



BINASTRA

Binastra Corporation Berhad

Registration No.: 200301027648 (630068-T)

ANNUAL REPORT 2026

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CORPORATE INFORMATION

BOARD OF DIRECTORS

TAN SRI DATO' SAMSHURI BIN ARSHAD

Non-Independent Non-Executive Chairman

DATUK TAN KAK SENG

Managing Director

Members	Executives' Share Scheme Committee
---------	------------------------------------

MR LEE SENG YONG

Executive Director

Members	Sustainability Committee
	Executives' Share Scheme Committee

MR TEH SOON HIN

Independent Non-Executive Director

Chairman	Audit and Risk Management Committee
Members	Nomination Committee
	Remuneration Committee
	Sustainability Committee

MS TAN MAI YEAN

Independent Non-Executive Director

Chairperson	Remuneration Committee
	Sustainability Committee
	Executives' Share Scheme Committee
Members	Audit and Risk Management Committee
	Nomination Committee

MR LOW TUAN LEE

Independent Non-Executive Director

Chairman	Nomination Committee
Members	Audit and Risk Management Committee
	Remuneration Committee
	Sustainability Committee

COMPANY SECRETARY

Seow Fei San
(MAICSA 7009732)
(SSM Practicing Certificate No.
201908002299)

Mok Mee Kee
(MAICSA 7029343)
(SSM Practicing Certificate No.
201908002288)

REGISTERED OFFICE

802, 8th Floor, Block C
Kelana Square 17 Jalan SS7/26
47301 Petaling Jaya
Selangor Darul Ehsan
Malaysia
Tel : +603 7803 1126
Fax : +603 7806 1387
Email : eadvisory@epsilonas.com

BUSINESS ADDRESS

No. 1 & 3, Jalan Jalil Jaya 3
Jalil Link, Bukit Jalil
57000 Kuala Lumpur
Malaysia
Tel : +603 8998 7555
Fax : +603 8998 7788
Email : general@binastracorp.com.my

WEBSITE

www.binastracorp.com.my

DATE OF INCORPORATION

2 October 2003

SHARE REGISTRAR

Tricor Investor & Issuing House
Services Sdn Bhd
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Malaysia
Tel : +603 2783 9299
Fax : +603 2783 9222
Email : is.enquiry@my.tricorglobal.com

AUDITORS

Baker Tilly Monteiro Heng PLT
201906000600 (LLP0019411-LCA) &
AF 0117
Chartered Accountants
Baker Tilly Tower
Level 10, Tower 1, Avenue 5
Bangsar South City
59200 Kuala Lumpur
Malaysia
Tel : +603 2297 1000
Fax : +603 2282 9980

STOCK EXCHANGE LISTING

Main Market of
Bursa Malaysia Securities Berhad

STOCK NAME & CODE

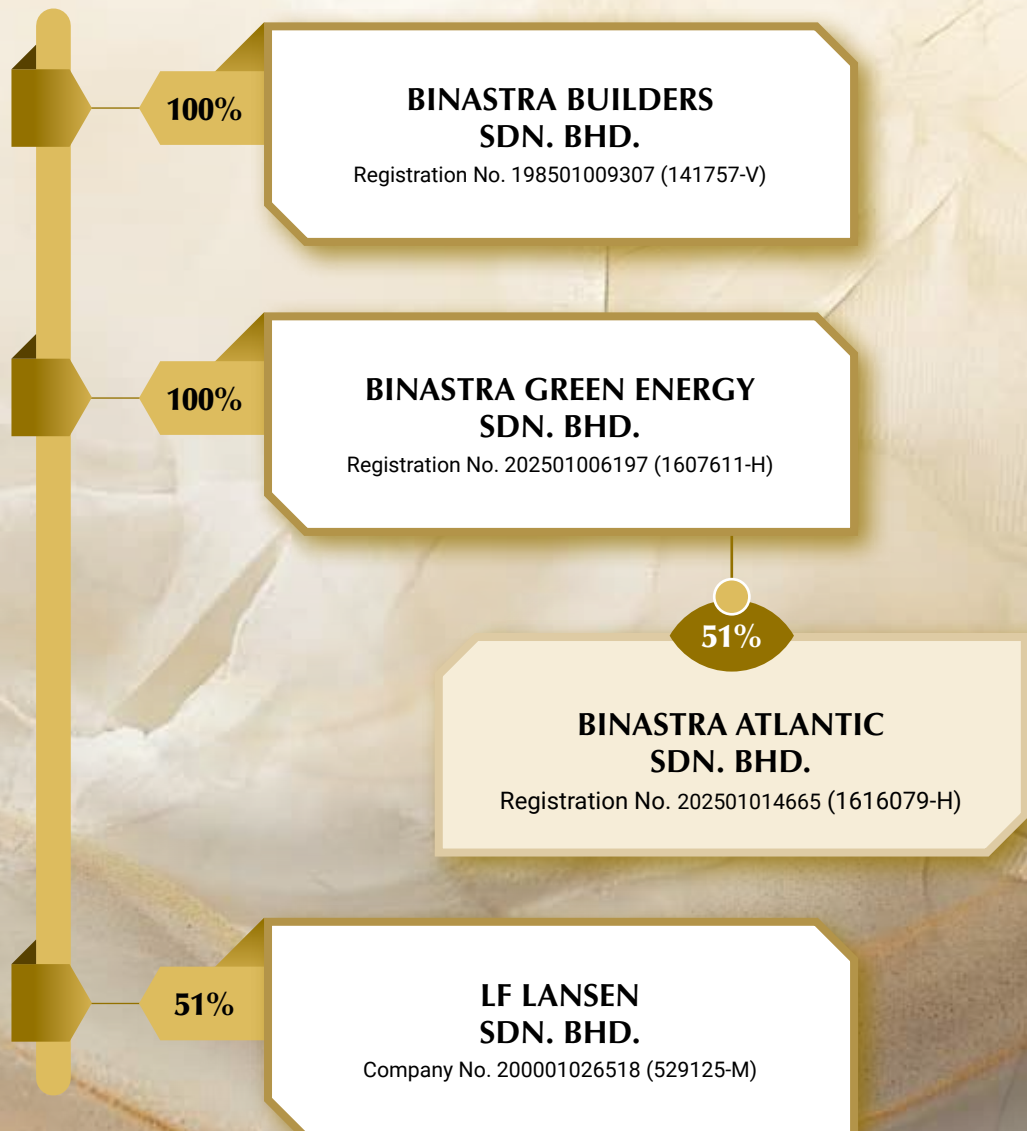
BNASTRA 7195

CORPORATE STRUCTURE

As at 30 April 2026



BINASTRA
CORPORATION BERHAD
Registration No. 200301027648
(630068-T)





GROUP PROFILE



Binastra Corporation Berhad was incorporated on 2 October 2003 as a private limited company under the name Comintel Corporation Sdn Bhd and was subsequently converted into a public limited company under the name Comintel Corporation Bhd on 10 November 2003 and was listed on the Second Board of Bursa Malaysia Securities Berhad ("Bursa Securities") on 16 August 2004. Following the merger of the Main and Second Boards into a unified Main Market on 3 August 2009, Binastra was subsequently listed on the Main Market of Bursa Securities.

As part of branding exercise, Binastra changed its name to Binastra Corporation Berhad (Stock Code: BNASTR 7195) on 8 March 2024.

Binastra is an Investment Holding Company whereas its subsidiaries' principal activities are disclosed below.

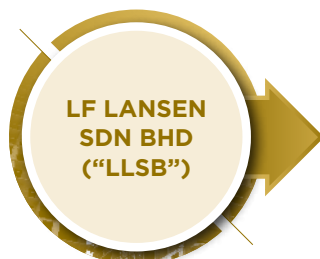


BBSB was incorporated on 6 July 1985. Its principal activities are general contractor, property developer, building and civil engineering works in turnkey projects, design and build, engineering, procurement and construction and commissioning ("EPCC") works, and transportation and logistic industry.

BBSB obtained a Grade 7 licence issued by the Construction Industry Development Board ("CIDB") which it can tender and undertake large construction contracts of unlimited value. BBSB has the capability to act as a sub-contractor to manage and/or undertake specific construction services. In addition, BBSB also has the capability to act as a main construction company to plan, manage, supervise and monitor the entire construction project by leveraging on the experience, expertise and knowledge of its key and senior management. In year 2025, it has expanded its scope to undertake EPCC projects.



BGESB was incorporated on 14 February 2025. Its principal activities are investment holding and provision of EPCC for renewable energy projects. It commenced business during financial year ended 31 January 2026 ("FY2026") by undertaking a development of a large-scale solar and battery storage facility.



LLSB became a subsidiary of Binastra in August 2025 following its acquisition. The company's principal activities include construction and mechanical works. LLSB holds a CIDB Grade G7 contractor certification and has an established track record in delivering thermal energy storage systems and buffer tanks. It also has strong exposure to data centre projects across Malaysia, Singapore, Thailand, Indonesia, Vietnam and the Philippines.



BASB was incorporated on 8 April 2025. Its principal activity is provision of EPCC for renewable energy projects. It commenced business during FY2026 with the acceptance of three letters of award for the development of solar photovoltaic plants and interconnection facilities.

PROFILE OF DIRECTORS



TAN SRI DATO' SAMSHURI BIN ARSHAD

Non-Independent
Non-Executive Chairman

Nationality

Malaysian

Gender

Male

Aged

84

Tan Sri Dato' Samshuri bin Arshad, a Malaysian, Male, aged 84, was appointed as Chairman of the Company on 28 June 2004 and re-designated as Independent Non-Executive Chairman on 28 February 2013. After serving the Board for 12 years as Independent Non-Executive Chairman, he was re-designated as Non-Independent Non-Executive Chairman on 28 February 2025. He was a police officer with the Royal Malaysian Police force, which he served for 34 years. He retired from the police force upon reaching the compulsory retirement age of 55 years on 5 May 1997. His last appointment was as Deputy Inspector General of Police, a post he held for 3.5 years. He has considerable experience in police operations, management, command and control, criminal investigations and also served as the Chief Police Officer in Selangor, Sabah and Perak.

Tan Sri Dato' Samshuri has benefited from wide regional and international exposures and networking when he served as the head of missions for Interpol, the Association of Asean Police Forces and the United Nations Crime Prevention Commission (Vienna). He had undergone international police training in Japan, Australia and United Kingdom ("UK"). He also attended the leadership and management programmes conducted by Harvard Business School in United States of America, National Training Institute in South Korea and the Imperial Defence College in UK.

Tan Sri Dato' Samshuri is also an Independent Non-Executive Chairman of Ambest Group Berhad, a company listed on the ACE Market of Bursa Malaysia Securities Berhad.

Tan Sri Dato' Samshuri attended five (5) out of five (5) Board Meetings of Binastra held during the financial year ended 31 January 2026. He has no family relationship with the other directors or major shareholder of Binastra, no conflict of interest with Binastra and has no conviction for offences other than traffic offences within the past five (5) years and any public sanctions or penalty imposed by the relevant regulatory bodies during the financial year.

His interest in shares of the Company is disclosed in the Analysis of Shareholding in this Annual Report.

PROFILE OF DIRECTORS (CONT'D)



DATUK TAN KAK SENG

Managing Director

Nationality

Malaysian

Gender

Male

Aged

51

Datuk Tan Kak Seng, a Malaysian, Male, aged 51, was appointed as the Managing Director of the Company on 17 January 2023. He holds a Bachelor of Engineering with First Class Honours from the University of Melbourne.

Datuk Tan Kak Seng began his career in 1997 by joining H S Liao Consulting Engineer Sdn Bhd as Civil and Structural Design Engineer where his responsibilities include structural designing, project supervising, and coordinating. Subsequently, he joined Binastra Construction (M) Sdn Bhd ("Binastra Construction") in 2000, which is principally involved in building construction where it undertakes various construction projects including, inter-alia, construction works for residential, commercial, and mixed developments. He is the director and major shareholder of Binastra Construction, where he oversees the implementation and completion of the construction projects undertaken by Binastra Construction. His responsibilities include, amongst others, contract bidding and negotiations, progress monitoring, project costing monitoring and overseeing and managing all major aspects of construction projects.

Currently, Datuk Tan Kak Seng is responsible for the overall day-to-day management and formulation of the Group's business plans and strategies.

Datuk Tan Kak Seng attended five (5) out of five (5) Board Meetings of Binastra held during the financial year ended 31 January 2026. He is a major shareholder of Binastra by virtue of his direct interest in the Company and his interest in JT Conglomerate Sdn Bhd, also a major shareholder of Binastra, pursuant to Section 8(4) of the Companies Act 2016.

Save for the above, Datuk Tan Kak Seng has no family relationship with other directors and major shareholders of Binastra and has no conflict of interest with Binastra other than the recurrent related party transactions disclosed in Note 29 – Related Parties of the Notes to the Financial Statements as set out in this Annual Report. He has no conviction for offences other than traffic offences within the past five (5) years and any public sanctions or penalty imposed by the relevant regulatory bodies during the financial year.

His interest in shares of the Company is disclosed in the Analysis of Shareholding in this Annual Report.

PROFILE OF DIRECTORS (CONT'D)



MR LEE SENG YONG

Executive Director

Nationality

Malaysian

Gender

Male

Aged

42

Mr Lee Seng Yong, a Malaysian, Male, aged 42, was appointed to the Board as Executive Director on 17 January 2023. He was also appointed as one of the members of Sustainability Committee upon the formation of committee on 21 December 2023. He pursued his tertiary education at Curtin University in the field of Business Commerce. Mr Lee has more than fourteen (14) years of experience developing strategies to promote mission of organisation and building strong team of leaders.

He started his career in 2008 by founding Luzzone Concept which involved in wallpaper business until 2011. Mr Lee is the Executive Director of Ideal Workz Sdn Bhd with principal activities as builders and contractors for building completion and finishing work, a position which he held since 2012. He is also the Executive Director of Totalbuildz Sdn Bhd which principally engaged as builders and contractors for construction work since 2018.

Currently, Mr Lee is assisting the Managing Director in the overall day-to-day management and formulation of the Group's business plans and strategies.

Mr Lee attended five (5) out of five (5) Board Meetings of Binastra held during the financial year ended 31 January 2026. He is a major shareholder of Binastra.

Save for the above, Mr. Lee has no family relationship with the other directors or major shareholders of Binastra, no conflict of interest with Binastra and has no conviction for offences other than traffic offences within the past five (5) years and any public sanctions or penalty imposed by the relevant regulatory bodies during the financial year.

His interest in shares of the Company is disclosed in the Analysis of Shareholding in this Annual Report.



PROFILE OF DIRECTORS (CONT'D)



MR TEH SOON HIN

Independent
Non-Executive Director

Nationality

Malaysian

Gender

Male

Aged

49

Mr Teh Soon Hin, a Malaysian, Male, aged 49, was appointed to the Board as Independent Non-Executive Director and as Chairman of the Audit and Risk Management Committee on 17 January 2023. He was also appointed as a member of Nomination Committee and Remuneration Committee on even date. Mr Teh was appointed as one of the members of the Sustainability Committee upon the formation of committee on 21 December 2023.

Mr Teh is a Certified Practising Accountant of the CPA Australia, a Chartered Accountant of the Malaysian Institute of Accountants, a Chartered Professional Accountant of the ASEAN Chartered Professional Accountant, a Chartered Tax Practitioner of the Chartered Tax Institute of Malaysia and a Certified Public Accountant of the Malaysian Institute of Certified Public Accountants. He holds a Bachelor of Accountancy (Hons) from the Universiti Utara Malaysia.

Mr Teh has more than eighteen (18) years of accounting and tax experience in public practice and also public listed companies. He is currently a partner of Imran Teh and Associates PLT, an accounting firm. He is also a Chartered Tax Practitioner of JS Taxation and Consultancy Sdn Bhd. He also acts as an advisor for Fair Consulting (M) Sdn Bhd, a consulting firm with headquarters in Japan that specialises in business process outsourcing services.

Mr Teh is also an Independent Non-Executive Director of Tafi Industries Berhad, a company listed on the Bursa Malaysia Securities Berhad.

Mr Teh attended five (5) out of five (5) Board Meetings of Binastra held during the financial year ended 31 January 2026. He has no family relationship with the other directors or major shareholder of Binastra, no conflict of interest with Binastra and has no conviction for offences other than traffic offences within the past five (5) years and any public sanctions or penalty imposed by the relevant regulatory bodies during the financial year.

He does not have any interest in shares in the Company.

PROFILE OF DIRECTORS (CONT'D)



MR LOW TUAN LEE

Independent
Non-Executive Director

Nationality

Malaysian

Gender

Male

Aged

47

Mr Low Tuan Lee, a Malaysian, Male, aged 47, was appointed as Independent Non-Executive Director and a member of the Audit and Risk Management Committee on 11 November 2021. He was also appointed as Chairman of Nomination Committee and a member of Remuneration Committee on 17 January 2023. He was appointed as a member of Sustainability Committee on 25 March 2024.

Mr Low has more than twenty (20) years of financial industry experience, covering diverse areas including banking products development, structured investment & foreign exchange products, financial modelling and valuation, cross border trade and cash asset management and risk governance. His core expertise is on the provision of products and solutions to commercial clients that operates in different regions. He has executed various financial exercise entities in mainland China, Hong Kong and off-shore multilateral.

Mr Low started off his career as audit trainee in Ernst & Young and subsequently joined AIG Malaysia as an actuarial analyst focusing on product pricing and development before he relocated to Singapore MetLife as actuarial manager in 2006. Mr Low then continues his overseas career in Standard Chartered Bank Shanghai China as Director covers various roles including cross border client coverage, product design development, derivative products solutions, offering relative value trade and cash structured ideas, market information and performance strategies. In addition to Mr Low's banking experience, he continues to venture into financial consultancy focusing on private and corporate fundraising, pre-IPO preparatory as well as strategy advisor for mergers and acquisitions opportunities for Greater China clientele.

Mr Low holds a Bachelor of Commerce major in Actuarial Studies from The University of Melbourne. He received distinction performance ratings throughout his banking career and had various recognition from the bank with Best Performance award and Best Product Manager in his sector.

Mr Low attended five (5) out of five (5) Board Meetings of Binastra held during the financial year ended 31 January 2026. He has no family relationship with the other directors or major shareholder of Binastra, no conflict of interest with Binastra and has no conviction for offences other than traffic offences within the past five (5) years and any public sanctions or penalty imposed by the relevant regulatory bodies during the financial year.

He does not have any interest in shares in the Company.

PROFILE OF DIRECTORS (CONT'D)



MS TAN MAI YEAN

Independent
Non-Executive Director

Nationality

Malaysian

Gender

Female

Aged

52

Ms Tan Mai Yeon, a Malaysian, Female, aged 52, was appointed to the Board as Independent Non-Executive Director on 17 January 2023. She was also appointed as a member of Audit and Risk Management Committee and Nomination Committee as well as the Chairperson of Remuneration Committee on even date and Chairperson of Sustainability Committee upon the formation of the committee on 21 December 2023.

Ms Tan holds a LLB (Hons) in Law from the University of Wales, Swansea and was admitted to the English Bar as a Barrister-at-Law from Lincoln's Inn in year 1997. She returned to Malaysia to complete her pupillage and was called to the Malaysian Bar in 1998.

Ms Tan started her career in a legal firm in Kuala Lumpur, handling corporate and project conveyancing work. In 2000, she left practice to join the corporate sector overseeing all areas of compliance on the rules, regulations and laws of a public listed entity. She was also involved in the corporate restructuring and fund raising exercise of the company.

In 2008, Ms Tan set up her own practice in Kuala Lumpur. Having been in practice for more than twenty (20) years, Ms Tan has extensive legal experience in corporate and commercial matters mainly listings and restructurings, due diligence and mergers and acquisitions.

Ms Tan attended five (5) out of five (5) Board Meetings of Binastra held during the financial year ended 31 January 2026. She has no family relationship with the other directors or major shareholder of Binastra, no conflict of interest with Binastra and has no conviction for offences other than traffic offences within the past five (5) years and any public sanctions or penalty imposed by the relevant regulatory bodies during the financial year.

She does not have any interest in shares in the Company.

PROFILE OF KEY MANAGEMENT TEAM

DATUK TAN KAK SENG

Managing Director

Nationality	Gender	Aged
Malaysian	Male	51

Datuk Tan Kak Seng, a Malaysian, Male, aged 51, was appointed as the Managing Director of the Company on 17 January 2023. He holds a Bachelor of Engineering with First Class Honours from the University of Melbourne.

Datuk Tan Kak Seng began his career in 1997 by joining H S Liao Consulting Engineer Sdn Bhd as Civil and Structural Design Engineer where his responsibilities include structural designing, project supervising, and coordinating. Subsequently, he joined Binastra Construction (M) Sdn Bhd ("Binastra Construction") in 2000, which is principally involved in building construction where it undertakes various construction projects including, inter-alia, construction works for residential, commercial, and mixed developments. He is the director and major shareholder of Binastra Construction, where he oversees the implementation and completion of the construction projects undertaken by Binastra Construction. His responsibilities include, amongst others, contract bidding and negotiations, progress monitoring, project costing monitoring and overseeing and managing all major aspects of construction projects.

Currently, Datuk Tan Kak Seng is responsible for the overall day-to-day management and formulation of the Group's business plans and strategies.

His interest in shares of the Company is disclosed in the Analysis of Shareholding in this Annual Report.

MR LEE SENG YONG

Executive Director

Nationality	Gender	Aged
Malaysian	Male	42

Mr Lee Seng Yong, a Malaysian, Male, aged 42, was appointed to the Board as Executive Director on 17 January 2023. He was also appointed as one of the members of Sustainability Committee upon the formation of committee on 21 December 2023. He pursued his tertiary education at Curtin University in the field of Business Commerce. Mr. Lee has more than fourteen (14) years of experience developing strategies to promote mission of organisation and building strong team of leaders.

He started his career in 2008 by founding Luzzone Concept which involved in wallpaper business until 2011. Mr Lee is the Executive Director of Ideal Workz Sdn Bhd with principal activities as builders and contractors for building completion and finishing work, a position which he held since 2012. He is also the Executive Director of Totalbuildz Sdn Bhd which principally engaged as builders and contractors for construction work since 2018.

Currently, Mr Lee is assisting the Managing Director in the overall day-to-day management and formulation of the Group's business plans and strategies.

His interest in shares of the Company is disclosed in the Analysis of Shareholding in this Annual Report.

PROFILE OF KEY MANAGEMENT TEAM (CONT'D)



MS LIONG CHAI PHENG

Chief Financial Officer

Nationality	Gender	Aged
Malaysian	Female	52

Ms Liong Chai Pheng, a Malaysian, Female, aged 52, was appointed as the Chief Financial Officer of the Company on 23 September 2021. She has been a member of the Association of Chartered Certified Accountants and a member of the Malaysian Institute of Accountants since 2002. She obtained a Master of Business Administration from De Montfort University, United Kingdom in 2003.

She began her career in 1999 with a medium size audit firm as an Audit Officer. Subsequently, she joined one of the Big Four accounting firms as an Audit Associate in 2000. After several years of assuming an audit role, she decided to embark in an accounting and finance role and joined a chemical company as an Accounts Executive where she was mainly involved in the preparation of final accounts, management reports and annual budget. She was also responsible for obtaining ISO 14001 and OHSAS 18001 certifications for the company. She then joined a consultancy firm as an Assistant Manager where she was involved in conducting internal audit and quarterly reporting for several public listed companies in Malaysia.

In 2006, she joined a company listed on the New Zealand's Exchange as the Group Audit Manager where she was responsible for setting-up the internal audit department and strengthening the corporate governance and internal control system for the group. She then assumed the role of Head of Tax for the group in 2008 where she was mainly involved in the group's tax planning across various countries. In 2010, her engagement with the company was converted to freelance consultancy basis and the service was continued until 2013. In 2010, she also joined a company listed on the London Stock Exchange on a freelance consultancy basis as the Group Accountant. During her tenure with the company, she oversees the group finance department.

In 2017, she joined MTD Project Management Services Sdn Bhd as Head of Finance & Treasury where she was leading and managing the finance and tax functions of MTD Capital Bhd group of companies. In 2019, she joined Kerjaya Prospek Group Berhad as Financial Controller and subsequently, she joined Tekmark Sdn Bhd in 2020 as Senior Finance Manager. She was mainly in the management role leading the accounting and finance department of the respective companies.

In September 2021, she joined Binastra Group as the Chief Financial Officer and is responsible for overseeing the overall accounting and finance functions of Binastra Group including accounting, taxation and treasury matters.

She holds 250,000 shares in the Company.

ADDITIONAL INFORMATION ON THE KEY MANAGEMENT TEAM

- None of the Key Management personnel has any family relationship with any Director and/or major shareholder of the Company except as disclosed above for Datuk Tan Kak Seng.
- None of the Key Management personnel has any conviction for offences other than traffic offences within the past 5 years and none of them has any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.
- None of the Key Management personnel has any conflict of interest with the Company.

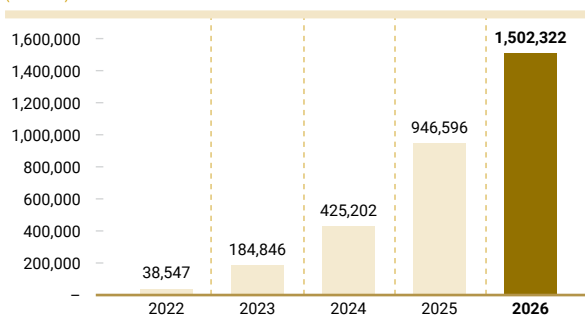
FINANCIAL HIGHLIGHTS

FINANCIAL YEAR	2026 RM'000	2025 RM'000	2024 RM'000	2023 RM'000	2022 RM'000
Turnover	1,502,322	946,596	425,202	184,846	38,547
Profit before taxation	180,806	124,486	55,142	23,545	4,920
Profit/(Loss) for the financial Year	136,859	90,255	40,773	16,523	(8,665)
Profit/(Loss) attributable to owners of the Company	133,488	90,255	40,773	16,523	(8,133)
Total assets	1,303,952	730,958	295,908	137,632	30,307
Shareholders' funds	352,153	282,446	83,211	42,438	1,851
Earnings/(Loss) per share (in sen)	12.24	10.44	10.19	9.16	(5.81)
Net tangible assets per share (in RM)	0.32	0.26	0.18	0.11	0.01

* Restated

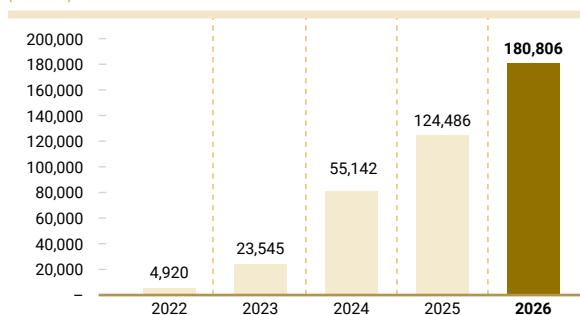
TURNOVER

(RM'000)



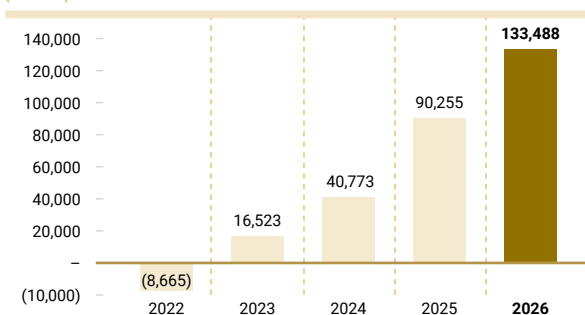
PROFIT BEFORE TAXATION

(RM'000)



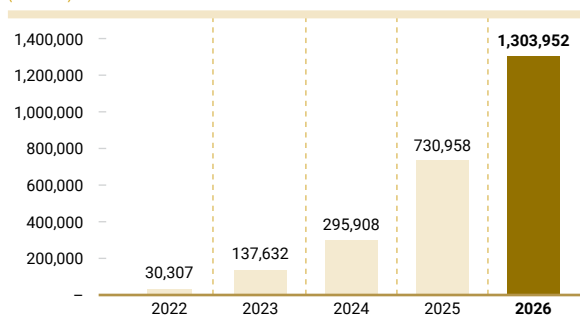
PROFIT/(LOSS) FOR THE FINANCIAL YEAR

(RM'000)



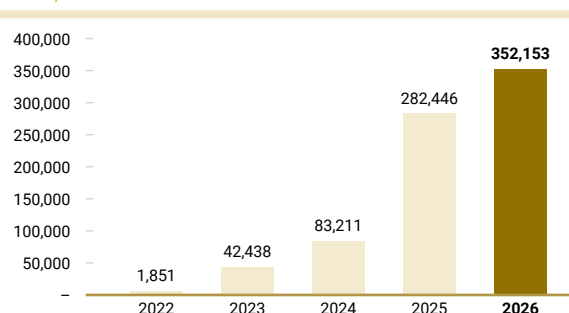
TOTAL ASSETS

(RM'000)



SHAREHOLDERS' FUNDS

(RM'000)





CHAIRMAN'S STATEMENT

Dear Shareholders,

On behalf of the Board of Directors, I am pleased to present the Annual Report and Audited Financial Statements of Binastra Corporation Berhad ("Binastra", or "the Group") for the financial year ended 31 January 2026 ("FY2026").

The year in review was one of continued progress and strategic development for the Group. Despite an operating environment characterised by evolving economic conditions and heightened industry competition, Binastra remained focused on disciplined project execution, operational efficiency, and long-term value creation. We strengthened our operational capabilities, expanded our project portfolio, and reinforced our position within Malaysia's construction sector.

The year also saw the Group take strategic steps to enhance its capabilities and broaden its engineering expertise, positioning Binastra for sustained growth in an evolving industry landscape.

CAPTURING OPPORTUNITIES IN AN EVOLVING LANDSCAPE



The Malaysian economy continued to demonstrate resilience throughout the year despite global uncertainties arising from geopolitical tensions, supply chain adjustments, and moderating global growth. Domestic economic activity remained supported by robust consumer spending, investment activity and sustained public sector development expenditure. Government initiatives aimed at strengthening industrial capabilities and infrastructure development, including the New Industrial Master Plan 2030 (NIMP 2030) and the National Energy Transition Roadmap (NETR), continued to drive investment momentum across several sectors of the economy.

These initiatives have helped sustain demand across industrial, commercial and infrastructure developments, providing a supportive backdrop for Malaysia's construction industry. At the same time, the country's stable financial system and resilient domestic demand helped cushion the economy against external volatility.

Against this backdrop, the construction sector remained an important contributor to national development and economic growth. Demand for logistics hubs, industrial parks and digital infrastructure has continued to accelerate, particularly in high-growth regions such as Selangor, Johor, and Penang. The expansion of data centre infrastructure and manufacturing facilities has further contributed to increased demand for specialised construction capabilities.

Meanwhile, public infrastructure projects, transportation upgrades and utilities development remain key drivers of industry activity. These initiatives form part of Malaysia's broader effort to strengthen economic connectivity, enhance productivity, and support long-term national development objectives.

At the same time, the industry continues to face structural challenges including fluctuations in material prices, labour availability, and increasingly stringent regulatory requirements. In response, construction companies are focusing on improving operational efficiency, strengthening project governance, and adopting technology-driven solutions to enhance productivity.

Within this evolving landscape, Binastra's strong execution capabilities, technical expertise and disciplined financial management meant we were well-positioned to capture emerging opportunities.

CHAIRMAN'S STATEMENT (CONT'D)

REACHING NEW HEIGHTS



Guided by a clear strategic direction and supported by the dedication of our management team and employees, the Group continued to expand its capabilities while pursuing opportunities that support sustainable growth.

FY2026 was the fourth consecutive record-setting year for the Group, with a revenue of RM1.5 billion, representing an 58.7% increase from RM946.6 million in FY2025. Profit before taxation (PBT) for the year stood at RM180.8 million, compared with RM124.5 million in FY2025.

Binastra's performance reflects continued progress in project execution, supported by strong demand across the construction segment and contributions from newly secured contracts. During the year, we maintained a disciplined approach to project management, procurement, and cost control, allowing us to deliver projects efficiently while preserving operational margins.

The Group's financial position remains healthy, underpinned by a robust order book and prudent capital management. As of 31 January 2026, Binastra's outstanding order book stood at RM6.5 billion (FY2025: RM3.6 billion), providing clear earnings visibility over the next four financial years. I'm extremely pleased to note that this is another record achievement for the Group, reinforcing our long-term growth trajectory.

We discuss the Group's financial and operational performance in the Management Discussion and Analysis section on pages 18 to 26.

EXPANDING OUR HORIZONS



Binastra expanded into green energy solutions during FY2026 through the consolidation of LF Lansen Sdn. Bhd., which became a 51%-owned subsidiary. This acquisition strengthens the Group's capabilities in providing energy-efficient engineering solutions and supports long-term revenue growth.

In addition, the Group established two new subsidiaries during the year, namely Binastra Green Energy Sdn. Bhd. ("**BGESB**") and Binastra Atlantic Sdn. Bhd. ("**BASB**"), with BASB being 51%-owned.

These newly established subsidiaries have already made a mark. BGESB secured a RM305.0 million contract for the design and build of a 65MWp solar photovoltaic system and 200MWh battery energy storage system in Pasir Gudang, Johor, while BASB was awarded three engineering, procurement, construction, and commissioning (EPCC) contracts totalling RM171.7 million for 56.5MWac solar facilities in Kuala Langat, Selangor and Sungai Lalang, Kedah. These wins underscore Binastra's successful entry into renewable energy infrastructure and reinforce its strategy to diversify earnings through high-growth, future-focused sectors.

At the same time, the Group reinforced its order book with several notable wins, including a RM1.18 billion high-rise residential development and a RM742.9 million serviced apartment project, both located in Johor Bahru with close proximity to Johor-Singapore Causeway, as well as RM438.9 million data centre development and mechanical and electrical (M&E) fit-out projects in Kuala Lumpur.

CHAIRMAN'S STATEMENT (CONT'D)

UPHOLDING ACCOUNTABILITY AND TRANSPARENCY



The Board remains committed to maintaining high standards of corporate governance, transparency, and accountability across the Group's operations. Through robust governance structures and internal controls, we ensure that our business activities are conducted ethically and in compliance with regulatory requirements.

During the year in review, we achieved 100% employee participation in anti-corruption training, with no recorded incidents of corruption, whistleblowing cases, or data privacy breaches, reflecting the strength of our governance practices and commitment to responsible business conduct.

Kindly refer to the Corporate Governance Statement section of this Report on pages 27 to 38 for more information.

SAFEGUARDING OUR PEOPLE AND THE ENVIRONMENT



Workplace safety remains a fundamental priority for the Group. Construction activities inherently involve operational risks, and we continued to emphasise strict adherence to safety procedures across all project sites to safeguard the well-being of our employees and contractors.

In FY2026, we maintained a strong safety record across our operations, with zero fatalities reported at all project sites, while continuing to foster a safe, inclusive, and supportive workplace. We also invested in the development of our workforce through structured training and upskilling initiatives, reinforcing our commitment to building a resilient and capable organisation.

In addition, we recognise the growing importance of environmental and social considerations within the construction industry. We continued to strengthen our resource management practices, including waste segregation and recycling initiatives that enabled the diversion of 418.5 tonnes of waste from landfills. The Group has also begun strengthening its climate-related capabilities through the measurement of greenhouse gas emissions and initial alignment with recognised disclosure frameworks, providing a foundation for future decarbonisation efforts. Together, these initiatives reflect our commitment to responsible growth and long-term value creation for our stakeholders.

Binastra remains committed to engaging responsibly with its stakeholders and ensuring that the projects contribute positively to the communities in which we operate.

For more information on our sustainability initiatives, please refer to the Sustainability Report on pages 60 to 106 of this Report.

OUTLOOK



Looking ahead, the Board remains cautiously optimistic about the Group's prospects. Malaysia's long-term infrastructure and development agenda continues to provide significant opportunities for capable construction companies.

Binastra's strong order book, expanding technical capabilities and growing industry reputation place the Group in a favourable position to capture emerging opportunities. The integration of LF Lansen is expected to further enhance our ability to undertake specialised construction and engineering projects, while supporting greater diversification of the Group's project portfolio.

At the same time, we remain mindful of external uncertainties, including ongoing geopolitical tensions such as the conflict involving Iran, which could contribute to volatility in global energy prices, supply chains, and overall market sentiment. Any prolonged escalation may place upward pressure on construction input costs, logistics expenses, and financing conditions. The Group will continue to monitor these developments closely and respond with prudent cost management and disciplined project execution.

Moving forward, the Group will continue to focus on strengthening its order book, maintaining operational discipline, and pursuing strategic opportunities that leverage our strengths and support sustainable growth.

CHAIRMAN'S STATEMENT (CONT'D)

APPRECIATION



On behalf of the Board, I would like to express our sincere appreciation to our shareholders for their continued trust and support.

I would also like to extend my gratitude to our management team and employees for their dedication and professionalism throughout the year. Their efforts have been instrumental in driving the Group's achievements.

Finally, we thank our clients, business partners, regulators and stakeholders for their continued cooperation and support. We look forward to strengthening these relationships as we continue building a stronger future for Binastra.

Thank you.

Tan Sri Dato' Samshuri bin Arshad
Non-Independent Non-Executive Chairman



MANAGEMENT DISCUSSION AND ANALYSIS

The Management Discussion and Analysis section provides an overview of Binastra Corporation Berhad's ("Binastra", or "the Group") financial and operational performance for the financial year ended 31 January 2026 ("FY2026"), together with key developments during the year and the outlook for the Group's business.

This section should be read in conjunction with the Group's audited financial statements and accompanying notes.

OUR BUSINESS



Binastra is a leading construction company in Malaysia specialising in residential, commercial, and industrial developments, supported by strong project management capabilities and a proven track record of delivering high-quality projects on time and within budget.

The Group operates through two principal segments: Investment Holding and Construction. The Construction segment remains the Group's primary revenue driver, encompassing building construction, specialised engineering, and green projects.

Binastra's business model is anchored on strategic alliance with clients, operational efficiency, expansion of projects portfolio and disciplined financial management. The Group leverages value engineering, in-house project management expertise, and long-standing supplier relationships to maintain competitive costs while ensuring quality project delivery.

With a growing order book, an expanding portfolio of complex projects and increasing participation in digital infrastructure developments and green projects, the Group continues to strengthen its position within Malaysia's construction industry.

INDUSTRY AND MARKET DYNAMICS



Malaysia's construction sector continued to demonstrate resilience and growth during FY2026, supported by sustained infrastructure development and investment activity.

Public sector spending on transportation infrastructure, utilities and regional development projects remained a key driver of construction demand. At the same time, private sector investments continued to accelerate across industrial developments, logistics facilities, and digital infrastructure.

Demand for data centre infrastructure, in particular, has expanded rapidly as Malaysia positions itself as a regional digital hub. This trend has created new opportunities for construction companies with specialised technical capabilities.

Meanwhile, industrial expansion driven by initiatives such as the New Industrial Master Plan 2030 (NIMP 2030) and the National Energy Transition Roadmap (NETR) is expected to support continued demand for manufacturing facilities, logistics hubs, and energy-related infrastructure.

Despite these positive drivers, the industry continued to face structural challenges including fluctuations in material prices, labour shortages and increasing regulatory requirements. In response, construction companies are increasingly focusing on improving productivity, strengthening project governance, and adopting technology-enabled solutions to enhance operational efficiency.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

INDUSTRY AND MARKET DYNAMICS (CONT'D)

Recent geopolitical tensions, including the conflict involving Iran, have also introduced additional uncertainty to the global operating environment.

Within this evolving landscape, Binastra continued to leverage its project execution capabilities, technical expertise, and disciplined financial management to capture opportunities arising from Malaysia's infrastructure and development pipeline.

REVIEW OF OPERATING ENVIRONMENT



Despite ongoing global uncertainties, Malaysia's economy remained resilient. Domestic economic activity continued to be supported by strong consumer demand, stable financial conditions, and sustained development spending. Infrastructure investments, commercial developments, and industrial expansion continued to drive activity across the construction sector.

The Malaysian property market also remained active during the period, with continued demand across residential, commercial, and industrial segments. Growth was particularly evident in industrial and commercial developments in high-growth regions such as Johor and Selangor, supported by increased investment activity and the expansion of logistics and digital infrastructure facilities.

Subsequent to FY2026, geopolitical tensions including the conflict involving Iran added further uncertainty to the external environment, particularly through the risk of higher global energy prices, supply chain disruptions, and increased market volatility. While the direct impact on Malaysia remained manageable, prolonged escalation could place upward pressure on fuel, transport, and construction input costs.

Against this backdrop, Binastra continued to adapt to industry challenges through prudent financial management, operational efficiency, and careful selection of projects, enabling the Group to sustain momentum in a competitive environment.

REVIEW OF FINANCIAL PERFORMANCE



	FY2026 RM'000	FY2025 RM'000	Variance (%)
Revenue	1,502,322	946,596	▲ 58.7
Cost of Sales	1,311,278	812,458	▲ 61.4
Profit Before Taxation (PBT)	180,806	124,486	▲ 45.2
Net Profit	136,859	90,255	▲ 51.6
Earnings Per Share (sen)	12.24	10.44	▲ 17.2
Total Assets	1,303,952	730,958	▲ 78.4
Total Liabilities	932,261	448,512	▲ 107.9
Cash and Cash Equivalents	81,405	71,541	▲ 13.8

In FY2026, the Group delivered a strong set of results, with revenue increasing by 58.7% to RM1.5 billion (FY2025: RM946.6 million), driven by higher project execution and improved work progress across its construction segment. Profit before taxation (PBT) rose by 45.2% to RM180.8 million, while net profit grew by 51.6% to RM136.9 million, reflecting sustained operational momentum despite a faster increase in cost of sales in line with project scale. Earnings per share improved to 12.24 sen (FY2025: 10.44 sen).



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

REVIEW OF FINANCIAL PERFORMANCE (CONT'D)

The Group's financial position strengthened alongside its expansion, with total assets rising to RM1.3 billion, supported by higher receivables and contract assets, while total liabilities increased to RM932.3 million, largely attributable to working capital requirements. Cash and cash equivalents remained healthy at RM81.4 million, providing adequate liquidity to support ongoing operations and future growth.

Operationally, the Group maintained strict cost discipline through proactive procurement strategies, value engineering initiatives, and improved project coordination. These measures helped mitigate cost pressures while preserving operational efficiency across project sites.

DIVIDENDS



In FY2026, Binastra declared and paid an interim dividend of 3.0 sen per ordinary share, amounting to RM32.7 million, consistent with the previous financial year. In addition, the Board proposed second interim dividend of 3.5 sen per ordinary share, amounting to RM38.2 million, paid on 24 April 2026.

The total dividend declared in FY2026 amounts to 6.5 sen per ordinary share, representing a generous payout ratio of 53.1% of FY2026's profit after tax and minority interest. This reflects the Board's commitment to delivering sustainable returns to shareholders while balancing the need to retain capital to support ongoing project execution and business expansion.

The Group does not currently maintain a formal dividend policy. Nevertheless, the Board remains committed to rewarding shareholders through dividends where appropriate, taking into consideration the Group's financial performance, cash flow requirements, capital commitments, and long-term growth objectives.

OPERATIONAL HIGHLIGHTS



FY2026 saw Binastra continue to strengthen its operational capabilities while expanding its project portfolio across multiple construction segments.

Acquisition

During FY2026, the Group strengthened its technical capabilities through the acquisition of a 51% equity interest in LF Lansen Sdn. Bhd., which was consolidated during the financial year. This strategic move enhances the Group's ability to undertake specialised engineering and mechanical works, supporting its expansion into more complex infrastructure and industrial projects. The integration of LF Lansen also enables Binastra to broaden its service offerings and capture a wider range of project opportunities across the construction value chain.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

OPERATIONAL HIGHLIGHTS (CONT'D)

Acquisition (Cont'd)



Largest buffer tanks in Malaysia (300m³) built by LF Lansen

Operational Execution and Scale

The Group continued to deliver strong operational performance during the year, supported by steady progress across multiple large-scale projects. Construction activities accelerated in line with the Group's expanding order book, contributing to higher work recognition and improved project throughput. Leveraging in-house project management expertise, disciplined cost control and strong supplier coordination, the Group maintained efficient execution across its project sites.

Expansion Into High-Growth Segments

Binastra continued to strengthen its presence in high-growth construction segments, including industrial developments and data centre infrastructure, where demand remains robust. These wins effectively position the Group to benefit from Malaysia's increasing role as a regional investment and digital infrastructure hub.

During the year, the Group also advanced its renewable energy expansion through newly incorporated subsidiaries Binastra Green Energy Sdn. Bhd. ("**BGESB**") and Binastra Atlantic Sdn. Bhd. ("**BASB**"), which secured contracts with a combined value of RM476.7 million. These wins marked an important milestone in diversifying the Group's earnings base into future-focused infrastructure sectors.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

OPERATIONAL HIGHLIGHTS (CONT'D)

Expansion Into High-Growth Segments (Cont'd)



Installation of solar panels for one of our green projects

Geographic Expansion

Binastra continued to strengthen its geographical footprint during FY2026 through a growing presence in Johor Bahru, one of Malaysia's most dynamic development corridors. This expansion supports the Group's strategy to diversify its revenue base and participate in opportunities arising from increasing cross-border connectivity, urban redevelopment, and investment activity in the southern region.

During the year, the Group secured multiple new contract wins in Johor Bahru across residential and mixed-use developments totalling RM2.6 billion, reinforcing Binastra's position as a trusted contractor in the market and establishing a stronger platform for future growth in the region.

Key Projects and Milestones

During FY2026, the Group achieved significant milestones across a diversified portfolio of residential, commercial, industrial, and specialised infrastructure developments, reflecting its ability to execute projects of varying scale and complexity.

Among the notable project wins during the year was the RM1.18 billion Causewayz Square development in Johor Bahru, involving the construction of a landmark high-rise residential development comprising multiple towers. The Group also secured the RM742.9 million The Address @ Taman Pelangi project in Johor Bahru, further strengthening its presence in the southern region.

In the Klang Valley, Binastra continued to expand its high-rise residential portfolio through projects such as The Queenswoodz @ Bukit Jalil, valued at RM405.0 million, and Tuan Heritag3 @ Segambut, Kuala Lumpur, valued at RM268.0 million.

The Group also strengthened its position in specialised construction through a RM250.4 million data centre project for AIMS Group in Cyberjaya, followed by a RM188.5 million mechanical and electrical (M&E) fit-out package for the same facility, demonstrating its growing credentials in mission-critical infrastructure.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

OPERATIONAL HIGHLIGHTS (CONT'D)

Key Projects and Milestones (Cont'd)

Beyond traditional construction, the Group marked an important milestone in renewable energy by securing RM476.7 million in solar and battery storage contracts through BGESB and BASB.

The steady progression of ongoing projects and successful commencement of newly secured contracts further strengthened the Group's order book and enhanced earnings visibility for the years ahead.

RISK MANAGEMENT



Binastra recognises that operating in a dynamic business environment exposes the Group to various risks that must be managed proactively to support sustainable growth, resilience, and long-term value creation. Our risk management approach focuses on identifying, assessing, and mitigating key risks that may affect our operations, financial performance, reputation, and strategic objectives.

Key risk areas monitored by the Group include project execution, cost inflation, labour availability, supply chain disruptions, cybersecurity, liquidity management, and health and safety performance. In addition, the Group continues to monitor governance and compliance risks, including evolving laws, regulations and regulatory requirements that may affect construction operations, corporate reporting, and business conduct standards.

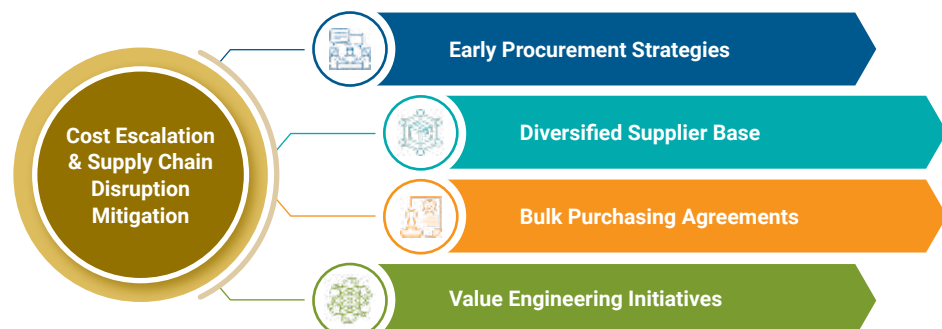
As the Group expands its operational footprint and corporate structure, risk oversight has also been strengthened to cover the additional operating subsidiaries within the Group. During the year, Binastra engaged an outsourced internal auditor to undertake risk assessments and review internal control processes across the Group, supporting continuous improvement in governance, accountability, and risk management practices.

The Board and Management remain committed to maintaining an effective risk management framework that enables timely decision-making and supports the Group's ability to respond to changing business conditions.

Further details are set out in the Statement on Risk Management and Internal Control section on pages 39 to 41.

Cost Escalation & Supply Chain Disruption

One of the primary risks facing the construction industry is cost escalation and supply chain disruptions. To mitigate this, we have implemented early procurement strategies, diversified our supplier base, and engaged in bulk purchasing agreements to secure stable pricing and supply continuity. Additionally, our value engineering initiatives enable us to optimise material usage without compromising on quality.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

RISK MANAGEMENT (CONT'D)

Health and Safety

Ensuring a safe working environment for employees and subcontractors remains a key priority for Binastra. The Group maintains strict health and safety protocols and recorded zero workplace fatalities in FY2026. Regular safety audits, continuous employee training, and adherence to recognised occupational safety standards support the Group's commitment to maintaining high workplace safety standards. In addition, our employment policies promote ethical labour practices across our workforce, helping to mitigate risks associated with social compliance.

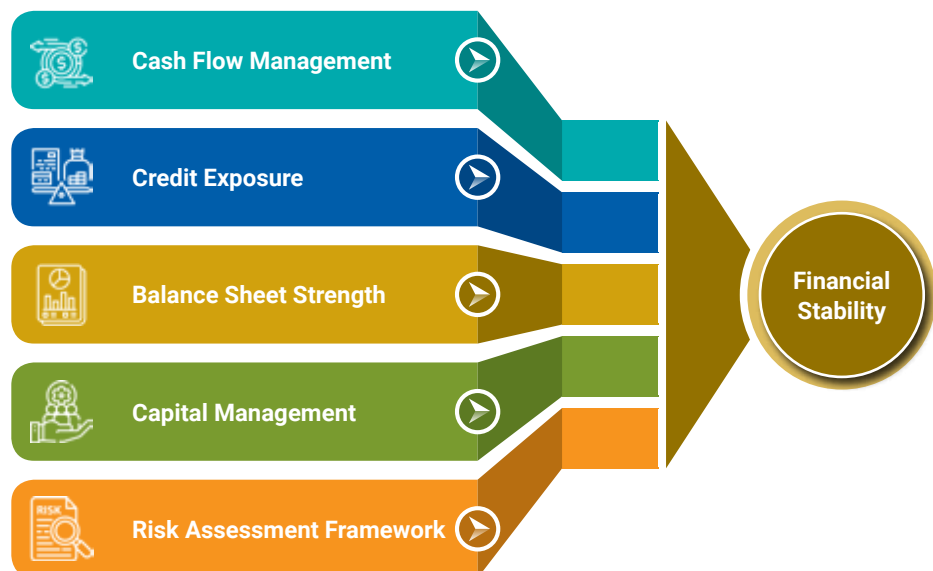
Labour Shortages

Labour availability remains a key industry concern, particularly as the construction sector continues to recover in the post-pandemic environment. In response, the Group is strengthening workforce training and retention programmes, leveraging technology to reduce reliance on manual labour, and collaborating with skilled subcontractors to ensure the seamless delivery of projects.

Financial Risk

Financial risks, including cash flow management and credit exposure, are closely monitored through prudent financial planning and disciplined liquidity management. Supported by a robust balance sheet and sound capital management practices, the Group maintains the financial flexibility required to navigate economic uncertainties. Our structured risk assessment framework enables us to respond effectively to market fluctuations and evolving regulatory requirements.

NAVIGATING FINANCIAL RISKS



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

RISK MANAGEMENT (CONT'D)

Cybersecurity

Cybersecurity threats have become increasingly prevalent in today's digital environment. To safeguard sensitive data and maintain operational integrity, the Group has strengthened its cybersecurity infrastructure and implemented robust data protection policies to reinforce its digital defences.

Through these proactive risk management measures, Binastra remains resilient in an evolving business landscape, supporting sustainable growth while safeguarding the interests of shareholders and stakeholders.

SUSTAINABILITY AND ESG COMMITMENTS



The Group continued to strengthen its sustainability and environmental, social, and governance ("ESG") practices as part of its approach to enhancing long-term value creation, operational resilience, and disciplined risk management. Governance remained a key priority, supported by Board oversight, a structured sustainability governance framework and internal review processes over selected ESG disclosures.

From an environmental perspective, the Group continued to monitor climate-related risks, resource efficiency and regulatory developments that may affect operating costs and project execution. During FY2026, the Group recorded total greenhouse gas emissions of 97,675 tCO₂e and Scope 1 & 2 emissions intensity of 3.4 tCO₂e per RM million of revenue, reflecting ongoing efforts to improve operational efficiency and strengthen environmental accountability.

Operationally, the Group maintained a strong focus on responsible procurement, with 99.9% of procurement spend directed to local suppliers, supporting supply chain resilience and execution reliability. At the same time, continued investments in workforce capability, safety and employee development included 3,289.0 total training hours and zero workplace fatalities during the year.

Collectively, these initiatives will further strengthen the Group's ability to manage emerging and operational risks, improve productivity, support sustainable earnings visibility, and reinforce investor confidence over the long term.

More details are available in the Sustainability Report on pages 60 to 106.

PROSPECTS AND OUTLOOK



Malaysia's construction sector is expected to remain on a positive growth trajectory in the near to medium term, supported by continued infrastructure investments, industrial expansion and sustained private sector development activity.

Government initiatives under national development programmes such as the NIMP2030 and NETR are expected to drive investments across manufacturing, energy, and logistics infrastructure. Continued expansion of transportation networks, utilities infrastructure and regional development corridors is also expected to sustain construction demand across the country.

Private sector investments are expected to remain an important growth driver. Demand for industrial facilities, logistics hubs and data centre developments has increased as Malaysia strengthens its position as a regional investment and digital infrastructure hub. High-growth regions such as Johor and Selangor continue to attract both domestic and foreign investments, further supporting construction activity in these areas.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

PROSPECTS AND OUTLOOK (CONT'D)

Nevertheless, the operating environment remains challenging. The industry continues to face fluctuations in construction material prices, labour shortages and evolving regulatory requirements. In addition, ongoing geopolitical tensions, including the conflict involving Iran, may contribute to volatility in global energy prices, supply chain disruptions, inflationary pressures, and weaker business sentiment if prolonged. These developments could indirectly affect construction costs, project timelines, and investment decisions across the sector.

In response, industry players are increasingly prioritising operational efficiency, stronger project governance, and the adoption of technology-driven solutions to improve productivity and manage costs.

Against this backdrop, the Group remains well positioned to capitalise on opportunities arising from Malaysia's infrastructure and development pipeline. Our strong order book, together with a diversified portfolio of residential, commercial, infrastructure and specialised construction projects, positions us to benefit from sustained demand across multiple segments.

Key Strategic Priorities

Moving into FY2027, Binastra will focus on executing its expanded order book to sustain revenue growth and strengthen earnings visibility. At the same time, priority will be placed on enhancing cost discipline through proactive procurement strategies and value engineering initiatives to mitigate margin pressures arising from rising input costs.

The Group will also focus on integrating and scaling its newly acquired subsidiary, LF Lansen Sdn. Bhd., to expand its capabilities in specialised engineering and infrastructure works. In parallel, efforts will be directed towards strengthening working capital management and cash flow discipline to support operational scale while maintaining financial flexibility.

Strategically, the Group aims to deepen its presence in the high-growth data centre segment. The Group will also continue to enhance its technical capabilities and project execution capacity to support the delivery of larger and more complex projects, while remaining selective in project acceptance to safeguard execution quality and operational standards.

Through these strategic priorities, we remain focused on delivering sustainable growth, strengthening operational resilience, and advancing our ESG commitments in creating long-term value for our stakeholders.

CORPORATE GOVERNANCE STATEMENT

The Board of Directors ("**Board**") of Binastra Corporation Berhad ("**Binastra**" or the "**Company**") together with its subsidiaries (the "**Group**") are dedicated in their commitment towards the Group's long-term strategy and consistent growth through the highest standards of corporate governance practices as guided by the Malaysian Code on Corporate Governance 2021 (the "**Code**") and Paragraph 15.25(1) of the Main Market Listing Requirements ("**Listing Requirements**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**"). The Board firmly believes that its implementation of the Code and the Listing Requirement's corporate governance practices channels greater transparency and ethics in corporate accountability, which in turn facilitates optimal achievement of the Group's strategic goals.

The Board is pleased to report that, throughout the financial year ended 31 January 2026 ("**FY2026**"), the integration of corporate governance into the Group's culture and business practices has proven to be a significant contributor to its overall performance. This is evidenced by the successful securing of new and revised contracts during FY2026, which has increased the Company's order book to RM6.5 billion.

Despite a challenging year, the Group maintained its dedication in upholding the principles and practices prescribed by the Code. Detailed descriptions of how the Code has been applied throughout the Group are outlined in the Corporate Governance Report ("**CG Report**"). Shareholders are encouraged to read this overview statement together with the CG Report, copy of which is available to download from the Company's website at www.binastracorp.com.my.

A. BOARD LEADERSHIP AND EFFECTIVENESS

1. Board Responsibilities

The Board heads the Company to provide effective leadership and sets strategic direction and works with Management to enhance the long-term success of the Group. In addition, the Board is also accountable for instilling good corporate governance practices in the Company which plays a pivotal role in fostering transparency, accountability and long-term success within the Group's businesses as well as establishing and maintaining a sound risk management framework for the Group to effectively monitor and manage risks, and to achieve an appropriate balance between risk and Company's performance.

The Board is also entrusted with responsibilities to exercise reasonable care and having the Group's best interests in mind when employing the Company's resources and safeguarding the Company's assets. Through set values and high standards, the Board ensures that its obligations towards shareholders and all stakeholders are met.

The Board together with the Management take responsibilities for governance of sustainability in the Company. Further information on sustainability matters of the Group are discussed in the Sustainability Report contained in this Annual Report 2026.

The Board is made up of executive and non-executive Directors and led by a Chairman who oversees the effectiveness of the Board. As recommended by the Code, the roles of Chairman and Managing Director are separately held by Tan Sri Dato' Samshuri Bin Arshad ("**Tan Sri Dato' Samshuri**") and Datuk Tan Kak Seng, respectively, making sure there is a clear distinction between the responsibilities of both positions and to prevent any undue overlap in oversight. Essentially, Tan Sri Dato' Samshuri leads the Board while Datuk Tan Kak Seng, assisted by the Executive Director and Senior Management, leads the Management and overseeing the day-to-day operations of the Group. This ensures an instillation of good governance in addition to a balance in authority through restricted powers in decision making with the respective role.

The Board is assisted by five (5) main board committees, namely the Audit and Risk Management Committee ("**ARMC**"), the Nomination Committee ("**NC**"), the Remuneration Committee ("**RC**"), the Sustainability Committee ("**SC**") and the Executives' Share Scheme Committee ("**ESSC**") (collectively referred to as the "**Board Committees**").



CORPORATE GOVERNANCE STATEMENT (CONT'D)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

1. Board Responsibilities (Cont'd)

As entrusted by the Board, these Board Committees deliberate relevant issues within their respective functions and terms of reference, after which they report to the Board with their recommendations. However, this does not absolve the Board's ultimate responsibility in decision-making.

Save for the SC and ESSC, members of the Board Committees consist of wholly independent non-executive Directors of the Company but excludes the Chairman of the Board because the Board is of the view that the Chairman of the Board should not be involved in these Board Committees to ensure that there is check and balance as well as objective review by the Chairman of the Board when the Board is deliberating on the observations and recommendations put forth by the Board Committees.

To uphold the Board effectiveness, the Board is supported by two (2) qualified and competent Companies Secretaries who are members of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA). The Company Secretaries support the Board in carrying out its fiduciary duties and stewardship role, and play an advisory role to the Board, particularly with regard to compliance with regulatory requirements, guidelines, legislations, corporate disclosures and governance related practices. All Directors have unrestricted access to the advice and services of the Company Secretaries on matters regarding compliance with applicable laws and regulations as well as corporate governance. Further information of the roles and responsibilities carried out by the Company Secretaries during the FY2026 are set out in Practice 1.5 of the Company's CG Report.

In discharging the Board's duties, the Board is guided by its Board Charter. To instil an ethical corporate culture and ensuring that the Company's values, standards, policies and practices are consistent with the culture, the Board has in place a Code of Ethics and Conduct. Through discussions and reviews with the Management, the Board has also established, inter-alia, the following policies and terms of reference of its Board Committees, for the purposes of aiding the Board, the Board Committees and the Management in carrying out their duties through clear demarcation of responsibilities:-

- Anti-Corruption and Bribery Policy
- Whistleblowing Policy
- Director's Fit and Proper Policy
- Remuneration Policy and Procedures
- Stakeholders Communications Policy
- Conflict of Interest Policy
- Terms of Reference of the ARMC
- Terms of Reference of the NC
- Terms of Reference of the RC
- Terms of Reference of the SC
- Terms of Reference of the ESSC

The relevant policies and Terms of Reference of the Board Committees are published on the Company's website at www.binastracorp.com.my as required under the Listing Requirements and the Code.

The Board and the Board Committees meet regularly on scheduled dates throughout the year to consider pre-set agenda items and additionally as and when required for specific purpose, with a formal schedule of matters specifically reserved for the Board for its deliberation and decision. To assist Directors in planning their attendance, meeting dates for each new calendar are discussed and notified to all Directors before the start of that calendar year.

To enable the Board to make informed decisions and fulfill their duties and responsibilities, Management recognises its role in providing the Board with complete, adequate and timely information both prior to Board meetings and on an on-going basis.

CORPORATE GOVERNANCE STATEMENT (CONT'D)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

1. Board Responsibilities (Cont'd)

Notice for each Board meeting together with the meeting papers relating to the agenda items thereto are sent out to all Directors seven (7) days beforehand. Sufficient time is allocated for discussion of the issues tabled under the agenda and for the Management to response to additional request of information which Directors may make during meetings. Personnel from the Management, the Company's auditors and other professionals, when necessary, are invited to be present at these meetings to provide additional insights into the matters to be discussed at Board meetings and Board Committees meetings. If required, the Board may also seek independent professional advice at the Company's expense to assist them with any decision making in relation to the fulfilment of their duties and responsibilities. Upon conclusion of meetings, the minutes are prepared and circulated to the Board in a timely manner.

During FY2026, the Board met five (5) times whilst the Board Committees met a total of twelve (12) times to deliberate and consider a variety of matters affecting the Company's corporate and operations matters, which includes the Group's financial results, audit findings and issues, risk management and sustainability matters, ESS matters, corporate proposals, policies matter, regulatory compliance update, etc.

Attendance record of the Directors at Board and Board Committees meetings held in the FY2026, is as follows:

Name of Director	Total Meetings Attended						Total Attendance
	Board Meeting	ARMC Meeting	NC Meeting	RC Meeting	SC Meeting	ESSC Meeting	
Tan Sri Dato' Samshuri	5/5	-	-	-	-	-	5/5
Datuk Tan Kak Seng	5/5	-	-	-	-	1/1	6/6
Lee Seng Yong	5/5	-	-	-	4/4	1/1	10/10
Teh Soon Hin	5/5	5/5	1/1	1/1	4/4	-	16/16
Tan Mai Yean	5/5	5/5	1/1	1/1	4/4	1/1	17/17
Low Tuan Lee	5/5	5/5	1/1	1/1	4/4	-	16/16
Number of meetings held	5	5	1	1	4	1	17

The Company ensures that Directors are provided with opportunities to develop and maintain their skills and knowledge through trainings at the Company's expense. In this regard, the Company often assists in arranging and facilitate trainings for the Directors. However, majority of the Directors proactively attend training sessions to enhance their knowledge and skills.



CORPORATE GOVERNANCE STATEMENT (CONT'D)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

1. Board Responsibilities (Cont'd)

Throughout the FY2026, the Directors of the Company have attended various conferences and seminars organised by external organisers not only to keep abreast of industry developments and trends, but also to assist them to effectively discharge of their duties. Conferences, seminars and training programmes attended by the Directors in the FY2026 are as follows:-

Name of Director	Title of Conferences, Seminars and Training Programmes	Date of Conferences, Seminars and Training Programmes	Conducted by
Tan Sri Dato' Samshuri	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	20 to 21 May 2025	Institute of Corporate Directors of Malaysia
	Zooming into ISSB Training	1 November 2025	Deloitte Malaysia PLT
	Anti-Bribery & Corruption S17A Corporate Liability Perspective	19 January 2026	JBravoLow & Co.
Datuk Tan Kak Seng	Zooming into ISSB Training	1 November 2025	Deloitte Malaysia PLT
	Anti-Bribery & Corruption S17A Corporate Liability Perspective	19 January 2026	JBravoLow & Co.
Lee Seng Yong	Zooming into ISSB Training	1 November 2025	Deloitte Malaysia PLT
	Anti-Bribery & Corruption S17A Corporate Liability Perspective	19 January 2026	JBravoLow & Co.
Teh Soon Hin	National Tax Conference 2025	5 to 6 August 2025	Lembaga Hasil Dalam Negeri Malaysia & Chartered Tax Institute of Malaysia
	Zooming into ISSB Training	1 November 2025	Deloitte Malaysia PLT
	The Audit Oversight Board's conversation with audit committees	25 November 2025	The Securities Commission Malaysia
	Anti-Bribery & Corruption S17A Corporate Liability Perspective	19 January 2026	BravoLow & Co.
Tan Mai Yean	Zooming into ISSB Training	1 November 2025	Deloitte Malaysia PLT
	Anti-Bribery & Corruption S17A Corporate Liability Perspective	19 January 2026	JBravoLow & Co.
Low Tuan Lee	Zooming into ISSB Training	1 November 2025	Deloitte Malaysia PLT
	Anti-Bribery & Corruption S17A Corporate Liability Perspective	19 January 2026	JBravoLow & Co.

CORPORATE GOVERNANCE STATEMENT (CONT'D)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

2. Board Composition

The Board recognises that composition of the board is crucial as it directly impacts the effectiveness, governance, and success of an organisation. A diverse and well-balanced board can provide strategic guidance, effective oversight, and drive the Company towards achieving its objectives and fulfilling its responsibilities to all stakeholders.

The NC is entrusted with duties in assisting the Board to implement procedures for selection of directors, identifying qualified individuals to serve as members of the Board and recommending such candidates for appointment to the Board and Board Committees and assessing the effectiveness of the Board as a whole, the Board Committees and contributions and performance of individual Director. The NC is chaired by an Independent Director of the Company.

In support of the principles of good corporate governance, the Board has adopted a Director's Fit and Proper Policy to ensure that the Directors and Key Management of the Group appointed have the character, experience, integrity, competence and time to effectively discharge their respective role and responsibilities pursuant to paragraph 2.20A of the Listing Requirements. The said policy serves as a guideline to the NC and the Board in the review and assessment of candidates at the time of appointment or re-appointment of Directors as well as the appointment of Key Management.

Presently, the Board is comprised of six (6) Directors. A brief profile of each Director is set out on pages 5 to 10 of this Annual Report. Their other position(s) in the Company, membership on the Board Committees and directorship role are shown below:-

Name	Position(s)	Executive/Independent and Non-Independent Director
Tan Sri Dato' Samshuri	• Chairman of the Board	Non-Independent Non-Executive Director
Datuk Tan Kak Seng	• Managing Director • Member of ESSC	Executive Director
Lee Seng Yong	• Executive Director • Member of SC and ESSC	Executive Director
Teh Soon Hin	• Chairman of ARMC • Member of NC, RC and SC	Independent Non-Executive Director
Tan Mai Yean	• Chairperson of RC, SC and ESSC • Member of ARMC and NC	Independent Non-Executive Director
Low Tuan Lee	• Chairman of NC • Member of ARMC, RC and SC	Independent Non-Executive Director

In terms of tenure and Board refreshment, the Board reflects a relatively recent composition. As at 31 January 2026, with the exception of Tan Sri Dato' Samshuri, the Directors have served between three (3) to four (4) years, supporting a balanced mix of continuity and fresh perspective. The tenure of each Director is reviewed by the NC and annual re-election of the Director is contingent on satisfactory evaluation of the Director's performance at financial year end. During the FY2026, there was no new appointment to the Board.

The NC is involved in all appointments or re-elections of directors. Firstly, for a new appointment, a potential candidate may be proposed by existing Board members, the Management, major shareholders, third-party referral or independent sources. Guided by the Company's Fit and Proper Policy for Directors, the NC then assesses the suitability of the candidate by taking into account his or her merits which include the required mix of skills, knowledge, areas of expertise and years of experience among other qualities before recommending their appointments to the Board for approval.



CORPORATE GOVERNANCE STATEMENT (CONT'D)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

2. Board Composition (Cont'd)

To further step up the practice of good governance, the NC also takes into account the age, cultural background and gender of each candidate as a measure of promoting inclusivity and diversity in the Boardroom. The current diversity in the ethnicity, age distribution and skillsets of the existing Board members are as follows:-

	Race/Ethnicity			Gender		Skill
	Malay	Chinese	Indian	Male	Female	
Executive Director	–	2	–	2	–	<ul style="list-style-type: none"> • Engineering • Business Management
Independent Non-Executive Director	–	3	–	2	1	<ul style="list-style-type: none"> • Accounting • Business Management • Finance Management • Legal
Non-Independent Non-Executive Director	1	–	–	1	–	

Age Group	40–49 years	50–59 years	60 and above
Executive Director	1	1	–
Independent Non-Executive Director	2	1	–
Non-Independent Non-Executive Director	–	–	1

Presently, there is one female director on the Board, equating to 16.67% of female representation on the Board. While the Board acknowledges the Code's recommendation of having at least 30% female boardroom representation, the Board would like to address its lower female representation in the overall board composition. Within the list of candidates considered during the selection of board members, priority was still given to core competencies, particularly their relevant skills and experience as the Board is of the view that suitability for the role should take precedence. Nevertheless, the Board places great importance on inclusivity and strives for adequate gender diversity as part of its overall strategy to achieve the Group's long-term goals and objectives. With this in mind, the Board has adopted the Gender Diversity Policy and Target for the purposes of promoting improved employment and career development opportunities for women. The Board through its NC will continue to take necessary measures to increase female representation on the Board and Key Management during the selection/appointment processes.

Another key factor taken into account when deliberating the suitability of candidates is the ability to devote time and commitment to serve as a Board member by considering any external obligations a candidate may have including other management roles or existing board positions across listed and non-listed entities. Existing Directors are also obligated to notify the Chairman of the Board of any impending new directorship and the amount of time that will be dedicated towards the new appointment. In doing so, the NC ensures that the integrity of the Board's diversity matrix and commitment towards the Group is upheld while adhering to the recommendations of the Code.

CORPORATE GOVERNANCE STATEMENT (CONT'D)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

2. Board Composition (Cont'd)

The Board adopted the Code's recommendation that half of the Board comprises independent directors. In line with this recommendation and recognising the importance and indispensable contributions of independent directors, three (3) out of six (6) of the Board members are Independent Non-Executive Directors, showing a strong independent element on the Board, which is fundamental to good corporate governance as it facilitates the exercise of independent and objective judgement on corporate affairs. It also ensures discussion and review of key issues and strategies in a critical yet constructive manner. When determining a Director's independence, the NC and Board considers the following:-

- the requirements and definition of "independent director" as set out in the Listing Requirements;
- the Code;
- whether the Independent Director is able to act independently of management and free from any business or other relationship;
- the Director's annual confirmation of their independence.

The Board also observes the recommendation of the Code that any intention to retain an independent director beyond a cumulative term of nine (9) years from the date of his or her first appointment will require valid justifications and the shareholders' approval through a two-tier voting process. However, before seeking the shareholders' approval for the aforementioned retention, for the purposes of justification, the independent director intended for retention will be subject to an assessment by the NC to determine if his or her performance and contribution to the Board have thus far been satisfactory, along with his or her status of independence. Retentions of independent directors beyond the tenure limit of nine (9) years are fairly assessed by the Board while assisted by the NC as the Board is of the view that the status of independence should not be determined solely or arbitrarily by his/her length of service, but rather by a more holistic range of factors. Notwithstanding the above, all independent directors who served on the Board for a cumulative term of beyond twelve (12) years must be re-designated to non-independent director.

Tan Sri Dato' Samshuri, whose 12-year term as an Independent Non-Executive Director concluded on 27 February 2025, was redesignated to Non-Independent Non-Executive Director on 28 February 2025, in line with the principles of the Code and criteria set out in the Listing Requirements regarding the tenure of Independent Directors.

Annually, the Board through its NC undertakes a formal evaluation to determine the effectiveness of the Board, its Board Committees and each individual Director as well as the independence of the Independent Directors. The Company has in place a system to assess the foregoing evaluation internally, hence, it did not engage independent expert to conduct the board evaluation. During the board evaluation process, each Director is required to complete the relevant forms for self-assessment as well as for assessment of the performance of the Board and Board Committees, based on the pre-determined performance criteria, such as, board structure/size, director's strength and skill sets, decision making and boardroom participation, meeting administration and conduct, peers' interaction and communication, etc.



CORPORATE GOVERNANCE STATEMENT (CONT'D)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

2. Board Composition (Cont'd)

During the FY2026, Board performance evaluation was conducted on the following to assess its effectiveness in respect of FY2025:-

- (a) the Board;
- (b) Directors;
- (c) the Board Committees, i.e. ARMC, NC, RC and SC;
- (d) NC's evaluation on the ARMC and its members.

For FY2026 annual Board performance evaluation, the assessment was conducted in FY2027. Both the results of the assessment for FY2025 and FY2026 were satisfactory. It was unanimously agreed, taking into account the scope and nature of operations of the Group, the current Board's composition mix and size is appropriate to facilitate decision making at meetings of the Board and Board Committees. Further, the NC and Board are of the view that the Board is functioning effectively with strong leadership as demonstrated by the Group's steady improvement in operational performance as well as its consistency practice of good governance. The Board is led by a highly competent and experienced Chairman who facilitates constructive discussions. Additionally, the Directors leverage their skills and experience in the Company's affairs and decision-making processes effectively.

As regards the director annual independence review, as at financial year end of FY2025 and FY2026, all the Independent Directors of the Company have provided their independence confirmation to the Board and declared nil relationship with Binastra Group, its major shareholders, their officers and the family members of its major shareholders and/or their officers.

In addition, annually, the Board through its NC would review the list of directors seeking for re-election at the coming annual general meeting ("**AGM**"). Article 119 of the Company's Constitution ("**Constitution**"), requires at least one-third of the directors to retire from office at each AGM, provided always that all directors shall retire from the office at least once every three (3) years. A retiring director shall be eligible for re-election and shall retain office until the close of the meeting at which he retires.

During the FY2026, the NC deliberated on the proposed re-election of Mr. Lee Seng Yong and Mr. Low Tuan Lee, who were subject to re-election at the 22nd AGM. Following a satisfactory evaluation of their performance and effectiveness, the NC recommended to the Board that the said Directors be re-elected at the 22nd AGM held on 3 July 2025.

Meanwhile, the Directors seeking for re-election by rotation at the coming 23rd AGM pursuant to Article 119 are Datuk Tan Kak Seng and Mr. Teh Soon Hin, who, being eligible, have each offered themselves for re-election as Director at the 23rd AGM. The NC has deliberated on the re-election of Directors and on satisfactory evaluation of each of the above Director's performance took into consideration the Directors' attendance, participation and contribution, recommended that the retiring Directors be re-elected as Director at 23rd AGM.

3. Remuneration Matters

The Board is assisted by the RC to establish a formal and transparent procedure for developing policy on the remuneration to attract and retain the Directors and Key Management personnel to run the Company successfully. In designing the compensation structure, the Board seeks to ensure that the level and mix of remuneration is competitive, relevant and appropriate.

The RC comprises three (3) Independent Non-Executive Directors. While the RC is heavily involved in the deliberation of the directors' remuneration, the ultimate responsibility for determining the remuneration of all Directors lies with the Board, with the respective Director abstaining from deliberation and decision regarding the remuneration to be accorded to their own selves.

CORPORATE GOVERNANCE STATEMENT (CONT'D)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

3. Remuneration Matters (Cont'd)

When implementing the remuneration policies and deliberating related matters, the RC is guided by the Company's Remuneration Policy and Procedures, which are periodically reviewed and the Terms of Reference of the RC which can be found on the Company's website.

The remuneration structure of Executive Directors and Key Management personnel consists of fixed remuneration, bonus and other benefits whilst the Non-Executive Directors received Directors' fees and Directors benefits (essentially meeting allowances for attendance of Board/Board Committee/general meetings). The remuneration of the Directors and Key Management personnel are reviewed annually by the RC and/or the Board, taking into consideration, inter-alia, individual's contribution, responsibilities, market benchmarks, industry practices and Group's performance.

Details of the remunerations paid to the Directors and Senior Management are as follows:-

3.1 Remuneration of Directors

Pursuant to Section 230(1) of the Companies Act 2016, the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. At the 22nd AGM held on 3 July 2025, the Board with the recommendation of the RC had sought shareholders' mandate, of which approvals have been granted thereat, for (a) payment of Directors' fees to the Non-Executive Directors of up to RM250,000 for their services as Directors from 4 July 2025 until the next AGM ("**2025 Mandated Period**"); and (b) payment of directors' benefits of not more than RM60,000 per annum for the 2025 Mandated Period. To-date, total amount of Directors' fee and benefits paid to the Non-Executive Directors up to the current date of the 2025 Mandated Period is within the shareholders' approved limits.

The total remuneration paid to the Non-Executive Directors for FY2026 is set out in the table below:-

Name of Director	Received from the Company			Total RM
	Director's Fee RM	Directors' Benefits (Meeting Allowance) RM	Directors' Benefits (Benefits-in- kind) RM	
Tan Sri Dato' Samshuri	47,500	3,000	14,200	64,700
Datuk Tan Kak Seng	-	-	-	-
Lee Seng Yong	-	-	-	-
Teh Soon Hin	47,500	8,500	-	56,000
Tan Mai Yean	47,500	9,000	-	56,500
Low Tuan Lee	47,500	8,500	-	56,000
Total	190,000	29,000	14,200	233,200

At the coming 23rd AGM, the Board on recommendation of the RC, would be seeking shareholders' approval for (a) payment of Directors' fees to the Non-Executive Directors of up to RM300,000 for their services as Directors from 3 July 2026 until the next AGM in 2027 ("**2026 Mandated Period**"); and (b) payment of directors' benefits of not more than RM60,000 per annum for the 2026 Mandated Period.

As for the Executive Directors, both the Executive Directors have opted not to receive any remuneration for FY2026 to ensure the Company's survival and well-being.



CORPORATE GOVERNANCE STATEMENT (CONT'D)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

3. Remuneration Matters (Cont'd)

3.1 Remuneration of Directors (Cont'd)

The number of Directors whose total remuneration for the FY2026 falls within the required disclosure bands is set out in the table below:-

Remuneration Band	Executive Directors	Non-Executive Directors
RM50,001 to RM100,000	–	4

3.2 Remuneration of Senior Management

The Company practices disclosure on a named basis the remuneration of its senior management, whom are Executive Directors. However, as the Executive Directors have opted not to receive any remunerations in the FY2026, there are no amount to be disclosed. For senior management who are not director or chief executive of the Company, the Company decided not to publicly disclose their remuneration on a named basis. Nonetheless, the amount of remuneration paid to the senior management of the Group and the Company (who are not director or chief executive) for FY2026 were disclosed in the notes to the financial statements of the Company as contained in this Annual Report 2026.

B. EFFECTIVE AUDIT AND RISK MANAGEMENT

1. Audit and Risk Management Committee

The Board is ultimately responsible for the governance and oversight of risk by ensuring that Management maintains a sound system of risk management and internal controls, to safeguard shareholders' interests and the Group's assets, and determines the nature and extent of the significant risks which the Board is willing to take in achieving strategic objectives. The ARMC assists the Board in carrying out its responsibility for risk management and internal controls.

The ARMC comprises solely of Independent Directors, where the Chairman of the ARMC is not the Chairman of the Board. The composition of the ARMC is as follows:-

- Mr Teh Soon Hin (Chairman) (Independent Non-Executive Director)
- Mr Low Tuan Lee (Independent Non-Executive Director)
- Ms Tan Mai Yean (Independent Non-Executive Director)

The ARMC's terms of reference set out its roles and responsibilities. In discharging its duties, beside making reference to its terms of reference, the ARMC also make reference to other policies adopted by the Board, such as Policy on Evaluation of External Auditors and Related Party Transaction Policy and Procedures. As governed under its terms of reference, a former partner of the external audit firm is required to observe a cooling-off period of at least three (3) years before being appointed as a member of the ARMC. This applies to all former partners of the audit firm and/or the affiliates firm (including those providing advisory services, tax consultancy, etc). Presently, none of the present members of the ARMC were former audit partners of the Company's auditors.

Members of the ARMC majority are financially literate, competent and possesses wide range of skills. The ARMC Chairman, Mr Teh Soon Hin, is a member of the Malaysian Institute of Accountants whilst Mr Low Tuan Lee majoring in Actuarial Studies has vast experience in the financial industry. Ms Tan Mai Yean is formerly a legal practitioner.

To keep themselves abreast of relevant developments in accounting and auditing standards, the ARMC members undertake continuous professional development by attending relevant trainings and seek regulatory updates from the Company Secretary, the external auditors and internal auditors of the Company.

CORPORATE GOVERNANCE STATEMENT (CONT'D)

B. EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

1. Audit and Risk Management Committee (Cont'd)

The ARMC meets quarterly on scheduled dates throughout the year to consider pre-set agenda items and additionally as and when required for specific purpose. Details on the meeting conduct and administration are similar to the conduct of Board meeting as discussed in Section A1 above, except that the ARMC has private sessions with the External Auditors of the Company without the presence of the Management, as and when required by the ARMC. In between the quarterly meetings, matters that require the ARMC approval are circulated to the ARMC members, for their consideration by way of circular resolution. During the FY2026, the ARMC meets 5 times. The ARMC members' attendance record is shown in the table provided in Section A1 above.

As part of the ARMC's duties, the ARMC assessed and discussed the performance and effectiveness of the External Auditors, including the independence, capability, reliability and clientele, reputation, resources and fees.

The Company, through the ARMC has maintained an appropriate and transparent relationship with the External Auditors. The ARMC takes into consideration the External Auditors' quality of performance via its contribution and reports and independence as well any non-audit services undertaken before recommending their appointment to the Board.

Further details on the ARMC and its activities for FY2026 are set out in the ARMC Report contained in this Annual Report, which is prepared in accordance with paragraph 15.15 of the Main Market Listing Requirements.

2. Risk Management and Internal Control Framework

The Statement on Risk Management and Internal Control is set out on pages 39 to 41 of this Annual Report provides an overview of the state of internal controls within the Group.

3. Disclosure of Audit and Non-Audit Fees

The ARMC has reviewed the independence and objectivity of the external auditors, Messrs Baker Tilly Monteiro Heng PLT ("BTMH"), including the services rendered to the Group and the Company by BTMH and its affiliated firms, as well as the nature and extent of the non-audit services ("NAS") provided during the financial year.

The details of audit and non-audit fees paid and/or payable to BTMH and its affiliated firms for FY2026 are as follows:-

	Group RM'000	Company RM'000
Audit Fees paid/payable to BTMH	341.0	161.0
Non-Audit Fees paid/payable to BTMH for NAS		
(a) Review of the Statement on Risk Management and Internal Control	7.0	7.0
Non-Audit Fees paid/payable to the affiliated firms of BTMH for NAS		
(a) Provision of tax compliance services to the Group	22.5	7.0
(b) Provision of tax advisory services in relation to the issuance of Employee Share Option Scheme	15.0	15.0
(c) Transfer pricing	10.9	10.9
(d) Due diligence for the acquisition of LF Lansen Sdn. Bhd.	90.0	90.0
(e) Stamp duty matter	9.5	-
TOTAL	495.9	290.9

The ARMC is satisfied that the provision of these NAS did not impair the independence and objectivity of BTMH.



CORPORATE GOVERNANCE STATEMENT (CONT'D)

C. INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

1. Engagement with Stakeholders

The Board places emphasis on timely and equitable dissemination of information to stakeholders on Binastra and the Group's activities and performance. The Company undertake a proactive and formal stakeholder engagement exercise to build our stakeholders' understanding of our business. This can be seen through the timely announcements made to the public in regard to the Group's corporate proposals, financial results, material transactions and other requisite matters from time to time in accordance with the requirements provided for in the Listing Requirements.

The Company maintains a corporate website at www.binastracorp.com.my where shareholders and investors may access the Company or Group's information in relation to Financial Reports, Meeting Outcomes, Company Announcements released to Bursa Securities and Corporate Governance policies adopted under the "Investor Relations" section. Additionally, the Company's contact details can also be found on the same website to facilitate communication should any stakeholder require additional information or would like to enquire.

2. Conduct of General Meetings

The Company's Annual and Extraordinary General Meetings serve as forums for dialogues with shareholders. The Company fulfils the recommendation of the Code for the notice of general meetings to be given to shareholders at least 28 days prior to the meetings. To assist the shareholders in making well-informed decisions, the notice of any general meeting will contain details of all resolutions proposed along with background information and explanatory notes that are relevant.

The Board is also mindful of facilitating equal opportunities for every shareholder to exercise their voting rights no matter their location as seen from the decision to convene general meetings virtually. Not only can this increase the shareholders' attendance and participation, it also allows for voting in absentia via proxies. The Board ensures that every virtual meeting convened is broadcasted smoothly so as to support meaningful engagement between the Board, Key Management and the shareholders.

All Directors, Chairs and Members of the Board Committees will attend all general meetings so that they are able to provide responses to any questions addressed to them. The Chairman ensures that the shareholders are able to participate in meaningful and robust discussions regarding the Group's financial and non-financial performance via the question and answer session, where shareholders are able to pose questions both before and during the meeting. Only shareholders whose names appear in the Record of Depositors as at the date determined are entitled to attend and vote at general meetings. The results of all resolutions proposed at general meeting are submitted to Bursa Securities at the end of the day of the meeting while minutes of general meetings will be circulated no later than 30 days.

This Statement is made in accordance with the resolution of the Board dated 14 May 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors (the “**Board**”) of Binastra Corporation Berhad (“**Binastra**” or the “**Company**”) is committed to nurture and preserve, throughout the Company and its subsidiary (the “**Group**”), a sound risk management and internal control system and good corporate governance practices as set out in this Statement on Risk Management and Internal Control (the “**Statement**”), made in compliance with Paragraph 15.26(b) of the Main Market Listing Requirements (“**LR**”) of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) and guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies (“**SORMIC Guide 2025**”).

THE BOARD’S RESPONSIBILITIES

The Board is fully committed to discharging its responsibilities by establishing a sound risk management and internal control system to safeguard shareholders’ investment and the Group’s assets.

The Board continually reviews the risk management process which include identifying, evaluating and managing business risks with the intention to effectively mitigating the risks that may impede the achievement of the Group’s business and corporate objectives.

The duty of reviewing the adequacy and effectiveness of the internal control system has been assigned to the Audit and Risk Management Committee (“**ARMC**”), to seek assurance on the adequacy and effectiveness of the internal control system through reports it received from independent reviews conducted by the Internal Audit function.

The risk management and internal control system is designed to manage rather than eliminate the significant business risks, hence it can only provide reasonable but not absolute assurance against material misstatement, fraud or loss.

THE RISK MANAGEMENT PROCESS

The Board is responsible for the overall risk management in the Group while the key management personnel and senior management led by Managing Director are primarily responsible for managing risks identified within the Group.

The Group maintains Group Risk Registers which documented all significant risks identified to assist key management personnel and senior management in managing the risks. The risk assessment exercise of the Group is undertaken in accordance with their business segments, namely Investment Holding and Construction.

For the financial year ended 31 January 2026 (“**FY2026**”), the Group has engaged Whitesleeves Advisory Sdn Bhd (“**WASB**”), our out-sourced internal auditor to facilitate the Group’s risk review process and to assist management in updating the Group’s Risk Registers. The review was conducted in January 2026 and the scope of work WASB carried out includes:

- interview the key management and senior management on their view over new and existing risks (on consequence and likelihood of the identified risk) and the controls within the business units;
- review the Company’s existing documentation to validate the transaction and internal control process; and
- review the existing risks and its exposure as a result of changing circumstances that may alter these risks priorities as well as identify any new risk or any changes to the level of risk.

Upon completion of the risk review, WASB issued Risk Review Report on 17 March 2026 and tabled to the ARMC thereafter to the Board at their scheduled meetings for review and deliberation.



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

THE INTERNAL CONTROL PROCESS

The key aspects of the internal control process that have been put in place in the Group are as follows:

- Delegation and separation of responsibilities between the Board and management and the establishment of various committees namely, ARMC, Nomination Committee, Remuneration Committee, Sustainability Committee and Executives' Share Scheme Committee to assist the Board in discharging its duties;
- Documented internal procedures and policies are in place to guide employees in their day-to-day work, which are regularly reviewed and updated to meet changing business, operational requirements and statutory reporting needs;
- Structured organisational chart and clear line of reporting to align and relate each individual employee for better planning, executing and monitoring the business operations to achieve Group's objectives;
- The Board and the ARMC meet at least every quarter to discuss matters raised by management, internal auditors and the external auditors on business and operational matters including potential risks and control issues as well as financial results;
- Project budget and cash flows projection are prepared, reviewed and monitored at regular interval to avoid cost overrun and ensure sufficient cash flows is available for the ongoing projects;
- Regular meetings between key management personnel, senior management and Managing Director to discuss operational issues and challenges, tracking progress of projects and monitor business performance;
- Internal control review is carried out at least twice a year by an outsourced internal auditor to identify operational weaknesses and areas for improvement;
- Related party transactions are reviewed quarterly to ensure the transactions are at arm's length and within the approved limit as well as in compliance with the LR; and
- The Company's subsidiary, Binastra Builders Sdn Bhd has obtained certification of Integrated Management System ("IMS") comprises Quality Management (ISO 9001), Environmental Management (ISO 14001) and Occupational Health & Safety Management (ISO 45001) systems in FY2025. The Group implemented the IMS policies and procedures which the strict adherence to IMS policies and procedures will result in increased business efficiency and customer satisfaction.

THE INTERNAL AUDIT FUNCTION

The internal audit function is outsourced to an independent professional services firm to assist the ARMC to review the control processes implemented by the management from time to time and reports on its findings and recommendations to the ARMC. The duties and responsibilities of the ARMC are detailed in the Terms of Reference of the ARMC. The ARMC, by consideration of both internal and external audit reports, review the effectiveness and adequacy of the internal control system, thereafter present the findings to the Board for deliberation.

For the FY2026, the outsourced internal audit function has carried out the following audits based on the internal audit plan approved by the ARMC:-

- Project management
- Sourcing and Procurement

There were no material or significant losses incurred during the financial year as a result of weakness in internal control. The Board and management continue to take appropriate measures to improve and strengthen the internal control environment.

The costs incurred in carrying out the approved internal audit plan for the FY2026 amounted to RM46,000.

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

MANAGEMENT RESPONSIBILITIES AND ASSURANCE

In accordance with the SORMIC Guide 2025, Management is responsible for identifying risks; implementing and maintaining sound systems of risk management and internal control; and monitoring and reporting to the Board of significant control deficiencies and changes in risks that could significantly affect the Group achievement of its objectives and performance.

The Board has received assurance from the Managing Director and the Chief Financial Officer that, to the best of their knowledge that the Group's risk management and internal control system is operating adequately and effectively, in all material aspects.

REVIEW OF STATEMENT BY EXTERNAL AUDITORS

Pursuant to Paragraph 15.23 of the LR of the Bursa Securities, the External Auditors have reviewed this Statement. The External Auditors have performed limited assurance procedures on this Statement in accordance with Malaysian Approved Standard on Assurance Engagements ISAE 3000 (Revised), Assurance Engagement Other Than Audits or Reviews of Historical Financial Information and Audit and Assurance Practice Guide 3 ("AAPG 3") - Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control Included in the Annual Report as issued by the Malaysia Institute of Accountants. AAPG 3 does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

The External Auditors reported to the Board that nothing has come to their attention that caused them to believe that this Statement is not prepared, in all material respects, in accordance with the disclosures required by Section 7 of the SORMIC Guide 2025, nor is factually inaccurate.

BOARD ASSURANCE AND LIMITATION

During the FY2026 under review, there were no material or significant losses incurred as a result of weakness in internal control that would require disclosure in this Annual Report.

The Board is satisfied that the Group's existing level of risk management and internal control system is fairly effective and adequate to enable the Group to achieve its business objectives.

Nevertheless, the Board wishes to reiterate that the Group's risk management and internal control system is designed to manage rather than eliminate risks of failure to achieve business objectives. Therefore, the system can only provide reasonable but not absolute assurance against material misstatements, fraud and losses.

This Statement is made in accordance with the resolution of the Board dated 14 May 2026.



AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Audit and Risk Management Committee (“**ARMC**”) of Binastra Corporation Berhad (“**Company**”) is delighted to present the ARMC report for the financial year ended 31 January 2026 (“**FY2026**”).

The ARMC was established as a Committee of the Board of Directors (“**Board**”) with the primary objective of providing additional assurance through an objective and independent review of the Group’s financial, operational and administrative controls and procedures. It’s primary responsibilities include the establishment and maintenance of internal controls, as well as reinforcing the independence of the external auditors to ensure they have free reign throughout the audit process. Additionally, the ARMC assists the Board by overseeing risk management matters relating to the Company and its subsidiaries (“**Group**”) by adhering to governing policies aimed at minimising the overall risk exposure of the Group.

MEMBERS

The ARMC comprises three (3) members appointed by the Board. The details of the ARMC members served during the FY2026 are as follows:-

1. Mr Teh Soon Hin (Chairman) – *Independent Non-Executive Director*
2. Mr Low Tuan Lee – *Independent Non-Executive Director*
3. Ms Tan Mai Yean – *Independent Non-Executive Director*

In line with the Malaysian Code of Corporate Governance (“**Code**”) and in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“**Listing Requirements**”), all three (3) members of the ARMC are Independent Directors.

Mr Teh Soon Hin, the ARMC Chairman, is a Certified Practising Accountant of the CPA Australia, a Chartered Accountant of the Malaysian Institute of Accountants, a Chartered Professional Accountant of the ASEAN Chartered Professional Accountant, a Chartered Tax Practitioner of the Chartered Tax Institute of Malaysia and a Certified Public Accountant of the Malaysian Institute of Certified Public Accountants. In this respect, the Company is in compliance with paragraph 15.09(1)(c)(i) of the Listing Requirements.

MEETINGS

The ARMC convened five (5) meetings for the FY2026. The details of their attendance are as follows:-

ARMC Members	No. of Meetings Attended
Mr Teh Soon Hin (Chairman)	5/5
Mr Low Tuan Lee	5/5
Ms Tan Mai Yean	5/5

The ARMC had met twice with the external auditor during the FY2026 without the presence of the Executive Directors and the management.

TERMS OF REFERENCE

The Terms of Reference of the ARMC is available on the Company’s website www.binastracorp.com.my.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

SUMMARY OF WORKS PERFORMED BY THE ARMC FOR FY2026

The ARMC had carried out the following during the FY2026:

- Reviewed the quarterly financial result announcements, discussed with the management, highlighted issues where appropriate and recommended the quarterly financial results to the Board for approval;
- Reviewed the external auditors' audit planning memorandum which covered, inter-alia, the scope of work, tentative timeline, audit materiality, proposed audit fees and audit plan for the year;
- Reviewed the Group's annual audited financial statements and the accompanying notes, auditors' report and their audit findings together with management's responses to the findings, discussed with external auditors without the present of Executive Directors and management, and recommended the audited financial statements to the Board for approval;
- Reviewed the Corporate Governance Statement, Statement on Risk Management and Internal Control, ARMC Report for inclusion in the Annual Report as well as the Corporate Governance Report pursuant to the requirement of paragraph 15.25 of the Listing Requirements and recommended these reports to the Board for approval;
- Considered and reviewed the performance, experience and independence of the external auditors, including the non-audit services rendered or to be rendered by the external auditors and recommended their appointment and re-appointment to the Board;
- Reviewed the related party transactions within the Group and ensure the transactions entered are at arm's length and complied to the Listing Requirements;
- Reviewed the Circular to Shareholders in relation to the renewal of and new mandate for recurrent related party transactions and recommended that to the Board seek shareholders' approval for the said mandate;
- Reviewed and deliberated on the internal audit plan, including its scope of work to ensure it provides a reasonable level of assurance that the Group's internal controls are adequate, effective and efficient;
- Reviewed and deliberated on the findings raised in the internal audit reports, including identified weaknesses in internal controls, recommendations made by the internal auditors and Management's responses and reported the findings to the Board;
- Assessed the impact of the non-assurance services engagements on the independence of the external auditors in relation to the Group and the Company and recommended the engagements to the Board for approval; and
- Reviewed the Group's Risk Review Report.

SUMMARY OF ACTIVITIES OF INTERNAL AUDIT

The Board recognised the importance of the internal audit function and the independent status required for it to carry out its functions effectively. In compliance with paragraph 15.27 of the Listing Requirements, the internal audit function has been outsourced to a professional services firm, which is tasked with the aim of assisting the ARMC in assessing risks, recommend measures to mitigate risks, review the adequacy of internal controls and assess proper governance process. The internal audit function reports directly to ARMC.

The internal audit function is headed by Mr Khor Ben Jin and assisted by two to three internal audit personnel for each internal audit review cycle. Mr Khor is a Fellow Member of the Association of Chartered Certified Accountants, United Kingdom, a Certified Internal Auditor, United States of America as well as a member of the Malaysian Institute of Accountants. He is a practicing internal auditor with over 20 years of experience. The internal audit personnel involved in the internal audit reviews possess professional qualification and/or a university degree.

The fundamental role of internal audit is to provide the Group with independent assurance on the adequacy, effectiveness and efficiency of the system of internal control, and to report any major weaknesses together with recommendations for improvement. This role is fulfilled by carrying out appropriate audit work in accordance with an annual internal audit plan. At the beginning of FY2026, the Internal Auditors, after discussion with the management, tabled the annual internal audit plan to ARMC for deliberation and approval.



AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

SUMMARY OF ACTIVITIES OF INTERNAL AUDIT (CONT'D)

During the FY2026, the Internal Auditors have performed two (2) internal audit cycles covering one (1) subsidiary, which include reviewing the project management as well as the sourcing and procurement for the construction segment. The Internal Auditors also have carried out follow up review on previous internal audit findings to ensure recommendations are implemented, appropriate and effective.

In addition, for FY2026, the Internal Auditors were engaged to facilitate the Group's risk review process and to assist management in updating the Group's Risk Registers.

The Internal Auditors attended three (3) ARMC meetings during the FY2026 to present the internal audit plan, internal audit reports and findings including the management's responses to the findings and Risk Review Report.

The costs incurred in carrying out the approved internal audit plan for the FY2026 amounted to RM46,000.

NOMINATION COMMITTEE REPORT

The Board of Directors (“**Board**”) is pleased to present the report of its Nomination Committee (“**NC**”) (“**NC Report**”) for financial year ended 31 January 2026 (“**FY2026**”) pursuant to paragraph 15.08A(3) of the Listing Requirements providing details about the activities of the NC in discharging its duties during the FY2026.

The NC is delegated with the authority from the Board to formulate and implement the policy and procedures for selection and nomination of Board candidates for appointment, overseeing the succession planning for the Board and undertaking a formal annual assessment of the effectiveness of the Board, the Board Committees and individual Directors of the Company.

1. COMPOSITION OF THE NC AND TERMS OF REFERENCE OF THE NC

The present NC comprises three (3) Directors, all of whom are Independent Non-Executive Directors:-

Name of Director	Membership
Low Tuan Lee (Independent Non-Executive Director)	Chairman
Teh Soon Hin (Independent Non-Executive Director)	Member
Tan Mai Yeap (Independent Non-Executive Director)	Member

The NC’s terms of reference set out its roles and responsibilities. A copy of the NC’s terms of reference is made available at the Company’s website at www.binastracorp.com.my.

2. ACTIVITIES OF THE NC

The NC meets once in the FY2026. Members’ attendance records at meeting(s) are disclosed in the Corporate Governance Statement contained in this Annual Report.

The principal activities carried out by the NC during the FY2026 were:-

(a) Review of the Performance and Effectiveness of the Board, Board Committees and Individual Directors for FY2026

The NC undertook a formal annual assessment of the effectiveness of the Board, the Board Committees and individual Directors of the Company. During the process, the following assessment forms were distributed to the Directors for completion:-

- (i) Board’s Evaluation Form
- (ii) Directors’ Self & Peer Evaluation Form
- (iii) Audit and Risk Management Committee’s (“**ARMC**”) Evaluation Form
- (iv) Remuneration Committee’s Evaluation Form
- (v) NC’s Evaluation Form
- (vi) Sustainability Committee’s (“**SC**”) Evaluation Form
- (vii) Evaluation Form for assessment by the NC on the ARMC
- (viii) Evaluation Form for assessment by the NC on the ARMC members
- (ix) Evaluation Form on Board Independence

The effectiveness of the Board and Board Committees were assessed in the areas of:

- board structure/mix;
- decision making and boardroom participation and activities;
- meeting administration and conducts;
- skill and competencies;
- role and responsibilities,



NOMINATION COMMITTEE REPORT (CONT'D)

2. ACTIVITIES OF THE NC (CONT'D)

(a) Review of the Performance and Effectiveness of the Board, Board Committees and Individual Directors for FY2026 (Cont'd)

whilst the performance of the individual Directors were assessed in the areas of:

- contribution and interaction with peers;
- quality of the input of the Directors; and
- their understanding of their respective roles.

Based on the assessment results, it was unanimously agreed that, considering the scope and nature of the Group's operations, the current Board's composition, mix and size of the Board are suitable for supporting effective decision-making during Board and Board Committee meetings. Furthermore, the NC concluded that the Board is operating efficiently, with strong leadership evident in the Group's consistent improvement in operational performance and its adherence to sound governance practices. The Board is led by a highly skilled and experienced Chairman who fosters constructive discussions. In addition, the Directors effectively apply their skills and experience in the Company's decision-making processes and operations.

(b) Annual Independence Assessment

On an annual basis, the NC reviewed the independence of the Independent Directors. Criteria for assessment of independence are primarily based on the requirements and definition of "independent director" as set out in the Listing Requirements and the integrity and objectivity of the independent director in discharging his/her duties.

As at FY2026, all the Independent Directors of the Company have provided their independence confirmation to the Board and declared nil relationship with the Binastra Group, its major shareholders, their officers and the family members of its major shareholders and/or their officers.

When determining a Director's independence, the NC and Board considers the following:-

- the requirements and definition of "independent director" as set out in the Listing Requirements;
- the Malaysian Code on Corporate Governance;
- whether the Independent Director is able to act independently on management and free from any business or other relationship; and
- the Director's annual confirmation of their independence.

Tan Sri Dato' Samshuri, who 12-year term as an Independent Non-Executive Director concluded on 27 February 2025 was redesigned to Non-Independent Non-Executive Director on 28 February 2025, in line with the principles of the Code and criteria set out in the Listing Requirements regarding the tenure of Independent Directors.

NOMINATION COMMITTEE REPORT (CONT'D)

2. ACTIVITIES OF THE NC (CONT'D)

(c) Evaluation of Directors Standing for Re-Election at the Annual General Meeting

In addition, annually, the Board through its NC would review the list of directors seeking for re-election at the annual general meeting ("**AGM**"). Article 119 of the Company's Constitution, requires at least one-third of the directors to retire from office at each AGM, provided always that all directors shall retire from the office at least once every three (3) years. A retiring director shall be eligible for re-election and shall retain office until the close of the meeting at which he retires.

In recommending the Directors for re-election to the Board, of which resolutions pertaining to the re-election of Directors standing for retirement at the Company's 22nd AGM held on 3 July 2025, the NC had considered and assessed the individual Directors' annual assessment results to ensure that feedback received and the scores achieved by the Directors concerned were satisfactory, including the Directors' attendance, participation and overall contribution.

(d) Review of the NC Report for Inclusion in the Company's 2025 Annual Report

The NC at the Board level had reviewed, considered and approved the NC Report for inclusion in the Company's 2025 Annual Report.



DIRECTORS' RESPONSIBILITIES STATEMENT

As required by the Companies Act 2016, the Directors are responsible to ensure the financial statements are prepared for each financial year to give a true and fair view of the state of affairs of the Group and of the Company and of the results and cash flows of the Group and of the Company for the financial year then ended.

In preparing the Group and the Company's financial statements, the Directors have:

- ensured compliance with applicable approved accounting standards;
- adopted suitable accounting policies and applied them consistently;
- made judgements and estimates that are reasonable and prudent; and
- prepared the financial statements on going concern basis unless it is inappropriate to presume that the Group and the Company will continue in business.

The Directors are responsible for ensuring that proper accounting and other records are kept which disclose with reasonable accuracy at any time the financial position of the Group and the Company and that the underlying financial statements are prepared in compliance with the provisions of the Companies Act 2016. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

MATERIALITY AND STAKEHOLDERS

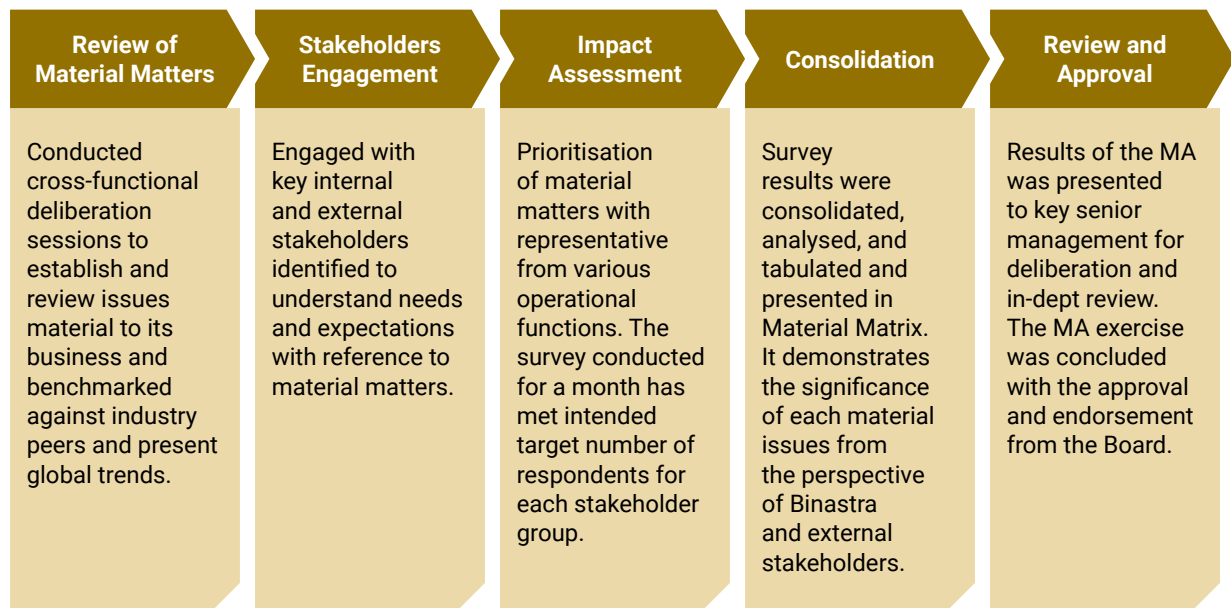
MATERIALITY

Binastra recognises that its material issues may directly and indirectly impact its ability to generate long-term value for its stakeholders. These matters are integral to the Group's strategic priorities and guide decision making, including allocation of resources to address key economic, environment, social and governance ("ESG") considerations.

In FY2025, the Group conducted a comprehensive Materiality Assessment ("MA") to identify and prioritise material ESG topics relevant to its operations. During the current financial year, the Group undertook a review of the relevancy of the previously identified material matters to ensure alignment with evolving business conditions and stakeholder expectations. Following discussions with the Sustainability Working Group, the Sustainability Committee ("SC") concluded that the MA remains appropriate, with no significant changes required. The outcome of this review was subsequently endorsed by the Board of Directors ("Board").

The Group performs a full MA at least once every three (3) years, or more frequently where there are significant changes in business operations, regulatory requirements or stakeholder expectations.

The MA process is illustrated as below:



MATERIAL MATRIX

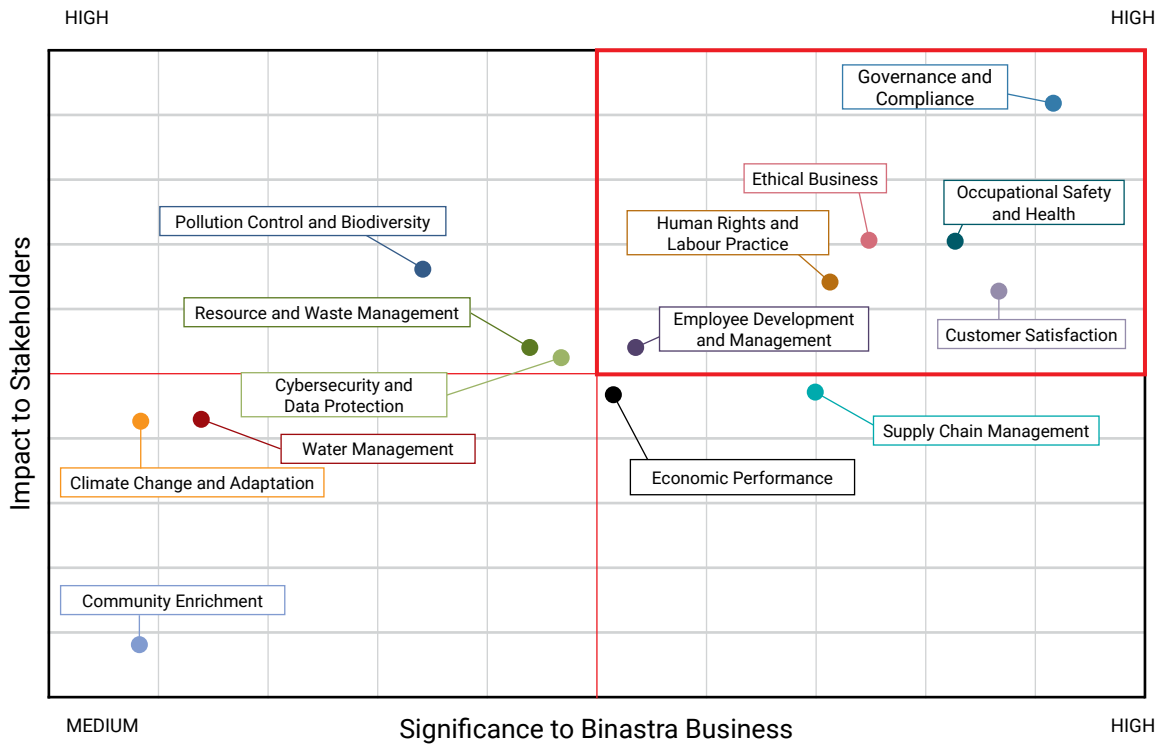
The Group continually monitors and reviews the relevance and adequacy of these material issues and keep abreast of the emerging global trends, regulatory developments and industry practices. This ensures the Group remains prepared for impending sustainability risks and opportunities, minimising any disruption, mitigating potential adverse impacts, and strengthen long-term resilience.

Through the assessment, the 14 material matters were mapped onto a materiality matrix. This matrix highlights the Group's prioritisation of key matters based on their impact on stakeholders and significance to business performance. The top right quadrant represents matters of the high impact and high significance, which are considered most critical to the Group. These priorities ensure the sustainability efforts remain focus and aligned.



MATERIALITY AND STAKEHOLDERS (CONT'D)

MATERIAL MATRIX (CONT'D)



STAKEHOLDER ENGAGEMENT

Stakeholders are integral to Binastra’s ongoing growth and long-term sustainability. The Group actively engages stakeholders, both internal and external, to comprehend and address their issues and concerns, understand their expectations, and foster long-term relationships. Engagement is conducted through various formal and informal platforms, including meetings, consultations, surveys, workshops, and other engagements. Insights gathered are incorporated into the Group’s strategic planning and operational practices to ensure alignment with stakeholder priorities while minimising adverse impacts arising from business activities.

MATERIALITY AND STAKEHOLDERS (CONT'D)

STAKEHOLDER ENGAGEMENT (CONT'D)

The table below lists key stakeholder groups and their respective areas of interest and the engagement methods.

STAKEHOLDERS	ENGAGEMENT PLATFORMS	AREA OF INTEREST OR CONCERNS	RESPONSE	MATERIAL MATTERS RELATED
Investors, Financiers and Analyst	<ul style="list-style-type: none"> Financial reports and announcements Annual report General meetings Press releases Meetings 	<ul style="list-style-type: none"> Business strategies and future plans Return on investments Financial and operational performance Good management and corporate governance Sustainability risk management 	<ul style="list-style-type: none"> Timely updates on the Group's strategy and financial performance Uphold good governance practices Sustainability disclosures Continuous improvement in sustainability performance Bursa Malaysia Quality 50 Index/ Bursa Malaysia Quality 50 Shariah Index 	<ul style="list-style-type: none"> Economic Performance Governance and Compliance Ethical Business Cybersecurity and Data Protection Human Rights and Labour Practice Climate Change and Adaptation
Government Agencies, Regulators and Local Authorities	<ul style="list-style-type: none"> Site visits and meetings Government, regulatory and industry events 	<ul style="list-style-type: none"> Regulatory compliance Corporate governance practices Community investments ESG integration 	<ul style="list-style-type: none"> Regular review and monitoring to ensure full compliance with regulatory requirements Adoption of practices outlined in the Malaysian Code on Corporate Governance Partnership in events Embed ESG into business operations 	<ul style="list-style-type: none"> Governance and Compliance Ethical Business Occupational Safety and Health Cybersecurity and Data Protection Resource and Waste Management Pollution Control and Biodiversity



MATERIALITY AND STAKEHOLDERS (CONT'D)

STAKEHOLDER ENGAGEMENT (CONT'D)

The table below lists key stakeholder groups and their respective areas of interest and the engagement methods. (Cont'd)

STAKEHOLDERS	ENGAGEMENT PLATFORMS	AREA OF INTEREST OR CONCERNS	RESPONSE	MATERIAL MATTERS RELATED
Employees	<ul style="list-style-type: none"> Internal communications (i.e. emails, messenger, etc.) Workshops and trainings Employee engagement survey Team-building and recreational events Performance appraisals 	<ul style="list-style-type: none"> Corporate vision, mission and core values Business growth and strategic direction Diverse & inclusive workplace Remuneration and benefits Rewards, recognition, leadership and talent development Workplace safety and health 	<ul style="list-style-type: none"> Promote transparent communication with employees Provide equal employment opportunities without discrimination Offer industry-competitive benefits and remuneration packages Employee benefits, upskilling and development opportunities Compliance with Occupational Safety and Health Act 	<ul style="list-style-type: none"> Human Rights and Labour Practice Employee Development and Management Occupational Safety and Health
Clients	<ul style="list-style-type: none"> Customer support channels (i.e. website, email) Regular meetings and visits Customer feedback survey form 	<ul style="list-style-type: none"> Customer satisfaction (i.e. high-quality products and services with minimal defects) Customer experience (i.e. speed of customer service response) Innovation in enhancing the quality of deliverables Safety and security Consumer data privacy 	<ul style="list-style-type: none"> Adhere to quality standards Adhere to the Personal Data Protection Act 2010 Reliable customer service Deliver quality product 	<ul style="list-style-type: none"> Customer Satisfaction Economic Performance Governance and Compliance Ethical Business Occupational Safety and Health Climate Change and Adaptation

MATERIALITY AND STAKEHOLDERS (CONT'D)

STAKEHOLDER ENGAGEMENT (CONT'D)

The table below lists key stakeholder groups and their respective areas of interest and the engagement methods. (Cont'd)

STAKEHOLDERS	ENGAGEMENT PLATFORMS	AREA OF INTEREST OR CONCERNS	RESPONSE	MATERIAL MATTERS RELATED
Suppliers and Subcontractors	<ul style="list-style-type: none"> Regular meetings Quality audit on products and services Contract negotiation Supplier and Subcontractor performance assessment 	<ul style="list-style-type: none"> Transparency in procurement processes Integrity and responsible conduct Business growth and timely payment ESG awareness and compliance 	<ul style="list-style-type: none"> Emphasis on provision of transparent procurement processes Timely payment based on credit term ESG screening 	<ul style="list-style-type: none"> Supply Chain Management Human Rights and Labour Practice Occupational Safety and Health
Media and Civil Society Organisations	<ul style="list-style-type: none"> Media coverage Official reports and announcements Community impacts programmes Charitable contributions 	<ul style="list-style-type: none"> Economic performance and company expansion Community welfare investments and initiatives 	<ul style="list-style-type: none"> Announcements of reports through transparent communication platforms Corporate social responsibility initiatives Volunteering programmes Donations and fundraising 	<ul style="list-style-type: none"> Governance and Compliance Ethical Business Community Enrichment Climate Change and Adaptation Pollution Control and Biodiversity

RISK MANAGEMENT

A sound risk management and internal control system is implemented, which includes identifying, evaluating, and managing risks to effectively mitigate the risks that may impact the business resilience. To ensure risks are effectively managed, the Group assesses risks extending financial oversight to include operational, strategic and compliance risks. The overview of risk management and internal control is set out on pages 39 to 41 of the Statement on Risk Management and Internal Control (SORMIC), ensuring transparency, accountability and consistency across the Group, with clear oversight and accountability at both the Board and management levels.

MATERIAL MATTERS	RISKS	OPPORTUNITIES	PAGE NO
Governance and Compliance	Non-compliance with evolving laws, regulations and guidelines may result in legal penalties, fines, or even lawsuits, which could significantly impact the financial performance and reputation. Changes in corporate structure, including expansion of subsidiaries, may give rise to contractual disputes, governance inconsistencies and increased legal and operational risks.	Maintaining strong corporate governance, strengthening regulatory monitoring processes and compliance frameworks and streamlining governance structure within the Group enable timely adaptation to regulatory changes, thereby enhancing governance resilience, minimising operational disruptions and strengthening stakeholder confidence	65



MATERIALITY AND STAKEHOLDERS (CONT'D)

RISK MANAGEMENT (CONT'D)

MATERIAL MATTERS	RISKS	OPPORTUNITIES	PAGE NO
Occupational Safety and Health	Failure to address health and safety hazards leads to workplace accidents, injuries, or fatalities as well as non-compliance with regulatory requirements set by relevant authorities, resulting in legal liabilities, project delays and reputational damage.	Implementing a comprehensive safety management system fosters a strong safety culture, enhances employee well-being and improves operational efficiency. This contributes to higher workforce morale and reduces incident rates.	92
Customer Satisfaction	Failure to meet customer expectations due to project delays, quality issues, cost escalations, or disputes with developers may undermine customer confidence, resulting in reduced revenue, reputational damage and loss of future business opportunities.	Consistently delivering quality projects within agreed timelines enhances reputation and strengthens market positioning. Satisfied customers foster long-term relationships, repeat business and new project opportunities.	69
Ethical Business	Engaging in bribery, corruption and fraudulent practices to secure, retain or influence favourable business decisions may tarnish the Group's reputation, result in financial losses, legal consequences, and reduce competitiveness.	Strong governance and anti-corruption practices, including reinforced internal controls, policies, and whistleblowing mechanisms, enhance transparency and accountability. This strengthens credibility and fosters a culture of integrity across the Group and provides a competitive advantage in securing business opportunities.	66
Human Rights and Labour Practice	Violations of human rights, including labour exploitation, discrimination, or unsafe working conditions, may result in legal liabilities, regulatory action, and reputational damage. Non-compliance with labour laws, including wage regulation, may further impact employee trust and stakeholder perception	Upholding strong human rights principles and fair labour practices enhances the Group's reputation, strengthens stakeholder relationships, and supports the attraction and retention of a diverse and committed workforce	81
Employee Development and Management	Challenges in attracting and retaining skilled employees and manpower shortages may hinder project delivery, reduce productivity and impact the Group's ability to sustain business growth. Dependence on foreign labour and a competitive labour market may further exacerbate these risks.	Investing in recruitment and selection process, talent development, employee engagement and upskilling initiatives enhances workforce capability and resilience. Fostering a diversity, equity and inclusion and supportive work environment improves workforce retention, supports innovation, and drives sustainable business performance	84
Supply Chain Management	Dependence on a limited number of suppliers or subcontractors may increase the risk of supply disruptions, quality issues, and price volatility. External factors such as economic uncertainty may further impact supply chain stability and performance.	Building collaborative relationships with suppliers and subcontractors promotes reliability, innovation and cost efficiency, and leads to consistent project delivery	72

MATERIALITY AND STAKEHOLDERS (CONT'D)

RISK MANAGEMENT (CONT'D)

MATERIAL MATTERS	RISKS	OPPORTUNITIES	PAGE NO
Cybersecurity and Data Protection	Cybersecurity threats, including cyberattacks, system breaches, unauthorised access, and the loss, leakage or theft of sensitive data and intellectual property may result in financial losses, legal liabilities and reputational damage	Implementing robust cybersecurity, strengthening data protection frameworks, and promoting employee awareness on information security enhance the Group's digital resilience. This builds trust and confidence among customers, investors, and business partners, while safeguarding critical business information	68
Economic Performance	Poor financial performance driven by cost overruns, rising material prices and economic slowdowns may jeopardise business continuity and investment opportunity. In addition, political instability and economic uncertainty may contribute to market volatility, increased operational costs and disruptions to project execution	Strong and sustainable financial management, coupled with risk planning and portfolio diversification, enhances resilience against economic fluctuations. This positions the Group to capture growth opportunities, attract investors, and generate long-term value	69
Resource and Waste Management	Inefficient waste management practices and non-compliance with environmental regulations may result in legal liabilities, increased operational costs, and reputational damage. Rising landfill costs may further impact financial performance.	Implementing waste reduction, recycling, and proper waste disposal practices improves resource efficiency and reduces costs. This supports environmental sustainability and promotes circular economy principles	76
Pollution Control and Biodiversity	Construction activities may result in water, air and noise pollution, as well as adverse impacts on surrounding ecosystems and biodiversity, potentially leading to regulatory non-compliance and community complaints.	Adopting proactive pollution control measures and responsible environmental management practices minimises habitat disruption and ensures regulatory compliance.	80
Water Management	Water disruptions and shortages due to dry season and water pollutions may affect construction activities and operational efficiency, leading to project delays and increased costs.	Implementing water conservation measures and sustainable water management practices reduces dependency on water resources, enhances operational resilience, and minimises water-related costs and risks.	79
Climate Change and Adaptation	Extreme weather events (heatwaves, floods, and inclement weather), impending climate related regulations, carbon tax and potential resource shortages may increase construction costs, disrupt supply chains and impact project timelines and profitability	Integrating sustainable practices into business strategies enhances resilience to climate-related risks. This strengthens the Group's market position, supports compliance with regulatory requirements, and creates long-term value through environmentally responsible operations.	73



MATERIALITY AND STAKEHOLDERS (CONT'D)

RISK MANAGEMENT (CONT'D)

MATERIAL MATTERS	RISKS	OPPORTUNITIES	PAGE NO
Community Enrichment	Failure to address community concerns, social issues, or project related impacts may lead to community grievances and reputational damage, potentially disrupting operations.	Proactive community engagement and investment initiatives foster positive stakeholder relationships, create meaningful social impact, enhance social value and contribute to sustainable community development.	96

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (“TCFD”)

Binastra recognises that climate change presents both transition and physical risks and opportunities that may affect the Group’s business, operations, financial performance and long-term sustainability.

The Group has initiated alignment with the recommendations of the TCFD, with progressive enhancements planned in line with evolving regulatory expectations, including the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and International Financial Reporting Standards Sustainability Disclosure Standards (“IFRS S1 and S2”).

Recommended Disclosure	Description	Page reference
Governance		
Board oversight of climate-related risks and opportunities	<p>The Board is supported by the Sustainability Committee, which regularly oversees and reports on sustainability and climate-related matters. Climate-related risks are integrated into the Group’s broader risk management process, considering both financial and non-financial impacts. This approach ensures that ESG considerations are embedded in decision-making, including the evaluation of alternative sustainable or lower-carbon building materials.</p> <p>The Board has completed the mandatory training on Malaysian Code on Corporate Governance (MCCG). They also committed to participating in ESG-related training. Training on IFRS S1 and S2 and the National Sustainability Reporting Framework (NSRF) has been conducted for the Board and senior management to strengthen understanding of climate-related disclosures and emerging assurance requirements.</p>	Sustainability Governance, page 64
Management’s role in assessing and managing climate-related risks	<p>Management is responsible for integrating climate considerations into operations and sustainability initiatives. It assesses and manages climate-related risks that could affect the operations, including potential financial and non-financial impacts.</p> <p>In terms of opportunities, management supports innovation and investment in sustainable technologies to reduce environmental impact and explore new revenue streams.</p>	

MATERIALITY AND STAKEHOLDERS (CONT'D)

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES ("TCFD") (CONT'D)

Recommended Disclosure	Description	Page reference												
Strategy														
Identification of climate-related risks and opportunities	<p>The Group has begun identifying key physical and transition climate-related risks relevant to its construction operations.</p> <p>Physical Risk</p> <table border="1" data-bbox="424 763 1166 1684"> <thead> <tr> <th data-bbox="424 763 608 806">Risk</th> <th data-bbox="608 763 887 806">Impact</th> <th data-bbox="887 763 1166 806">Opportunities</th> </tr> </thead> <tbody> <tr> <td data-bbox="424 806 608 1093"> Flooding, rainstorms, Flash floods </td> <td data-bbox="608 806 887 1093"> <ul style="list-style-type: none"> Project delays Cost overruns Occupational safety and health risk </td> <td data-bbox="887 806 1166 1093"> <ul style="list-style-type: none"> Floods are identified as hazards in emergency response plan Initiates climate-related risk assessments Enhances site planning </td> </tr> <tr> <td data-bbox="424 1093 608 1402"> Water stress/ heat waves </td> <td data-bbox="608 1093 887 1402"> <ul style="list-style-type: none"> Project delays Cost overruns Reduced labour productivity and Occupational safety and health risk Material performance and quality issues Increased operational costs </td> <td data-bbox="887 1093 1166 1402"> <ul style="list-style-type: none"> Rainwater harvesting Water recycling for wash troughs Enhances project planning and design </td> </tr> <tr> <td data-bbox="424 1402 608 1684"> Extreme Weather (Temperature rise, sea level rise, precipitation change, inclement weather) </td> <td data-bbox="608 1402 887 1684"> <ul style="list-style-type: none"> Impact on operations which leads to higher operational costs Occupational safety and health risks Supply chain disruptions </td> <td data-bbox="887 1402 1166 1684"> <ul style="list-style-type: none"> Adopts technologies such as solar energy, recycling systems, rainwater harvesting Integrates climate risk assessments into project planning </td> </tr> </tbody> </table>	Risk	Impact	Opportunities	Flooding, rainstorms, Flash floods	<ul style="list-style-type: none"> Project delays Cost overruns Occupational safety and health risk 	<ul style="list-style-type: none"> Floods are identified as hazards in emergency response plan Initiates climate-related risk assessments Enhances site planning 	Water stress/ heat waves	<ul style="list-style-type: none"> Project delays Cost overruns Reduced labour productivity and Occupational safety and health risk Material performance and quality issues Increased operational costs 	<ul style="list-style-type: none"> Rainwater harvesting Water recycling for wash troughs Enhances project planning and design 	Extreme Weather (Temperature rise, sea level rise, precipitation change, inclement weather)	<ul style="list-style-type: none"> Impact on operations which leads to higher operational costs Occupational safety and health risks Supply chain disruptions 	<ul style="list-style-type: none"> Adopts technologies such as solar energy, recycling systems, rainwater harvesting Integrates climate risk assessments into project planning 	
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MATERIALITY AND STAKEHOLDERS (CONT'D)

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES ("TCFD") (CONT'D)

Recommended Disclosure	Description	Page reference									
Strategy											
Identification of climate-related risks and opportunities (Cont'd)	Transition Risks										
	<table border="1"> <thead> <tr> <th>Risk</th> <th>Impact</th> <th>Opportunities</th> </tr> </thead> <tbody> <tr> <td>Market demand for green building standards</td> <td> <ul style="list-style-type: none"> Pressure to integrate more sustainable construction practices Higher material costs and project costs Higher benchmark and qualification standards </td> <td> <ul style="list-style-type: none"> Integrates sustainable requirements into projects Building capacity for green building knowledge </td> </tr> <tr> <td>Regulatory changes</td> <td> <ul style="list-style-type: none"> Future carbon tax imposed on high emission sectors (such as steel and iron) may lead to increase in construction costs Higher regulatory compliance costs </td> <td> <ul style="list-style-type: none"> Keeps abreast of developments in Malaysia's Net Zero policy framework Mitigates carbon emission Explores decarbonisation solutions and resource efficiency practices Explores alternative fuel options such as battery storage for renewable energy </td> </tr> </tbody> </table>	Risk	Impact	Opportunities	Market demand for green building standards	<ul style="list-style-type: none"> Pressure to integrate more sustainable construction practices Higher material costs and project costs Higher benchmark and qualification standards 	<ul style="list-style-type: none"> Integrates sustainable requirements into projects Building capacity for green building knowledge 	Regulatory changes	<ul style="list-style-type: none"> Future carbon tax imposed on high emission sectors (such as steel and iron) may lead to increase in construction costs Higher regulatory compliance costs 	<ul style="list-style-type: none"> Keeps abreast of developments in Malaysia's Net Zero policy framework Mitigates carbon emission Explores decarbonisation solutions and resource efficiency practices Explores alternative fuel options such as battery storage for renewable energy 	
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Impact of climate-related risks and opportunities on business, strategy and financial planning	Climate-related risks and opportunities may have potential implications on the Group's business operations, project delivery, financial planning and long-term business resilience. The Group intends to progressively develop its approach towards assessing climate-related risks and opportunities in line with evolving regulatory and industry practices.										
Climate resilience under different climate scenarios	Scenario analysis has not yet been conducted. The Group recognises the importance of climate scenario analysis and may consider incorporating such analysis in the future.										

MATERIALITY AND STAKEHOLDERS (CONT'D)

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES ("TCFD") (CONT'D)

Recommended Disclosure	Description	Page reference
Risk Management		
Processes for identifying and assessing climate-related risks	Climate-related risks are integrated into the Group's risk management framework and are assessed based on likelihood and impact across financial, regulatory/legal, human capital, reputational and business continuity dimensions. The identified risks are updated in the Group's risk profile.	
Processes for managing climate-related risks	A business risk matrix, combining likelihood and impact, informs management of the potential significance of each risk. Appropriate mitigation measures, monitoring mechanisms and reporting processes are implemented to ensure effective risk management and continuous improvement. These are comprehensively documented in the Group's risk profile.	
Integration into overall risk management	The Group's risk profile supports management in making informed decisions and is intended to guide strategic planning. Climate-related risk, included in the Group's risk profile, are continually monitored to assess changes in their severity or likelihood, ensuring that appropriate responses are maintained over time.	
Metrics & Targets		
Metrics used to assess climate-related risks and opportunities	The Group is refining climate-related metrics relevant to its construction activities. Carbon emissions are measured in metric tonnes of CO ₂ e with data collected on electricity consumption (megawatt-hour), fuel utilisation (litres), water consumption (megalitre), and waste and recyclables (metric tonnes).	Environmental, page 73
Scope 1 and Scope 2 GHG emissions Scope 3 GHG emissions	Scope 1 and Scope 2 emissions data are being collected to establish a baseline, in accordance with the GHG Protocol and guidance from DESNZ (UK) and Malaysia's Energy Commission. Scope 3 emissions are being assessed, with initial focus on Category 1 (Purchased Goods and Services), Category 6 (Business Travel), and Category 7 (Employee Commuting), with plans to expand coverage to additional categories in the future.	Carbon Emission, page 73
Climate-related targets	Formal emissions reduction targets have not yet been established. The Group intends to develop short-, medium-, and long-term targets upon completion of baseline data collection. The Group is exploring opportunities to reduce emissions under its control, including the adoption of green energy technologies and other sustainable operational practices.	



SUSTAINABILITY REPORT

ABOUT THIS REPORT

Binastra Corporation Berhad (“**Company**”) together with its subsidiaries (collectively, “**Binastra**” or “**Group**”) is pleased to present its Sustainability Report for the financial year ended 31 January 2026 (“**FY2026**”) (“**Report**”). This Report covers the sustainability strategies, principles, initiatives and performance of Binastra and focuses on the materiality matters identified via our latest materiality assessment.

Aligned with its motto “To Build with Pride”, Binastra is dedicated to strive for a sustainable future for both people and the planet in its ongoing sustainability journey.

REPORTING SCOPE AND BOUNDARY

This Report covers the Group’s investment holding and construction segments for FY2026, with the construction segment encompassing buildings, infrastructure as well as Engineering, Procurement, Construction and Commissioning (EPCC) projects in Malaysia, primarily undertaken by its major subsidiary, Binastra Builders Sdn Bhd (“**BBSB**”), unless otherwise specified. Where possible, information from previous years have been included to provide comparative data. Some comparative data have been restated to reflect changes in methodologies, definitions and/or assumptions adopted in the current reporting year.

This Report has been developed according to the Main Market Listing Requirements (“**Listing Requirements**”) of Bursa Malaysia Securities Berhad (“**Bursa Securities**”), with reference to:

- Bursa Securities’ Sustainability Reporting Guide 2022 (3rd edition)
- Listing Requirements of Bursa Securities [Enhanced Sustainability Reporting Requirements: Annexure A Practice Note 9]
- Task Force on Climate-Related Financial Disclosures (“**TCFD**”) Recommendations
- The United Nations Sustainable Development Goals (“**UNSDGs**”)
- FTSE4Good Bursa Malaysia Index
- Greenhouse Gas Corporate Accounting and Reporting Standard (“**GHG protocol**”)

ONLINE VERSION AND CONTACT POINT

This report is available on the Company’s website at www.binastracorp.com.my or download the pdf version from <https://binastracorp.com.my/reports/>.

Any feedback, suggestions or inputs to this report can be directed to ir@binastracorp.com.my.

INTERNAL ASSURANCE

Binastra recognises the importance of accurate, transparent and reliable data disclosure. To strengthen the credibility of this Report, selected data have undergone review by a cross-functional internal audit team. Based on the review performed, the data and information presented in this Report are consistent with the underlying records, supporting documents, and internal reporting systems. No material discrepancies were identified during the review process. This internal review process is intended to strengthen the credibility, consistency, and reliability of the reported information.

The indicators covered by the internal review include:

Material Matters	Indicators
Supply Chain Management	Proportion of spending on local suppliers
Customer Satisfaction	Customer satisfaction score
Employee Development and Management	Diversity
	Total hours of training by employee category
	Percentage of employees that are contractors or temporary staff
	Total number of employee turnover

SUSTAINABILITY REPORT (CONT'D)

INTERNAL ASSURANCE (CONT'D)

The indicators covered by the internal review include: (Cont'd)

Material Matters	Indicators
Human Rights and Labour Practice	Number of substantiated complaints concerning human rights violations
Water Management	Water consumption
Energy Management	Electricity consumption
Occupational Safety and Health	Number of work-related fatalities
	Lost time incident rate (LTIR)
	Number of employees trained on safety and health standards
Ethical Business	Percentage of employees who have received training on anti-corruption by employee category
	Confirmed incidents of corruption and action taken

Moving forward, the Group aims to progressively expand the scope and coverage of its assurance process while assessing the engagement of independent third-party assurance to further enhance credibility, accuracy, robustness, and quality of its sustainability disclosures.

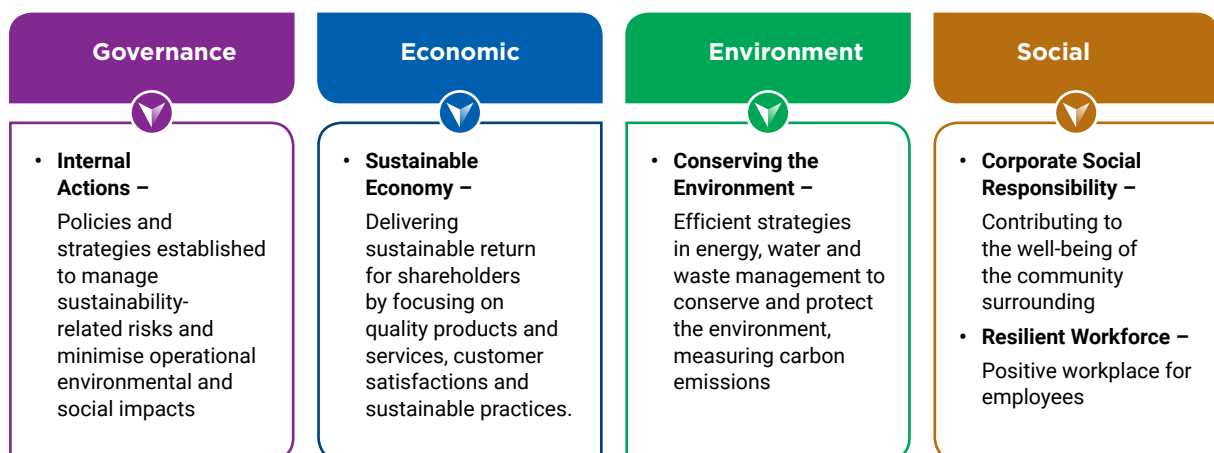
This Report was reviewed and approved by the Board of Directors ("**Board**") on 14 May 2026.

OUR APPROACH TO SUSTAINABILITY

Sustainability Framework

Binastra has refined its sustainability framework to align with its business strategy, underpinned by the Group's vision and mission. The framework aims to meet the stakeholder expectations, reduce environmental impact, and contribute positively to the communities where it operates.

The framework focuses on four key pillars: economic, social, environmental, and governance. The Group endeavours to achieve measurable goals within each of these areas, addressing issues that are central to its material matters.





SUSTAINABILITY REPORT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

Sustainability Framework (Cont'd)

Vision

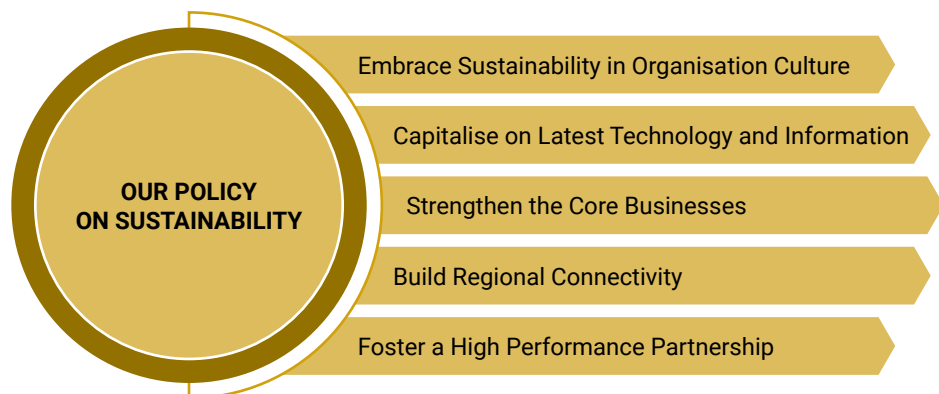
To build with pride, known for our quality craftsmanship, forward-thinking innovation, commitment to customer satisfaction, guided by the principles of sustainable development.

Mission

Our mission is distinguished by our commitment to delivering great quality, fostering innovation thinking, and upholding an unwavering dedication to customer satisfaction, all guided by the principles of sustainable development. We strive to set new standards of excellence in every project, ensuring lasting value for our clients, partners, and communities.

Sustainability Policy

As Binastra expands, its unwavering dedication and enthusiasm for sustainability have become more pronounced. The Group has formulated a distinct philosophy centred on sustainability, which serves as a guiding principle for all decisions concerning the economic and operational activities.



Sustainability has consistently been a cornerstone of the Group's culture, as it endeavours to attain continuous growth and profitability within a safe, caring, and sustainable environment. Binastra's mission, as a responsible corporate citizen, is to uphold high standards of governance throughout its business to foster responsible business practices, mitigate environmental impacts, and address the social needs of the communities in which it operates.

SUSTAINABILITY REPORT (CONT'D)

MEMBERSHIPS IN ASSOCIATIONS

Binastra associates with several reputable professional bodies and industry associations, reflecting its commitment to advancing environmental, social, and governance (“ESG”) practices. Through these engagements, the Group remains aligned with evolving standards and best practices, while reinforcing long-term value creation for stakeholders.



Construction Industry Development Board (“CIDB”)
Standard workmanship, safety and quality of materials



National Institute of Occupational Safety and Health (NIOSH)
Elevate workplace safety and compliance, and continual learning in knowledge and skills



Master Builders Association Malaysia (MBAM)
Abreast of construction standards and practices that foster business progress and compliance



Human Resource Development Corporation (HRDC)
Upskilling of employees and enhancing productivity and staying competitive in the industry

SUSTAINABILITY HIGHLIGHTS

Zero

Substantiated complaints related to breaches of Customer Privacy or Data Loss



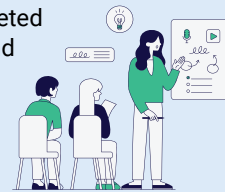
Zero

Reported cases of Bribery, Corruption and Whistleblowing incidents



100%

Employees completed Anti-Corruption and Bribery trainings



More than RM160,000

Invested on Corporate Social Responsibility initiatives and sponsorships



RM 1.5 Bil

Revenue in FY2026



Zero

Reported cases of human rights violations and labour non-compliance



Zero

Fatalities at all sites



99.9%

Procurement spent on local vendors



84%

Customer Satisfaction Score



3,289.0 hours

Total Training Hours completed by employees



418.5 tonnes

of waste recycled and diverted from landfills



SUSTAINABILITY REPORT (CONT'D)

GOVERNANCE

[GRI 205-1, 205-2, 205-3, 418-1]



Binastra is committed to operating in the highest standards of good governance and business ethics encompasses rigorous compliance with regulations, fostering ethical conduct and corporate integrity.

Regulatory compliance enhances ethical business practices and promotes integrity which are essential for fostering long-term growth and societal trust. Moreover, robust cybersecurity and data protection mechanisms safeguard sensitive information.

Material Matters:

- Governance and Compliance
- Ethical Business
- Cybersecurity and Data Protection

SUSTAINABILITY GOVERNANCE

The Group firmly believes that integrity and ethics are fundamental to achieving good governance. These principles serve as the essential cornerstone for integrating sustainability considerations into decision-making processes, thereby enhancing transparency, enhancing risk management, and support the Group's long-term success.

This commitment to responsible practices is formalised through the Group's Sustainability Framework. This framework is strategically aligned with the Group's business strategy, vision, and mission, and is built upon four key pillars, including an explicit focus on governance sustainability.

The Group's approach to governance is top-down, ensuring strong leadership oversight. The Board holds the ultimate responsibility for the Group's strategic direction on sustainability. The Board assumes overall responsibility for the sustainability strategy and reporting, monitoring progress, and overseeing potential risks and opportunities.

To manage sustainability effectively, the Group developed a four-tiered structure comprising the Board, the Sustainability Committee ("SC"), Sustainability Co-ordinator and the Sustainability Working Group ("SWG"). The SC is chaired by an Independent Non-Executive Director. Its role is to formulate sustainability strategies and goals for the Board and to monitor execution. The SC Chairperson reports progress on sustainability initiatives to the Board quarterly to ensure continuous oversight.



SUSTAINABILITY REPORT (CONT'D)

GOVERNANCE (CONT'D)

SUSTAINABILITY GOVERNANCE (CONT'D)

The SWG consists of representatives from various departments. Their engagement ensures that sustainability is embedded into routine business activities, and they are tasked with executing the strategic responsibilities. This entire framework is designed to establish accountability for sustainability across all levels of the Group.

The responsibility of the Board to promote and embed sustainability within the Group includes overseeing the following:

- Stakeholders' engagement
- Materiality assessment and identification of sustainability risks and opportunities relevant to the Group
- Management of material sustainability risks and opportunities
- Communication of sustainability strategies, priorities and targets as well as performance against targets to internal and external stakeholders

GOVERNANCE AND COMPLIANCE

Policy and regulatory compliance, particularly in relation to ESG requirements, serves as a critical foundation for the Group's long-term sustainability and success. Through proactive adherence to applicable laws, regulations and internal policies, Binastra enhances its competitive position through product and service differentiation, attracts socially responsible investors, and broadens its market presence.

Corporate Policies

Binastra remains committed to upholding the principles and best practices of corporate governance in line with the Malaysian Code on Corporate Governance 2021 ("**Code**") and the Listing Requirements of Bursa Securities. The Group strives to ensure that strong governance standards are consistently applied across its operations, with the overarching goal of delivering long-term value and sustainable returns to stakeholders. Further details on Corporate Governance Statement can be found on pages 27 to 38 of this Annual Report.

List of Binastra's Policies and Guidelines

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> • Board Charter • Directors' Fit and Proper Policy • Gender Diversity Policy and Target • Remuneration Policy and Procedures | <ul style="list-style-type: none"> • Corporate Disclosure Policy • Code of Conduct and Ethics • Anti-Corruption and Bribery Policy • Whistleblowing Policy | <ul style="list-style-type: none"> • Shareholder's Rights relating to General Meeting • Stakeholders Communication Policy |
|---|--|---|

For more information on Binastra's policies, please visit website at <https://binastracorp.com.my/corporate-governance>.



SUSTAINABILITY REPORT (CONT'D)

GOVERNANCE (CONT'D)

GOVERNANCE AND COMPLIANCE (CONT'D)

Regulatory compliance

Binastra remains firmly committed to complying with national regulatory requirements, with a strong focus on ESG considerations. The Group conducts regular reviews of the legal register to ensure it stays up to date with regulatory developments and continuously assess compliance status to determine whether enhancement to systems is needed.

The Group maintains a strict approach to regulatory compliance, guided by Integrated Management System (“IMS”), which outlines formal processes for identifying, addressing, and preventing non-compliance incidents. All cases of non-compliance are subject to structured corrective and preventive action procedures to ensure root-cause analysis, timely resolution, and continuous improvement in regulatory adherence.

During the year under review, the Group recorded 23 regulatory non-compliance cases from authorities, relating to site operational matters such as site housekeeping, working hour compliance, and environmental, safety and health control. 14 of the 23 cases resulted in fines amounting to RM97,700. All the matters were promptly addressed, with appropriate corrective and preventive actions implemented to rectify the non-compliance. Preventive measures, including enhanced site monitoring, stricter adherence to permit requirements and mega housekeeping have been introduced to minimise the risk of recurrence. Binastra continues to monitor compliance closely and maintains a commitment to uphold sustainable business practices in the evolving regulatory landscape.

ETHICAL BUSINESS

Binastra is committed to maintaining high ethical standards and ensuring compliance across the Group, reflecting its core values. This commitment helps protect the business and its stakeholders while building trust and confidence.

<p>Code of Conduct and Ethics</p> <ul style="list-style-type: none"> • Provides principles and guidelines for ethical behaviour • Zero tolerance for bribery, corruption, insider trading, money laundering, and abuse of power. • Applies to all categories in the Group including employees and directors for responsible decision-making 	<p>Whistleblowing Policy</p> <ul style="list-style-type: none"> • Confidential reporting channel for employees and stakeholders • Reports will be sent directly to the Audit and Risk Management Committee Chairman • No complaints of misconduct received for FY2026
<p>Anti-Corruption and Bribery Policy</p> <ul style="list-style-type: none"> • Prescribes guidelines on standard behaviour and adequate procedures pursuant to Malaysia Anti-Corruption Commission Act 2009 • Regularly reviewed to ensure compliance • Employees’ declaration that they have read and understood this policy 	<p>Conflict of Interest Policy</p> <ul style="list-style-type: none"> • Provides guidance on how to deal with situations involving conflict of interest • Exercise duty of care to protect the interest of the Group with sound judgement and discretion • Employees’ responsibility to declare and inform the company of any potential conflict. • Refresher training conducted for employees to strengthen their knowledge and responsibilities

SUSTAINABILITY REPORT (CONT'D)

GOVERNANCE (CONT'D)

ETHICAL BUSINESS (CONT'D)

Anti-corruption

Binastra believes that upholding the highest standards of transparency and integrity is essential for sustainable long-term growth. Accordingly, the Group enforces a strict zero-tolerance policy against all forms of bribery and corruption in every aspect of its business dealings.

In line with Section 17A of the Malaysian Anti-Corruption Commission Act 2009 ("**MACC Act**"), the Group defines:

Corruption: The abuse of entrusted power for private gain.

Bribery: The offering, promising, giving, accepting or soliciting of an advantage as an inducement for action which is illegal, unethical or a breach of trust.

The Board maintains oversight of the Group's anti-corruption framework, ensuring that the Anti-Corruption and Bribery Policy, related procedures, and internal controls remain aligned with regulatory requirements and best practices. The effectiveness of these measures is supported by established audit and compliance mechanisms, including periodic policy reviews to drive continuous improvement. Governance structures and compliance functions are also in place to monitor adherence and ensure clear accountability for anti-corruption practices across the organisation.

The Group remains committed to conducting its business in an ethical and responsible manner. Binastra recognises that employees serve as the first line of defence against unethical practices, as they may encounter corruption and bribery risks in the course of their duties. Accordingly, the Group continues to ensure that all employees are adequately informed and trained on its Anti-Corruption and Bribery Policy. In addition to internal awareness initiatives, external trainer was engaged during the reporting year to enhance employees' understanding of the MACC Act, further reinforcing regulatory compliance and ethical decision-making across the organisation.

The Group also ensured that anti-corruption and integrity messages were consistently communicated to its general workforce. During the reporting year, 100% of general workers received anti-corruption and bribery training, reflecting a significant improvement and the successful achievement of the Group's training target. The Group recorded no confirmed incidents of non-compliance with anti-corruption policies, including employee disciplinary actions, dismissals, fines, penalties, settlements, or contract terminations. This reflects the strength of governance controls and commitment to upholding the integrity and ethical business conduct.

Moving forward, Binastra aims to sustain full training coverage to continuously reinforce ethical business practices and uphold strong governance standards. As part of the continuous enhancement of anti-corruption due diligence, the Group plans to implement corruption-related risk assessments progressively across its operations.

Percentage of Employees who have Received Training on Anti-Corruption	2026	2025	2024
Management	100%	100%	41%
Executive	100%	100%	61%
Non-executive/Technical Staff	100%	100%	43%
General Workers	100%	75%	0%
Total	100%	84%	26%



SUSTAINABILITY REPORT (CONT'D)

GOVERNANCE (CONT'D)

CYBERSECURITY AND DATA PROTECTION

As Binastra continues to advance in a rapidly digitalising world, the importance of cybersecurity and data protection has become more critical than ever. To strengthen digital resilience, Binastra has engaged a specialised information technology ("IT") partner to upgrade its IT infrastructure, including the implementation of secure servers, enhanced network systems, and the enforcement of compliance with software licensing requirements. The Group remains committed to continuous investment in robust cybersecurity measures to safeguard its data, which are essential to its daily operations. Additionally, Binastra strives to cultivate a strong culture of cybersecurity awareness and accountability among all employees.

Upholding the highest standards of data protection and privacy, Binastra has taken proactive measures to mitigate potential risks of customer privacy breaches or data loss. The upgraded IT infrastructure now includes strengthened firewalls, on-site backup solutions, and advanced anti-virus protection. Furthermore, sensitive employee information stored within the Human Resource Management System (HRMS) is protected by strict access controls to ensure that only authorised personnel can access such data.

In FY2026, Binastra successfully maintained its strong data protection track record, with no substantiated complaints relating to customer privacy breaches or data loss. This continued achievement reflects the Group's unwavering commitment to safeguarding information and ensuring the integrity and security of digital systems.

	2026	2025	2024
Number of substantiated complaints concerning breaches in customer privacy or data loss	Nil	Nil	Nil

ECONOMIC

[GRI 204, 204-1]



Binastra's success is rooted in its commitment to creating long-term value for all stakeholders. Through sustainable financial growth, the Group supports job creation, contributes to tax revenue, and strengthens local supply chains.

The Group achieves this by maintaining a strong leadership position in its core markets, embracing innovative technologies, leveraging the expertise of its people to meet evolving customer needs, and strategically exploring opportunities to expand into new markets.

Material Matters:

- Economic Performance
- Customer Satisfaction
- Supply Chain Management

SUSTAINABILITY REPORT (CONT'D)

ECONOMIC (CONT'D)

ECONOMIC PERFORMANCE

In FY2026, Binastra reported total revenue of RM1,502.3 million. The strong financial performance ensures long-term resilience, enabling strategic investments and generating shared economic benefits for all stakeholders. Binastra upholds accountability and transparency in its engagement with shareholders, providing timely and accurate information about the Group's financial performance and position.

	2026 RM'million	2025 RM'million	2024 RM'million
Economic value generated (i.e. revenue and other income)	1,502.3	946.6	425.2
Economic value distributed:	1,430.9	856.3	384.4
• Operating costs	1,295.6	801.9	360.1
• Employee wages and benefits	23.7	18.5	10.3
• Payment to providers of capital (i.e. dividend and financing cost)	67.5	1.5	0.3
• Payment to government (i.e. tax)	43.9	34.2	13.6
• Community investment	0.2	0.2	0.1
Economic value retained	71.4	90.3	40.8

Note: The financial results presented in the table are derived from the audited financial statement and Management Discussion and Analysis, which are available for reference in this Annual Report.

CUSTOMER SATISFACTION

The Group recognises that customer satisfaction and loyalty are fundamental to sustaining long-term value. The Group's commitment to delivering high-quality products and services is reinforced by the continuous collection of feedback, enabling the Group to strengthen its reputation as a trusted and reliable partner. Insights from these interactions support meaningful improvements and contribute to stronger relationships and positive referrals.

Binastra maintains open communication throughout each project, engaging customers through multiple channels such as in-person discussions and digital platforms. These touchpoints provide valuable perspectives that help refine the processes and ensure the offerings remain aligned with evolving expectations.

Customer Satisfaction Survey

Customer satisfaction surveys continue to play an important role in assessing performance and identifying opportunities for enhancement. The Group conducts these surveys at regular interval, covering key aspects of quality, safety and health, and environmental management to evaluate overall project performance. Through this structured and impartial feedback mechanism, the Group addresses issues promptly and upholds strong service standards. Binastra's customer-centric approach remains integral to its operations, consistently maintaining the trust and loyalty of customers.

	2026	2025	2024
Customer Satisfaction Score	84%	80%	79%



SUSTAINABILITY REPORT (CONT'D)

ECONOMIC (CONT'D)

CUSTOMER SATISFACTION (CONT'D)

Product and Service Quality and Safety

Product quality, service excellence and safety remain key commitments of Binastra's operations. The Group builds customer confidence by upholding robust quality assurance practices and maintaining strong safety standards across all operations, reinforcing its position as a trusted industry leader. Across Binastra's value chain, the Group applies stringent controls, conducts regular evaluations, and integrates best practices to ensure that every product and service meets established benchmarks, enabling the Group to operate responsibly while consistently delivering outcomes that meet customer expectations.

- **Quality Assessment System in Construction ("QLASSIC")**

Binastra upholds high standards in building construction through CIDB QLASSIC assessment, which evaluates workmanship, service quality, and customer satisfaction. Binastra's projects consistently exceed the contractual requirement of 70% and aim to surpass the national industry average of 76% (as of 2022), reflecting its commitment to superior craftsmanship and delivering value to clients and stakeholders.

- **Quality Assurance and Quality Control ("QAQC")**

At Binastra, QAQC is central to the construction process, reflecting the Group's commitment to excellence and customer satisfaction. The QAQC team carries out comprehensive inspections at various stages of construction enabling the proactive identification and resolution of potential defects as the work progresses and prior to the project handover. This approach minimises post-delivery issues and ensures that project quality consistently meets or exceeds client expectations.

- **Defect Management during Defects Liability Period ("DLP")**

As a main contractor, Binastra maintains a structured DLP management process to ensure timely identification, tracking, and rectification of defects reported by clients or end-users. All reported defects are recorded, assessed, and rectified within contractual timeframes in accordance with approved specifications and quality standards. Rectification works are verified upon completion, and records are maintained to ensure accountability, compliance, and continuous improvement, reinforcing commitment to quality delivery and client satisfaction.

- **Integrated Management System (IMS)**

Binastra, through its major subsidiary, BBSB has obtained International Organisation for Standardisation ("ISO") certifications from Intertek Certification Limited, accredited by the United Kingdom Accreditation Service (UKAS). The IMS provides the foundation for structured and efficient operations. The Group consistently meets customer expectations, manages risks, complies with regulatory requirements, and delivers safe, high-quality services to clients and stakeholders. These certifications reflect the Group's commitments to upholding quality and safety standards, reinforcing its reputation as a reliable contractor in the property development sector.

ISO 9001: 2015
Quality Management System
Certification No: Q1032588

ISO 14001: 2015
Environmental Management System
Certification No: E1032588

ISO 45001: 2018
Occupational Health & Safety
Management System
Certification No: 0179558

SUSTAINABILITY REPORT (CONT'D)

ECONOMIC (CONT'D)

CUSTOMER SATISFACTION (CONT'D)

Innovation

Innovation is a fundamental factor in Binastra's long-term business success. It enables the Group to proactively address emerging societal and environmental challenges while creating opportunities to introduce new and distinctive products or services that meet evolving customer needs. Some of the innovative construction technologies and value-enhancing methodologies that the Group adopted are discussed below:

- **Value Engineering**

To enhance overall project performance and cost efficiency, value engineering has been adopted as a structured and methodical approach to improving project value. This process focuses on refining work methods, enhancing functionality, and reducing waste by systematically evaluating the function, construction techniques, designs, materials, and costs of each project component.

- **Self-Climbing Platform ("SCP")**

SCP is an innovative construction tool that ascends automatically as the building progresses. It provides a stable work platform at elevated levels without reliance on cranes or conventional scaffolding. Utilising mechanical systems, usually hydraulic, the SCP enhances safety, efficiency, and accessibility, particularly in confined areas, making it a valuable advancement in modern construction practices.

- **Precast Post Tensioned Voided System**

The precast post-tensioned voided slab system combines factory-produced precast panels with cast-in-situ concrete topping to deliver an efficient and IBS-compliant structural solution. Triangular truss reinforcement improves bonding strength and span capacity while reducing concrete usage and overall structural weight. Featuring integrated aluminium side formwork and pre-formed post-tensioning ducts for easier installation, the system has been introduced in selected projects and remains under operational evaluation. Preliminary results show improved construction efficiency, including shorter floor cycle times and lower on-site labour requirements, with potential for broader implementation to achieve further time savings, cost optimisation, and reduced labour dependency.



SUSTAINABILITY REPORT (CONT'D)

ECONOMIC (CONT'D)

SUPPLY CHAIN MANAGEMENT

Binastra places strong emphasis on trust and integrity in supplier partnerships and remains committed to supporting local supply chains to enhance efficiency, productivity, and sustainability within Malaysia. Although a slight reduction in spending with local suppliers in FY2026 and FY2025 due to economic viability and time efficiency considerations, this local-first strategy continues to drive the growth of local industries. Additionally, local sourcing also enhances financial predictability and operational resilience by reducing exposure to currency fluctuations and fuel surcharges.

Procurement Spend	2026	2025	2024
Local	99.9%	99.9%	100%

To uphold fairness and transparency in its procurement practices, the Group engages vendors through the following processes to ensure the selection of credible suppliers and subcontractors.



The supply chain management framework incorporates robust internal controls to ensure quality, compliance, and continuous improvement. Vendor/Subcontractor performance is continuously monitored through regular feedback from project personnel, with corrective actions implemented where necessary. During annual vendor performance assessment, vendors/subcontractor that fail to meet delivery and service expectation, particularly in relation to budget compliance, market pricing, and adherence to Quality, Safety, Health, and Environmental (“**QESH**”) specifications, are either disqualified or placed under review where demonstrable improvement efforts are evident.

Binastra is currently strengthening its supply chain governance framework through the development of a Vendor Code of Conduct and Sustainability Risk Assessment framework. The Vendor Code of Conduct establishes clear expectations on integrity, labour practices, environmental management and governance standards applicable to contractors, subcontractors, suppliers, consultants, and service providers. The Sustainability Risk Assessment framework serves as a structured evaluation tool to assess vendors’ exposure to ESG risks, including compliance with labour standards, environmental practices, ethical conduct, and regulatory requirements. This framework is designed for integration into vendor selection and evaluation processes for both new and existing vendors, with phased implementation planned in the upcoming financial year. Collectively, these measures enhance ESG risk identification, reinforce supplier accountability, and promote responsible sourcing practices across the Group’s value chain.

SUSTAINABILITY REPORT (CONT'D)

ENVIRONMENTAL

[GRI 302-1, 303-3, 303-4, 303-5, 305, 305-1, 305-2, 305-3, 306-3, 306-4, 306-5]



Binastra is committed to minimising its environmental footprint through responsible resource management, waste reduction, and improved operational efficiency. The approach emphasises the responsible use of water and energy, supported by ongoing efforts to enhance conservation and efficiency.

With regard to biodiversity where project sites are subject to Environmental Impact Assessment (“EIA”), efforts are undertaken to minimise impacts on natural ecosystems through full compliance with applicable EIA conditions. All Binastra project sites do not involve protected habitats or endangered species. Pollution prevention and the reduction of environmental impacts are achieved through the implementation of effective controls, adoption of best practices, and strict compliance with applicable environmental laws and regulations. Binastra’s major subsidiary, BBSB is certified under ISO 14001:2015 for general building construction. All active sites operated in accordance with the certified Environmental Management System throughout the reporting period.

Through these commitments, Binastra aims to safeguard the environment, promote sustainable resource use, and contribute positively to the communities in which it operates.

Material Matters:

- Climate Change and Adaptation
- Resource and Waste Management
- Water Management
- Pollution Control and Biodiversity

CLIMATE CHANGE AND ADAPTATION

Carbon Emission

Binastra acknowledges climate change as a material sustainability matter and is committed to managing greenhouse gas (“GHG”) emissions in a responsible and structured manner. The Group quantifies and tracks Scope 1, Scope 2, and Scope 3 emissions across its operations to understand its carbon footprint. In FY2026, the Group recorded a total GHG emission of 97,675 tonnes CO₂e with an emission intensity of 3.4 tonnes CO₂e per RM million of revenue. The reduction in intensity is primarily attributable to strong revenue growth, while absolute Scope 1 and Scope 2 emissions increased from 3,571.5 tCO₂e in FY2024 to 5,059.8 tCO₂e in FY2025, in line with the expanded operations.

	2026	2025	2024
Total GHG Emissions (tCO₂e)	97,675	129,855	3,571*

* The GHG emissions data for FY2024 have been updated to include a three-year data series for comparative disclosure.



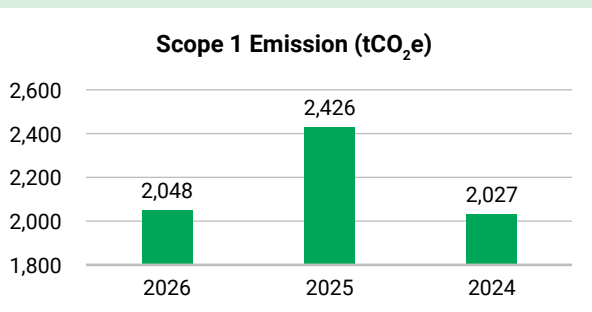
SUSTAINABILITY REPORT (CONT'D)

ENVIRONMENTAL (CONT'D)

CLIMATE CHANGE AND ADAPTATION (CONT'D)

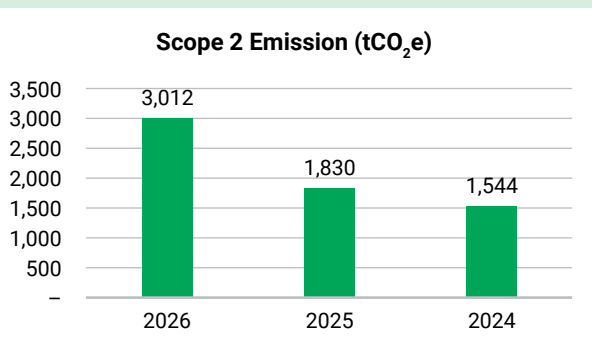
Scope 1

Scope 1, direct GHG emission includes all fuel consumptions for stationary combustion of machinery, plants and equipment that owned by Binastra at construction sites as well as petrol and diesel for its vehicles.



Scope 2

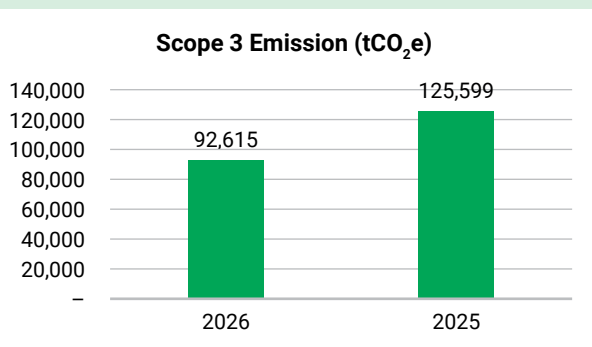
Scope 2, which refers to indirect GHG emissions, comprises electricity purchased and consumed by offices, construction sites, warehouse and equipment used in its operations.



Scope 3

Emission in Scope 3 includes all other indirect emission generated across the Group, covering the 3 categories below:

Scope 3	Calculation Method
Category 1 Purchased goods and services	Average-data method
Category 6 Business Travel	Distance-based Method
Category 7 Employee Commuting	Distance-based Method



SUSTAINABILITY REPORT (CONT'D)

ENVIRONMENTAL (CONT'D)

CLIMATE CHANGE AND ADAPTATION (CONT'D)

Emission Intensity	2026	2025	2024
Scope 1 and 2 (tCO ₂ e)	5,059.8	4,256.1	3,571.5
Revenue (RM'million)	1,502.3	946.6	425.2
Emission Intensity (tCO ₂ e / RM million)	3.4	4.5	8.4

Notes:

1. Average-data method: Estimated emissions by collecting data on the weight or units and multiplying the emission factors in CIDB guideline.
2. Distance-based Method: Determining the distance and mode of business trips and multiply the emission factor in United Kingdom Government's GHG Conversion factor 2025.
3. Methodology: The methodology of carbon footprint calculation adheres to the GHG Protocol. Scope 1 and 3 emission factors adopted from Department for Energy Security and Net Zero (2025). Scope 2 emission adopted the grid emission factors from Energy Commission Malaysia 2022.

Green Building

Binastra supports the development of green buildings by accommodating clients' sustainability requirements and incorporating green products into selected projects where appropriate. The Group adopts recognised green building certification criteria for projects that require green building delivery, including Green Building Index (GBI) and GreenRE.

Project	Certification	Target Rating	Status
D'Terra	GreenRE	Gold	Ongoing
D'Tessera	GreenRE	Gold	Ongoing
Kingswoodz	GreenRE	Silver	Ongoing
SA1	GreenRE	Gold	Ongoing
The Atas	GBI	Certified	Ongoing
Vividz	GreenRE	Silver	Ongoing

To achieve green building certification, projects are assessed against main criteria such as sustainable site operations, waste management and recycling, environmental management practices, water efficiency measures such as water recycling, energy efficiency initiatives including the use of light-emitting diode ("LED") lighting, green procurement, and materials and resource efficiency. Where applicable, certified green products, including those under the MyHIJAU initiative and SIRIM Green Label Scheme (SGLS), are incorporated to meet certification requirements.



SUSTAINABILITY REPORT (CONT'D)

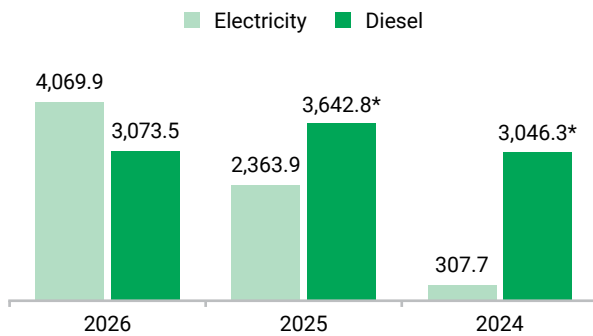
ENVIRONMENTAL (CONT'D)

CLIMATE CHANGE AND ADAPTATION (CONT'D)

Energy Management

Binastra manages energy consumption across its operations with a focus on efficiency and responsible use. In FY2026, total energy consumption amounted to 7,143.40 MWh. Electricity purchased from the grid remains the primary energy source for offices and operational facilities. Diesel consumption is mainly attributed to the operation of construction machinery and site equipment, including forklifts, excavators, mobile cranes, generators, and vector control activities at project sites. Fluctuations in diesel usage across the years reflect variations in construction activity intensity, project phases and machinery requirements. In FY2026, a high number of projects progressed into superstructure and finishing phases, resulting in comparatively lower diesel consumption.

Total Energy Consumption (MWh)



Energy reduction initiatives

- Installed energy-efficient lighting, such as LED lighting
- Switching off when not in use
- Reduce unnecessary idling of vehicles, equipment and machinery

* Restated - Conversion of litre to kWh.

RESOURCE AND WASTE MANAGEMENT

Binastra is committed to responsible resource utilisation and effective waste management to minimise environmental impact and contribute positively to the communities in which it operates. Resource efficiency and waste minimisation practices are integrated across its operations, guided by the waste hierarchy of reduce, reuse and recycle, wherever feasible, while supporting circular economy practices.

Waste Management Approach

The Group prioritises waste prevention and reduction, and implements reuse and recycling practices where practicable, in line with the waste management hierarchy, to minimise waste generation and landfill disposal while enhancing overall waste management performance.

Construction Waste

- Managed through on-site segregation, reuse of materials where practicle. Waste bins are strategically placed at sites to facilitate proper handling.

Domestic Waste

- Comprises general, non-hazardous waste from offices and sites, managed through proper bin allocation, routine collection and good housekeeping practices to maintain clean environment.

SUSTAINABILITY REPORT (CONT'D)

ENVIRONMENTAL (CONT'D)

RESOURCE AND WASTE MANAGEMENT (CONT'D)

Waste Management Approach (Cont'd)

Hazardous Waste	<ul style="list-style-type: none"> Includes materials that pose risks to health and the environment, such as contaminated soil, containers and rags or gloves contaminated with chemicals. It is managed through proper labelling, secure storage and disposal in compliance with regulatory requirements.
Recycled Waste	<ul style="list-style-type: none"> Segregation of recyclable waste, such as metals, timber, plastics and paper, to facilitate recycling and reduce environmental impact.

All waste is managed in compliance with regulatory requirements set by the Department of Environment (DOE). The Group engaged licensed and approved waste transporters and contractors to ensure disposal at approved landfills and facilities. The reported waste data covers both construction sites and office operations, representing the Group's primary operational activities.

Waste Management	2026	2025	2024 [^]
Total waste generated (MT)	57,310.3	57,732.0*	26,002.5
Total waste directed to landfill (MT)	56,891.8	57,272.9*	26,002.5
Non-recycled Waste (MT)			
• Construction Waste	56,160.6	56,826.1	26,002.5
• Domestic Waste	728.9	445.7	
Hazardous Waste (MT)			
• SW 408	0.7	0.6	
• SW 409	1.5	0.3	
• SW 410	0.1	0.2	
Total waste diverted from landfill (MT)	418.5	459.1	
Recycled Materials (MT)			
• Metal	385.3	458.4	
• Timber	31.7	0.0	
• Paper and cardboard	1.4	0.7	
• Plastic	0.0	0.0	
• E-waste	0.1	0.0	

* Restated due to addition of hazardous waste data.

[^] FY2024 domestic waste, hazardous waste and waste diverted from landfill data were not readily available.



SUSTAINABILITY REPORT (CONT'D)

ENVIRONMENTAL (CONT'D)

RESOURCE AND WASTE MANAGEMENT (CONT'D)

Resource Efficiency and Waste Reduction

Recognising that construction activities are resource-intensive, Binastra focuses on optimising materials usage to improve efficiency and reduce environmental impact. Emphasis is placed on responsible material management, waste minimisation, and recycling practices across all operations.

At construction sites, efforts focus on reducing material wastage and promoting reuse where practicable. Recyclable materials, including scrap metals, timber and cardboard packaging are segregated and channelled to licensed recycling contractors. In managing concrete usage, the Group places emphasis on accurate material estimation and effective site coordination to reduce the occurrence of excess. Where surplus concrete is unavoidable, it is repurposed into temporary blocks, bunts and crusher run for temporary on-site use. This allows materials to be utilised during construction phase prior to final disposal at project completion. These practices reduce unnecessary waste while improving resource efficiency.

Within office operations, responsible consumption is promoted through the adoption of digital documentation to reduce paper usage. Recycling practices are implemented through segregation of paper, cardboard, plastics and electronic waste, while single-sided printed paper is reused for internal purposes where appropriate. The use of Forest Stewardship Council (FSC)-certified paper further supports sustainable sourcing practices.

Promoting Responsible Waste Management with HOPE Worldwide Malaysia ("HOPE")

The Group collaborated with HOPE, a social enterprise that advocates environmental sustainability through community and fundraising initiatives such as the Good Earth Run 2025, to promote green practices including waste reduction, recycling and responsible consumption.

In support of this initiative, the Group implemented an office-based recycling programme with dedicated recycling stations to encourage proper waste segregation among employees. During the programme period, a total of 1,004 kg of recyclable waste comprising paper, plastics and electronic waste was collected.

In support of responsible resource management, the Group prioritises the use of materials with recycled content, where feasible, and in accordance with project specifications, without compromising safety or quality. Key materials include steel, cement, concrete, plywood, timber and bricks, with their respective consumption presented in the table below.

Materials (tonnes)	2026	2025
Steel Bar	15,591.7	14,341.9
BRC (British Reinforced Concrete)	4,488.5	7,105.4
Cement	11,523.8	16,904.2
Ready-Mix Concrete	624,465.1	719,317.2
Plywood	1,196.1	1,152.1
Timber	4,588.4	20,113.3
Bricks	15,048.4	29,367.6

SUSTAINABILITY REPORT (CONT'D)

ENVIRONMENTAL (CONT'D)

RESOURCE AND WASTE MANAGEMENT (CONT'D)

Resource Efficiency and Waste Reduction (Cont'd)

The reduction in timber and brick consumption in FY2026 was primarily attributable to changes in project composition, including a higher proportion of projects utilising prefabricated materials and increased adoption of alternative construction methods, such as aluminium formworks systems, green concrete and Autoclaved Lightweight Concrete (ALC) block to improve material efficiency, reduce construction waste, and support sustainable building practices.

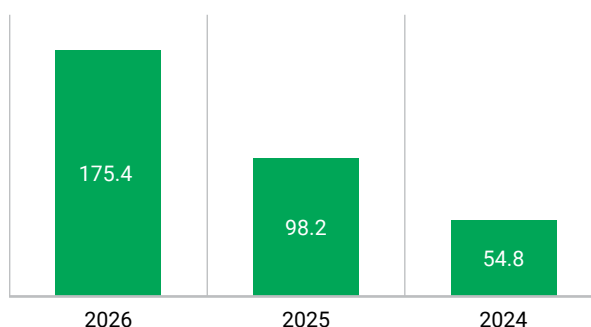
These initiatives reinforce the Group's commitment to environmental stewardship by improving resource efficiency and reducing waste-related environmental impacts across its operations.

WATER MANAGEMENT

The Group recognises the importance of water in operational activities for tasks such as concreting, curing, site housekeeping, dust control, road cleaning, testing and commissioning and worker welfare facilities. Binastra is therefore committed to sustainable water management and the efficient use of water resources across its operations. Inefficient water usage may lead to increased operational costs, regulatory risks and potential disruptions due to water shortages associated with climate change.

In FY2026, total water consumption increased by approximately 79% compared to FY2025, primarily due to a high number of active construction projects. The Group's water intensity increased slightly to 0.12 ML/RM million reflecting variations in project scale, construction phases and site-specific water requirements. Given the nature of construction activities, water usage may fluctuate depending on project conditions. The Group continues to implement measures to manage water consumption, prevent wastage, and promote sustainable water management at both project sites and offices, including site-level monitoring and reuse of water for non-potable purposes.

Total Water Consumption (Megalitres)



Note: All water is sourced from municipal potable water.

	2026	2025	2024
Water Intensity (ML/ RM million)	0.12	0.10	0.13



SUSTAINABILITY REPORT (CONT'D)

ENVIRONMENTAL (CONT'D)

WATER MANAGEMENT (CONT'D)

Water Conservation Practices

- Turning off taps immediately after use
- Reporting leaking faucets
- Avoid unnecessary water flow

Operational Water Reuse

- Reuse of water at wash troughs located at site entrances
- Rainwater harvesting through the On-Site Detention (OSD) tank for reuse in non-potable construction activities such as toilet flushing and water leak testing to reduce reliance on the treated water supply

Water Quality Protection

- To safeguard water quality and minimise environmental impact
- Discharged water monitoring to ensure compliance with applicable regulatory requirements

Access to Safe Water, Sanitation and Hygiene

- Safe and clean drinking water at all project sites
- Installation of drinking water vending machines for workers
- Scheduled maintenance to ensure water safety and cleanliness
- Adequate sanitation and hygiene facilities are provided and properly maintained
- Regular gotong-royong activities to promote site cleanliness, hygiene standards, and worker well-being

POLLUTION CONTROL AND BIODIVERSITY PROTECTION

Pollution Control

Binastra recognises that pollutants generated from construction activities may adversely affect the surrounding environment and communities. The Group is committed to preventing pollution and minimising the environmental impact through proactive management and continuous improvement. Guided by its Environmental Policy and ISO 14001 framework, the Group places strong emphasis on prevention rather than correction to safeguard biodiversity and maintain air, water, and noise quality within and around project sites.

Regular environmental monitoring is conducted to ensure compliance with regulatory requirements and safeguard surrounding communities. This includes monitoring of ambient air quality, water quality, and boundary noise levels at active construction sites. Quarterly monitoring is implemented to provide enhanced oversight of projects requiring closer attention. All results are assessed against permissible limits, and prompt corrective actions are undertaken whenever exceedances are identified. During the reporting period, the Group did not incur any significant environmental fines for non-compliance with applicable environmental laws and regulations.

Biodiversity Protection

As a contractor, Binastra acknowledges that development areas selection is determined by clients. Nevertheless, the Group remains committed to environmental conservation and protection of biodiversity across all project sites. To the best of the Group's knowledge, no operations during the reporting period were conducted in areas of high biodiversity value or critical habitats for flora and fauna species.

Environmental aspects and impact assessments are systematically integrated into project planning and execution to minimise the environmental footprint of construction activities across all project sites. Where tree or vegetation removal is necessary, such activities are carefully managed, with protection measures implemented where possible, and replanting or replacement carried out in accordance with project-specific requirements and relevant authority guidelines.

SUSTAINABILITY REPORT (CONT'D)

ENVIRONMENTAL (CONT'D)

POLLUTION CONTROL AND BIODIVERSITY PROTECTION (CONT'D)

Biodiversity Protection (Cont'd)

For projects requiring an EIA, close collaboration with clients ensures full compliance with environmental requirements and the implementation of mitigation measures to minimise ecological harm.

These practices demonstrate the Group's continued commitment to biodiversity conservation and sustainable development across all projects.

SOCIAL

[GRI 201-1, 401, 401-1, 403, 403-5, 403-9, 404, 404-1, 405, 405-1, 405-2]



Binastra recognises that its people and the communities in which it operates are fundamental to long-term business sustainability. Its material social priorities include upholding human rights and fair labour practices, workplace development and management, maintaining a safe and healthy working environment, and contributing positively to the surrounding communities. Through structured policies, clear governance, and ongoing engagement with employees and stakeholders, the Group fosters an inclusive, safe, and responsible workplace while creating shared value for society.

Material Matters:

- Human Rights and Labour Practice
- Employee Development and Management
- Occupational Safety and Health
- Community Enrichment

HUMAN RIGHTS AND LABOUR PRACTICE

Binastra is committed to upholding the fundamental rights of every employee, recognising the value of talents and ensuring treatment with dignity, respect and fairness. The Board, through the Sustainability Committee, provides strategic oversight of human rights and labour practices across the Group. Management is responsible for monitoring policy implementation and fostering a safe, ethical, and respectful workplace culture.

The Group's labour practices are guided by applicable laws and recognised standards governing employee welfare, rights, and working conditions, including the following:

Fair Compensation

The Group is committed to providing fair and equitable compensation in compliance with the Employment Act 1955, including the Minimum Wage Order 2024. Working hours and overtime compensation align with applicable legal and industry standards. Remuneration structures are determined based on job roles, responsibilities, skills, experience, and educational background. The Group prohibits any form of discrimination in employment and remuneration.



SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

HUMAN RIGHTS AND LABOUR PRACTICE (CONT'D)

Fair Employment and Equal Opportunity

A safe and inclusive working environment is maintained to promote equal employment opportunities and fair treatment. The Group does not discriminate against employees or job applicants based on nationality, social origin, educational background, age, gender or disability. Recruitment and employment decisions are made based on merit, experience, and relevant competencies.

While the Group currently does not employ individuals from underprivileged groups, consideration remains open to suitably qualified candidates from diverse backgrounds.

Workers' Accommodation and Welfare

Workers' accommodation is provided in compliance with the Workers' Minimum Standards of Housing and Amenities Act, ensuring that health, safety, and hygiene requirements are met. Employee welfare is supported through the provision of a safe working environment, appropriate personal protective equipment ("PPE") and comprehensive safety training.

Workplace harassment

A zero-tolerance approach is adopted towards harassment, discrimination, and bullying. Workplace harassment includes any unwelcome conduct, whether verbal, physical, psychological, or visual, that creates an intimidating, hostile, or offensive working environment. The Group maintains an established whistleblowing mechanism to ensure that such matters are addressed in a fair and confidential manner.

Forced Labour

All forms of forced or compulsory labour, including bonded, involuntary, or trafficked labour, are strictly prohibited. Employment is voluntary and engaged in accordance with applicable labour laws and ethical employment practices.

Child Labour

The employment of child labour is strictly prohibited, in compliance with the Children and Young Persons (Employment) (Amendment) Act 2019, which sets the minimum working age.

Freedom of Association

Employees' rights to freedom of association are respected, including the right to join or affiliate with legally recognised trade unions, professional bodies, non-governmental organisations, or political parties, in accordance with applicable laws.

Collective Bargaining

The Group recognises employees' rights to engage in collective bargaining without fear of reprisal or retaliation. While no formal collective bargaining requests were received during the reporting period, ongoing engagement is conducted through briefings on company policies, employee rights, and available grievance and whistleblowing channels.

SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

HUMAN RIGHTS AND LABOUR PRACTICE (CONT'D)

Access to Whistleblowing and Grievance Mechanism

Binastra maintains a formal and accessible whistleblowing mechanism for both internal and external stakeholders to raise concerns confidentially or anonymously, without fear of retaliation. The Whistleblowing policy establishes a secure framework that ensures confidentiality, non-intimidation and non-retaliation throughout reporting, investigation and post-investigation stages, except where disclosure is legally required.

Grievances or concerns relating to workplace issues, including harassment, human rights, labour practices, discrimination and unethical conduct, may be reported via the whistleblowing email at whistleblow@binastracorp.com.my, which is overseen by the Chairman of Audit and Risk Management Committee to ensure independence and integrity.

All employees are informed of the policy and reporting procedures, with whistleblowing communication materials prominently displayed across operational sites to promote awareness and facilitate confidential reporting.



In FY2026,

ZERO substantiated reports related human rights violations or labour non-compliance through whistleblowing channel

Youth Unemployment Initiatives, Apprenticeship or Graduate Placement

Binastra recognises the importance of empowering young talent by providing opportunities for internships, graduate placements, and early career development.

The Group supports national efforts to address youth unemployment through participation in the Protégé Programme, initiated by the Ministry of Entrepreneur Development and Cooperative Development. The programme offers structured industrial attachment opportunities for graduates, providing practical work experience and on-the-job training over a period of eight to twelve months.

In addition, Binastra collaborates with universities through Work-Based Learning (WBL) programmes to provide students with industry exposures and hands-on work experience aligned with academic requirements. Internship opportunities are offered to tertiary students across various functions, particularly within construction industry, to enhance practical knowledge.



Collectively, these initiatives contribute to the development of a sustainable talent pipeline while equipping students and graduates with industry-relevant skills.

In FY2026, two Protégé participants and nine interns were engaged. Following completion of their placements, all 11 participants were offered full-time employment.



SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

HUMAN RIGHTS AND LABOUR PRACTICE (CONT'D)

Employees Engagements

The Group has rolled out Refresher Integrated Induction programmes have been implemented for all employees, including foreign workers, to ensure awareness of policies, procedures and relevant operational information. The programme covers human resource policies, ethics and integrity, human rights, grievance and whistleblowing, ISO standards and workplace safety.



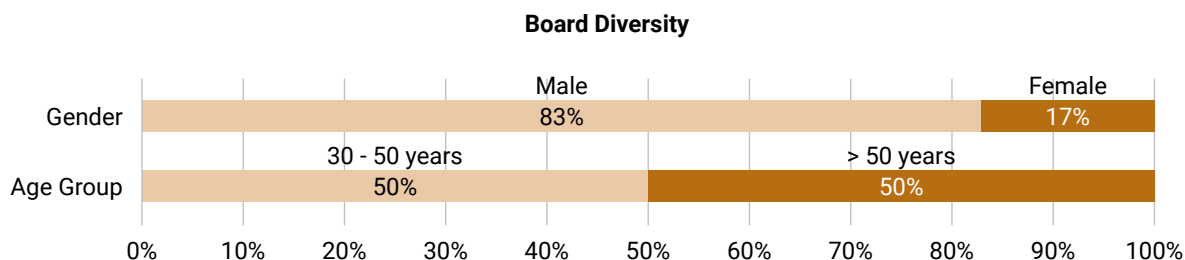
EMPLOYEE DEVELOPMENT AND MANAGEMENT

Binastra remains committed to attracting, developing and retaining talent while fostering a diverse, equitable, and inclusive workforce. The Group upholds equal opportunity, fair remuneration, and employee well-being to enable individuals from all backgrounds to thrive in a supportive and respectful workplace.

Continuous learning and professional development are integral to Binastra’s people strategy, equipping employees with the competencies and skills required to excel while supporting long-term career progression. The Group recognises its employees as key assets and focuses on developing a diverse, skilled and inclusive workforce to support its long-term sustainability and operational resilience.

Board Diversity

The Board consists of one female director, representing 17% of the board composition. The Board remains committed to achieving the 30% female representation target in the selection of new Board members, in accordance with the Code, while maintaining the aim of a team of diverse mix of skills and experiences.



SUSTAINABILITY REPORT (CONT'D)

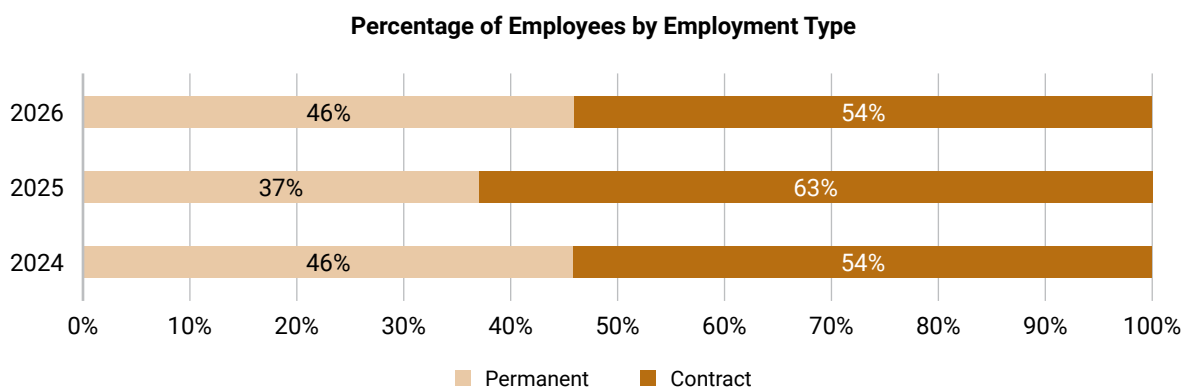
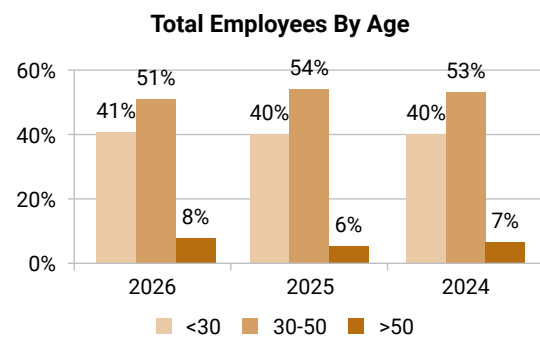
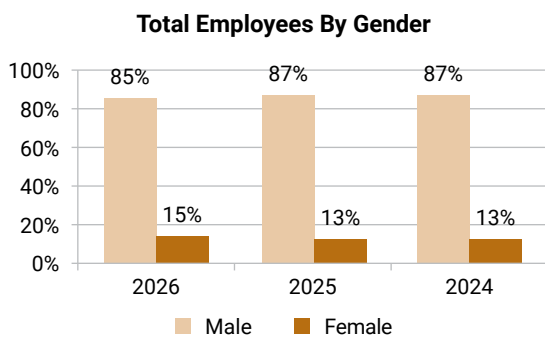
SOCIAL (CONT'D)

EMPLOYEE DEVELOPMENT AND MANAGEMENT (CONT'D)

Workplace Diversity

Binastra does not tolerate any form of discrimination based on gender, age, race, religion, sexual orientation, disability or nationality. By reinforcing its established policies such as Gender Diversity Policy, the Group promotes diversity and inclusivity across all organisational levels, from the Board to the workforce.

As of FY2026, the total workforce comprised 432 employees, with 85% male and 15% female representation. The distribution reflects the nature of the construction industry, which relies on male-dominated roles, particularly in site-based roles. Nonetheless, the Group continues to promote gender diversity across all levels. Female employees interested in operational or site-based roles are supported through equal access, appropriate training, and a supportive and inclusive work environment.





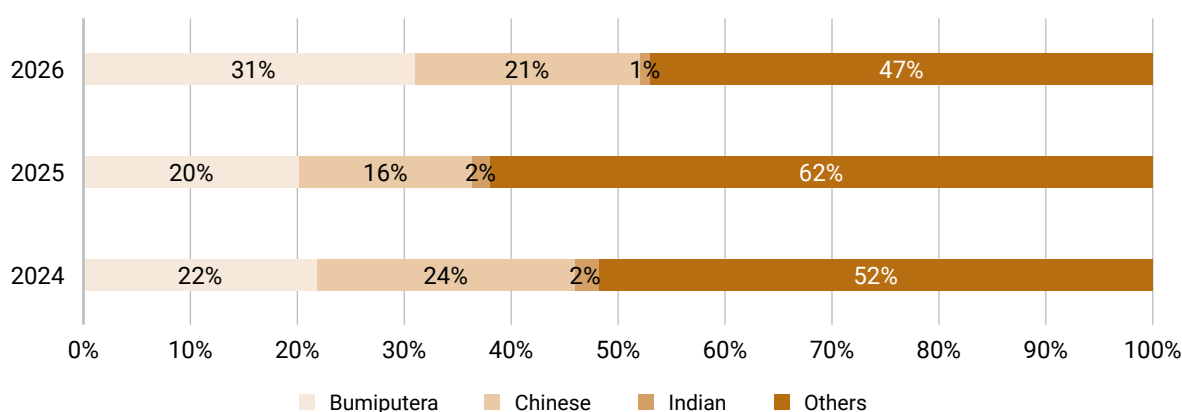
SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

EMPLOYEE DEVELOPMENT AND MANAGEMENT (CONT'D)

Workplace Diversity (Cont'd)

Percentage of Employees by Ethnicity



Talent Acquisition and Retention

Binastra adopts a structured approach to talent acquisition and retention to ensure the development of a competent and diverse workforce that ensures long-term business sustainability. Recruitment practices are guided by principles of fairness and equal opportunity, in line with applicable labour regulations and internal policies.

Job applicants are assessed based on qualifications, experience, and role-specific competencies, with recruitment decisions made in a non-discriminatory manner, irrespective of gender, age, race, religion or sexual orientation. The Group continues to strengthen its recruitment channels through a combination of digital platforms, industry networks and collaboration with educational institutions, enabling access to a broader talent pool to meet evolving business needs.

All new employees undergo a structured onboarding programme to familiarise them with the Group's values, policies and procedures, code of conduct and safety requirements, facilitating a smooth transition into the organisation.

In FY2026, a total of 84 new employees were onboarded to support operational and project requirements. During the year, 196 employees exited the Group, comprising 55 staff and 141 general workers, resulting in an overall employee turnover rate of 45%. The increase in the turnover rate was primarily attributable to the completion of the contracts for foreign workers and their subsequent return to their home countries, which is common within the construction sector. A significant proportion of foreign workers are engaged through subcontracting arrangements with third-party companies to support operational needs and strengthen workforce stability.

SUSTAINABILITY REPORT (CONT'D)

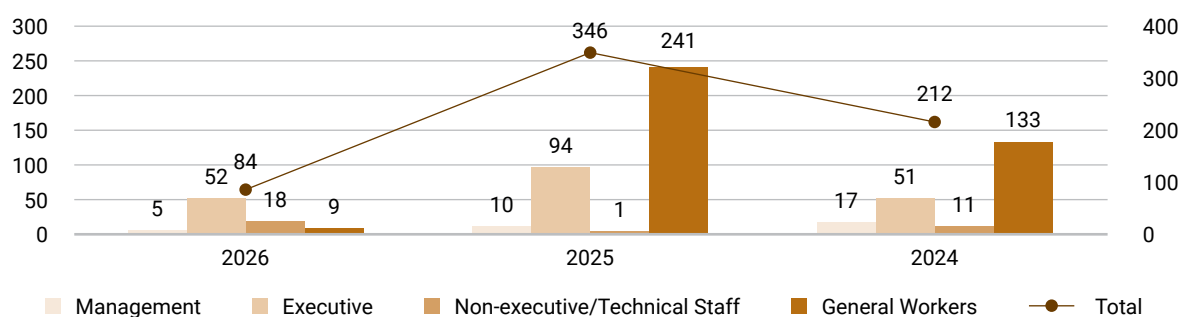
SOCIAL (CONT'D)

EMPLOYEE DEVELOPMENT AND MANAGEMENT (CONT'D)

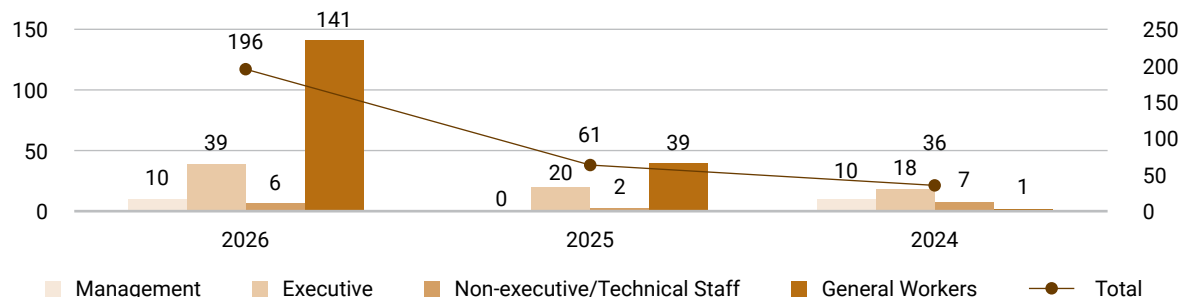
Workplace Diversity (Cont'd)

Talent Acquisition and Retention (Cont'd)

Total Number of New Hires by Employee Category



Total Number of Turnover by Employee Category



Employee Retention	2026	2025	2024
Turnover rate	45%	11%	14%

Compensation and Benefits

Binastra provides fair and competitive remuneration, supported by a comprehensive benefits framework that promotes employee well-being and supports workforce performance. The Group regularly reviews its compensation and benefits framework to ensure competitiveness and alignment with evolving workforce needs.

Performance management is conducted through biannual appraisals, which inform compensation decisions, identify development needs and guide targeted training interventions. In FY2026, 100% of confirmed employees underwent performance evaluations, ensuring alignment between individual performance, talent development and the Group's strategic objectives.

SUSTAINABILITY REPORT (CONT'D)

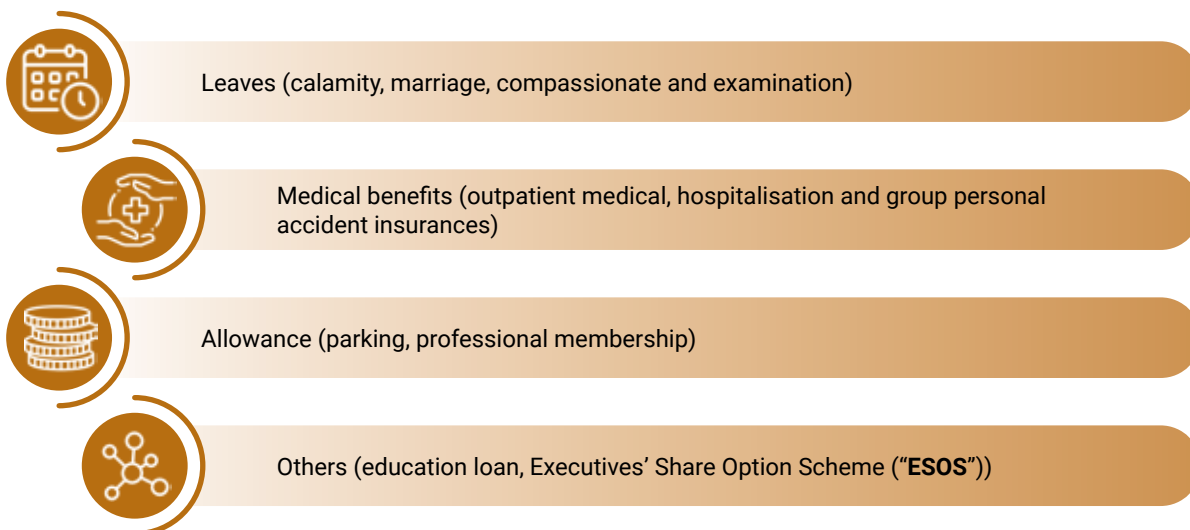
SOCIAL (CONT'D)

EMPLOYEE DEVELOPMENT AND MANAGEMENT (CONT'D)

Workplace Diversity (Cont'd)

Compensation and Benefits (Cont'd)

All employees are entitled for statutory benefits provided by the Group. In addition, the Group offers a range of fringe benefits, including:



To further support an inclusive workplace, the Group provides facilities such as nursing room at its headquarter and adopts flexible arrangements to accommodate employees with caregiving responsibilities, reinforcing a compassionate and supportive work environment.

Binastra ESOS

As part of its employee value proposition, Binastra offers ESOS to eligible employees and key management personnel to align their interests with the long-term growth and value creation of the Group.

On 12 August 2024, the Group made its first offer of 5,505,000 ESOS options to eligible employees ("**1st Offer**") at an exercise price of RM1.11 per ESOS option. Of these, 5,346,000 ESOS options were exercised between September 2024 and September 2025, generating cash proceeds of approximately RM5.9 million for the Company. The strong take-up rate reflects employees' confidence in the Group's long-term prospects and reinforces alignment between employee interests and shareholder value.

Encouraged by the positive response, the Group subsequently made a second offer of 8,015,000 ESOS options to eligible employees ("**2nd Offer**") at an exercise price of RM1.89 per option, representing a 10% discount to the 5-day weighted average market price of RM2.0947. The ESOS options under the 2nd Offer are exercisable within two years from 12 January 2026 and are expected to generate approximately RM15.1 million in cash proceeds for the Company.

SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

EMPLOYEE DEVELOPMENT AND MANAGEMENT (CONT'D)

Talent Management and Development

Training and Development

Binastra is committed to nurturing employee growth and development by providing structured learning opportunities that support career progression and maximise the potential of its internal talent pool.

For the reporting year under review, the Group increased its average training hours per employee from 6.8 to 7.6 hours, reflecting its continued investment in capacity development. A total of 3,289.0 training hours were recorded across a broad range of programmes, including technical, operational, compliance and soft skills training. Key trainings covered financial management, engineering, project management, quality, and environmental, safety and health.

Training is delivered through a combination of seminars, workshops, on the job training and professional courses, enabling employees to enhance both technical competencies and personal development. These initiatives support upskilling and reskilling, strengthen cross-functional capabilities and foster a culture of continuous learning, engagement and long-term career growth.

	2026	2025	2024
Total training hours	3,289.0	3,687.5	1,718.0
• Management	753.5	679.0	664.0
• Executive	2,092.5	2,330.5	640.0
• Non-executive	310.0	55.0	148.0
• General workers	133.0	623.0	266.0
Average training hours per employee	7.6	6.8	6.3
Average days per employee	1.0	0.9	0.8

Succession Planning

Binastra is committed to fostering a strong talent pipeline through structured succession planning and leadership development initiatives to ensure continuity and effective project delivery. The Group is progressively enhancing its succession framework to identify and develop high-potential employees for future leadership roles.

This is supported through targeted training, mentoring, and experiential learning, including professional certifications such as CIDB Construction Manager certification and Professional Engineer qualifications. These initiatives strengthen technical competence and enhance project governance, equipping potential executives to assume greater responsibilities.

In addition, the Group promotes knowledge transfer by encouraging experienced employees, particularly those aged above 50, to share their expertise with younger colleagues. This approach supports capacity building, enhances productivity and ensures continuity of knowledge across the organisation.



SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

EMPLOYEE DEVELOPMENT AND MANAGEMENT (CONT'D)

Employee Engagement and Well-being

Binastra supports work-life balance and overall well-being through various engagement initiatives, including training programmes, coaching sessions, workshops, sports and leisure activities and internal briefings. These initiatives aim to strengthen employee connection, improve employee participation, manage turnover and foster a more inclusive and fulfilling environment.

Employee Engagement Survey

The Group has commenced its Employee Engagement Programme comprising structured sharing sessions and employee engagement surveys to assess overall engagement and satisfaction levels. It is being implemented in phases over a one-year period and remains ongoing as at the reporting date. During the reporting period, the programme was rolled out across 70% of the Group's operational locations, with remaining locations scheduled for completion progressively. Feedback collected will be analysed to better understand employee perspectives, identify strengths and areas for improvement, and strengthen organisational culture. Appropriate action plans and mitigation measures will be developed, implemented and monitored by management as part of the Group's ongoing efforts to strengthen employee engagement and workplace experience.

Employee well-being is a key priority in sustaining a resilient and productive workforce. The Group continues to implement various events that promote both physical and mental wellness.

➤ Mental Health Awareness Talk

- Recognising the importance of mental well-being and promoting awareness and knowledge on emotional well-being, approximately 80 employees attended the talk.

➤ Health Screenings

- Employee wellness is supported through health awareness initiatives, which include basic screenings such as blood pressure, cholesterol, blood sugar and BMI assessments.

➤ Sports and Recreational

- Office gym, mat pilates, zumba, football, bowling, fishing and other activities were organised during the reporting period attracting participation from more than 50 employees, promoting well-being and work-life balance.



SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

EMPLOYEE DEVELOPMENT AND MANAGEMENT (CONT'D)

Employee Engagement and Well-being (Cont'd)

➤ Festive Celebrations

- Celebrations such as Chinese New Year, Raya, Christmas, birthdays to foster cultural, inclusivity and diversity while cultivating a harmonious workplace.

➤ Team Building Motivation Trip

- About 200 employees are participating in the team building, strengthening interpersonal relationships, supporting the achievement of organisation goals and promoting a more positive and engaged workforce.





SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

OCCUPATIONAL SAFETY AND HEALTH

Binastra is committed to providing a safe and healthy working environment by fostering a “safety-first” culture across all employees, contractors and subcontractors. Occupational safety and health (“OSH”) is embedded into the Group’s operational management and forms a fundamental component of its commitment to sustainable organisation. This is supported through proactive risk management, continuous training and ongoing monitoring of OSH performance.

Oversight of OSH matters is exercised by the Board through the SC. The Chairperson of the SC, supported by its members, is responsible for monitoring OSH performance, overseeing policy implementation, and driving continuous improvement initiatives across the Group. The Chairperson regularly reports its findings and recommendations to the Board.

OSH Management System

The Group adopts a structured and risk-based OSH management approach underpinned by compliance with applicable regulatory requirements and alignment with recognised industry standards.

Applicable regulations and guidelines:

- Occupational Safety and Health Act 1994 (OSHA 1994)
- Occupational Safety and Health (Safety and Health Committee) Regulations 1996
- Occupational Safety and Health (Safety and Health Officer) Regulations 1997
- Occupational Safety and Health (Use and Standards of Exposure of Chemicals Hazardous to Health) Regulations 2000 (USECHH)
- Occupational Safety and Health (Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease) Regulations 2004 (NADOPOD)
- Construction Industry Development Board Act 1994 (CIDB Act)
- Guidelines for Hazard Identification, Risk Assessment and Risk Control (HIRARC)

BBSB, the Group’s principal business, is certified under ISO 45001 Occupational Health and Safety Management System covering its head office and all active project sites during the reporting period. The system outlines defined policies, objectives, standard operating procedures, and monitoring mechanisms to proactively identify, evaluate and mitigate workplace risks. This system reinforces a uniform approach to workplace safety and applies to all employees, contractors and subcontractors under the Group’s operational control.

The Safety and Health Policy is communicated across all operations and reviewed regularly aligning with industry best practices and applicable regulations.

Safety and Health Policy outlines:

- Compliance with the applicable safety and health statutory and regulatory requirements;
- Create and maintain a health and safe working environment;
- Ensure all employees and contractors are properly trained and adhere to safety and health requirements at work;
- Actively communicate and promote quality, health and safety awareness to all employees; and
- Continual improvement of the OSH management system

SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

OCCUPATIONAL SAFETY AND HEALTH (CONT'D)

Risk Management and Operational Controls

Health and safety risk assessment is a core component of the Group's OSH approach. Hazard Identification, Risk Assessment and Risk Control ("HIRARC") is applied across all operations to identify and manage workplace hazards, including:

- Working at heights
- Lifting
- Concrete works
- Scaffolding
- Excavation
- Ergonomics
- Hazardous chemical exposure

Mitigation measures are implemented in accordance with the hierarchy of controls, including engineering controls, administrative controls and the use of PPE. HIRARC are reviewed periodically to ensure effectiveness and to reduce risk exposure to acceptable levels. Where applicable, additional assessments and health surveillance are conducted.

Permit to Work (PTW) system is implemented to ensure that hazards are identified, risk control measures are in place, and work is authorised prior to high-risk activities commencement.

Safety Operating Procedures ("SOPs") are developed based on HIRARC and are aligned with applicable legal requirements, industry standards, and best practices. The SOPs register comprises 36 SOPs and is subject to regular review to reflect changes in work processes, regulatory requirements, and incident occurrences to ensure continued relevance and effectiveness.

Dedicated site-level OSH representatives - safety and health officers ("SHOs"), registered with Department of Occupational Safety and Health (DOSH), are appointed at project sites as required by legislation. They oversee the implementation of safety and health plans, monitor site conditions, and ensure compliance with regulatory and internal requirements. While OSH Coordinators (OSH-C) are appointed to support safety management at offices and warehouse.



Reporting and Monitoring OSH Performance

The Group maintains a structured OSH reporting and monitoring framework, encompassing incident reporting, investigation, and implementation of corrective and preventive actions. OSH performance is tracked using a combination of leading and lagging indicators, with results regularly reviewed to identify trends, monitor effectiveness and drive continuous improvement in safety management.

In response to workplace incidents, Binastra conducts thorough investigations and ensures regulatory obligations, including reporting to relevant authorities, are duly fulfilled. Root causes are identified and the findings and lessons learned are communicated across the organisation to strengthen preventive measures and minimise the risk of recurrence.

Regular Environment, Safety and Health ("ESH") inspections and internal audits are conducted across project sites to assess compliance with OSH standards, reinforce risk awareness and safe work practices to all employees and workers on site and identify areas for improvement. In FY2026, a dedicated team are formed to perform ESH internal audits across active project sites to ensure consistent implementation of OSH practices.

SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

OCCUPATIONAL SAFETY AND HEALTH (CONT'D)

Reporting and Monitoring OSH Performance (Cont'd)

The ESH Committee, comprising representatives from management, employees and contractors, plays a key role in monitoring workplace safety performance, facilitating communication on OSH matters and recommending improvement initiatives. Committee meetings are chaired by the project manager, with the SHO assuming the role of Secretary, and are held regularly in accordance with regulatory requirements. The primary roles and responsibilities of the ESH Committee include:

- Conducting ESH inspections and documenting the findings to identify potential risks and implement preventive measures to mitigate them;
- Investigating any accidents, near-misses, occupational health hazards, and related issues thoroughly, and taking appropriate measures to address them effectively;
- Establishing, reviewing, and updating the project's safety and health plan to ensure its alignment with regulatory requirements and best practices; and
- Serving as a communication channel between the employer and workers to facilitate the exchange of information, concerns, and feedback on ESH matters.

Safety Performance

Binastra adopts a zero-harm philosophy and is committed to the objective of zero fatalities across its operations. The Group recorded zero fatal workplace accidents over the past three years, reflecting its continued focus on maintaining a safe working environment.

During the reporting year, the Group recorded a Lost Time Injury Rate ("LTIR") of 0.03 cases per 100 workers. For comparability with national statistic, this is equivalent to approximately 0.28 cases per 1,000 workers. This remains significantly lower than the national construction industry average of approximately 4.19 cases per 1,000 workers in year 2023¹, demonstrating the effectiveness of the Group's safety management practices.

In FY2026, one lost time injury (LTI) incident was recorded, arising from a fall-from-height incident. The incident was reported to the relevant authorities and was investigated internally. The investigation identified non-compliance with the established safety procedures as the contributing factor. In response, the Group implemented corrective and preventive actions, including refresher training on working at height safety, reinforcement of SOPs, enhanced supervision, and review of risk assessments and control measures. These measures form part of the Group's continuous efforts to strengthen safety performance, reinforce compliance and minimise the risk of recurrence.

OSH Metrics ²	2026	2025	2024
Fatal accidents	0	0	0
Lost time incident rate (LTIR) ³	0.03	0	0
Total man-hours worked ⁴	7,066,024	3,670,446	3,745,269
Number of work-related fatalities			
• Employees	0	0	0
• Contractors	0	0	0

Notes:

1. Institute of Labour Market Information and Analysis (ILMIA): Dashboard & Data Mart> Big Data Analytics > National Occupational Injury 2023. Retrieved from <https://www.ilmia.gov.my/index.php/en/bda-noa>.
2. Data covers all sites and extracted from JKKP8 submission for the reporting period of 1 January to 31 December 2026, 2025 and 2024.
3. LTIR is defined as Total number of lost time injuries divide by Total man-hours worked multiplied by 200,000.
4. Number of hours worked for the calculation of LTIR includes both employees and contractors.

SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

OCCUPATIONAL SAFETY AND HEALTH (CONT'D)

OSH Training

The Group promotes a strong safety culture through continuous training, effective communication and active engagement with employees and contractors. Training programmes are conducted to enhance safety competency and risk awareness, while access to accurate information and knowledge supports the consistent adoption of safe work practices across the workforce.

All personnel, including workers and visitors, are required to undergo safety induction prior to site entry. Additional safety trainings are conducted to ensure essential knowledge and skills required for safe work performance.

- Emergency Response Training
- Personal Protective and Occupational Health Training
- Equipment and Operational Safety Training
- Incident Management and Reporting

In addition, the Group promotes continuous professional development by providing external training programmes to enhance the employees' competencies and keep them abreast of evolving safety standards and regulatory requirements. In FY2026, total of 127 employees participated in such upskilling programme.

	2026	2025	2024
Number of employees and contractors trained on safety and health standards	6,159	4,046	1,041

Emergency preparedness and response plans (ERP) are established at project sites and offices to ensure readiness for potential emergencies, including fires, structural incidents, floods, chemical handling and others. Emergency response arrangements are supported by designated Emergency Response Teams (ERT) trained to respond to relevant emergency scenarios. Periodic drills, inspections and reviews are in place to ensure readiness and effectiveness.



SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

COMMUNITY ENRICHMENT

The Group is dedicated to integrating sustainability into its community investments which are aligned with the Group's business strategy and operational footprint. Beyond delivering quality works, Binastra prioritise programs that strengthen education, social cohesion and environmental stewardship in areas where the Group operates to create long-term value for both stakeholders.

In FY2026, Binastra has made contributions of more than RM160,000 across 6 initiatives supporting charitable organisations and community development projects. Binastra has positively impacted and reached over 1,384 beneficiaries. Notably, the Group does not provide political contributions in any form.

Employee engagement is a key component of the community enrichment activities, with volunteering hours recorded and contributions recognised through internal communications and small tokens of appreciation. These measures foster a culture of active involvement, social responsibility, and long-term value creation.

	2026	2025	2024
Total amount invested in the community where the target beneficiaries are external (RM)	162,162	177,931	145,325
Total number of beneficiaries of the investment in communities	1,384	10,280	1,000
Number of volunteering hours	383	167	46

Supporting Education

UTAR ICE Camp: Nurturing Future Leaders via Leadership and Teamwork

In support of building a long-term talent pipeline for the construction industry, Binastra has continued its sponsorship of University Tunku Abdul Rahman (UTAR) Institution of Civil Engineers Student Chapter (ICE SC) events since the year 2024. In February 2025, the sponsorship supported the ICE Camp, a three-day student development initiative event that engaged a total of 156 participants, including student participants, organising committee members, and invited guests. The programme provides opportunities for students to develop teamwork, leadership and problem-solving skills through structured and interactive activities. Representatives from Binastra attended the event and delivered an industry-sharing session, which provided practical insights into the construction sector and inspired students to pursue professional excellence in their future careers.



	2026	2025	2024
No of Participants	—*	156	106

* The event to be carried out in June 2026.

SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

COMMUNITY ENRICHMENT (CONT'D)

Supporting Education (Cont'd)

Binastra's Commitment to Durable Educational Infrastructure and Operational Sustainability at SJK(C) Ton Fah

In continuation of Binastra's dedication to providing robust support for education, the Group's sustainability initiatives this year have focused on infrastructure upgrades designed to maximise asset utility and ensure continuity in daily operations at SJK(C) Ton Fah. Binastra recognises that sustainable development requires long-term investments in facilities that enhances learning environments and operational efficiency.

This year, a key project undertaken by Binastra involved the comprehensive improvement of the basketball court area at SJK(C) Ton Fah, transforming it into a highly adaptable multipurpose area. This investment directly supports the Group's continued commitment to education by ensuring that vital recreational and assembly spaces remain functional regardless of weather conditions.

Supporting Communities

CIDB Half Marathon 2025



The Group sponsored participation in CIDB-organised community event, CIDB Half Marathon 2025, held at Dataran Putrajaya. The event has attracted thousands of participants, including individuals with disabilities and 30 Binastra employees, and promotes active lifestyles and community well-being. This demonstrates the Group's commitment to public health and social engagement and strengthening positive stakeholder relationships.

Automated External Defibrillators ("AEDs") Donation

Binastra has demonstrated a strong commitment to enhancing community safety and emergency preparedness through its support of St. John Ambulance Malaysia Kawasan Selangor Selatan (SJAM KSS). As part of this initiative, Binastra donated four (4) AEDs, essential equipment for the treatment of sudden cardiac arrest.

These AEDs units were strategically placed in four (4) SJAM KSS ambulances, significantly boosting the region's emergency medical response capacity. The immediate impact of this contribution was demonstrated when the deployed AED was used to save a person suffering from cardiac arrest. This targeted donation highlights the company's focus on investing in life-saving resources for the benefit of the local community. It also aligns with the Group's strategy of fostering positive social impact and community resilience.



SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

COMMUNITY ENRICHMENT (CONT'D)

Supporting Communities (Cont'd)

Blood Donation Campaign

As part of ongoing commitment to health and welfare initiatives for social responsibility, Binastra organised first blood donation campaign in collaboration with Pusat Darah Negara at Bukit Jalil area. The campaign aimed to support the national blood supply while promoting volunteerism and social responsibility among employees.



Participation & Contribution

- Total donors attended: 44
- Successful blood donors: 37
- Blood bags collected: 37
- Estimated patients supported: up to 111*
- Employee participants: 28
- First-time donors: 18

* Based on Pusat Darah Negara guidance that one blood donation may benefit up to three patients

Supporting Green

Good Earth Run

In line with Binastra sustainability strategy to create positive social and environmental impact, the Group participated in the Good Earth Run, organised by HOPE, which successfully raised RM80,000 to support Sustainable Green, Food Distribution and Mental Wellness Programmes. These programmes aim to enhance sustainable food security and provide mental empowerment for low-income families, contributing to long-term community well-being and breaking the cycle of poverty for underprivileged families and children.

Participation & Contribution

- Total event participants: 800
- Binastra employees, families, and friends: 146
- Company contribution: RM35,000
- Pre-loved T-shirts upcycled: 140 pieces



Official flag-off by HOPE Country Director, Mr. Darick Wong, and our Chairman, Tan Sri Dato' Samshuri

SUSTAINABILITY REPORT (CONT'D)

SOCIAL (CONT'D)

COMMUNITY ENRICHMENT (CONT'D)

Supporting Green (Cont'd)

Good Earth Run (Cont'd)

➤ Reduce

- Bring own bottles to reduce plastic waste at water refill stations

➤ Refuse

- Say no to giveaways like medals and running Ts, instead choosing the real value to the run, the spirit of making a difference to our environment

➤ Recycle (Upcycle)

- Breathe new life into old t-shirts by turning them into eco-friendly tote bags

➤ Regenerate

- Runners received plants to nurture-contributing to a greener and lasting legacy beyond the finish line

The charity run provided multiple social and environmental benefits:

- Enhanced community well-being and mental wellness through programme funding
- Promoted environmental awareness by integrating 4R principles: Reduce, Refuse, Recycle, Regenerate
- Encouraged employee engagement and volunteerism, fostering a culture of sustainability and care within the workforce
- Demonstrated Binastra's ongoing commitment to community investment and ESG-aligned business practices, supporting both social and environmental initiatives





SUSTAINABILITY REPORT (CONT'D)

BURSA MALAYSIA PRESCRIBED TABLE

BINAISTRA CORPORATION BERHAD

BMLR Transition Period

Date & Time: 2026-05-14_16:51:43
Main Market | Group 2 | FYE 31/01/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Ethical Business	Percentage of employees who have received training on anti-corruption by employee category- Management	Percentage	100	100	100	Internal	
Ethical Business	Percentage of employees who have received training on anti-corruption by employee category- Executive	Percentage	100	100	100	Internal	
Ethical Business	Percentage of employees who have received training on anti-corruption by employee category- Non-executive/ Technical Staff	Percentage	100	100	100	Internal	
Ethical Business	Percentage of employees who have received training on anti-corruption by employee category- General Workers	Percentage	75	100	100	Internal	
Ethical Business	Percentage of operations assessed for corruption-related risks	Percentage	0	0	—	No assurance	
Ethical Business	Confirmed incidents of corruption and action taken	Number	0	0	0	Internal	
Cybersecurity and Data Protection	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	—	No assurance	
Customer Satisfaction	Customer Satisfaction Score	Percentage	80	84	—	Internal	

SUSTAINABILITY REPORT (CONT'D)

BURSA MALAYSIA PRESCRIBED TABLE (CONT'D)

BINAISTRA CORPORATION BERHAD BMLR Transition Period

Date & Time: 2026-05-14_16:51:43
Main Market | Group 2 | FYE 31/01/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Supply Chain Management	Proportion of spending on local suppliers	Percentage	99.9	99.9	—	Internal	
Climate Change and Adaptation	Scope 1 emissions	Metric tonnes of CO ₂ e	2,426	2,048	—	No assurance	
Climate Change and Adaptation	Scope 2 emissions	Metric tonnes of CO ₂ e	1,830	3,012	—	No assurance	
Climate Change and Adaptation	Scope 3 emissions	Metric tonnes of CO ₂ e	125,599	92,615	—	No assurance	
Climate Change and Adaptation	Total energy consumption	Megawatt-hour	6,006.7*	7,143.4	—	Internal	*restate
Resource and Waste Management	Total waste generated	Metric tonnes	57,732.0*	57,310.3	—	No assurance	*restate
Resource and Waste Management	Total waste diverted from disposal	Metric tonnes	4591	418.5	—	No assurance	
Resource and Waste Management	Total waste directed to disposal	Metric tonnes	52,722.9*	56,891.8	—	No assurance	*restate
Water Management	Total volume of water used	Megalitres	98.2	175.4	—	Internal	
Human Rights and Labour Practice	Number of substantiated complaints concerning human rights violations	Number	0	0	0	Internal	
Employee Development and Management	Total hours of training by employee category- Management	Hours	6,790	753.5	—	Internal	
Employee Development and Management	Total hours of training by employee category- Executive	Hours	2,330.5	2,092.5	—	Internal	



SUSTAINABILITY REPORT (CONT'D)

BURSA MALAYSIA PRESCRIBED TABLE (CONT'D)

BINAISTRA CORPORATION BERHAD BMLR Transition Period

Date & Time: 2026-05-14_16:51:43
Main Market | Group 2 | FYE 31/01/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Employee Development and Management	Total hours of training by employee category- Non-executive/ Technical Staff	Hours	55.0	310.0	—	Internal	
Employee Development and Management	Total hours of training by employee category- General workers	Hours	623.0	133.0	—	Internal	
Employee Development and Management	Percentage of employees that are contractors or temporary staff	Percentage	63	54	—	Internal	
Employee Development and Management	Total number of employee turnover by employee category- Management	Number	0	10	—	Internal	
Employee Development and Management	Total number of employee turnover by employee category- Executive	Number	20	39	—	Internal	
Employee Development and Management	Total number of employee turnover by employee category- Non-executive/ Technical Staff	Number	2	6	—	Internal	
Employee Development and Management	Total number of employee turnover by employee category- General workers	Number	39	141	—	Internal	
Employee Development and Management	Percentage of employees by age group for each employee category- Management Under 30	Percentage	2	0	—	Internal	
Employee Development and Management	Percentage of employees by age group for each employee category- Management Between 30-50	Percentage	48	46	—	Internal	

SUSTAINABILITY REPORT (CONT'D)

BURSA MALAYSIA PRESCRIBED TABLE (CONT'D)

BINAISTRA CORPORATION BERHAD BMLR Transition Period

Date & Time: 2026-05-14_16:51:43
Main Market | Group 2 | FYE 31/01/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Employee Development and Management	Percentage of employees by age group for each employee category- Management Above 50	Percentage	50	54	—	Internal	
Employee Development and Management	Percentage of employees by age group for each employee category- Executive Under 30	Percentage	47	37	—	Internal	
Employee Development and Management	Percentage of employees by age group for each employee category- Executive Between 30-50	Percentage	46	56	—	Internal	
Employee Development and Management	Percentage of employees by age group for each employee category- Executive Above 50	Percentage	7	7	—	Internal	
Employee Development and Management	Percentage of employees by age group for each employee category- Non-executive/ Technical Staff Under 30	Percentage	77	88	—	Internal	
Employee Development and Management	Percentage of employees by age group for each employee category- Non-executive/ Technical Staff Between 30-50	Percentage	23	12	—	Internal	
Employee Development and Management	Percentage of employees by age group for each employee category- Non-executive/ Technical Staff Above 50	Percentage	0	0	—	Internal	
Employee Development and Management	Percentage of employees by age group for each employee category- General Workers Under 30	Percentage	40	47	—	Internal	



SUSTAINABILITY REPORT (CONT'D)

BURSA MALAYSIA PRESCRIBED TABLE (CONT'D)

BINAISTRA CORPORATION BERHAD BMLR Transition Period

Date & Time: 2026-05-14_16:51:43
Main Market | Group 2 | FYE 31/01/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Employee Development and Management	Percentage of employees by age group for each employee category-General Workers Between 30-50	Percentage	59	53	—	Internal	
Employee Development and Management	Percentage of employees by age group for each employee category-General Workers Above 50	Percentage	1	0	—	Internal	
Employee Development and Management	Percentage of employees by gender group for each employee category-Management Male	Percentage	70	72	—	Internal	
Employee Development and Management	Percentage of employees by gender group for each employee category-Management Female	Percentage	30	28	—	Internal	
Employee Development and Management	Percentage of employees by gender group for each employee category-Executive Male	Percentage	74	73	—	Internal	
Employee Development and Management	Percentage of employees by gender group for each employee category-Executive Female	Percentage	26	27	—	Internal	
Employee Development and Management	Percentage of employees by gender group for each employee category-Non-executive/ Technical Staff Male	Percentage	46	60	—	Internal	
Employee Development and Management	Percentage of employees by gender group for each employee category-Non-executive/ Technical Staff Female	Percentage	54	40	—	Internal	

SUSTAINABILITY REPORT (CONT'D)

BURSA MALAYSIA PRESCRIBED TABLE (CONT'D)

BINAISTRA CORPORATION BERHAD

BMLR Transition Period

Date & Time: 2026-05-14_16:51:43
Main Market | Group 2 | FYE 31/01/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Employee Development and Management	Percentage of employees by gender group for each employee category- General Workers Male	Percentage	97	100	—	Internal	
Employee Development and Management	Percentage of employees by gender group for each employee category- General Workers Female	Percentage	3	0	—	Internal	
Employee Development and Management	Percentage of directors by gender group- Male	Percentage	83	83	—	Internal	
Employee Development and Management	Percentage of directors by gender group- Female	Percentage	17	17	—	Internal	
Employee Development and Management	Percentage of directors by age group- Under 30	Percentage	0	0	—	Internal	
Employee Development and Management	Percentage of directors by age group- Between 30-50	Percentage	67	50	—	Internal	
Employee Development and Management	Percentage of directors by age group- Above 50	Percentage	33	50	—	Internal	
Occupational Safety and Health	Number of work-related fatalities	Number	0	0	0	Internal	
Occupational Safety and Health	Lost time incident rate ("LTIR")	Rate	0	0.03	—	Internal	
Occupational Safety and Health	Number of employees trained on safety and health standards	Number	59	127	—	Internal	
Community Enrichment	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	177931.53	162,162.00	—	No assurance	



SUSTAINABILITY REPORT (CONT'D)

BURSA MALAYSIA PRESCRIBED TABLE (CONT'D)

BINA STRA CORPORATION BERHAD

BMLR Transition Period

Date & Time: 2026-05-14_16:51:43
Main Market | Group 2 | FYE 31/01/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Community Enrichment	Total number of beneficiaries of the investment in communities	Number	10,280	1,384	—	No assurance	

ADDITIONAL COMPLIANCE INFORMATION

The information set out below is disclosed in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“**Bursa Securities**”).

1. AUDIT AND NON-AUDIT FEES

The total audit and non-audit fees paid or payable to external auditors, Messrs Baker Tilly Monteiro Heng PLT (“**BTMH**”) or their affiliated companies incurred for services rendered to the Group and the Company for the financial year ended 31 January 2026 is as follows:-

	Group RM'000	Company RM'000
Audit Fees paid/payable to BTMH	341	161
Non-Audit Fees paid/payable to BTMH		
(a) Review of the Statement on Risk Management and Internal Control	7	7
Non-Audit Fees paid/payable to affiliates of BTMH	148	123
TOTAL	496	291

2. VARIATION IN RESULTS

There were no material variations between the audited results for the financial year ended 31 January 2026 and the unaudited results for the financial year ended 31 January 2026 of the Group.

3. MATERIAL CONTRACTS INVOLVING DIRECTORS’ AND MAJOR SHAREHOLDERS’ INTERESTS

There were no material contracts entered into by the Company or any of its subsidiaries involving the Directors’ and major shareholder’s interest which was entered into since the end of the previous financial year and/or still subsisting as at 31 January 2026 or entered into during the financial year ended 31 January 2026 except as disclosed in the Financial Statements as set out in this Annual Report.

4. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OF TRADING NATURE

The recurrent related party transactions of a revenue or trading nature of the Group conducted pursuant to the shareholders’ mandate during the financial year ended 31 January 2026 are as follows:-

Transacting Parties	Interested Related Parties	Nature of Transactions	Aggregate Value RM'000
Binastra Group ⁽¹⁰⁾ and BConcrete ⁽⁶⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ TN ⁽⁴²⁾ LIU ⁽²⁷⁾ YCS ⁽⁴⁷⁾ BConstruction ⁽⁷⁾ BConcrete ⁽⁶⁾	Supply of concrete and building materials by BConcrete to Binastra Group	51,541



ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

4. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OF TRADING NATURE (CONT'D)

The recurrent related party transactions of a revenue or trading nature of the Group conducted pursuant to the shareholders' mandate during the financial year ended 31 January 2026 are as follows:- (Cont'd)

Transacting Parties	Interested Related Parties	Nature of Transactions	Aggregate Value RM'000
Binastra Group ⁽¹⁰⁾ and BTrading ⁽¹⁵⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ TN ⁽⁴²⁾ LIJ ⁽²⁷⁾ BConstruction ⁽⁷⁾ DTHY ⁽¹⁶⁾ SOSB ⁽³⁹⁾ TASB ⁽⁴⁰⁾ RDSB ⁽³⁸⁾ GFSB ⁽²²⁾ DRSB ⁽¹⁷⁾ EBSB ⁽²⁰⁾ BLSB ⁽¹¹⁾ BTrading ⁽¹⁵⁾	Supply of building materials by BTrading to Binastra Group	7,399
Binastra Group ⁽¹⁰⁾ and BRBSB ⁽¹⁴⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ TN ⁽⁴²⁾ LIJ ⁽²⁷⁾ BConstruction ⁽⁷⁾ DTHY ⁽¹⁶⁾ SOSB ⁽³⁹⁾ TASB ⁽⁴⁰⁾ RDSB ⁽³⁸⁾ GFSB ⁽²²⁾ DRSB ⁽¹⁷⁾ EBSB ⁽²⁰⁾ BLSB ⁽¹¹⁾ BTrading ⁽¹⁵⁾ BRBSB ⁽¹⁴⁾	Supply of building materials by BRBSB to Binastra Group	18,349
Binastra Group ⁽¹⁰⁾ and LDSB ⁽²⁸⁾	LSY ⁽³⁰⁾ LDSB ⁽²⁶⁾	Provision of general building and construction works and other related services, which including but not limited to supply of building materials, formworks, plant and machineries and construction related materials, project management, provision of workers accommodation, renting of machineries, renting of premises and developing solar farms by Binastra Group to LDSB	–

ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

4. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OF TRADING NATURE (CONT'D)

The recurrent related party transactions of a revenue or trading nature of the Group conducted pursuant to the shareholders' mandate during the financial year ended 31 January 2026 are as follows:- (Cont'd)

Transacting Parties	Interested Related Parties	Nature of Transactions	Aggregate Value RM'000
Binastra Group ⁽¹⁰⁾ and PSHSB ⁽³⁶⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ PSHSB ⁽³⁶⁾ GPSB ⁽²³⁾ MUDSB ⁽³⁴⁾	Provision of general building and construction works and other related services, which including but not limited to supply of building materials, formworks, plant and machineries and construction related materials, project management, provision of workers accommodation, renting of machineries and renting of premises by Binastra Group to PSHSB	7,161
Binastra Group ⁽¹⁰⁾ and BOMSB ⁽¹²⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ BOMSB ⁽¹²⁾ LPSB ⁽²⁸⁾	Provision of general building and construction works and other related services, which including but not limited to supply of building materials, formworks, plant and machineries and construction related materials, project management, provision of workers accommodation, renting of machineries and renting of premises by Binastra Group to BOMSB	-
Binastra Group ⁽¹⁰⁾ and MRSB ⁽³³⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ MRSB ⁽³³⁾ VMDSB ⁽⁴⁴⁾	Provision of general building and construction works and other related services, which including but not limited to supply of building materials, formworks, plant and machineries and construction related materials, project management, provision of workers accommodation, renting of machineries and renting of premises by Binastra Group to MRSB	-
Binastra Group ⁽¹⁰⁾ and AHSB ⁽³⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ TN ⁽⁴²⁾ LIU ⁽²⁷⁾ AHSB ⁽³⁾ PCSB ⁽³⁵⁾ BConstruction ⁽⁷⁾	Provision of general building and construction works and other related services, which including but not limited to supply of building materials, formworks, plant and machineries and construction related materials, project management, provision of workers accommodation and renting of machineries by Binastra Group to AHSB	-
Binastra Group ⁽¹⁰⁾ and TBSB ⁽⁴¹⁾	LSY ⁽³⁰⁾ LSH ⁽²⁹⁾ TBSB ⁽⁴¹⁾	Provision of general building and construction works and other related services, which including but not limited to supply of building materials, formworks, plant and machineries and construction related materials, project management, provision of workers accommodation, renting of machineries and renting of premises by TBSB to Binastra Group and vice versa	-



ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

4. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OF TRADING NATURE (CONT'D)

The recurrent related party transactions of a revenue or trading nature of the Group conducted pursuant to the shareholders' mandate during the financial year ended 31 January 2026 are as follows:- (Cont'd)

Transacting Parties	Interested Related Parties	Nature of Transactions	Aggregate Value RM'000
Binastra Group ⁽¹⁰⁾ and BConstruction Group ⁽⁸⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ TN ⁽⁴²⁾ LIU ⁽²⁷⁾ BConstruction Group ⁽⁸⁾	Provision of general building and construction works and other related services, which including but not limited to supply of construction materials, formworks, plant and machineries, project management, renting of machineries and provision of workers accommodation, supply and installation of solar PV system, provision of operations and maintenance services for solar PV system, utilities charges, maintenance charges and other related services, which including but not limited to secondment of staffs, renting of premises+ and provision of hospitality expenses, which including but not limited to staff meals, refreshments, festive celebrations, travelling and accommodation by BConstruction Group to Binastra Group and vice versa	316,950
Binastra Group ⁽¹⁰⁾ and WSSB Group ⁽⁴⁶⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ LSY ⁽³⁰⁾ WSSB Group ⁽⁴⁶⁾	Provision of general building and construction works and other related services, which including but not limited to supply of construction materials, formworks, plant and machineries, project management, renting of machineries and provision of workers accommodation, supply and installation of solar PV system, provision of operations and maintenance services for solar PV system by Binastra Group to WSSB Group	–
Binastra Group ⁽¹⁰⁾ and MJSB ⁽³²⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ TN ⁽⁴²⁾ LIU ⁽²⁷⁾ BConstruction ⁽⁷⁾ MASB ⁽³¹⁾ MJSB ⁽³²⁾	Supply and installation of solar PV system, provision of operations and maintenance services for solar PV system by Binastra Group to MJSB	171,720
Binastra Group ⁽¹⁰⁾ and RCSB ⁽³⁷⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ TN ⁽⁴²⁾ LIU ⁽²⁷⁾ BConstruction ⁽⁷⁾ RCSB ⁽³⁷⁾	Provision of general building and construction works and other related services, which including but not limited to supply of construction materials, formworks, plant and machineries, project management, renting of machineries and provision of workers accommodation, supply and installation of solar PV system, provision of operations and maintenance services for solar PV system by Binastra Group to RCSB	–

ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

4. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OF TRADING NATURE (CONT'D)

The recurrent related party transactions of a revenue or trading nature of the Group conducted pursuant to the shareholders' mandate during the financial year ended 31 January 2026 are as follows:- (Cont'd)

Transacting Parties	Interested Related Parties	Nature of Transactions	Aggregate Value RM'000
Binastra Group ⁽¹⁰⁾ and AEmpire ⁽¹⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ JMSB ⁽²⁵⁾ AEmpire ⁽¹⁾	Provision of general building and construction works and other related services, which including but not limited to supply of construction materials, formworks, plant and machineries, project management, renting of machineries and provision of workers accommodation, supply and installation of solar PV system, provision of operations and maintenance services for solar PV system by Binastra Group to AEmpire	–
Binastra Group ⁽¹⁰⁾ and EJJ ⁽²¹⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ PCSB ⁽³⁵⁾ TN ⁽⁴²⁾ LIU ⁽²⁷⁾ BConstruction Group ⁽⁸⁾ LSY ⁽³⁰⁾ TTH ⁽⁴³⁾ EJJ ⁽²¹⁾	Provision of general building and construction works and other related services, which including but not limited to supply of construction materials, formworks, plant and Machineries, project management, renting of machineries and provision of workers accommodation, supply and installation of solar PV system, provision of operations and maintenance services for solar PV system by Binastra Group to EJJ	405,000
Binastra Group ⁽¹⁰⁾ and EBJC ⁽¹⁹⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ TN ⁽⁴²⁾ LIU ⁽²⁷⁾ BConstruction ⁽⁷⁾ LSY ⁽³⁰⁾ TTH ⁽⁴³⁾ EBJC ⁽¹⁹⁾	Provision of general building and construction works and other related services, which including but not limited to supply of construction materials, formworks, plant and machineries, project management, renting of machineries and provision of workers accommodation, supply and installation of solar PV system, provision of operations and maintenance services for solar PV system by Binastra Group to EBJC	–
Binastra Group ⁽¹⁰⁾ and BLSB ⁽¹¹⁾	DTKS ⁽¹⁸⁾ JCSB ⁽²⁴⁾ TN ⁽⁴²⁾ LIU ⁽²⁷⁾ DTHY ⁽¹⁶⁾ SOSB ⁽³⁹⁾ TASB ⁽⁴⁰⁾ RDSB ⁽³⁸⁾ GFSB ⁽²²⁾ DRSB ⁽¹⁷⁾ EBSB ⁽²⁰⁾ BLSB ⁽¹¹⁾	Utilities charges, maintenance charges and other related services, which including but not limited to renting of premises and provision of hospitality expenses, which including but not limited to renting of function rooms, food and beverage, staff meals, refreshments, festive celebrations, travelling and accommodation by BLSB to Binastra Group and vice versa	15



ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

4. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OF TRADING NATURE (CONT'D)

Abbreviations:

(1)	"AEmpire"	: Alliance Empire Sdn Bhd
(2)	"AESB"	: Aspire Estate Sdn Bhd
(3)	"AHSB"	: Arcadia Hospitality Sdn Bhd
(4)	"BASB"	: Binastra Atlantic Sdn Bhd
(5)	"BBSB"	: Binastra Builders Sdn Bhd
(6)	"BConcrete"	: Binastra Concrete Sdn Bhd
(7)	"BConstruction"	: Binastra Construction (M) Sdn Bhd
(8)	"BConstruction Group"	: BConstruction and its subsidiaries
(9)	"BGESB"	: Binastra Green Energy Sdn Bhd
(10)	"Binastra Group"	: Binastra Corporation Berhad and its subsidiaries
(11)	"BLSB"	: Binastra Land Sdn Bhd
(12)	"BOMSB"	: Blue Ocean Maxim Sdn Bhd
(13)	"BPSB"	: Binastra Properties Sdn Bhd
(14)	"BRSB"	: BNK Resources Sdn Bhd
(15)	"BTrading"	: Binastra Trading Sdn Bhd
(16)	"DTHY"	: Dato' Sri Tan How Yap
(17)	"DRSB"	: Dominant Realty Sdn Bhd
(18)	"DTKS"	: Datuk Tan Kak Seng
(19)	"EBJC"	: Exsim Bukit Jalil City Sdn Bhd
(20)	"EBSB"	: Everise Bond (M) Sdn Bhd
(21)	"EJL"	: Exsim Jalil Link Sdn Bhd
(22)	"GFSB"	: Golden Fulfilment Sdn Bhd
(23)	"GPSB"	: Greentech Paramount Sdn Bhd
(24)	"JCSB"	: JT Conglomerate Sdn Bhd
(25)	"JMSB"	: JT Momentum Sdn Bhd
(26)	"LDSB"	: Lofthill Development Sdn Bhd
(27)	"LIU"	: Liu Soh Yon
(28)	"LPSB"	: Lembaran Pertama Sdn Bhd
(29)	"LSH"	: Lee Seng Hang
(30)	"LSY"	: Lee Seng Yong
(31)	"MASB"	: Maya Arena Sdn Bhd
(32)	"MJSB"	: Maya Jaya Sdn Bhd
(33)	"MRSB"	: Merit Residences Sdn Bhd
(34)	"MUDSB"	: MW Urban Development Sdn Bhd
(35)	"PCSB"	: Performance Consortium Sdn Bhd
(36)	"PSHSB"	: Pembinaan Serta Hebat Sdn Bhd
(37)	"RCSB"	: RTS City Sdn Bhd
(38)	"RDSB"	: Rakan Destar (M) Sdn Bhd

ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

4. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OF TRADING NATURE (CONT'D)

Abbreviations: (Cont'd)

(39)	"SOSB"	:	<i>Shining Objective Sdn Bhd</i>
(40)	"TASB"	:	<i>Timeless Accomplishment Sdn Bhd</i>
(41)	"TBSB"	:	<i>Totalbuildz Sdn Bhd</i>
(42)	"TN"	:	<i>Tan Nge</i>
(43)	"TTH"	:	<i>Tre Towers Holdings Sdn Bhd</i>
(44)	"VMDSB"	:	<i>Vista Maxima Development Sdn Bhd</i>
(45)	"WSSB"	:	<i>Worldwide Stainless Sdn Bhd</i>
(46)	"WSSB Group"	:	<i>WSSB Group and its subsidiaries</i>
(47)	"YCS"	:	<i>Yap Chun Shiong</i>

5. EXECUTIVES' SHARE OPTION SCHEME

The Company's Executives' Share Scheme ("**ESS**"), comprising the Executives' Share Option Scheme ("**ESOS**") and the Restricted Share Grant Plan, was approved by the shareholders at the Extraordinary General Meeting held on 7 March 2024. The ESS was implemented on 20 June 2024 and shall remain in force for a period of five (5) years from the implementation date.

On 12 August 2024, the Company made the first offer of 5,505,000 ESOS options ("**First Offer**"), representing 0.5% of the Company's issued share capital, at an exercise price of RM1.11 per option to 139 eligible employees of the Company and its subsidiary. A total of 5,495,000 ESOS options were accepted by 137 eligible employees. The options granted under the First Offer were vested on 25 September 2024 and are exercisable up to 24 September 2025. The options may be exercised at any time from the vesting date up to the expiry date. No ESOS options were granted to the Directors of the Company. Out of the total options granted, 150,000 ESOS options were allocated to the Chief Financial Officer of the Company.

On 5 December 2025, the Company made the second offer of 8,015,000 ESOS options ("**Second Offer**"), representing 0.7% of the Company's issued share capital, at an exercise price of RM1.89 per option to 163 eligible employees of the Company and its subsidiaries. A total of 7,950,000 ESOS options were accepted by 156 eligible employees. The options granted under the Second Offer were vested on 12 January 2026 and shall expire on 11 January 2028. Up to 50% of the vested options are exercisable from 12 January 2026 to 11 January 2027, while the remaining 50% are exercisable from 12 January 2027 to 11 January 2028. No ESOS options were granted to the Directors of the Company. Out of the total options granted, 1,000,000 and 200,000 ESOS options were allocated to a director of the Company's subsidiaries and the Chief Financial Officer of the Company, respectively.

Further information on the ESOS options are disclosed in the Directors' Report and Note 14 – Other Reserve of the Notes to the Financial Statements as set out in this Annual Report.

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DIRECTORS' REPORT

The directors hereby submit their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 January 2026.

PRINCIPAL ACTIVITIES

The Company is principally engaged in the investment holding. The principal activities of its subsidiaries include general contractor, property developer, building and civil engineering works in turnkey projects, design and build, engineering, procurement and construction and commissioning works and commissioning of renewable energy project development of renewable energy construction, transportation and logistic industry, investment holding, construction and mechanical works.

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

RESULTS

	Group RM'000	Company RM'000
Profit for the financial year, net of tax	136,859	71,615
<hr/>		
Attributable to:		
Owners of the Company	133,488	71,615
Non-controlling interests	3,371	-
	<hr/> 136,859	<hr/> 71,615

DIVIDENDS

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

	RM'000
Single-tier interim dividend of 3.0 sen per ordinary share in respect of the financial year ended 31 January 2025, paid on 25 April 2025	32,716
Single-tier interim dividend of 3.0 sen per ordinary share in respect of the financial year ended 31 January 2026, paid on 17 October 2025	32,740
	<hr/> 65,456

On 26 March 2026, the Board of Directors approved and declared a single-tier interim dividend of 3.5 sen per ordinary share in respect of the financial year ended 31 January 2026. The dividend amounting to RM38,203,392 was paid on 24 April 2026. The financial statements for the current financial year do not reflect this dividend. Such dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 January 2027.



DIRECTORS' REPORT (CONT'D)

RESERVES OR PROVISIONS

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

BAD AND DOUBTFUL DEBTS

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

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

CURRENT ASSETS

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

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

VALUATION METHODS

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

CONTINGENT AND OTHER LIABILITIES

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

- (i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; and
- (ii) any contingent liabilities in respect of the Group or of the Company which has arisen since the end of the financial year.

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

CHANGE OF CIRCUMSTANCES

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

DIRECTORS' REPORT (CONT'D)

ITEMS OF MATERIAL AND UNUSUAL NATURE

In the opinion of the directors,

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

AUDITORS' REMUNERATION AND INDEMNITY

The auditors' remuneration of the Group and of the Company for their audit services during the financial year were RM341,000 and RM161,000 respectively.

The non-audit fees for services rendered to the Group and the Company during the financial year were RM155,000 and RM130,000 respectively.

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

ISSUE OF SHARES AND DEBENTURES

During the financial year, the Company issued 1,480,400 new ordinary shares at a price of RM1.11 per ordinary share pursuant to the exercise of options under first offer of Employees' Shares Option Scheme ("ESOS") ("First Offer") to the eligible employees of the Company and its subsidiary.

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

There was no issuance of debentures during the financial year.

OPTIONS GRANTED OVER UNISSUED SHARES

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

The establishment of ESOS and the restricted share grant plan is intended for employees of the Group and the Company who meet the eligibility criteria. It is governed by the By-Laws approved by the shareholders of the Company at an Extraordinary General Meeting held on 7 March 2024.

On 12 August 2024, the Company announced the issuance of 5,505,000 options under First Offer at an exercise price of RM1.11 per ESOS option to the eligible employees of the Group and of the Company. The scheme, which is valid for a period of one year, was implemented on 25 September 2024 and will expire on 24 September 2025. Option may be exercised any time from the date of vesting to the date of expiry.

On 5 December 2025, the Company announced the issuance of 8,015,000 options under Second Offer at an exercise price of RM1.89 per ESOS option to the eligible employees of the Group and of the Company. The scheme, which is valid for a period of two years, was implemented on 12 January 2026 and will expire on 11 January 2027 and 11 January 2028 respectively. Up to 50% of the options may be exercised from the date of vesting to 11 January 2027. The remaining options may be exercised from 12 January 2027 to 11 January 2028.



DIRECTORS' REPORT (CONT'D)

OPTIONS GRANTED OVER UNISSUED SHARES (CONT'D)

The options offered for the subscription of unissued ordinary shares and the exercise price of the First Offer and Second Offer are as follows:

Grant date	Expiry date	Exercise price	Number of option over ordinary shares					
			At 1.2.2025	Granted	Offer not accepted	Exercised	Forfeited	At 31.1.2026
12 August 2024	24 September 2025	RM1.11	1,629,400	-	-	(1,480,400)	(149,000)	-
5 December 2025	11 January 2027	RM1.89	-	4,007,500	(32,500)	-	-	3,975,000
5 December 2025	11 January 2028	RM1.89	-	4,007,500	(32,500)	-	-	3,975,000
			1,629,400	8,015,000	(65,000)	(1,480,400)	(149,000)	7,950,000

DIRECTORS

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

Tan Sri Dato' Samshuri Bin Arshad
 Low Tuan Lee
 Datuk Tan Kak Seng*
 Lee Seng Yong*
 Tan Mai Yean (F)
 Teh Soon Hin

* Directors of the Company and certain subsidiaries

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

Yap Chun Shiong
 Tan Jian Rick (Alternate director to Yap Chun Shiong)
 Neo Nai Quan
 Tan Qi Jie
 Pee Chen Huan
 Wong Mei Yee (F)

DIRECTORS' REPORT (CONT'D)

DIRECTORS' INTERESTS

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

	At	Number of ordinary shares		At
	1.2.2025	Bought	Sold	31.1.2026
The Company				
<i>Direct interests</i>				
Tan Sri Dato' Samshuri Bin Arshad	1,100,000	–	–	1,100,000
Datuk Tan Kak Seng	121,000,000	–	–	121,000,000
Lee Seng Yong	140,998,830	–	(13,000,000)	127,998,830
<i>Indirect interest</i>				
Datuk Tan Kak Seng*	449,378,468	–	–	449,378,468
Ultimate Holding Company				
JT Conglomerate Sdn. Bhd.				
<i>Direct interest</i>				
Datuk Tan Kak Seng	2,500,000	–	–	2,500,000

* Shares held through a company, namely JT Conglomerate Sdn. Bhd. in which the director has substantial financial interest.

By virtue of his interests in the ordinary shares of the Company and pursuant to Section 8 of the Companies Act 2016 in Malaysia, Datuk Tan Kak Seng is deemed to have an interest in the ordinary shares of the subsidiaries to the extent that the Company has an interest.

Other than as stated above, none of the other directors in office at the end of the financial year had any interest in ordinary shares or debentures of the Company and its related corporations during the financial year.

DIRECTORS' BENEFITS

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



DIRECTORS' REPORT (CONT'D)

DIRECTORS' BENEFITS (CONT'D)

The directors' benefits of the Group and of the Company were as follows:

	Group and Company 2026 RM'000
Directors of the Company	
Non-executive directors	
- Fees	190
- Allowances	29
- Benefit-in-kind	14
	233

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

INDEMNITY TO DIRECTORS AND OFFICERS

During the financial year, the total amount of indemnity insurance coverage and insurance premium payable for the directors and officers of the Company and its subsidiaries were RM10,000,000 and RM20,000 respectively.

SUBSIDIARIES

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

Name of company	Principal place of business/ country of incorporation	Ownership interest 2026	Principal activities
<i>Direct subsidiaries</i>			
Binastra Builders Sdn. Bhd.	Malaysia	100%	To carry on business of general contractor, property developer, building and civil engineering works in turnkey projects, design and build, engineering, procurement and construction and commissioning works and transportation and logistic industry.
Binastra Green Energy Sdn. Bhd.	Malaysia	100%	Investment holding and engineering, procurement, construction and commissioning of renewable energy project development of renewable energy construction and commissioning works.
LF Lansen Sdn. Bhd.	Malaysia	51%	Construction and mechanical works.

DIRECTORS' REPORT (CONT'D)

SUBSIDIARIES (CONT'D)

The details of the Company's subsidiaries were as follows: (Cont'd)

Name of company	Principal place of business/ country of incorporation	Ownership interest 2026	Principal activities
<i>Indirect subsidiary Subsidiary of Binastra Green Energy Sdn. Bhd.</i>			
Binastra Atlantic Sdn. Bhd.	Malaysia	51%	Engineering, procurement, construction and commissioning of renewable energy project development of renewable energy construction and commissioning works.

INTERESTS IN HOLDING COMPANY AND OTHER RELATED CORPORATIONS

Other than as disclosed elsewhere in this report, the Company does not have any interest in shares in the holding company and its other related corporations during the financial year.

ULTIMATE HOLDING COMPANY

The directors regard JT Conglomerate Sdn. Bhd., a company incorporated and domiciled in Malaysia, as the ultimate holding company of the Company.

AUDITORS

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

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

DATUK TAN KAK SENG

Director

LEE SENG YONG

Director

Date: 14 May 2026



STATEMENTS OF FINANCIAL POSITION AS AT 31 JANUARY 2026

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	5	50,684	47,382	79	112
Investment property	6	1,485	–	–	–
Intangible asset	7	26,569	–	–	–
Investment in subsidiaries	8	–	–	46,146	2,230
Total non-current assets		78,738	47,382	46,225	2,342
Current assets					
Trade and other receivables	9	912,359	454,918	93,479	108,776
Contract assets	10	198,267	126,145	–	–
Other investment	11	–	5,531	–	5,531
Cash and short-term deposits	12	114,588	96,982	53,443	55,473
Total current assets		1,225,214	683,576	146,922	169,780
TOTAL ASSETS		1,303,952	730,958	193,147	172,122
EQUITY AND LIABILITIES					
Equity attributable to owners of the Company					
Share capital	13	139,437	137,422	139,437	137,422
Other reserve	14	69	409	69	409
Retained earnings		212,647	144,615	39,844	33,685
		352,153	282,446	179,350	171,516
Non-controlling interests		19,538	–	–	–
TOTAL EQUITY		371,691	282,446	179,350	171,516
Non-current liabilities					
Loans and borrowings	15	4,133	210	–	–
Deferred tax liabilities	16	3,586	3,140	1	1
Contingent consideration payable	17	6,190	–	6,190	–
Total non-current liabilities		13,909	3,350	6,191	1
Current liabilities					
Loans and borrowings	15	61,769	23,685	–	–
Contingent consideration payable	17	6,609	–	6,609	–
Trade and other payables	18	639,811	326,745	249	136
Contract liabilities	10	198,780	85,787	–	–
Tax liabilities		11,383	8,945	748	469
Total current liabilities		918,352	445,162	7,606	605
TOTAL LIABILITIES		932,261	448,512	13,797	606
TOTAL EQUITY AND LIABILITIES		1,303,952	730,958	193,147	172,122

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

STATEMENTS OF COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 JANUARY 2026

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Revenue	19	1,502,322	946,596	76,323	47,741
Cost of sales		(1,311,278)	(812,458)	-	-
Gross profit		191,044	134,138	76,323	47,741
Other income	20	615	828	74	106
Administrative expenses		(10,054)	(9,900)	(2,760)	(3,114)
Operating profit		181,605	125,066	73,637	44,733
Finance income	21	1,266	870	-	-
Finance costs	22	(2,065)	(1,450)	-	-
Profit before tax	23	180,806	124,486	73,637	44,733
Income tax expense	25	(43,947)	(34,231)	(2,022)	(818)
Profit for the financial year, representing total comprehensive income		136,859	90,255	71,615	43,915
Profit attributable to:					
Owners of the Company		133,488	90,255	71,615	43,915
Non-controlling interests		3,371	-	-	-
		136,859	90,255	71,615	43,915
Total comprehensive income attributable to:					
Owners of the Company		133,488	90,255	71,615	43,915
Non-controlling interests		3,371	-	-	-
		136,859	90,255	71,615	43,915
Basic earnings per share attributable to ordinary equity holders of the Company (sen):	26	12.24	10.44		
Diluted earnings per share attributable to ordinary equity holders of the Company (sen):	26	12.24	10.43		

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



STATEMENTS OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 JANUARY 2026

	Attributable to owners of the Company							Total equity RM'000
	Share capital RM'000	Share options reserve RM'000	Other reserve RM'000	Retained earnings RM'000	Sub-total RM'000	Non-controlling interests RM'000		
Group								
At 1 February 2024	28,851	-	(20)	54,380	83,211	-	-	83,211
Total comprehensive income for the financial year								
Profit for the financial year, representing total comprehensive income	-	-	-	90,255	90,255	-	-	90,255
Transactions with owners								
Issuance of shares pursuant to:								
- Rights issue	36,200	-	-	-	36,200	-	-	36,200
- Private placement	68,780	-	-	-	68,780	-	-	68,780
- Employee Share Option Scheme ("ESOS")	5,262	(971)	-	-	4,291	-	-	4,291
Transaction costs of shares issue	(1,671)	-	-	-	(1,671)	-	-	(1,671)
Share options issued	-	1,380	-	-	1,380	-	-	1,380
Reclassification	-	-	20	(20)	-	-	-	-
Total transactions with owners	108,571	409	20	(20)	108,980	-	-	108,980
At 31 January 2025	137,422	409	-	144,615	282,446	-	-	282,446
Total comprehensive income for the financial year								
Profit for the financial year, representing total comprehensive income	-	-	-	133,488	133,488	3,371	-	136,859
Transactions with owners								
Issuance of shares pursuant to ESOS	2,015	(372)	-	-	1,643	-	-	1,643
Share options issued	-	32	-	-	32	-	-	32
Non-controlling interests arising from acquisition of a subsidiary	-	-	-	-	-	15,677	-	15,677
Subscription of shares by non-controlling interests in a subsidiary	-	-	-	-	-	490	-	490
Dividends paid on shares	-	-	-	(65,456)	(65,456)	-	-	(65,456)
Total transactions with owners	2,015	(340)	-	(65,456)	(63,781)	16,167	-	(47,614)
At 31 January 2026	139,437	69	-	212,647	352,153	19,538	-	371,691

STATEMENTS OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 JANUARY 2026 (CONT'D)

	Note	← Attributable to owners of the Company → (Accumulated losses)/			Total equity RM'000
		Share capital RM'000	Share options reserve RM'000	Retained earnings RM'000	
Company					
At 1 February 2024		28,851	-	(10,230)	18,621
Total comprehensive income for the financial year					
Profit for the financial year, representing total comprehensive income		-	-	43,915	43,915
Transactions with owners					
Issuance of ordinary shares pursuant to:					
- Rights issue	13	36,200	-	-	36,200
- Private placement	13	68,780	-	-	68,780
- ESOS	13	5,262	(971)	-	4,291
Transaction costs of shares issue	13	(1,671)	-	-	(1,671)
Share options issued	24	-	1,380	-	1,380
Total transactions with owners		108,571	409	-	108,980
At 31 January 2025		137,422	409	33,685	171,516
Total comprehensive income for the financial year					
Profit for the financial year, representing total comprehensive income		-	-	71,615	71,615
Transactions with owners					
Issuance of shares pursuant to ESOS	13	2,015	(372)	-	1,643
Share options issued	24	-	32	-	32
Dividends paid on shares	27	-	-	(65,456)	(65,456)
Total transactions with owners		2,015	(340)	(65,456)	(63,781)
At 31 January 2026		139,437	69	39,844	179,350

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



STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 JANUARY 2026

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cash flows from operating activities					
Profit before tax:		180,806	124,486	73,637	44,733
Adjustments for:					
Depreciation of property, plant and equipment	5	13,055	8,584	34	36
Dividend income		(6)	(15)	(69,506)	(43,015)
Fair value gain on other investment		(73)	(105)	(73)	(105)
Gain on disposal of other investment		(1)	-	(1)	-
Gain on derecognition of right-of-use asset		-	(1)	-	-
Interest expense		2,065	1,450	-	-
Interest income	19,21	(2,414)	(1,407)	(6,817)	(4,726)
Property, plant and equipment written off	5	-	1	-	1
Share-based payments	24	32	1,380	2	50
Operating profit/(loss) before changes in working capital					
		193,464	134,373	(2,724)	(3,026)
Changes in working capital:					
Trade and other receivables		(442,955)	(227,381)	(9)	1,861
Contract assets		(35,717)	(107,678)	-	-
Trade and other payables		286,988	188,830	112	(1,275)
Contract liabilities		110,942	39,649	-	-
Cash generated from/(used in) operations					
		112,722	27,793	(2,621)	(2,440)
Interest paid		(221)	(1)	-	-
Income tax paid		(42,368)	(25,896)	(1,743)	(348)
Income tax refunded		-	4	-	4
Net cash from/(used in) operating activities					
		70,133	1,900	(4,364)	(2,784)

STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 JANUARY 2026 (CONT'D)

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cash flows from investing activities					
Dividend received		6	15	69,506	43,015
Interest received		2,390	1,157	1,124	511
Investment in subsidiaries		-	-	(31,087)	-
Acquisition of a subsidiary, net of cash acquired	8(b)(iii)	(17,952)	-	-	-
Purchase of property, plant and equipment	(a)	(12,091)	(46,035)	(1)	(3)
Changes in pledged deposits	12	(5,648)	(9,859)	(66)	(2,526)
Placement of pledged bank balance	12	(1,307)	(1,029)	(1,307)	(1,029)
Placement of other investment		-	(5,426)	-	(5,426)
Proceeds from redemption of other investment		5,605	-	5,605	-
Repayment from/(Advances to) subsidiaries		-	-	21,000	(98,459)
Net cash (used in)/from investing activities		(28,997)	(61,177)	64,774	(63,917)
Cash flows from financing activities					
Subscription of shares by non-controlling interests in a subsidiary	(b) 8	490	-	-	-
Payments of share issuance expenses		-	(1,671)	-	(1,671)
Proceeds from issuance of ordinary shares pursuant to:					
- Rights issue	13	-	36,200	-	36,200
- Private placement	13	-	68,780	-	68,780
- ESOS	13	1,643	4,291	1,643	4,291
Drawdown of bankers' acceptance		129,173	83,857	-	-
Repayments of bankers' acceptance		(98,052)	(84,959)	-	-
Repayment of term loan		(1,566)	-	-	-
Payments of lease liabilities		(346)	(348)	-	-
Payments of hire purchase payables		(18)	-	-	-
Advances from a corporate shareholder of a subsidiary		153	-	-	-
Advances from a director of a subsidiary		1,625	-	-	-
Advances from related parties		2,926	-	-	-
Dividend paid	27	(65,456)	-	(65,456)	-
Interest paid		(1,844)	(1,449)	-	-
Net cash (used in)/from financing activities		(31,272)	104,701	(63,813)	107,600
Net increase/(decrease) in cash and cash equivalents		9,864	45,424	(3,403)	40,899
Cash and cash equivalents at beginning of the financial year		71,541	26,117	43,909	3,010
Cash and cash equivalents at end of the financial year	12	81,405	71,541	40,506	43,909



STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 JANUARY 2026 (CONT'D)

(a) The additions of property, plant and equipment during the financial year are financed by:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cash payments	12,091	46,035	1	3
Lease arrangements	274	479	-	-
	12,365	46,514	1	3

(b) Reconciliation of liabilities arising from financing activities:

	1 February 2025 RM'000	Cash flows RM'000	Non-cash			31 January 2026 RM'000
			Acquisition RM'000	Others RM'000	Acquisition of a subsidiary RM'000	
Group						
Term loans	-	(1,566)	-	-	5,963	4,397
Lease liabilities	478	(346)	274	8	-	414
Hire purchase payables	-	(18)	-	-	124	106
Bankers' acceptance	23,417	31,121	-	-	5,660	60,198
Amount owing to a corporate shareholder of a subsidiary	-	153	-	-	-	153
Amounts owing to directors of a subsidiary	-	1,625	-	-	2,445	4,070
Amounts owing to related parties	-	2,926	-	-	-	2,926
	23,895	33,895	274	8	14,192	72,264

	1 February 2024 RM'000	Cash flows RM'000	Non-cash		31 January 2025 RM'000
			Acquisition RM'000	Others RM'000	
Group					
Lease liabilities	375	(348)	479	(28)	478
Bankers' acceptance	24,519	(1,102)	-	-	23,417
	24,894	(1,450)	479	(28)	23,895

STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 JANUARY 2026 (CONT'D)

(c) Total cash outflows for leases as a lessee:

	Note	Group	
		2026 RM'000	2025 RM'000
Included in net cash from operating activities:			
Payments relating to lease of low value assets	23	(6)	(5)
Payments relating to short-term leases	23	(19,615)	(21,401)
Included in net cash from financing activities:			
Interest paid in relation to lease liabilities	22	(40)	(37)
Repayments of lease liabilities		(346)	(348)
Total cash outflows for leases		(20,007)	(21,791)

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



NOTES TO THE FINANCIAL STATEMENTS

1. CORPORATE INFORMATION

Binastra Corporation Berhad (“the Company”) is a public limited company, incorporated and domiciled in Malaysia and is listed on the Main Market of Bursa Malaysia Securities Berhad. The registered office of the Company is located at 802, 8th Floor, Block C, Kelana Square, 17 Jalan SS7/26, 47301 Petaling Jaya, Selangor Darul Ehsan. The principal place of business is located at No. 1 & 3, Jalan Jalil Jaya 3, Jalil Link, Bukit Jalil, 57000 Kuala Lumpur.

The Company is principally engaged in the investment holding. The principal activities of its subsidiaries are disclosed in Note 8. There have been no significant changes in the nature of these activities during the financial year.

The holding company of the Company is JT Conglomerate Sdn. Bhd., a company incorporated and domiciled in Malaysia.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 14 May 2026.

2. BASIS OF PREPARATION

2.1 Statement of compliance

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

2.2 Adoption of amendments to MFRS

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

Amendments to MFRS

MFRS 121 The Effects of Changes in Foreign Exchange Rates

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

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

2. BASIS OF PREPARATION (CONT'D)

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

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

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

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

MFRS 18 Presentation and Disclosure in Financial Statements

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

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

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

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

The Group and the Company are currently assessing the impact of initial application of the above applicable amendments/improvements to MFRSs. Nevertheless, the Group and the Company expect that the initial application is unlikely to have material financial impacts to the current period and prior period financial statements of the Group and of the Company.



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

2. BASIS OF PREPARATION (CONT'D)

2.4 Functional and presentation currency

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which they operate ("the functional currency"). The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's functional currency, and has been rounded to the nearest thousand, unless otherwise stated.

2.5 Basis of measurement

The financial statements of the Group and of the Company have been prepared on the historical cost basis, except as otherwise disclosed in Note 3.

3. MATERIAL ACCOUNTING POLICY INFORMATION

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

3.1 Basis of consolidation

(a) Subsidiaries and business combination

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

(b) Non-controlling interests

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

3.2 Separate financial statements

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

Contributions to subsidiaries are amounts for which the settlement is neither planned nor likely to occur in the foreseeable future is, in substance, considered as part of the Company's investment in the subsidiaries.

3.3 Financial instruments

(a) Financial assets – subsequent measurement and gains and losses

Financial assets at fair value through profit or loss

The Group and the Company subsequently measure these assets at fair value. Net gains and losses, including any interest and dividend income, are recognised in profit or loss.

Debt instruments at amortised cost

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

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.3 Financial instruments (Cont'd)

(b) Financial liabilities – subsequent measurement and gains and losses

The Group and the Company classify the financial liabilities at amortised cost or fair value through profit or loss. Financial liabilities are classified as fair value through profit or loss if it is classified as held for trading, it is a derivative, it is contingent consideration of an acquirer in a business combination or it is designated as such on initial recognition. Financial liabilities at fair value through profit or loss are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss.

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

3.4 Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land has an unlimited useful life and therefore is not depreciated.

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

	Useful lives (years)
Building	50 years
Machinery and equipment	5 years
Furniture, fixtures and fittings	3 - 5 years
Motor vehicles	5 years
Renovation	5 years

3.5 Leases

Lessee accounting

The Group presents right-of-use assets that do not meet the definition of investment property as property, plant and equipment in Note 5(a) and lease liabilities in Note 15(b).

Short-term leases and leases of low value assets

The Group and the Company have elected not to recognise right-of-use assets and lease liabilities for short-term leases and leases of low value assets. Accordingly, the Group and the Company recognise the lease payments as an operating expense on a straight-line basis over the term of the lease.

Right-of-use assets

The right-of-use assets are initially recognised at cost less accumulated depreciation and any accumulated impairment losses, and adjust for any remeasurement of the lease liabilities. The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Lease liabilities

The lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the incremental borrowing rate.

3.6 Investment property

Investment property is measured at fair value with gains and losses arising from changes in the fair values of investment property recognised in profit or loss for the period in which it arise.



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.7 Revenue and other income

(a) Construction contracts

The Group constructs residential and commercial properties under long-term contracts with customers, renewable energy construction and construction and mechanical works for buffer tanks and air-conditioning and mechanical ventilation. Construction service contracts comprise multiple deliverables that require significant integration service and therefore accounted as a single performance obligation.

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

Billings are made with credit terms of 30 to 120 days, therefore, no element of financing is deemed present. The Group becomes entitled to invoice customers on achieving a series of performance related milestones.

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

Defect liability periods are usually 6 to 27 months from the date of Certificate of Practical Completion as provided in the contracts with customers.

(b) Rendering of services

Revenue from a contract to provide services is recognised over time as the services are rendered because the customer receives and uses the benefits simultaneously. This is determined based on the time elapsed (output method).

Sales are made with a credit term ranging from 30 to 90 days and no element of financing is deemed present.

(c) Interest income

Interest income is recognised using the effective interest method.

(d) Dividend income

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

4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

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

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (CONT'D)

The areas involving a higher degree of judgement or complexity that have the most significant effect on the Group's and the Company's financial statements, or areas where assumptions and estimates that have a significant risk of resulting in a material adjustment to the Company's financial statements within the next financial year are disclosed as follows:

(a) Business combination

When the Group purchased LF Lansen Sdn. Bhd. through a transaction with another party, a judgement was made as to whether the transaction should be accounted for as a business combination or as a separate purchase of assets. In making this judgement, the Group assessed the assets, liabilities, operations and processes that were the subject of the transaction against the definition of a business in MFRS 3. The Group assessed that the acquisition of LF Lansen Sdn. Bhd. qualifies as a business combination by applying the definition in MFRS 3.

In accounting for the LF Lansen Sdn. Bhd. under MFRS 3, the provisional fair values of the identifiable assets and liabilities acquired, including intangible assets, are recognised. The determination of the provisional fair values of acquired assets and liabilities assumed is based on directors' judgement. Any changes in these assumptions will have an impact on the carrying amounts of the acquired assets and liabilities assumed.

The provisional fair values of the acquired assets and liabilities assumed are disclosed in Note 8(b).

(b) Impairment of goodwill

Goodwill is tested for impairment annually and at other times when such indicators exist. This requires an estimation of the value-in-use of the cash generating units to which goodwill is allocated. When value-in-use calculations are undertaken, the Group uses its judgement to decide the discount rates to be applied in the recoverable amount calculation and assumptions supporting the underlying cash flow projections, including forecast growth rates and gross profit margin. Cash flows that are projected based on those inputs or assumptions may have a significant effect on the Group's financial position and results if the actual cash flows are less than the expected.

The carrying amount of the Group's goodwill and key assumptions used to determine the recoverable amount for different cash-generating units, including sensitivity analysis, are disclosed in Note 7.

(c) Impairment of trade receivables and contract assets

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

The carrying amounts of trade receivables and contract assets are disclosed in Notes 9 and 10.

(d) Construction revenue

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

Significant judgement is required in determining the progress towards complete satisfaction of performance obligation, the extent of the construction costs incurred, the estimated total construction revenue and expenses, as well as the recoverability of the construction projects. In making the judgement, the Group evaluates based on past experience and by relying on the work of specialists.

The carrying amounts of contract assets and contract liabilities are disclosed in Note 10.

The revenue recognised for construction services during the year are disclosed in Note 19.



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

5. PROPERTY, PLANT AND EQUIPMENT

Group	Right- of-use assets RM'000	Freehold land RM'000	Building RM'000	Machinery and equipment RM'000	Furniture, fixtures and fittings RM'000	Motor vehicles RM'000	Renovation RM'000	Total RM'000
Cost								
At 1 February 2024	656	-	-	9,861	269	162	-	10,948
Additions	479	-	-	43,969	327	239	1,500	46,514
Derecognition	(403)	-	-	-	-	-	-	(403)
Written off	-	-	-	-	(15)	-	-	(15)
At 31 January 2025	732	-	-	53,830	581	401	1,500	57,044
Additions	274	-	-	10,827	755	-	509	12,365
Modification	8	-	-	-	-	-	-	8
Derecognition	(110)	-	-	-	-	-	-	(110)
Acquisition of a subsidiary (Note 8)	-	2,302	993	499	186	503	452	4,935
At 31 January 2026	904	2,302	993	65,156	1,522	904	2,461	74,242
Accumulated depreciation								
At 1 February 2024	290	-	-	1,092	64	22	-	1,468
Depreciation charge for the financial year	346	-	-	8,028	88	80	42	8,584
Derecognition	(376)	-	-	-	-	-	-	(376)
Written off	-	-	-	-	(14)	-	-	(14)
At 31 January 2025	260	-	-	9,120	138	102	42	9,662
Depreciation charge for the financial year	351	-	10	11,932	221	97	444	13,055
Derecognition	(110)	-	-	-	-	-	-	(110)
Acquisition of a subsidiary (Note 8)	-	-	46	431	60	392	22	951
At 31 January 2026	501	-	56	21,483	419	591	508	23,558
Carrying amount								
At 31 January 2026	403	2,302	937	43,673	1,103	313	1,953	50,684
At 31 January 2025	472	-	-	44,710	443	299	1,458	47,382

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

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

	Furniture, fixtures and fittings RM'000	Motor vehicles RM'000	Total RM'000
Company Cost			
At 1 February 2024	19	162	181
Additions	3	-	3
Written off	(15)	-	(15)
At 31 January 2025	7	162	169
Additions	1	-	1
At 31 January 2026	8	162	170
Accumulated depreciation			
At 1 February 2024	13	22	35
Depreciation charge for the financial year	4	32	36
Written off	(14)	-	(14)
At 31 January 2025	3	54	57
Depreciation charge for the financial year	2	32	34
At 31 January 2026	5	86	91
Carrying amount			
At 31 January 2026	3	76	79
At 31 January 2025	4	108	112

Assets pledged as security

- (i) The freehold land and building of the Group with carrying amount of RM2,302,000 and RM937,000 (2025: Nil) respectively have been pledged as securities for credit facilities granted to the Group as disclosed in Note 15.
- (ii) The carrying amount of assets pledged as security for hire purchase arrangements as disclosed in Note 15 are as follows:

	2026 RM'000
Motor vehicles	94



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

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

(a) Right-of-use assets

The Group leases office buildings, operation sites and residential units.

Information about leases for which the Group is lessee are presented below:

	Office buildings RM'000	Operation sites RM'000	Residential units RM'000	Total RM'000
Group Cost				
At 1 February 2024	110	546	–	656
Additions	459	–	20	479
Derecognition*	–	(403)	–	(403)
At 31 January 2025	569	143	20	732
Additions	132	–	142	274
Modification	–	8	–	8
Derecognition*	(110)	–	–	(110)
At 31 January 2026	591	151	162	904
Accumulated depreciation				
At 1 February 2024	55	235	–	290
Depreciation charge for the financial year	133	209	4	346
Derecognition*	–	(376)	–	(376)
At 31 January 2025	188	68	4	260
Depreciation charge for the financial year	270	51	30	351
Derecognition*	(110)	–	–	(110)
At 31 January 2026	348	119	34	501
Carrying amount				
At 31 January 2026	243	32	128	403
At 31 January 2025	381	75	16	472

* Derecognition of the right-of-use assets is a result of early termination of a lease contract and expiry of a lease contract.

The Group leases the office buildings, operation sites and residential units for their office space, storage use and staff hostel. The leases for office space, operation sites and staff hostel generally have lease terms of 2 to 3 years.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

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

(a) Right-of-use assets (Cont'd)

Extension and termination options

The Group has several lease contracts that include extension and termination options. These options are negotiated by the Group to provide flexibility in managing the leased-asset portfolio and align with the Group's business needs.

The undiscounted potential future rental payments relating to periods following the exercise date of extension and termination options that are not included in the lease term are as follows:

	Group Within five years RM'000
Extension options expected not to be exercised	865
Termination options expected to be exercised	50
	915

6. INVESTMENT PROPERTY

	Group 2026 RM'000
At cost:	
At beginning of the financial year	-
Acquisition of a subsidiary (Note 8)	
- Building under construction	1,485
	1,485
At end of the financial year	1,485

Investment property under construction with a carrying amount of RM1,485,000 is carried at cost as its fair value is not expected to be reliably determinable until construction is completed. This is due to the significant estimation uncertainties involved, including the determination of price per square foot, term yield and reversion yield.

7. INTANGIBLE ASSET

During the financial year, the Company completed the acquisition of 51% equity interest in LF Lansen Sdn. Bhd. for a total purchase consideration of RM42,886,000. The Group has engaged an independent valuation firm to assist in the purchase price allocation ("PPA") exercise. The initial accounting for the business combination is yet to complete as at the end of the reporting period and is expected to be completed by the second quarter of the following financial year.



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

7. INTANGIBLE ASSET (CONT'D)

Goodwill acquired in a business combination was allocated, at acquisition, to the cash generating unit ("CGU") that is expected to benefit from the business combination.

	Group 2026 RM'000
Provisional goodwill	
Cost	
At beginning of the financial year	–
Acquisition of a subsidiary (Note 8)	26,569
At end of the financial year	26,569

(a) Impairment of goodwill

Management reviews the business performance based on the type of products and services of the strategic business units which represent its reportable operating segments. For the purpose of impairment testing, goodwill acquired through business combinations is allocated to the following Group's cash generating unit ("CGU") which are also reportable operating segments, which represent the lowest level within the Group at which the goodwill is monitored for internal management purposes.

The carrying amount of goodwill allocated to the CGU is as follows:

	Group 2026 RM'000
Construction - CGU 1	26,569

Goodwill is assessed at each reporting date regardless of any indication of impairment by comparing the carrying amount with the recoverable amount of the CGU.

The recoverable amount of CGU has been determined based on value-in-use calculations using cash flows projection from financial budgets and forecast approved by management covering a five-year period using a terminal value, with a zero growth rate assumed beyond the forecast period.

CGU 1

Based on the sensitivity analysis performed, management believes that there is no reasonably possible change in key assumptions that would cause the carrying values of the CGU to exceed its recoverable amount. The estimated recoverable amount of the CGU 1 significantly exceeds the carrying amount of the CGU 1. As a result of the analysis, management did not identify an impairment for this CGU.

For CGU with significant amount of goodwill, the value-in-use calculation is most sensitive to the following key assumptions:

	Group CGU 1
31.1.2026	
Sales volume (% of annual growth rate)	17.6%
Gross margin (% of revenue)	17.0%
Discount rate (pre-tax rate)	15.7%

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

7. INTANGIBLE ASSET (CONT'D)

(a) Impairment of goodwill (Cont'd)

CGU 1 (Cont'd)

These key assumptions have been used for the analysis of the CGU within the operating segments. The values assigned to the key assumptions represent management's assessment of future trends in the respective industry and are based on both external sources and internal sources (historical data).

Sales volume is the forecasted annual growth rate over the five-year projection period. It is based on the average growth levels experienced over the past five years.

Gross margin is the forecasted margin as a percentage of revenue over the five-year projection period. These are increased over the projection period for anticipated efficiency improvements.

Discount rate was estimated based on the industry weighted average cost of capital. The discount rate applied to the cash flow projections is pre-tax and reflects management's estimate of the risks specific to the CGU at the date of assessment.

8. INVESTMENT IN SUBSIDIARIES

	Company	
	2026 RM'000	2025 RM'000
Unquoted shares, at cost		
At beginning of the financial year	2,230	900
Additions	43,886	-
	46,116	900
Equity contribution in respect of ESOS	30	1,330
At end of the financial year	46,146	2,230

Details of the subsidiaries are as follows:

Name of company	Principal place of business/ country of incorporation	Ownership interest		Principal activities
		2026	2025	
Direct subsidiaries				
Binastra Builders Sdn. Bhd.	Malaysia	100%	100%	To carry on business of general contractor, property developer, engineering works in turnkey projects, design and build, engineering, procurement and construction and commissioning works and transportation and logistic industry.
Binastra Green Energy Sdn. Bhd.	Malaysia	100%	-	Investment holding and engineering, procurement, construction and commissioning of renewable energy project development of renewable energy construction and commissioning works.
LF Lansen Sdn. Bhd.	Malaysia	51%	-	Construction and mechanical works.



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

8. INVESTMENT IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries are as follows: (Cont'd)

Name of company	Principal place of business/ country of incorporation	Ownership interest		Principal activities
		2026	2025	
Indirect subsidiary				
Subsidiary of				
Binastra Green Energy Sdn. Bhd.				
Binastra Atlantic Sdn. Bhd.	Malaysia	51%	–	Engineering, procurement, construction and commissioning of renewable energy project development of renewable energy construction and commissioning works.

(a) Incorporation of subsidiaries

Binastra Green Energy Sdn. Bhd.

On 14 February 2025, the Company had incorporated a wholly-owned subsidiary, namely Binastra Green Energy Sdn. Bhd. with an issued and paid-up capital of 1,000,000 ordinary shares of RM1.00 each.

Binastra Atlantic Sdn. Bhd.

On 8 April 2025, the Company's wholly-owned subsidiary, namely Binastra Green Energy Sdn. Bhd. had incorporated a 51% owned subsidiary, namely Binastra Atlantic Sdn. Bhd. with an issued and paid-up capital of 1,000,000 ordinary shares of RM1.00 each.

(b) Acquisition of LF Lansen Sdn. Bhd. ("LF")

During the financial year, the Company acquired a total of 782,250 ordinary shares in LF, representing 51% equity interest in LF for a total purchase consideration of RM42,886,000.

(i) Fair value of consideration transferred:

	2026 RM'000
(a) Cash consideration paid	23,677
(b) Contingent consideration paid	6,410
(c) Contingent consideration payable	12,799
	42,886

As at the date of acquisition, the fair value of the contingent consideration was estimated to be RM19,209,000. As part of the purchase agreement, additional cash consideration of up to RM7,056,000 per financial year may be payable, subject to the acquiree achieving a minimum audited profit after tax of not less than RM8,000,000, capped at RM12,000,000, over the financial years 2025 to 2027. The fair value of the contingent consideration is measured based on discounted cash flows method. The discount rate applied was 6.76%.

Fair value information

The contingent consideration payable has been categorised within Level 3 of the fair value hierarchy as disclosed in Note 30(c).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

8. INVESTMENT IN SUBSIDIARIES (CONT'D)

(b) Acquisition of LF Lansen Sdn. Bhd. ("LF") (Cont'd)

(ii) Fair value of the identifiable assets acquired and liabilities recognised:

	2026 RM'000
Assets	
Property, plant and equipment (Note 5)	3,984
Investment property (Note 6)	1,485
Trade and other receivables	14,462
Contract assets (Note 10)	36,405
Cash and cash equivalents	12,135
Total assets	68,471
Liabilities	
Loans and borrowings	(11,746)
Trade and other payables	(21,375)
Contract liabilities (Note 10)	(2,051)
Tax liabilities	(1,305)
Total liabilities	(36,477)
Total net identifiable assets acquired	31,994
Provisional goodwill arising on acquisition (Note 7)	26,569
Non-controlling interests at proportionate share of the LF's identifiable net assets	(15,677)
Fair value of consideration transferred	42,886

A professional consultant has been commissioned to undertake valuation of those assets. The initial accounting for the business combination is yet to complete as at the end of the reporting period and is expected to be completed by the second quarter of the following financial year. The measurement period is not expected to exceed one year from the acquisition date.

Goodwill

Goodwill comprises the value of expected synergies arising from the acquisition and non-identifiable intangible assets which are not separately recognised.

Acquisition-related costs

Acquisition-related costs of the business combination amounted to RM604,000 was recognised in profit or loss as administrative expense.

(iii) Effects of acquisition on cash flows:

	2026 RM'000
Fair value of consideration transferred	42,886
Less: Contingent consideration payable	(12,799)
Less: Cash and cash equivalents of a subsidiary acquired	(12,135)
Net cash outflows on acquisition	17,952



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

8. INVESTMENT IN SUBSIDIARIES (CONT'D)

(b) Acquisition of LF Lansen Sdn. Bhd. ("LF") (Cont'd)

(iv) Effects of acquisition in statements of comprehensive income:

From the date of acquisition, the subsidiary's contributed revenue and profit net of tax are as follows:

	2026 RM'000
Revenue	57,468
Profit for the financial year	7,109

If the acquisition had occurred on 1 February 2025, the consolidated results for the financial year ended 31 January 2026 would have been as follows:

	2026 RM'000
Revenue	1,565,481
Profit for the financial year	142,670

(c) Non-controlling interests in subsidiaries

The financial information of the Group's and the Company's subsidiaries that have non-controlling interests are as follows:

	LF Lansen Sdn. Bhd. RM'000	Binastra Atlantic Sdn. Bhd. RM'000
2026		
NCI percentage of ownership interest and voting interest	49%	49%
Carrying amount of NCI	19,160	378
Net profit/(loss) allocated to NCI	3,483	(112)
Summarised statements of financial position		
As at 31 January 2026		
Non-current assets	6,615	-
Current assets	64,168	987
Non-current liabilities	(4,157)	-
Current liabilities	(27,523)	(216)
Net assets	39,103	771

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

8. INVESTMENT IN SUBSIDIARIES (CONT'D)

(c) Non-controlling interests in subsidiaries (Cont'd)

The financial information of the Group's and the Company's subsidiaries that have non-controlling interests are as follows: (Cont'd)

	LF Lansen Sdn. Bhd. RM'000	Binastra Atlantic Sdn. Bhd. RM'000
Summarised statements of comprehensive income		
Financial period ended 31 January 2026		
Revenue	57,468	-
Profit/(Loss) for the financial period	7,109	(229)
Total comprehensive income/(loss)	7,109	(229)
Summarised cash flow information		
Financial period ended 31 January 2026		
Cash flows used in operating activities	(9,147)	(1,126)
Cash flows used in investing activities	(1,812)	-
Cash flows from financing activities	12,473	153
Net increase/(decrease) in cash and cash equivalents	1,514	(973)

9. TRADE AND OTHER RECEIVABLES

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Current:					
Trade					
Trade receivables					
- Third parties		336,546	275,300	-	-
- Related parties		410,036	73,465	-	-
Retention sums					
- Third parties		73,476	53,076	-	-
- Related parties		67,111	30,251	-	-
	(a)	887,169	432,092	-	-
Non-trade					
Amounts owing by subsidiaries	(b)	-	-	93,351	108,682
Other receivables		15	8	-	-
Deposits	(c)	20,470	21,225	3	3
Prepayments		4,705	1,593	125	91
		25,190	22,826	93,479	108,776
Total trade and other receivables		912,359	454,918	93,479	108,776



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

9. TRADE AND OTHER RECEIVABLES (CONT'D)

- (a) The Group's normal trade credit terms range from 30 to 120 (2025: 30 to 120) days from date of invoices. Other credit terms are assessed and approved on a case-by-case basis.

The information about the credit exposures are disclosed in Note 30(b)(i).

The retention sums are due upon the expiry of the defect liability period stated in the respective contracts. The defect liability periods range between 6 to 27 (2025: 12 to 27) months.

The retention sum which is receivable upon the expiry of defect liability period as provided in the contracts with customers, is expected to be collected as follows:

	Group	
	2026	2025
	RM'000	RM'000
Later than one year	140,587	83,327

Included in the trade receivables of the Group are amounts owing by related parties of RM477,147,000 (2025: RM103,716,000) in which a director has substantial financial interest.

- (b) Amounts owing by subsidiaries are non-trade in nature, unsecured, bear interests at a rate of 5.50% (2025: 5.50%) per annum, repayable on demand and are expected to be settled in cash.
- (c) Included in the deposits of the Group is an amount of RM Nil (2025: RM1,500,000) representing non-refundable deposits paid to customer upon acceptance of contract.

10. CONTRACT ASSETS/(LIABILITIES)

	Group	
	2026	2025
	RM'000	RM'000
Contract assets relating to construction contracts	198,267	126,145
Contract liabilities relating to construction contracts	(198,780)	(85,787)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

10. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

(a) Significant changes in contract balances

	2026		2025	
	Contract assets increase/ (decrease) RM'000	Contract liabilities (increase)/ decrease RM'000	Contract assets increase/ (decrease) RM'000	Contract liabilities (increase)/ decrease RM'000
Group				
Revenue recognised that was included in contract liabilities at the beginning of the financial year	-	85,787	-	46,138
Increase due to consideration received from customer, but revenue not recognised	-	(196,729)	-	(85,787)
Transfer from contract assets recognised at the beginning of the period to receivables	(126,145)	-	(18,467)	-
Increase due to revenue recognised for unbilled goods or services transferred to customers	161,862	-	126,145	-
Arising from acquisition of a subsidiary (Note 8)	36,405	(2,051)	-	-

(b) Revenue recognised in relation to contract balances

	Group	
	2026 RM'000	2025 RM'000
Revenue recognised that was included in contract liabilities at the beginning of the financial year	85,787	46,138

Revenue recognised that was included in the contract liabilities balance at the beginning of the year represented primarily revenue from the construction contracts when percentage of completion increases.



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

11. OTHER INVESTMENT

	Group and Company	
	2026	2025
	RM'000	RM'000
Financial asset at fair value through profit or loss ("FVPL")		
At fair value:		
Short-term fund	–	5,531

In the previous financial year, the short-term fund is fund invested in money market which is managed by investment bank and is redeemable at any point in time.

12. CASH AND SHORT-TERM DEPOSITS

		Group		Company	
	Note	2026	2025	2026	2025
		RM'000	RM'000	RM'000	RM'000
Cash and bank balances		92,537	80,579	50,851	52,947
Short-term deposits	(a)	22,051	16,403	2,592	2,526
		114,588	96,982	53,443	55,473

For the purpose of the statements of cash flows, cash and cash equivalents comprise of the following:

		Group		Company	
	Note	2026	2025	2026	2025
		RM'000	RM'000	RM'000	RM'000
Short-term deposits		22,051	16,403	2,592	2,526
Less: Pledged deposits	(b)	(22,051)	(16,403)	(2,592)	(2,526)
		–	–	–	–
Cash and bank balances		92,537	80,579	50,851	52,947
Less: Bank balance pledged	(b)	(10,345)	(9,038)	(10,345)	(9,038)
Less: Bank overdraft (Note 15)	(b)	(787)	–	–	–
Cash and short-term deposits as reported in the statements of cash flows		81,405	71,541	40,506	43,909

- (a) The short-term deposits placed with licensed banks are placements that bear interest at rates ranging from 1.85% to 3.25% (2025: 2.00% to 3.11%) per annum within maturity period of 12 months (2025: 12 months).
- (b) Short-term deposits of the Group and of the Company amounting to RM22,051,000 (2025: RM16,403,000) and RM2,592,000 (2025: RM2,526,000) respectively and bank balance of the Group and of the Company amounting to RM10,345,000 (2025: RM9,038,000) respectively are pledged to licensed banks for credit facilities granted to subsidiaries as disclosed in Notes 15(a) and 15(d).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

13. SHARE CAPITAL

	Group and Company			
	Number of ordinary shares		← Amounts →	
	2026 '000 unit	2025 '000 unit	2026 RM'000	2025 RM'000
Issued and fully paid up (no par value):				
At beginning of the financial year	1,089,866	452,500	137,422	28,851
Issued during the financial year:				
- Rights issue	-	45,250	-	36,200
- Private placement	-	45,250	-	68,780
- Bonus issue	-	543,000	-	-
- ESOS	1,480	3,866	2,015	5,262
Transaction costs of share issue	-	-	-	(1,671)
At end of the financial year	1,091,346	1,089,866	139,437	137,422

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at general meetings of the Company. All ordinary shares carry one vote per share without restrictions and rank equally with regard to the Company's residual assets.

In the previous financial year, the issued and paid-up ordinary share capital were increased from RM28,851,000 to RM137,422,000 pursuant to the following:

- (a) issued 45,250,000 new ordinary shares ("Rights Shares") at a price of RM0.80 per Rights Share on the basis of one Rights Share for every ten existing Company's shares for acquisition of construction equipment pursuant to a sale and purchase agreement on 6 December 2023 and for working capital purpose;
- (b) issued 45,250,000 new ordinary shares pursuant to private placement exercise at a price of RM1.52 per ordinary share for working capital purpose;
- (c) issued 543,000,000 new ordinary shares ("Bonus Shares") on the basis of one Bonus Share for every one existing Company's share; and
- (d) issued 3,865,600 ordinary shares at a price of RM1.11 per ordinary share pursuant to the exercise of options under first offer of Employees' Shares Option Scheme to the eligible employees of the Company and its subsidiary.

During the financial year, the Company issued 1,480,400 ordinary shares at a price of RM1.11 per ordinary share pursuant to the exercise of options under first offer of Employees' Shares Option Scheme to the eligible employees of the Company and its subsidiary.

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



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

14. OTHER RESERVE

	Group and Company	
	2026 RM'000	2025 RM'000
Share options reserve	69	409

The share options reserve comprises the cumulative value of employee services received for the issue of share options. The reserve is recorded over the vesting period commencing from the grant date and is reduced by the expiry or exercise of the share options. When the option is exercised, the amount from the share options reserve is transferred to share capital. When the share options expire, the amount from the share options reserve is transferred to retained earnings.

Share options are granted to employees who meet the criteria of eligibility for participation under the Employees' Share Option Scheme ("ESOS") as set out in the Company's By-Laws of Executives' Share Scheme ("ESS") ("By-Laws"). The options granted are vested as stipulated by the ESS Committee and settlement is by issuance of fully paid ordinary shares. The exercise price in each grant is set based on the volume weighted average market price of the Company's ordinary shares for the five market days immediately preceding date of the ESOS offer with a discount of not more than 10%. The contractual term of the options commenced from 20 June 2024 to 19 June 2029. The options carry neither rights to dividend nor voting rights. Options may be exercised any time from the date of vesting to the date of expiry.

Movement of share options during the financial year

The following table illustrates the number and weighted average exercise prices ("WAEP") of, and movement in, share options:

	Number 2026 '000 unit	Group and Company		WAEP 2025
		WAEP 2026	Number 2025 '000 unit	
At 1 February	1,629	RM1.27	-	-
Granted on 12 August 2024	-	-	5,505	RM1.15
Granted on 5 December 2025	8,015	RM2.10	-	-
Exercised during the year	(1,480)	RM1.79	(3,866)	RM1.52
Forfeited during the year	(149)	RM1.11	-	-
Offered and not accepted by eligible employees	(65)	RM1.89	(10)	RM1.11
At 31 January	7,950	RM1.94	1,629	RM1.27

The options outstanding at 31 January 2026 have exercise price at RM1.89 (2025: RM1.11) and the weighted average remaining contractual life for the share options outstanding as at 31 January 2026 was 1.95 year (2025: 0.65 year).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

14. OTHER RESERVE (CONT'D)

The fair values of the share options granted were determined using a black-scholes option pricing model, and the inputs were:

	2026	2025
Fair value of share options and assumptions		
Weighted average fair value of share option at grant date (RM)	0.21	0.25
<hr/>		
Weighted average share price (RM)	1.94	1.27
Options life (years)	2.02	0.98
Risk-free rate (%)	2.98	3.18
Expected dividends (%)	3.29	-
Expected volatility (%)	7.81	48.30

The expected volatility is based on the historical share price volatility over two years. When determine the fair value, the management has also taken into consideration of the exercise restrictions and exercise behaviour. It was assumed that the employees would exercise the options after the vesting date when the share price is two times of the exercise price.

15. LOANS AND BORROWINGS

		Group	
	Note	2026 RM'000	2025 RM'000
Non-current:			
Term loans	(a)	3,958	-
Lease liabilities	(b)	87	210
Hire purchase payables	(c)	88	-
		4,133	210
Current:			
Term loans	(a)	439	-
Lease liabilities	(b)	327	268
Hire purchase payables	(c)	18	-
Bankers' acceptance	(d)	60,198	23,417
Bank overdraft (Note 12)	(e)	787	-
		61,769	23,685
Total borrowings:			
Term loans	(a)	4,397	-
Lease liabilities	(b)	414	478
Hire purchase payables	(c)	106	-
Bankers' acceptance	(d)	60,198	23,417
Bank overdraft (Note 12)	(e)	787	-
		65,902	23,895



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

15. LOANS AND BORROWINGS (CONT'D)

(a) Term loans

The term loans are secured by way of:

- (i) First party open charge over the Group's freehold land and building as disclosed in Note 5;
- (ii) Pledge of fixed deposits of the Group as disclosed in Note 12(b);
- (iii) Assignment of Mortgage Reducing Term Assurance Policy under a director of a subsidiary;
- (iv) Guarantee coverage by Syarikat Jaminan Pembiayaan Berhad; and
- (v) Joint and several guarantees by directors of a subsidiary.

Term loans of the Group bear interests at rates ranging from 3.85% to 7.95% per annum.

The term loans are repayable as follows:

	Group 2026 RM'000
Non-current liabilities	
- due more than 1 year but not later than 5 years	1,548
- due after 5 years	2,410
	3,958
Current liabilities	
- due within 1 year	439
	4,397

(b) Lease liabilities

The incremental borrowing rates applied to lease liabilities are ranging from 6.35% to 6.60% (2025: 6.35%) per annum.

Future minimum lease payments together with the present value of net minimum lease payments are as follows:

	Group	
	2026 RM'000	2025 RM'000
Minimum lease payments:		
Not later than 1 year	350	298
Later than 1 year and not later than 5 years	89	225
	439	523
Less: Future finance charges	(25)	(45)
Present value of minimum lease payments	414	478
Present value of minimum lease payments:		
Not later than 1 year	327	268
Later than 1 year and not later than 5 years	87	210
	414	478
Less: Amounts due within 12 months	(327)	(268)
Amounts due after 12 months	87	210

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

15. LOANS AND BORROWINGS (CONT'D)

(c) Hire purchase payables

Future minimum lease payments together with the present value of net minimum lease payments are as follows:

	Group 2026 RM'000
Minimum lease payments	
Not later than 1 year	23
Later than 1 year and not later than 5 years	89
Later than 5 years	10
	122
Less: Future finance charges	(16)
	106
Present value of minimum lease payments	
Not later than 1 year	18
Later than 1 year and not later than 5 years	78
Later than 5 years	10
	106
Less: Amounts due within 12 months	(18)
	88

Hire purchase payables of the Group bear interest at rates ranging from 4.51% to 5.94% per annum and are secured by the Group's property, plant and equipment under hire purchase arrangements as disclosed in Note 5.

(d) Bankers' acceptance

The bankers' acceptance are secured by way of:

- (i) Corporate guarantee of the Company;
- (ii) Guarantee coverage by Syarikat Jaminan Pembiayaan Perniagaan Berhad;
- (iii) Joint and several guarantees by directors of a subsidiary; and
- (iv) Pledged of fixed deposits of the Group and of the Company as disclosed in Note 12(b).

The bankers' acceptance bear interest at rates ranging from 3.94% to 4.55% (2025: 4.21% to 4.27%) per annum.

(e) Bank overdraft

The bank overdraft of the Group is secured by way of:

- (i) Guarantee coverage by Syarikat Jaminan Pembiayaan Perniagaan Berhad; and
- (ii) Joint and several guarantees by directors of a subsidiary.

Bank overdraft of the Group bears interest at a rate of 7.95% per annum.



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

16. DEFERRED TAX LIABILITIES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
At beginning of the financial year	3,140	–	1	–
Recognised in profit or loss (Note 25)	446	3,140	–	1
At end of the financial year	3,586	3,140	1	1

The components of deferred tax (assets)/liabilities as at the end of the financial year comprise the following:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Deferred tax assets				
Unabsorbed capital allowance	(72)	(72)	(3)	(3)
Right-of-use assets	(2)	(1)	–	–
	(74)	(73)	(3)	(3)
Deferred tax liabilities				
Differences between the carrying amount of property, plant and equipment and their tax base	3,660	3,213	4	4
	3,586	3,140	1	1

17. CONTINGENT CONSIDERATION PAYABLE

	Group and Company 2026 RM'000
At beginning of the financial year	–
Arising from acquisition of a subsidiary	19,209
Paid during the year	(6,410)
At end of the financial year	12,799
Classified as:	
Non-current	6,190
Current	6,609
	12,799

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

17. CONTINGENT CONSIDERATION PAYABLE (CONT'D)

The contingent consideration payable relates to the acquisition of a subsidiary, namely LF Lansen Sdn. Bhd. As at the date of acquisition, the fair value of the contingent consideration was estimated to be RM19,209,000. As part of the purchase agreement, additional cash consideration of up to RM7,056,000 per financial year may be payable, subject to the acquiree achieving a minimum audited profit after tax of not less than RM8,000,000, capped at RM12,000,000, over the financial years 2025 to 2027. The fair value of the contingent consideration is measured based on discounted cash flows method. The discount rate applied was 6.76%.

18. TRADE AND OTHER PAYABLES

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Current:					
Trade					
Trade payables					
- Third parties		525,598	264,624	-	-
- Related parties		23,678	19,269	-	-
Retention sum					
- Third parties		80,416	39,731	-	-
	(a)	629,692	323,624	-	-
Non-trade					
Amount owing to a corporate shareholder of a subsidiary	(b)	153	-	-	-
Amounts owing to directors of a subsidiary	(b)	4,070	-	-	-
Amounts owing to related parties	(c)	2,926	-	-	-
Other payables		793	1,845	99	24
Accruals		2,177	1,276	150	112
		10,119	3,121	249	136
Total trade and other payables		639,811	326,745	249	136

- (a) The normal trade credit terms granted to the Group range from Cash on Delivery to 90 days (2025: Cash on Delivery to 90 days).

The retention sums are payable to the contractors upon the expiry of the defect liability period stated in the respective contracts and are expected to be settled as follows:

	Group	
	2026 RM'000	2025 RM'000
Later than one year	80,416	39,731



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

18. TRADE AND OTHER PAYABLES (CONT'D)

- (b) The amounts owing to a corporate shareholder of a subsidiary and directors of a subsidiary are non-trade in nature, unsecured, non-interest bearing, repayable upon demand and are expected to be settled in cash.
- (c) Included in other payables of the Group are amounts of RM2,926,000 owing to related parties, which are companies connected to certain directors of the Group and of the Company.
- (d) For explanations on the Group's and the Company's liquidity risk management processes, refer to Note 30(b)(ii).

19. REVENUE

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Revenue from contracts customers:				
<u>Over time:</u>				
Construction contracts	1,494,978	946,044	–	–
Rendering of services	6,190	–	–	–
Revenue from other source:				
Interest income	1,148	537	6,817	4,726
Dividend income	6	15	69,506	43,015
	1,502,322	946,596	76,323	47,741

Transaction price allocated to the remaining performance obligations

As of 31 January 2026, the aggregate amount of the transaction price allocated to the remaining performance obligation is RM6,463,588,000 (2025: RM3,628,719,000) and the Group will recognise this revenue progressively, which is expected to occur over the next 12 to 37 months (2025: 12 to 41 months).

20. OTHER INCOME

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Gain on derecognition of right-of-use asset	–	1	–	–
Sales of scrap	391	564	–	–
Fair value gain on other investment	73	105	73	105
Gain on disposal of other investment	1	–	1	–
Net realised gain on foreign exchange	45	–	–	–
Others	105	158	–	1
	615	828	74	106

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

21. FINANCE INCOME

	Group	
	2026 RM'000	2025 RM'000
Interest income on bank balances	869	646
Interest income on short-term deposits	397	224
	1,266	870

22. FINANCE COSTS

	Group	
	2026 RM'000	2025 RM'000
Interest expense on:		
- Term loans	149	-
- Lease liabilities	40	37
- Hire purchase payables	5	-
- Bankers' acceptance	1,649	1,412
- Bank overdrafts	221	1
- Others	1	-
	2,065	1,450

23. PROFIT BEFORE TAX

Other than disclosed elsewhere in the financial statements, the following items have been charged in arriving at profit before tax:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Auditors' remuneration				
Statutory audit:				
- Baker Tilly Monteiro Heng PLT	341	213	161	109
Other services:				
- Baker Tilly Monteiro Heng PLT	7	182	7	182
- Affiliate of Baker Tilly Monteiro Heng PLT	148	44	123	11
Depreciation of property, plant and equipment	13,055	8,584	34	36
Employee benefits expense (Note 24)	22,139	18,531	882	918
Expenses relating to lease of low value assets:				
- office equipment	6	5	-	-
Expenses relating to short-term leases:				
- machinery	19,406	21,363	-	-
- office premise	27	30	-	-
- staff hostel	182	8	-	-
Property, plant and equipment written off	-	1	-	1



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

24. EMPLOYEE BENEFITS EXPENSE

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Salaries, allowances and bonus	19,505	15,182	806	793
Defined contribution plan	2,343	1,811	70	72
Share-based payments	32	1,380	2	50
Other benefits	259	158	4	3
	22,139	18,531	882	918

Included in employee benefits expense are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Directors of the Company				
Non-executive directors				
- Fees	190	158	190	158
- Allowances	29	31	29	31
- Benefit-in-kind	14	16	14	16
	233	205	233	205

25. INCOME TAX EXPENSE

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Statements of comprehensive income				
Current income tax:				
- Current income tax charge	44,210	30,293	1,656	817
- Adjustment in respect of prior financial years	(709)	798	366	-
	43,501	31,091	2,022	817
Deferred tax (Note 16):				
- (Reversal)/Origination of temporary differences	(179)	2,652	(3)	(3)
- Adjustment in respect of prior financial years	625	488	3	4
	446	3,140	-	1
Income tax expense	43,947	34,231	2,022	818

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

25. INCOME TAX EXPENSE (CONT'D)

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2025: 24%) of the estimated assessable profit for the financial year.

The reconciliations from the tax amount at statutory income tax rate to the Group's and the Company's tax expense are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Profit before tax	180,806	124,486	73,637	44,733
Tax at Malaysian statutory income tax rate of 24% (2025: 24%)	43,393	29,877	17,673	10,736
Adjustments:				
Income not subject to tax	–	(29)	(16,680)	(10,349)
Non-deductible expenses	584	3,097	660	427
Deferred tax not recognised on temporary differences	54	–	–	–
Adjustment in respect of current income tax of prior financial years	(709)	798	366	–
Adjustment in respect of deferred tax of prior financial years	625	488	3	4
Income tax expense	43,947	34,231	2,022	818

Deferred tax assets have not been recognised in respect of the following item (stated at gross):

	Group	
	2026 RM'000	2025 RM'000
Unutilised tax losses	224	–
Potential deferred tax assets not recognised at 24% (2025: 24%)	54	–

The availability of unutilised tax losses for offsetting against future taxable profits of the Group is subject to requirements under the Income Tax Act, 1967 and guidelines issued by the tax authority.

The unutilised tax losses are available for offset against future taxable profits of the subsidiary up to the following financial year:

	Group 2026 RM'000
2036	224



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

26. EARNINGS PER SHARE

Basic earnings per share amounts are based on profit for the financial year attributable to ordinary shareholders of the Company and the weighted average number of ordinary shares in issue during the financial year, calculated as follows:

	2026 RM'000	2025 RM'000
Profit attributable to the ordinary shareholders of the Company	133,488	90,255
Ordinary shares issued at the beginning of the year	1,089,866	452,500
Effect of rights issue	–	32,887
Effect of private placement	–	31,526
Effect of bonus issue	–	347,164
Effect of ESOS exercised	1,031	823
Weighted average number of ordinary shares for basic earnings per share ('000 unit)	1,090,897	864,900
Basic earnings per ordinary share (sen)	12.24	10.44

Diluted earnings per share are based on the profit for the financial year attributable to ordinary shareholders of the Company and the weighted average number of ordinary shares outstanding during the financial year plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares, calculated as follows:

	2026 RM'000	2025 RM'000
Profit attributable to the ordinary shareholders of the Company	133,488	90,255
Weighted average number of ordinary shares for basic earnings per share ('000 unit)	1,090,897	864,900
Effect of dilution from:		
Share options ('000 units)	9	67
Weighted average number of ordinary shares for diluted earnings per share ('000 unit)	1,090,906	864,967
Diluted earnings per ordinary share (sen)	12.24	10.43

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

27. DIVIDENDS

	Group and Company 2026 RM'000
Recognised during the financial year:	
Dividends on ordinary shares:	
- Single-tier interim dividend of 3.0 sen per ordinary share in respect of the financial year ended 31 January 2025, paid on 25 April 2025	32,716
- Single-tier interim dividend of 3.0 sen per ordinary share in respect of the financial year ended 31 January 2026, paid on 17 October 2025	32,740
	65,456

28. GUARANTEES

(a) Financial guarantee

The financial guarantee, guaranteed by the Company for banking facilities granted to a subsidiary are as follows:

	Company	
	2026	2025
	RM'000	RM'000
Financial guarantee for banking facilities granted to:		
- a subsidiary	55,982	23,417
		23,417

(b) Corporate guarantee

The corporate guarantee in respect of performance bond, guaranteed by the Company for construction projects granted to a subsidiary are as follows:

	Company	
	2026	2025
	RM'000	RM'000
Corporate guarantee for construction projects granted to:		
- a subsidiary	129,093	28,161
		28,161



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

29. RELATED PARTIES

(a) Identity of related parties

Parties are considered to be related to the Group and the Company if the Group and the Company have the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operational decisions, or vice versa, or where the Group and the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties of the Group and of the Company include:

- (i) Holding company;
- (ii) Subsidiaries;
- (iii) Entities in which directors have substantial financial interests; and
- (iv) Key management personnel of the Group and the Company, comprise persons (including directors) having the authority and responsibility for planning, directing and controlling the activities directly or indirectly.

(b) Significant related party transactions

Significant related party transactions other than disclosed elsewhere in the financial statements are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Progress billings issued to entities in which a director has substantial financial interest				
Binastra Construction (M) Sdn. Bhd.	86,038	159,321	–	–
Pembinaan Serta Hebat Sdn. Bhd.	135,410	48,025	–	–
Exsim Bukit Jalil City Sdn. Bhd.	127,405	–	–	–
Exsim Jalil Link Sdn. Bhd.	282,767	–	–	–
Alliance Empire Sdn. Bhd.	5,316	–	–	–
Purchase of materials from entities in which a director has substantial financial interest				
Binastra Concrete Sdn. Bhd.	(51,541)	(49,498)	–	–
Binastra Trading Sdn. Bhd.	(7,399)	(17,903)	–	–
BNK Resources Sdn. Bhd.	(18,349)	(19,565)	–	–
Rental expense paid to an entity in which a director has substantial financial interest				
Keris Pintar Development Sdn. Bhd.	(60)	(60)	–	–
Binastra Construction (M) Sdn. Bhd.	(4)	–	–	–
Dividend income received from a subsidiary of the Company				
Binastra Builders Sdn. Bhd.	–	–	69,500	43,000
Interest income receivable from subsidiaries of the Company				
Binastra Builders Sdn. Bhd.	–	–	5,650	4,189
Binastra Green Energy Sdn. Bhd.	–	–	19	–

Significant outstanding balances with related parties at the end of the reporting period are as disclosed in Notes 9 and 18.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

29. RELATED PARTIES (CONT'D)

(c) Compensation of key management personnel

Key management personnel of the Group and the Company, comprise persons (including directors) having the authority and responsibility for planning, directing and controlling the activities directly or indirectly.

Information of the key management personnel are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Directors of the Company				
Non-executive directors				
- Fees	190	158	190	158
- Allowances	29	31	29	31
- Benefit-in-kind	14	16	14	16
	233	205	233	205
Directors of the subsidiaries				
Executive directors				
- Salaries, allowances and bonus	1,480	990	-	-
- Defined contribution plans	178	119	-	-
- Share-based payments	9	-	-	-
- Benefit-in-kind	16	-	-	-
- Other benefits	2	1	-	-
	1,685	1,110	-	-
Other key management personnel				
- Salaries, allowances and bonus	681	782	331	382
- Defined contribution plans	82	94	40	46
- Share-based payments	4	113	2	38
- Other benefits	2	2	1	1
	769	991	374	467
	2,687	2,306	607	672



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

30. FINANCIAL INSTRUMENTS

(a) Categories of financial instruments

The following table analyses the financial instruments in the statements of financial position by the classes of financial instruments to which they are assigned:

- (i) Amortised cost ("AC")
- (ii) Fair value through profit or loss ("FVPL")

	Carrying amount RM'000	AC RM'000	FVPL RM'000
2026			
Financial assets			
Group			
Trade and other receivables, net of prepayments	907,654	907,654	-
Cash and short-term deposits	114,588	114,588	-
	1,022,242	1,022,242	-
Company			
Trade and other receivables, net of prepayments	93,354	93,354	-
Cash and short-term deposits	53,443	53,443	-
	146,797	146,797	-
Financial liabilities			
Group			
Trade and other payables	639,811	639,811	-
Contingent consideration payable	12,799	-	12,799
Loans and borrowings, excluding lease liabilities	65,488	65,488	-
	718,098	705,299	12,799
Company			
Trade and other payables	249	249	-
Contingent consideration payable	12,799	-	12,799
	13,048	249	12,799

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

30. FINANCIAL INSTRUMENTS (CONT'D)

(a) Categories of financial instruments (Cont'd)

The following table analyses the financial instruments in the statements of financial position by the classes of financial instruments to which they are assigned: (Cont'd)

	Carrying amount RM'000	AC RM'000	FVPL RM'000
2025			
Financial assets			
Group			
Trade and other receivables, net of non-refundable deposits and prepayments	451,825	451,825	-
Cash and short-term deposits	96,982	96,982	-
Other investment	5,531	-	5,531
	554,338	548,807	5,531
Company			
Trade and other receivables, net of non-refundable deposits and prepayments	108,685	108,685	-
Cash and short-term deposits	55,473	55,473	-
Other investment	5,531	-	5,531
	169,689	164,158	5,531
Financial liabilities			
Group			
Trade and other payables	326,745	326,745	-
Loans and borrowings, excluding lease liabilities	23,417	23,417	-
	350,162	350,162	-
Company			
Trade and other payables	136	136	-

(b) Financial risk management

The Group's and the Company's activities are exposed to a variety of financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk and interest rate risk. The Group's and the Company's overall financial risk management objective is to optimise value for their shareholders.

The Board of Directors reviews and agrees to policies and procedures for the management of these risks, which are executed by the Executive Directors and the Chief Financial Officer. The audit committee provides independent oversight to the effectiveness of the risk management process.

The following sections provide details regarding the Group's and the Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

30. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management (Cont'd)

(i) Credit risk

Credit risk is the risk of financial loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group is exposed to the credit risk arises primarily from its trade receivables and contract assets. The Group has a credit policy in place and the exposure to credit risk is managed through the application of credit approvals, credit limits and monitoring procedures. Credit quality of a customer is assessed based on an extensive credit rating scorecard and individual credit limits are defined in accordance with this assessment.

The Group considers a financial asset to be in default when:

- The counterparty is unable to pay its credit obligations to the Group in full, without taking into account any credit enhancements held by the Group; or
- The contractual payment of the financial asset is more than 120 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

At the end of the reporting period, the Group assesses whether financial assets carried at amortised cost are credit impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Those events evidence that a financial asset is credit-impaired include observable data about the following events:

- significant financial difficulty of the counterparty;
- a breach of contract, including a default event;
- a concession or restructuring of loans granted by the lender of the counterparty relating to the counterparty's financial difficulty; or
- it is probable that the counterparty will enter bankruptcy or other financial reorganisation.

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or source of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedure for recovery of amounts due.

Trade receivables and contract assets

As at the end of the reporting year, the maximum exposure to credit risk arising from trade receivables and contract assets is represented by the carrying amounts in the statements of financial position.

The carrying amounts of trade receivables and contract assets are not secured by any collateral or supported by any other credit enhancements. The Group has adopted a policy of dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. The Group uses ageing analysis to monitor the credit quality of trade receivables. In managing credit risks of trade receivables, the Group also takes appropriate actions (including but not limited to legal actions) to recover long past due balances.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

30. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management (Cont'd)

(i) Credit risk (Cont'd)

Trade receivables and contract assets (Cont'd)

Credit risk concentration profile

As at 31 January 2026, 68.8% (2025: 76.3%) of the Group's total trade receivables was due from four (2025: three) major customers who were involved in construction activities.

The Group applies the simplified approach to providing for impairment losses prescribed by MFRS 9, which permits the use of the lifetime expected credit losses provision for all trade receivables and contract assets. To measure the impairment losses, trade receivables have been individually assessed based on the days past due, brought-forward trade receivable balances, litigation matters and overdue loans and advances. The impairment losses also incorporate forward looking information. Forward-looking information considered includes consideration of various external sources of actual and forecast economic information that relate to the Group's core operations. The Group believes that changes in economic conditions over these periods would not materially impact the impairment calculation of the receivables.

The information about the credit risk exposure on the Group's trade receivables and contract assets are as follows:

	Contract assets	← Trade receivables →				Total
		Current	1-30 days past due	31-90 days past due	>90 days past due	
Group 2026						
Expected credit loss rate	0%	0%	0%	0%	0%	0%
Gross carrying amount at default	198,267	555,295	99,221	108,726	123,927	887,169
2025						
Expected credit loss rate	0%	0%	0%	0%	0%	0%
Gross carrying amount at default	126,145	369,111	20,560	32,522	9,899	432,092

Other receivables and other financial assets

For other receivables and other financial assets (including cash and short-term deposits), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties. At the reporting date, the Group's and the Company's maximum exposure to credit risk arising from other receivables and other financial assets is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

The Group and the Company consider the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group and the Company compare the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportive forward-looking information.



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

30. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management (Cont'd)

(i) Credit risk (Cont'd)

Other receivables and other financial assets (Cont'd)

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making a contractual payment.

Some intercompany balances between entities within the Group comprise loans or advances which are repayable on demand. The Company regularly monitors the financial performance and position of these entities on an individual basis. When these entities' financial performance and position deteriorates significantly, the Company assumes that there is a significant increase in credit risk, and thereby a lifetime expected credit loss assessment is necessary. As the Company is able to determine the timing of repayment of the loans or advances, the Company will consider the loans or advances to be in default when these entities are unable to pay based on the expected manner of recovery and recovery period. The Company determines the probability of default for these loans or advances using internally available information. The Company considers the loans or advances to be credit-impaired when the entities are unlikely to repay their debts.

As at the end of the reporting date, the Group and the Company consider the other receivables and other financial assets as low risk and did not recognise any loss allowance for impairment for other receivables and other financial assets.

Financial guarantee contracts

The Company is exposed to credit risk in relation to financial guarantees given to banks in respect of loans granted to subsidiary. The Company monitors the results of the subsidiary and its repayment on an on-going basis. The maximum exposure to credit risks amounts to RM55,982,000 (2025: RM23,417,000) representing the maximum amount the Company could pay if the guarantee is called on as disclosed in Note 30(b)(ii). As at the reporting date, there was no loss allowance for impairment as determined by the Company for the financial guarantee.

The financial guarantees have not been recognised since the fair value on initial recognition was not material as the guarantee is provided as credit enhancement to subsidiary's secured borrowings.

(ii) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations when they fall due. The Group's and the Company's exposure to liquidity risk arise primarily from mismatches of the maturities between financial assets and liabilities. The Group's and the Company's exposure to liquidity risk arise principally from trade and other payables, loans and borrowings.

The Group and the Company maintain a level of cash and cash equivalents and bank facilities deemed adequate by the management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

30. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management (Cont'd)

(ii) Liquidity risk (Cont'd)

Maturity analysis

The maturity analysis of the Group's and of the Company's financial liabilities by their relevant maturity at the reporting date based on contractual undiscounted repayment obligations are as follows:

	← Contractual undiscounted cash flows →				Total RM'000
	Carrying amount RM'000	On demand or within 1 year RM'000	Between 1 to 5 years RM'000	More than 5 years RM'000	
Group					
2026					
Financial liabilities:					
Trade and other payables	639,811	639,811	–	–	639,811
Bankers' acceptance	60,198	60,198	–	–	60,198
Bank overdraft	787	787	–	–	787
Lease liabilities	414	350	89	–	439
Hire purchase payables	106	23	89	10	122
Term loans	4,397	657	2,185	2,980	5,822
Contingent consideration payable	12,799	7,056	7,056	–	14,112
	718,512	708,882	9,419	2,990	721,291
2025					
Financial liabilities:					
Trade and other payables	326,745	326,745	–	–	326,745
Bankers' acceptance	23,417	23,417	–	–	23,417
Lease liabilities	478	298	225	–	523
	350,640	350,460	225	–	350,685
Company					
2026					
Financial liabilities:					
Trade and other payables	249	249	–	–	249
Contingent consideration payable	12,799	7,056	7,056	–	14,112
Financial guarantee contracts	–	55,982	–	–	55,982
	13,048	63,287	7,056	–	70,343
2025					
Financial liabilities:					
Trade and other payables	136	136	–	–	136
Financial guarantee contracts	–	23,417	–	–	23,417
	136	23,553	–	–	23,553



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

30. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management (Cont'd)

(iii) Interest rate risk

Interest rate risk is the risk of fluctuation in fair value or future cash flows of the Group's and the Company's financial instruments as a result of changes in market interest rates. The Group's and the Company's exposure to interest rate risk arises primarily from their bank deposits and bankers' acceptance with floating interest rates.

Sensitivity analysis

At the reporting date, if interest rates were to increase or decrease by 50 basis points with all other variables held constant, the Group's profit net of tax and total equity would decrease or increase by RM248,000 (2025: RM89,000) respectively, arising from the outstanding floating rate borrowings as at the end of the reporting period.

The sensitivity analysis is unrepresentative of the inherent interest rate risk as the year-end exposure does not reflect the exposure during the financial year.

(c) Fair value measurement

The carrying amounts of cash and short-term deposits, short-term receivables and payables and short-term borrowings reasonably approximate to their fair values due to the relatively short-term nature of these financial instruments.

The carrying amounts of long-term floating rate term loans are reasonable approximation of fair values as the loans will be re-priced to market interest rate on or near reporting date.

There have been no transfers between Level 1 and Level 2 during the financial year (2025: no transfer in either direction).

The following table provides the fair value measurement hierarchy of the Group's and the Company's financial instruments:

	Carrying amount RM'000	Fair value of financial instrument carried at fair value			Total RM'000
		Fair value			
		Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	
Group and Company					
2026					
Financial liability					
Contingent consideration payable	12,799	–	–	12,799	12,799

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

30. FINANCIAL INSTRUMENTS (CONT'D)

(c) Fair value measurement (Cont'd)

Level 3 fair value

Fair value of financial instruments carried at fair value

The fair value of contingent consideration payable has been estimated using a discounted cash flows model. The valuation requires management to make certain assumptions about the model inputs, including forecast profit growth, probability of achievement and the discount rate. The probabilities of the various estimates within the range can be reasonably assessed and are used in the management's estimate of fair value for the contingent consideration payable.

The following table shows a reconciliation of fair value measurement of contingent consideration payable classified as financial liability at fair value through profit or loss:

	Group and Company RM'000
At beginning of the financial year	–
Transfer into Level 3 arising from acquisition of a subsidiary	19,209
Paid during the year	(6,410)
At end of the financial year	12,799

Changes in Level 3 fair values are analysed by the team at the end of each reporting period. There has been no change to the valuation technique during the financial year.

31. SEGMENT INFORMATION

The Group prepared the following segment information in accordance with MFRS 8 *Operating Segments* based on the internal reports of the Group's strategic business units which are regularly reviewed by the Group's Managing Director for the purpose of making decisions about resource allocation and performance assessment.

The primary segment reporting format is determined to be business segments as the Group's risks and rates of return are affected predominantly by the local economic environment in which it operates.

The two reportable operating segments are as follows:

Segments	Products and services
Construction	Provision of construction works and related services.
Investment holding	Investment in subsidiaries.

The directors are of the opinion that all inter-segment transactions have been entered in the normal course of business and have been established on terms and conditions that are mutually agreed upon.

Segment profit

Segment performance is used to measure performance as Group's Managing Director believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Performance is evaluated based on operating profit or loss which is measured differently from operating profit or loss in the consolidated financial statements.



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

31. SEGMENT INFORMATION (CONT'D)

Segment assets and liabilities

The total of segment assets and liabilities are measured based on all assets and liabilities of a segment, as included in the internal reports that are reviewed by the Group's Managing Director.

	Construction RM'000	Investment holding RM'000	Adjustment and eliminations RM'000	Total RM'000
Group				
2026				
Revenue				
Total revenue	1,501,168	76,323	(75,169)	1,502,322
Inter-segment revenue	-	(75,169)	75,169	-
Revenue from external customers	1,501,168	1,154	-	1,502,322
Results				
Segment profit	183,137	73,637	(75,169)	181,605
Finance income	1,266	-	-	1,266
Finance costs	(7,734)	-	5,669	(2,065)
Profit before tax	176,669	73,637	(69,500)	180,806
Income tax expense	(41,925)	(2,022)	-	(43,947)
Profit for the financial year	134,744	71,615	(69,500)	136,859
Assets:				
Segment assets	1,223,733	193,147	(112,928)	1,303,952
Liabilities:				
Segment liabilities	1,011,817	13,797	(93,353)	932,261
Other segment information:				
Capital expenditure	12,364	1	-	12,365
Depreciation of property, plant and equipment	13,021	34	-	13,055
Employee benefits expense	21,257	882	-	22,139
Expenses relating to lease of low value asset:				
- office equipment	6	-	-	6
Expenses relating to short-term leases:				
- machinery	19,406	-	-	19,406
- office premise	27	-	-	27
- staff hostel	182	-	-	182
Fair value gain on other investment	-	(73)	-	(73)
Gain on disposal of other investment	-	(1)	-	(1)
Net realised gain on foreign exchange	(45)	-	-	(45)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

31. SEGMENT INFORMATION (CONT'D)

	Construction RM'000	Investment holding RM'000	Adjustment and eliminations RM'000	Total RM'000
Group				
2025				
Revenue				
Total revenue	946,044	47,741	(47,189)	946,596
Inter-segment revenue	–	(47,189)	47,189	–
Revenue from external customers	946,044	552	–	946,596
Results				
Segment profit	127,522	44,733	(47,189)	125,066
Finance income	870	–	–	870
Finance costs	(5,639)	–	4,189	(1,450)
Profit before tax	122,753	44,733	(43,000)	124,486
Income tax expense	(33,413)	(818)	–	(34,231)
Profit for the financial year	89,340	43,915	(43,000)	90,255
Assets:				
Segment assets	669,748	172,122	(110,912)	730,958
Liabilities:				
Segment liabilities	556,588	606	(108,682)	448,512
Other segment information:				
Capital expenditure	46,511	3	–	46,514
Depreciation of property, plant and equipment	8,548	36	–	8,584
Employee benefits expense	17,613	918	–	18,531
Expenses relating to lease of low value asset:				
- office equipment	5	–	–	5
Expenses relating to short-term leases:				
- machinery	21,363	–	–	21,363
- office premise	30	–	–	30
- staff hostel	8	–	–	8
Fair value gain on other investment	–	(105)	–	(105)
Gain on derecognition of right-of-use asset	(1)	–	–	(1)
Property, plant and equipment written off	–	1	–	1

Geographical information

No segmental information is provided on a geographical basis as the Group's activities are conducted predominantly in Malaysia.

Information about major customers

For construction segment, revenue from three (2025: three) major customers represented approximately RM736,277,000 (2025: RM605,873,000) for the Group's total revenue.



NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

32. CAPITAL MANAGEMENT

The primary objective of the Group's and the Company's capital management is to ensure that they maintain a strong credit rating and healthy capital ratio in order to support their business and maximise shareholders' value.

The Group and the Company manage their capital structure and make adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group and the Company may adjust the dividend payments to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the financial years ended 31 January 2026 and 31 January 2025.

The Group and the Company monitor capital using a gearing ratio, which is net debt divided by total equity. Net debt comprises borrowings and payables, less cash and short-term deposits whereas total equity represents the equity attributable to owners of the Company.

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Trade and other payables	639,811	326,745	249	136
Borrowings	65,902	23,895	–	–
Total debts	705,713	350,640	249	136
Less: Cash and short-term deposits	(114,588)	(96,982)	(53,443)	(55,473)
Net debts/(cash)	591,125	253,658	(53,194)	(55,337)
Total equity attributable to owners	352,153	282,446	179,350	171,516
Gearing ratio	1.68	0.90	*	*

* not meaningful

Other than the requirement that a subsidiary of the Group is required to maintain a gearing ratio of 2.5 to comply with bank covenants, there is no other external imposed capital requirements.

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

We, **DATUK TAN KAK SENG** and **LEE SENG YONG**, being two of the directors of Binastra Corporation Berhad, do hereby state that in the opinion of the directors, the accompanying financial statements set out on pages 122 to 174 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 January 2026 and of their financial performance and cash flows for the financial year then ended.

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

DATUK TAN KAK SENG
Director

LEE SENG YONG
Director

Kuala Lumpur
Date: 14 May 2026

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

I, **LIONG CHAI PHENG**, being the officer primarily responsible for the financial management of Binastra Corporation Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the accompanying financial statements set out on pages 122 to 174 are correct, and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

LIONG CHAI PHENG
(MIA membership No: CA 20421)

Subscribed and solemnly declared by the abovenamed at Kuala Lumpur in the Federal Territory on 14 May 2026.

Before me,
HADINUR MOHD SYARIF
License No. W761
Commissioner of Oaths
Kuala Lumpur



INDEPENDENT AUDITORS' REPORT

to the members of Binastra Corporation Berhad (Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Binastra Corporation Berhad, which comprise the statements of financial position as at 31 January 2026 of the Group and of the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 122 to 174.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 January 2026, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

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

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), as applicable to audits of financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Group

Business combination (Notes 4(a) and 8 to the financial statements)

During the financial year ended 31 January 2026, the Group made a significant acquisition of a subsidiary, namely LF Lansen Sdn. Bhd.

We focus on this area because it requires the exercise of significant judgement to be made by the directors to determine whether the transaction should be accounted for as a business combination or as the acquisition of an asset. In the accounting process, the directors are also required to apply their judgement in the purchase price allocation, particularly concerning the valuation of the intangible assets and the remaining goodwill balance. The value of the intangible assets is required to be provisionally determined by the directors, while pending the finalisation of the valuation exercise.

Our audit response:

Our audit procedures included, among others:

- reading the sales and purchase agreements and discussing with the directors in relation to accounting treatment on the acquisition;
- discussing with the directors on the identifiable assets acquired and the liabilities assumed at the acquisition date;
- understanding the assumptions used in determining the contingent consideration; and
- discussing with the directors on the appropriateness of the related disclosures.

INDEPENDENT AUDITORS' REPORT
to the members of Binastra Corporation Berhad
(Incorporated in Malaysia)
(CONT'D)

Key Audit Matters (Cont'd)**Group (Cont'd)**

Goodwill on consolidation (Notes 4(b) and 7 to the financial statements)

The Group has significant balance of goodwill arising from the acquisition of a subsidiary, namely LF Lansen Sdn. Bhd. The accounting policy of the Group is to test goodwill for impairment annually. The goodwill amount is required to be allocated to the cash generating unit ("CGU") for impairment testing purposes.

We focused on this area because the Group's determination of the recoverable amount of the CGU to which the goodwill is allocated requires the exercise of significant judgement to be made by the directors, especially in determining the assumptions to be applied in supporting the underlying cash flow projections in the recoverable amount calculation. These judgements and assumptions are inherently uncertain.

Our audit response:

Our audit procedures included, among others:

- understanding the methodology and method adopted by the directors in measuring the recoverable amount;
- comparing the directors' key assumptions in cash flow forecast to externally derived data, if any;
- discussing with the Group on its assessment and consideration of the current economic and business environment in relation to key assumptions such as discount rate, forecast revenue growth rate and gross profit margin;
- testing the mathematical computation of the impairment assessment; and
- performing the sensitivity analysis of key assumptions and the impact of these key assumptions and inputs that are expected to be most sensitive to the recoverable amount.

Trade receivables and contract assets (Notes 4(c), 9 and 10 to the financial statements)

The Group has significant trade receivables and contract assets as at 31 January 2026. The impairment provisions for trade receivables and contract assets are based on assumptions about risk of default and expected loss rate. The Group uses judgement in making these assumptions and selecting inputs to the impairment calculation, based on the Group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period.

Our audit response:

Our audit procedures included, among others:

- understanding the significant credit exposures which were significantly overdue or deemed to be in default through analysis of ageing reports and other collection reports prepared by the Group;
- obtaining confirmation of balances from selected receivables; and
- checking subsequent receipts, customer correspondence, and considering level of activity with the customer and the directors' explanation on recoverability with significantly past due balances.



INDEPENDENT AUDITORS' REPORT

to the members of Binastra Corporation Berhad

(Incorporated in Malaysia)

(CONT'D)

Key Audit Matters (Cont'd)

Group (Cont'd)

Revenue recognition for construction activities (Notes 4(d) and 19 to the financial statements)

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

Significant judgement is required in determining the progress towards complete satisfaction of performance obligation, the extent of the construction costs incurred, the estimated total construction revenue and expenses, as well as the recoverability of the construction projects. In making the judgement, the Group evaluates based on past experience and by relying on the work of specialists.

Our audit response:

Our audit procedures included, among others:

- reading the terms and conditions of agreements with selected customers;
- understanding the Group's process in preparing project budget and the calculation of the progress towards anticipated satisfaction of a performance obligation;
- comparing the directors' key assumptions to contractual terms and discussing with project manager;
- comparing the Group's computed progress towards complete satisfaction of performance obligation for identified projects against architect or consultant certificate;
- checking the mathematical computation of recognised revenue for the projects during the financial year; and
- comparing the directors' assessment on the potential deduction to revenue arising from liquidated and ascertained damages against the contractual delivery dates, estimated delivery dates and progress reports.

Company

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

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

INDEPENDENT AUDITORS' REPORT **to the members of Binastra Corporation Berhad** **(Incorporated in Malaysia)** **(CONT'D)**

Responsibilities of the Directors for the Financial Statements

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

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.



INDEPENDENT AUDITORS' REPORT

to the members of Binastra Corporation Berhad

(Incorporated in Malaysia)

(CONT'D)

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

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

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

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

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

Baker Tilly Monteiro Heng PLT
201906000600 (LLP0019411-LCA) & AF 0117
Chartered Accountants

Kuala Lumpur

Date: 14 May 2026

Ng Zu Wei
No. 03545/12/2026 J
Chartered Accountant

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

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

(A) Group Total Income and Total Assets

Total Income	Remarks	Group	
		2026 (RM'000)	2025 (RM'000)
Revenue		1,502,322	946,596
Other income		615	828
Finance income		1,266	870
Total		1,504,203	948,294
Total Assets		1,303,952	730,958

(B) Business Activities

Shariah Non-Compliant Activities	Remarks	Group	
		2026 (RM'000)	2025 (RM'000)
Conventional banking & finance and related services		1	0
Interest income		7	0
Total		8	0



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

(C) Component of Financial Position

(i) Cash Component

Islamic Account/Instruments	Remarks	Group	
		2026 (RM'000)	2025 (RM'000)
Cash at bank (exclude cash in hand)		91,126	80,423
Deposits with licensed bank		21,850	16,402
Short-term funds		0	5,531
Cash in hand		92	80
Total		113,068	102,436
Conventional Account/Instruments			
Cash at bank (exclude cash in hand)		1,319	77
Deposits with licensed bank		201	0
Total		1,520	77

(ii) Debt Component

Islamic Financing	Remarks	Group	
		2026 (RM'000)	2025 (RM'000)
Current			
Banker's acceptances		33,080	15,888
Invoice financing		22,902	7,529
Term financing		111	0
Non-Current			
Term financing		389	0
Total		56,482	23,417

Conventional Borrowing	Remarks	Group	
		2026 (RM'000)	2025 (RM'000)
Current			
Term loans		328	0
Bank overdrafts		787	0
Hire purchase payables		18	0
Trade financing		4,216	0
Non-Current			
Term loans		3,569	0
Hire purchase payables		88	0
Total		9,006	0

ANALYSIS OF SHAREHOLDINGS

as at 29 April 2026

Class of Shares	:	Ordinary Share ("Shares")
Issued Shares	:	1,091,525,500 Shares
Voting Rights of Share	:	One vote per shareholder on a show of hands or one vote per Share on a poll

ANALYSIS OF LISTED SECURITIES BY SIZE OF HOLDINGS AS AT 29 APRIL 2026 (WITHOUT AGGREGATING SECURITIES FROM DIFFERENT SECURITIES ACCOUNT BELONGING TO THE SAME PERSON)

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares	% of Issued Shares
Less than 100	120	5.45	1,725	0.00
100 to 1,000	506	23.01	250,110	0.02
1,001 to 10,000	891	40.52	4,180,788	0.38
10,001 to 100,000	453	20.60	16,128,332	1.48
100,001 to less than 5% of issued shares	226	10.28	560,068,647	51.31
5% and above of issued shares	3	0.14	510,895,898	46.81
Total	2,199	100.00	1,091,525,500	100.00

THE 30 LARGEST SECURITIES ACCOUNT HOLDERS AS AT 29 APRIL 2026 (WITHOUT AGGREGATING SECURITIES FROM DIFFERENT SECURITIES ACCOUNT BELONGING TO THE SAME PERSON)

No.	Holder Name	No. of Shares	% of Issued Shares
1.	JT CONGLOMERATE SDN. BHD.	374,440,877	34.30
2.	LEE SENG YONG	79,117,430	7.25
3.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR JT CONGLOMERATE SDN. BHD.	57,337,591	5.25
4.	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR TAN KAK SENG (PB)	46,700,000	4.28
5.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD.	33,004,500	3.02
6.	CARTABAN NOMINEES (TEMPATAN) SDN BHD PAMB FOR PRULINK EQUITY FUND	24,397,300	2.24
7.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LEE SENG YONG	21,281,400	1.95
8.	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD EXEMPT AN FOR DEUTSCHE BANK AG SINGAPORE (MAYBANK SG PWM)	20,000,000	1.83
9.	CARTABAN NOMINEES (TEMPATAN) SDN BHD PRUDENTIAL ASSURANCE MALAYSIA BERHAD FOR PRULINK STRATEGIC FUND	18,620,300	1.71
10.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD URUSHARTA JAMAAH SDN. BHD. (2)	16,850,000	1.54



ANALYSIS OF SHAREHOLDINGS

as at 29 April 2026 (CONT'D)

THE 30 LARGEST SECURITIES ACCOUNT HOLDERS AS AT 29 APRIL 2026 (CONT'D) (WITHOUT AGGREGATING SECURITIES FROM DIFFERENT SECURITIES ACCOUNT BELONGING TO THE SAME PERSON)

No.	Holder Name	No. of Shares	% of Issued Shares
11.	TOKIO MARINE LIFE INSURANCE MALAYSIA BHD AS BENEFICIAL OWNER (TMEF)	14,992,000	1.37
12.	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR AHAM SELECT OPPORTUNITY FUND	13,151,300	1.20
13.	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 14)	12,937,800	1.19
14.	CARTABAN NOMINEES (TEMPATAN) SDN BHD PBTB FOR TAKAFULINK DANA EKUITI	12,426,400	1.14
15.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN KAK SENG (7003247)	12,000,000	1.10
16.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR JT CONGLOMERATE SDN BHD (7005446)	10,000,000	0.92
17.	UOBM NOMINEES (TEMPATAN) SDN BHD UNITED OVERSEAS BANK NOMINEES (PTE) LTD FOR TAN KAK SENG	10,000,000	0.92
18.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	9,782,500	0.90
19.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEE SENG YONG (7006274)	8,800,000	0.81
20.	YAP CHUN SHIONG	8,430,000	0.77
21.	CARTABAN NOMINEES (TEMPATAN) SDN BHD PAMB FOR PRULINK EQUITY FOCUS FUND	8,080,800	0.74
22.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR LEE SENG YONG (SMART)	7,800,000	0.71
23.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA PUBLIC TAKAFUL BHD.	7,786,000	0.71
24.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR JT CONGLOMERATE SDN BHD	7,600,000	0.70
25.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YAP CHUN SHIONG (7005382)	7,465,000	0.68
26.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ISLAMIC)	7,448,400	0.68
27.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM AIK KIAT	7,095,000	0.65
28.	HUANG CHAI SHENG	6,753,160	0.62
29.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR TAN KAK SENG (SMART)	6,700,000	0.61
30.	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN KAK SENG	6,600,000	0.60
TOTAL		877,597,758	80.39

ANALYSIS OF SHAREHOLDINGS

as at 29 April 2026 (CONT'D)

DIRECTORS' SHAREHOLDINGS IN THE COMPANY (as per the Register of Directors' Shareholdings as at 29 April 2026)

Name of Director	Direct	No. of Ordinary Shares held		%
		%	Indirect	
Tan Sri Dato' Samshuri Bin Arshad	1,100,000	0.10	–	–
Datuk Tan Kak Seng	122,034,600	11.18	449,378,468 ⁽¹⁾	41.17
Lee Seng Yong	129,062,230	11.82	–	–

Note:-

- (1) Deemed interested by virtue of his interest in JT Conglomerate Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016

SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS IN THE COMPANY (as per the Register of Substantial Shareholders as at 29 April 2026)

Name of Shareholder	Direct	No. of Ordinary Shares held		%
		%	Indirect	
JT Conglomerate Sdn. Bhd.	449,378,468	41.17	–	–
Datuk Tan Kak Seng	122,034,600	11.18	449,378,468 ⁽¹⁾	41.17
Lee Seng Yong	129,062,230	11.82	–	–
Prudential PLC	–	–	83,727,100 ⁽²⁾	7.67
Eastspring Investments Berhad	60,795,500	5.57	–	–
Prudential Assurance Malaysia Berhad	61,147,400	5.60	–	–

Notes:-

- (1) Deemed interested by virtue of his interest in JT Conglomerate Sdn. Bhd. pursuant to Section 8 of the Companies Act, 2016
- (2) Deemed interested by virtue of their interest in Eastspring Investments Berhad and Eastspring Al-Wara' Investments Berhad

DIRECTOR'S SHAREHOLDINGS IN A RELATED CORPORATION, JT CONGLOMERATE SDN. BHD. (as per the Register of Directors' Shareholdings of JT Conglomerate Sdn. Bhd. as at 29 April 2026)

Name of Director	Direct	No. of Ordinary Shares held		%
		%	Indirect	
Datuk Tan Kak Seng	2,500,000	100.00	–	–



NOTICE OF THE 23RD ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the 23rd Annual General Meeting (“23rd AGM”) of Binastra Corporation Berhad (“**Binastra**” or “**Company**”) will be held at the Flamingo 1, Level 7, The Pearl Kuala Lumpur, Batu 5, Jalan Klang Lama, 58000 Kuala Lumpur on Thursday, 2 July 2026, at 11.00 a.m. or at any adjournment thereof to transact the following businesses:-

AGENDA

1. To receive the Audited Financial Statements for the financial year ended 31 January 2026 and the Reports of Directors and Auditors thereon.
2. To approve the payment of Directors’ fees to the Non-Executive Directors of up to an amount of RM300,000 for their services from 3 July 2026 until the next annual general meeting of the Company. *Ordinary Resolution 1*
3. To approve the payment of Directors’ benefits (excluding Directors’ fees) to the Non-Executive Directors up to an amount of RM60,000 from 3 July 2026 until the next annual general meeting of the Company. *Ordinary Resolution 2*
4. To re-elect the following Directors, who retire pursuant to Article 119 of the Company’s Constitution:-
 - (i) Datuk Tan Kak Seng *Ordinary Resolution 3*
 - (ii) Teh Soon Hin *Ordinary Resolution 4*
5. To appoint Baker Tilly Monteiro Heng PLT as Auditors of the Company and authorise the Directors to determine their remuneration. *Ordinary Resolution 5*
6. To consider and if thought fit, to pass the following Ordinary Resolutions, with or without modifications:-

(A) AUTHORITY TO ALLOT SHARES

“THAT subject always to the approvals of the relevant governmental and/or regulatory authorities, the Directors be and are hereby authorised pursuant to Section 75 of the Companies Act 2016 to allot and issue shares in the Company at any time until the conclusion of the next Annual General Meeting upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit provided that the aggregate number of shares to be allotted pursuant to this Resolution does not exceed 10% of the total number of issued shares of the Company for the time being.”

Ordinary Resolution 6

(B) PROPOSED SHAREHOLDERS’ MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE INVOLVING THE INTEREST OF DATUK TAN KAK SENG (MANAGING DIRECTOR), MAJOR SHAREHOLDERS OR PERSON CONNECTED WITH SUCH DIRECTOR AND/OR MAJOR SHAREHOLDERS

“THAT subject to the Companies Act 2016 (“**Act**”), the Constitution of the Company and the Bursa Malaysia Securities Berhad Main Market Listing Requirements, approval be and is hereby given to the Company and its subsidiaries (“**Binastra Group**”) to enter into all transactions involving the interests of Datuk Tan Kak Seng, who is the Managing Director and major shareholder of the Company, and JT Conglomerate Sdn. Bhd., also a major shareholder of the Company, or persons connected with such Director and/or major shareholders of the Group (“**Related Parties**”) as specified in Section 2.3 of the Circular to Shareholders dated 26 May 2026 in relation to the Proposed Shareholders’ Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature (“**Recurrent RPTs**”) provided that such transactions are:-

Ordinary Resolution 7

NOTICE OF THE 23RD ANNUAL GENERAL MEETING (CONT'D)

- (a) recurrent transactions of a revenue or trading nature;
- (b) necessary for the day-to-day operations;
- (c) carried out in the ordinary course of business on normal commercial terms which are not more favourable to the Related Parties than those generally available to the public; and
- (d) are not to the detriment of the minority shareholders,

("RRPT Mandate").

AND THAT such approval shall continue to be in force until:-

- (a) the conclusion of the next Annual General Meeting ("AGM") of the Company, at which time it will lapse, unless by ordinary resolution passed at that meeting, the authority is renewed; or
- (b) the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
- (c) the authority is revoked or varied by ordinary resolution passed by the shareholders in general meeting; or

whichever is earlier; and the aggregate value of the Recurrent RPTs be disclosed in the annual report of the Company.

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things as they may consider expedient or necessary to give full effect to the RRPT Mandate."

(C) PROPOSED SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE INVOLVING THE INTEREST OF LEE SENG YONG (EXECUTIVE DIRECTOR), MAJOR SHAREHOLDER OR PERSON CONNECTED WITH SUCH DIRECTOR AND/OR MAJOR SHAREHOLDER

"THAT subject to the Companies Act 2016 ("Act"), the Constitution of the Company and the Bursa Malaysia Securities Berhad Main Market Listing Requirements, approval be and is hereby given to the Company and its subsidiaries ("**Binastra Group**") to enter into all transactions involving the interests of Mr. Lee Seng Yong, who is an Executive Director of the Company and major shareholder of the Company, or persons connected with him ("**Related Parties**") as specified in Section 2.3 of the Circular to Shareholders dated 26 May 2026 in relation to the Proposed Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature ("**Recurrent RPTs**") provided that such transactions are:-

Ordinary Resolution 8

- (a) recurrent transactions of a revenue or trading nature;
- (b) necessary for the day-to-day operations;
- (c) carried out in the ordinary course of business on normal commercial terms which are not more favourable to the Related Parties than those generally available to the public; and
- (d) are not to the detriment of the minority shareholders,



NOTICE OF THE 23RD ANNUAL GENERAL MEETING (CONT'D)

("RRPT Mandate").

AND THAT such approval shall continue to be in force until:-

- (a) the conclusion of the next Annual General Meeting ("AGM") of the Company, at which time it will lapse, unless by ordinary resolution passed at that meeting, the authority is renewed; or
- (b) the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
- (c) the authority is revoked or varied by ordinary resolution passed by the shareholders in general meeting; or

whichever is earlier; and the aggregate value of the Recurrent RPTs be disclosed in the annual report of the Company.

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things as they may consider expedient or necessary to give full effect to the RRPT Mandate."

(D) PROPOSED SHARE BUY-BACK AUTHORITY

"THAT subject always to the Companies Act 2016 ("Act"), provisions of the Company's Constitution and the requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**") and any other relevant approvals, the Directors of the Company be and are hereby authorised to purchase the Company's ordinary shares ("**Shares**") through Bursa Securities, subject to the following:-

Ordinary Resolution 9

- (a) The maximum number of Shares which may be purchased by the Company shall not exceed ten per centum (10%) of the total number of issued Shares of the Company at any point in time;
- (b) The maximum fund to be allocated by the Company for the purpose of purchasing its Shares shall not exceed the retained profits of the Company;
- (c) The authority conferred by this resolution will be effective upon passing of this resolution and will continue in force until:-
 - (i) the conclusion of the next Annual General Meeting ("AGM") of the Company, at which time it will lapse, unless by ordinary resolution passed at that meeting, the authority is renewed; or
 - (ii) the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extensions as may be allowed pursuant to Section 340(4) of the Act); or
 - (iii) the authority is revoked or varied by an ordinary resolution passed by the shareholders in general meeting;

whichever occurs first;

NOTICE OF THE 23RD ANNUAL GENERAL MEETING (CONT'D)

- (d) Upon completion of the purchase(s) of the Shares by the Company, the Shares shall be dealt with in the following manner as the Directors of the Company may decide:-
- (i) cancel the Shares so purchased; or
 - (ii) retain the Shares so purchased as treasury shares; or
 - (iii) retain part of the Shares so purchased as treasury shares and/or cancel the remainder of the Shares/ treasury shares; or
 - (iv) distribute the treasury shares as dividends to shareholders; or
 - (v) resell the treasury shares or any of the treasury shares on Bursa Securities in accordance with the relevant rules of Bursa Securities; or
 - (vi) transfer the treasury shares or any of the treasury shares for the purposes of or under an employees' share scheme; or
 - (vii) transfer the treasury shares or any of the treasury shares as purchase consideration; or
 - (viii) sell, transfer or otherwise use the treasury shares for such other purposes as the Minister charged with the responsibility for companies may by order prescribe.

THAT the Directors of the Company be and are hereby authorised to take all such steps and enter into all agreements, arrangements and guarantees with any party or parties as are necessary to implement, finalise and give full effect to the aforesaid purchase with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities from time to time to implement or to effect the purchase of its own shares."

7. To transact any other business of which due notice shall have been received.

BY ORDER OF THE BOARD

SEOW FEI SAN (SSM Practising Certificate No. 201908002299)
MOK MEE KEE (SSM Practising Certificate No. 201908002288)
Secretaries

Petaling Jaya
26 May 2026



NOTICE OF THE 23RD ANNUAL GENERAL MEETING (CONT'D)

Notes:-

1. Attendance

- 1.1 For the purposes of determining a member who shall be entitled to attend and vote at this 23rd AGM, the Company shall be requesting **Record of Depositors as at 24 June 2026**. Only depositors whose names appear on this Record of Depositors shall be regarded as members and entitled to attend, participate, speak and vote in this 23rd AGM.

2. Proxy

- 2.1 A member who is entitled to attend, participate, speak and vote at this 23rd AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to attend, participate, speak and vote in his/her place. A proxy may but need not be a member of the Company. Members who are unable to attend, participate, speak and vote in this 23rd AGM may appoint the Chairman of the meeting as his/her proxy to vote in his/her stead and indicate the voting instructions in the Form of Proxy.
- 2.2 Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("**Central Depositories Act**"), it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
- 2.3 Where a member of the Company is an exempt authorised nominee as defined under the Central Depositories Act which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.
- 2.4 The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing (or if such appointor is a corporation, either under its Common Seal or under the hand of an officer or attorney duly authorised or in some other manner approved by Directors).

Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar's office at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, Tricor Drop-in Box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than forty-eight (48) hours before the time appointed for holding the 23rd AGM at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed. To attend, participate and vote, the attorney should refer to the Administrative Guide for the 23rd AGM for further details.

NOTICE OF THE 23RD ANNUAL GENERAL MEETING (CONT'D)

2. Proxy (Cont'd)

2.5 The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the appointment proposes to vote:

In hard copy

The instrument appointing a proxy must be deposited at the Share Registrar's office at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, Tricor Drop-in Box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

By Electronic form

The appointment of proxy must be made and submitted via Vistra Share Registry and IPO (MY) portal at <https://srmy.vistra.com>. Please refer to the Administrative Guide on the procedures for electronic lodgement of the Form of Proxy.

Last date and time for lodging the Form of Proxy is **Tuesday, 30 June 2026 at 11.00 a.m.**

3. Audited Financial Statements for the financial year ended 31 January 2026

The audited financial statements are laid before the members pursuant to Section 340(1) of the Companies Act 2016 ("Act"). The members' approval on the audited financial statements is not required and the same is for discussion only, hence, the matter will not be put for voting.

4. Ordinary Resolutions 1 and 2: Directors' fees and benefits payable to the Non-Executive Directors

Pursuant to Section 230(1) of the Act, the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. In this respect, the Board agreed that the shareholders' approval shall be sought at the 23rd AGM on the Directors' fees and benefits in two (2) separate resolutions as set out below:-

- Ordinary Resolution 1 on payment of Directors' fees

The Directors' fees payable to the Non-Executive Directors from 3 July 2026 until the conclusion of the next AGM ("**Mandated Period**") is estimated not to exceed RM300,000 ("**2026 Directors' Fees Mandate Limit**").

- Ordinary Resolution 2 on payment of Directors' benefits (excluding Directors' fees)

The Directors' benefits payable to the Directors are essentially the meeting allowance for attendance of Board/Board Committee meetings/General Meetings of the Company and benefit-in-kind. The Directors' benefits for the Mandated Period is estimated not to exceed RM60,000 ("**2026 Directors' Benefits Mandate Limit**").

The Board will seek shareholders' approval at the general meeting in the event the amount of the 2026 Directors' Fees Mandate Limit and/or the 2026 Directors' Benefits Mandate Limit is insufficient to pay the Non-Executive Directors for their services for the Mandated Period due to an increase in Board/Board Committee meetings, increase in Board size or unforeseen circumstances.

Ordinary Resolutions 1 and 2, if approved by the shareholders, will empower the Board to pay the Directors' fees and benefits to the Non-Executive Directors of the Company on a monthly basis and/or as and when incurred for services rendered by the Non-Executive Directors throughout the Mandated Period.



NOTICE OF THE 23RD ANNUAL GENERAL MEETING (CONT'D)

5. **Ordinary Resolutions 3 and 4: Re-election of Directors**

Article 119 of the Company's Constitution provides that at the annual general meeting in every year, one-third of the Directors of the Company for the time being, or if the number is not a multiple of three, then the number nearest to one-third shall retire from office so that all Directors shall retire from office once at least in each three (3) years. A retiring Director shall retain office until the close of the meeting at which he retires. Also, a retiring Director shall be eligible for re-election at the AGM.

The Board endorsed the Nomination Committee ("NC")'s assessment in determining the eligibility of the Directors standing for re-election at the 23rd AGM and having satisfied with the Directors' performances, accepted the NC's recommendation to seek shareholders' approval for the re-election of the retiring Directors at the 23rd AGM. The retiring Directors, being eligible for re-election, have given their consent for re-election.

6. **Ordinary Resolution 6: Authority to Allot Shares**

Ordinary Resolution 6, if passed, will empower the Directors of the Company to allot and issue shares not exceeding 10% of the issued shares of the Company subject to the approvals of all the relevant governmental and/or other regulatory bodies and for such purposes as the Directors consider would be in the interest of the Company.

The authorisation, unless revoked or varied by the Company in general meeting, will expire at the conclusion of the next AGM of the Company.

The authorisation will provide flexibility to the Company for any possible fundraising activities, including but not limited to further placing of shares, for purpose of funding future business expansion and investment activities / projects, working capital, repayment of bank borrowing and/or acquisitions.

As at the date of printing of this Annual Report, no new share was issued by the Company pursuant to the authority granted to the Directors at the 22nd AGM held on 3 July 2025 and the said authority will lapse at the conclusion of the 23rd AGM.

7. **Ordinary Resolutions 7 and 8: Proposed Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature**

The proposed Ordinary Resolutions 7 and 8, if passed, will enable the Company and/or its Subsidiaries to enter into recurrent transactions involving the interests of Related Parties, which are of a revenue or trading nature and necessary for the Group's day-to-day operations, subject to the transactions being carried out in the ordinary course of business and on terms not to the detriment of the minority shareholders of the Company.

Further information on the proposed shareholders' mandate for recurrent related party transactions of a revenue or trading nature is set out in the Circular to Shareholders dated 26 May 2026, which is despatched together with the Notice of the 23rd AGM.

8. **Ordinary Resolution 9: Proposed Share Buy-back Authority**

The proposed Ordinary Resolution No. 9, if passed, will empower the Directors of the Company to purchase the Company's ordinary shares of up to ten percent (10%) of the total number of issued shares of the Company by utilising the funds allocated which shall not exceed the total retained earnings of the Company. Further information on the proposed share buy-back authority is set out in the Circular to Shareholders dated 26 May 2026, which is despatched together with the Notice of the 23rd AGM.



FORM OF PROXY

BINASTRA CORPORATION BERHAD
(Registration No. 200301027648 (630068-T))
(Incorporated in Malaysia)

Number of ordinary shares held	
CDS Account No.	
Shareholder's Contact No.	

I/We _____ NRIC/Registration No. _____
(FULL NAME IN BLOCK LETTERS)

of _____
(ADDRESS IN FULL)

being a member/members* of BINASTRA CORPORATION BERHAD ("**Company**"), hereby appoint _____

_____ NRIC No.: _____
(FULL NAME IN BLOCK LETTERS)

of _____
(ADDRESS IN FULL)

or failing him/her*, _____ NRIC No.: _____
(FULL NAME IN BLOCK LETTERS)

of _____
(ADDRESS IN FULL)

or failing him/her*, the Chairman of the meeting, as my/our* proxy to vote for me/us* and on my/our* behalf at the 23rd Annual General Meeting ("**23rd AGM**") of the Company to be held at the Flamingo 1, Level 7, The Pearl Kuala Lumpur, Batu 5, Jalan Klang Lama, 58000 Kuala Lumpur on Thursday, 2 July 2026 at 11.00 a.m. or at any adjournment thereof on the following resolutions referred to in the Notice of 23rd AGM.

Please indicate an "X" in the space provided below on how you wish your votes to be cast. If no specific instruction as to voting is given, the Proxy will vote or abstain from voting at his/her discretion.

NO.	ORDINARY RESOLUTIONS	FOR	AGAINST
1	To approve the Directors' fees		
2	To approve the Directors' benefits		
3	To re-elect Datuk Tan Kak Seng as a Director of the Company		
4	To re-elect Teh Soon Hin as a Director of the Company		
5	To appoint Baker Tilly Monteiro Heng PLT as Auditors of the Company		
6	To approve authority to allot shares		
7	To approve the proposed shareholders' mandate for recurrent related party transactions involving the interest of Datuk Tan Kak Seng (Managing Director), major shareholders or person connected with such Director and/or major shareholders		
8	To approve the proposed shareholders' mandate for recurrent related party transactions involving the interest of Lee Seng Yong (Executive Director), major shareholder or person connected with such Director and/or major shareholder		
9	To approve the proposed share buy-back authority		

Signed on this _____ day of _____, 2026.

Signature of Member(s)/Common Seal*

* Delete if not applicable

For appointment of two proxies, percentage of shareholdings to be represented by the proxies:	
	<u>Percentage</u>
Proxy 1	%
Proxy 2	%
Total:	100%



Notes:-

1. Attendance

- 1.1 For the purposes of determining a member who shall be entitled to attend and vote at this 23rd AGM, the Company shall be requesting **Record of Depositors as at 24 June 2026**. Only depositors whose names appear on this Record of Depositors shall be regarded as members and entitled to attend, participate, speak and vote in this 23rd AGM.

2. Proxy

- 2.1 A member who is entitled to attend, participate, speak and vote at this 23rd AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to attend, participate, speak and vote in his/her place. A proxy may but need not be a member of the Company. Members who are unable to attend, participate, speak and vote in this 23rd AGM may appoint the Chairman of the meeting as his/her proxy to vote in his/her stead and indicate the voting instructions in the Form of Proxy.
- 2.2 Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("**Central Depositories Act**"), it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
- 2.3 Where a member of the Company is an exempt authorised nominee as defined under the Central Depositories Act which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.
- 2.4 The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing (or if such appointor is a corporation, either under its Common Seal or under the hand of an officer or attorney duly authorised or in some other manner approved by Directors).

Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar's office at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, Tricor Drop-in Box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than forty-eight (48) hours before the time appointed for holding the 23rd AGM at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed. To attend, participate and vote, the attorney should refer to the Administrative Guide for the 23rd AGM for further details.

- 2.5 The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the appointment proposes to vote:

In hard copy

The instrument appointing a proxy must be deposited at the Share Registrar's office at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, Tricor Drop-in Box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

By Electronic form

The appointment of proxy must be made and submitted via Vistra Share Registry and IPO (MY) portal at <https://srmy.vistra.com>. Please refer to the Administrative Guide on the procedures for electronic lodgement of the Form of Proxy.

Last date and time for lodging the Form of Proxy is **Tuesday, 30 June 2026 at 11.00 a.m.**

Fold this flap for sealing

Then fold here

AFFIX
STAMP

THE SHARE REGISTRAR OF
BINASTRA CORPORATION BERHAD
[Registration No. 200301027648 (630068-T)]

TRICOR INVESTOR AND ISSUING HOUSE SERVICES SDN BHD
UNIT 32-01, LEVEL 32
TOWER A, VERTICAL BUSINESS SUITE
AVENUE 3, BANGSAR SOUTH
NO. 8, JALAN KERINCHI
59200 KUALA LUMPUR
MALAYSIA

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BINASTRA

Binastra Corporation Berhad

Registration No.: 200301027648 (630068-T)

No.1 & 3, Jalan Jalil Jaya 3,
Jalil Link, Bukit Jalil,
57000 Kuala Lumpur, Malaysia.

T +603 8998 7555

F +603 8998 7788

www.binastracorp.com.my