Collective bargaining agreements	-
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment Approach, page 23, 71
	3-2 List of material topics	Materiality Assessment Approach, page 23
	3-3 Management of material topics	Sustainability Report, page 20 - 64
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	-
	201-2 Financial implications and other risks and opportunities due to climate change	-
	201-3 Defined benefit plan obligations and other retirement plans	-
	201-4 Financial assistance received from government	-
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	-
	202-2 Proportion of senior management hired from the local community	-
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	-
	203-2 Significant indirect economic impacts	-

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GRI STANDARD	DISCLOSURE	LOCATION
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain Management, page 33 - 34
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Business Ethics, page 36 - 37
	205-2 Communication and training about anti-corruption policies and procedures	Business Ethics, page 36 - 37
	205-3 Confirmed incidents of corruption and actions taken	Business Ethics, page 36 - 37
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	-
GRI 207: Tax 2019	207-1 Approach to tax	-
	207-2 Tax governance, control, and risk management	-
	207-3 Stakeholder engagement and management of concerns related to tax	-
	207-4 Country-by-country reporting	-
GRI 301: Materials 2016	301-1 Materials used by weight or volume	-
	301-2 Recycled input materials used	-
	301-3 Reclaimed products and their packaging materials	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management, page 41 - 44
	302-2 Energy consumption outside of the organization	-
	302-3 Energy intensity	-
	302-4 Reduction of energy consumption	-
	302-5 Reductions in energy requirements of products and services	-
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	-
	303-2 Management of water discharge-related impacts	-
	303-3 Water withdrawal	Water Management, page 46 - 47
	303-4 Water discharge	-
	303-5 Water consumption	-
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	-
	101-2 Management of biodiversity impacts	-
	101-3 Access and benefit-sharing	-
	101-4 Identification of biodiversity impacts	-

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GRI STANDARD	DISCLOSURE	LOCATION
GRI 101: Biodiversity 2024 (cont'd)	101-5 Locations with biodiversity impacts	-
	101-6 Direct drivers of biodiversity loss	-
	101-7 Changes to the state of biodiversity	-
	101-8 Ecosystem services	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environment, page 39 - 46
	305-2 Energy indirect (Scope 2) GHG emissions	Environment, page 39 - 46
	305-3 Other indirect (Scope 3) GHG emissions	Environment, page 39 - 46
	305-4 GHG emissions intensity	-
	305-5 Reduction of GHG emissions	-
	305-6 Emissions of ozone-depleting substances (ODS)	-
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	-
	306-2 Management of significant waste-related impacts	-
	306-3 Waste generated	Waste Management, page 47 - 48
	306-4 Waste diverted from disposal	Waste Management, page 47 - 48
	306-5 Waste directed to disposal	Waste Management, page 47 - 48
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	-
	308-2 Negative environmental impacts in the supply chain and actions taken	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Labour Practices & Standards, page 52 - 59
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Labour Practices & Standards, page 52 - 59
	401-3 Parental leave	-
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Health and Safety, page 50 - 52
	403-2 Hazard identification, risk assessment, and incident investigation	-
	403-3 Occupational health services	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	-
	403-5 Worker training on occupational health and safety	Employee Health and Safety, page 50 - 52
	403-6 Promotion of worker health	-

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GRI STANDARD	DISCLOSURE	LOCATION
GRI 403: Occupational Health and Safety 2018 (cont'd)	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	-
	403-8 Workers covered by an occupational health and safety management system	-
	403-9 Work-related injuries	-
	403-10 Work-related ill health	Employee Health and Safety, page 50 - 52
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Labour Practices and Standards, page 52 - 59
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Labour Practices and Standards, page 52 - 59
	404-3 Percentage of employees receiving regular performance and career development reviews	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, page 59 - 62
	405-2 Ratio of basic salary and remuneration of women to men	-
GRI 406: Non- discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	-
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	-
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	-
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	-
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	-

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GRI STANDARD	DISCLOSURE	LOCATION
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	Local Community Engagement, page 62 - 64
	413-2 Operations with significant actual and potential negative impacts on local communities	-
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	-
	414-2 Negative social impacts in the supply chain and actions taken	-
GRI 415: Public Policy 2016	415-1 Political contributions	-
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	-
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	-
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	-
	417-2 Incidents of non-compliance concerning product and service information and labelling	-
	417-3 Incidents of non-compliance concerning marketing communications	-
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Security, page 35

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4. List of Abbreviations

ABC	Anti-Bribery & Corruption
CSI	Centralised Sustainability Intelligence Solutions
DEFRA	UK Department for Environment, Food & Rural Affairs
DESNZ	UK Department for Energy Security and Net Zero
EES	Economic, Environmental, and Social
EPCC	Engineering, Procurement, Construction, and Commissioning
F4GBM	FTSE4Good Bursa Malaysia Index
FY	Financial Year
GEF	Grid Emission Factor
GHG	Greenhouse Gas
GJ	Gigajoules
GPS	Global Positioning System
GRI	Global Reporting Initiative
HSE	Health, Safety, and Environmental
HQ	Headquarter
ILO	International Labour Organisation
IMO	International Maritime Organisation
IT	Information Technology
IMDG	International Maritime Dangerous Goods
kWdc	Kilowatt (direct current)
LTIR	Loss Time Incident Rate
MARPOL	International Convention for the Prevention of Pollution from Ships
ML	Megalitres
MT	Metric Tonnes
MWh	Megawatt-hour
NGO	Non-Governmental Organisation
PV	Photovoltaic
RM	Malaysian Ringgit
SMC	Sustainability Management Committee
SMK	Sekolah Menengah Kebangsaan
tCO ₂ e	Metric Tonnes of Carbon Dioxide Equivalent
TEUs	Twenty-foot Equivalent Units
UK	United Kingdom
UPM	Universiti Putra Malaysia Sarawak