



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

— RIDING —
THE NEW WAVE OF
**SUSTAINABLE
GROWTH**

2025

ANNUAL
REPORT



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

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



CORPORATE INFORMATION

BOARD OF DIRECTORS

Dato Yong Piaw Soon
Chairman and Group Managing Director

Bin Lay Thiam
Independent Non-Executive Director

Wong Siong Seh
Executive Director

Datuk Pau Chiong Ung
Independent Non-Executive Director

Dato' Toh Guan Seng
Executive Director

Khoi Hoay Ling
Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

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

REMUNERATION COMMITTEE

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

NOMINATION COMMITTEE

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

COMPANY SECRETARIES

Lim Seck Wah
(MAICSA 0799845)

Tang Chi Hoe (Kevin)
(MAICSA 7045754)

REGISTERED OFFICE

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

SHARE REGISTRAR

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

AUDITORS

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

PRINCIPAL BANKERS

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

STOCK EXCHANGE LISTING

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

WEBSITE

www.harbour.com.my

CORPORATE STRUCTURE

As at 1 October 2025



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

SHIPPING AND MARINE DIVISION

80%

HARBOUR IVORY SDN BHD

[200601018496 (738249-M)]
(In Members' Voluntary Winding-up)

100%

HARBOUR-LINK NAVIGATION SDN BHD

[200501001514 (678560-X)]

85%

HARBOUR HORNBILL SDN BHD

[200601013788 (733539-X)]

85%

HARBOUR-LINK LINES SDN BHD

[200601018501 (738254-T)]

100%

HLG PETROLEUM SDN BHD

[200601003074 (722821-K)]

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

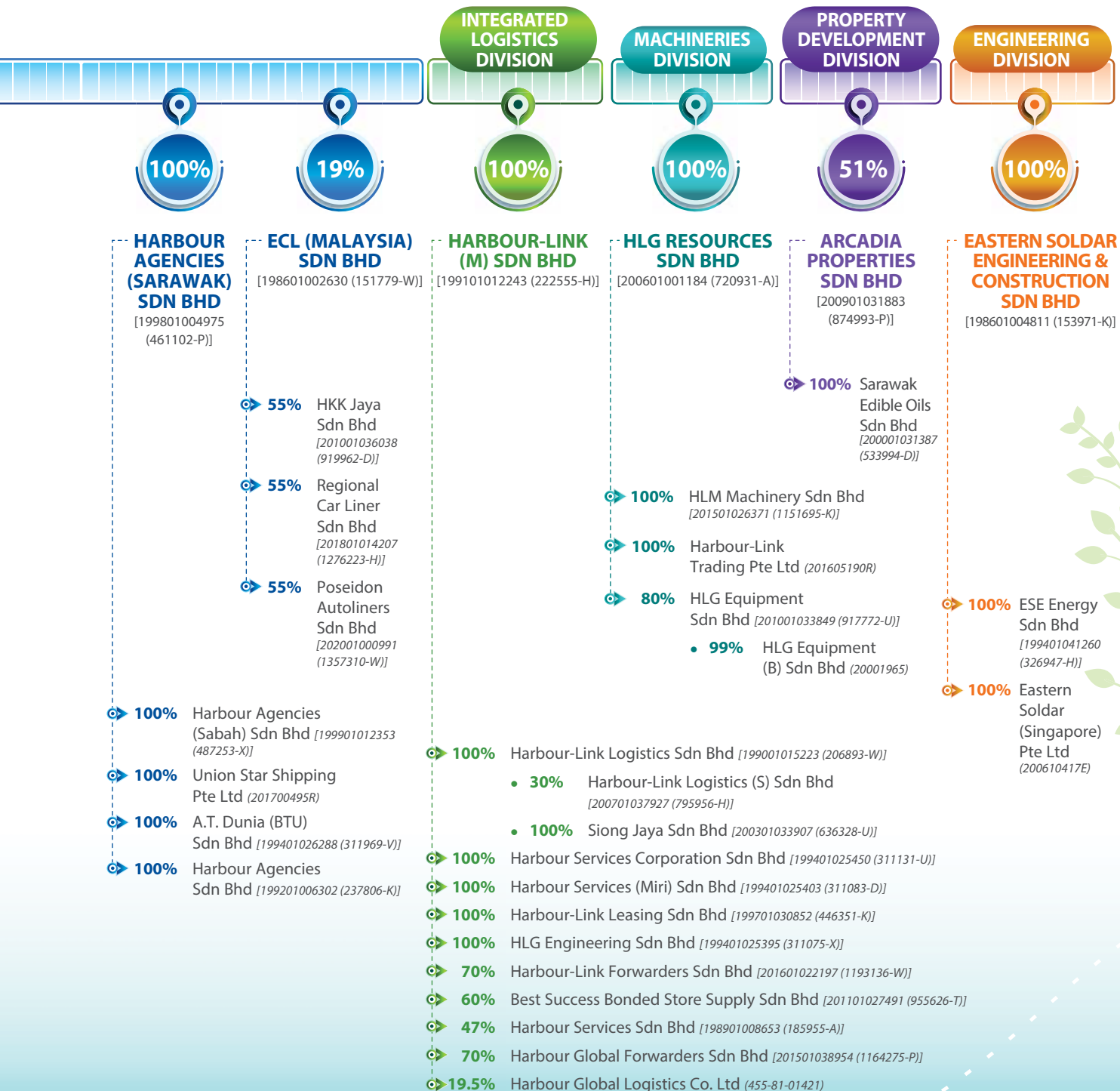
- 62% Advance Mariner Lines Sdn Bhd [201601002851 (1173777-U)]
- 100% AML Shipping Sdn Bhd [201601003022 (1173948-H)]
- 49% T&T Forwarding Sdn Bhd [200801027434 (828760-P)]
- 100% AML Shipping (Singapore) Pte Ltd [201620045G]
- 51% AML Shipping (Sabah) Sdn Bhd [201601033269 (1204210-A)]

- 100% Harbour-Link Lines (S) Pte Ltd [201423615W]
- 100% Harbour Jupiter Sdn Bhd [200701001232 (759230-A)]
- 100% Harbour-Link Lines (KK) Sdn Bhd [200601019811 (739564-H)]
- 90% Harbour-Link Lines (JB) Sdn Bhd [200601019807 (739560-D)]
- 100% Harbour-Link Lines (KCH) Sdn Bhd [200601019812 (739565-T)]
- 60% Harbour-Link Lines (PK) Sdn Bhd [200601019809 (739562-P)]
- 40% Smart Shipping Sdn Bhd [200501010748 (687795-U)]
- 100% Harbour-Link Lines Limited [2701216]
- 55% Harbour-Link Lines (B) Sdn Bhd [00007861]

CORPORATE STRUCTURE

As at 1 October 2025

cont'd



BOARD OF DIRECTORS

- 
- 
1. **Khoi Hoay Ling**
Independent Non-Executive Director
 2. **Bin Lay Thiam**
Independent Non-Executive Director
 3. **Dato Yong Piaw Soon**
Chairman and Group Managing Director
 4. **Wong Siong Seh**
Executive Director
 5. **Dato'Toh Guan Seng**
Executive Director
 6. **Datuk Pau Chiong Ung**
Independent Non-Executive Director



BOARD OF DIRECTORS

cont'd

DATO YONG PIAW SOON*Chairman and Group Managing Director*

Male



73 years old



Malaysian

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

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

He attended all the four (4) Board of Directors meetings held during the financial year ended 30 June 2025.

WONG SIONG SEH*Executive Director*

Male



63 years old



Malaysian

He was appointed to the Board of Harbour-Link Group Berhad on 27 December 2003 and is a founder member of Harbour-Link Group. He started his career in early 1980s working as an executive in a prominent shipping company in Sibul. His involvement in the shipping industry has earned him vast experience and exposure and, a sound understanding of the industry which includes ship management, freighting, chartering services and other related services. In 1983, he joined Antah Transact Sdn. Bhd. as an Operations Manager. He was attached to the company for ten (10) years where he was involved in providing logistic services in the oil and gas industry. He left Antah Transact Sdn. Bhd. in 1992 to join Harbour-Link (M) Sdn. Bhd. and later was appointed as Director on 1 March 1994.

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

He attended three (3) Board of Directors meetings held during the financial year ended 30 June 2025.

BOARD OF DIRECTORS

cont'd

DATO' TOH GUAN SENG

Executive Director



Male



70 years old



Malaysian

He was appointed to the Board of Harbour-Link Group Berhad on 27 December 2003 and is a founder member of Eastern Solder Engineering & Construction Sdn. Bhd. ("ESEC"). He has more than 43 years' experience in the oil and gas industry. He started his career as a Unit Group Leader with Jurong Engineering Pte. Ltd (Singapore) and later ventured into business by setting up his trading firm dealing with LPG safety equipments. In 1986, he founded ESEC and over the period of 37 years under his able leadership, ESEC Group has managed to penetrate into the oil and gas and petrochemical industries resulting in the gradual and steady growth of ESEC.

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

He attended all the four (4) Board of Directors meetings held during the financial year ended 30 June 2025.

BIN LAY THIAM

Independent Non-Executive Director



Male



55 years old



Malaysian

He was appointed to the Board of Harbour-Link Group Berhad on 6 February 2014. He is also a member of the Remuneration and Nomination Committee and was appointed as the Chairman of Audit and Risk Management Committee on 1 July 2016. He is a Chartered Accountant by profession and a member of the Malaysian Institute of Accountants (MIA) and Malaysian Institute of Certified Public Accountants (MICPA).

Started his career at KPMG Peat Marwick, Kuala Lumpur in 1990 where he spent eleven (11) years in audit division. Thereafter, he served few public-listed companies holding roles as Group Financial Controller and Chief Financial Officer from 2000 till 2020. During his tenure in these public-listed companies, he was principally involved in corporate reporting, statutory compliance and fund raising and responsible for the financial affairs, business development and treasury functions.

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

He attended all the four (4) Board of Directors meetings held during the financial year ended 30 June 2025.

BOARD OF DIRECTORS

cont'd

DATUK PAU CHIONG UNG*Independent Non-Executive Director*

Male



73 years old



Malaysian

He was appointed to the Board of Harbour-Link Group Berhad on 13 January 2015 and is also a member of the Audit and Risk Management Committee. He was appointed as the Chairman of Remuneration Committee on 22 November 2016 and re-designated as Chairman of Nomination Committee on 27 August 2018. He holds a technical certificate of wood working from Japan and has been engaged in timber and shipping industries for the last 32 years.

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

He attended all the four (4) Board of Directors meetings held during the financial year ended 30 June 2025.

KHOI HOAY LING*Independent Non-Executive Director*

Female



55 years old



Malaysian

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

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

She attended all the four (4) Board of Directors meetings held during her tenure in office for the financial year ended 30 June 2025.

OTHER INFORMATION**(a) Other Directorship**

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

(b) Family Relationship

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

(c) Conflict of Interest

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

(d) Conviction of Offences

Other than traffic offences, if any, none of the Directors have any conviction for offences within the past five (5) years or any public sanction or penalty imposed by any relevant regulatory bodies during the financial year ended 30 June 2025.

KEY SENIOR MANAGEMENT

SANDRA CHAN LEE HUNG

Financial Controller

Gender : Female
Age : 54
Nationality : Malaysian

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

LEE SENG CHIONG

*Executive Director
Shipping and Marine Division*

Gender : Male
Age : 66
Nationality : Malaysian

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

HII KWONG WUI

*Executive Director
Shipping and Marine Division*

Gender : Male
Age : 63
Nationality : Malaysian

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

LAU CHII HUNG

*Executive Director
Shipping and Marine Division*

Gender : Male
Age : 62
Nationality : Malaysian

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

HOOI YEN PENG

*Executive Director
Engineering and Construction Division*

Gender : Male
Age : 74
Nationality : Malaysian

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

KEY SENIOR MANAGEMENT

cont'd

KHEW WEE YEAP

General Manager
Engineering and Construction Division

Gender : Male

Age : 54

Nationality : Malaysian

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

LIM SIN SANG

Executive Director
Container Shipping Unit/
Shipping and Marine Division

Gender : Male

Age : 57

Nationality : Malaysian

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

ONG KHOON SENG

Executive Director
Container Shipping Unit/
Shipping and Marine Division

Gender : Male

Age : 60

Nationality : Malaysian

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

TING SING HONG

Senior Manager
Freight Forwarding/
Integrated Logistics Division

Gender : Male

Age : 68

Nationality : Malaysian

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

OTHER INFORMATION**(a) Other Directorship**

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

(b) Family Relationship

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

(c) Conflict of Interest

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

(d) Conviction of Offences

Other than traffic offences, if any, none of the Key Senior Management have any conviction for offences within the past five (5) years or any public sanction or penalty imposed by any relevant regulatory bodies during the financial year ended 30 June 2025.

MANAGEMENT DISCUSSION AND ANALYSIS

Dato Yong Piaw Soon

Chairman and Group Managing Director

(1) OVERVIEW OF BUSINESSES

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

Over the past 22 years, Harbour-Link has established its track record as a leading shipping, marine and integrated logistics provider and engineering and construction contractors for oil and gas and power industries locally and regionally.

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

(2) KEY FINANCIAL HIGHLIGHTS

The following discussion and analysis compares the Group's financial condition and results of operations for the year ended 30th June 2025 with those of the previous years.

Financial Review

	2025 (RM'000)	2024 (RM'000)	2023 (RM'000)	2022 (RM'000)	2021 (RM'000)
Group Revenue	1,032,264	941,631	1,006,956	907,503	609,601
Group Operating Profit	159,701	127,849	194,854	204,502	88,609
Profit before tax	160,209	125,729	195,028	200,307	82,943
Profit after tax	138,972	106,614	175,071	179,467	74,739
Group net profit attributable to shareholders	117,986	86,189	147,832	149,740	60,577
Operating cash flow	132,354	124,150	207,671	211,570	93,247
Earnings per share (EPS) (sen)	29.60	21.62	37.09	37.57	15.19
Return on equity (ROE) (%)	13.14	10.69	19.89	24.31	12.75
Net Gearing (%)	-	-	-	-	-

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(3) FINANCIAL RESULT

(i) Revenue

In 2025, Group revenue has increased by RM90.63 million from RM941.63 million reported in 2024. The major contributor of the increase in the revenue is from shipping and marine division. The shipping and marine division's revenue is RM626.49 million which is RM78.78 million or 14% higher than the preceding financial year ended 30 June 2024 RM547.71 million. The increase in the revenue due to additional tonnage carried and higher freight rates.

Revenue by business divisions:

Group Revenue by Business Division	Investment Holding (RM'000)	Shipping and Marine Services (RM'000)	Integrated Logistics (RM'000)	Machineries Trading (RM'000)	Engineering Works (RM'000)	Property Development (RM'000)
2025	-	626,489	253,535	121,007	28,960	2,274
2024	-	547,710	215,224	130,718	40,183	7,796
Increase/(Decrease)	-	78,779	38,311	(9,711)	(11,299)	(5,522)
%	-	14%	18%	(7%)	(28%)	(71%)

(ii) Profit after tax

	Results	
	2025 RM	2024 RM
Profit net of tax	138,971,919	106,613,755
Attributable to:		
Owners of the Company	117,985,700	86,188,932
Non-controlling interest	20,986,219	20,424,823
	138,971,919	106,613,755
Earnings per share	29.60	21.62

Profit after tax for 2025 has increased by 30% to RM138.97 million against the RM106.61 million from the previous year. Net profit after tax attributable to shareholders has increased by RM31.80 million to RM117.98 million in 2025 which resulted in earnings per share increased from 21.62 sen to 29.60 sen.

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(3) FINANCIAL RESULT (CONT'D)

(ii) Profit after tax (Cont'd)

Profit before tax by business division

Group Profit /(Loss) before Tax by Business Division	Investment Holding (RM'000)	Shipping and Marine Services (RM'000)	Integrated Logistics (RM'000)	Machineries Trading (RM'000)	Engineering Works (RM'000)	Property Development (RM'000)
2025	58,633	110,498	37,757	12,320	(355)	(127)
2024	74,640	73,050	46,148	8,043	(3,122)	6,165
Increase/(Decrease)	(16,007)	37,448	(8,391)	4,277	2,767	(6,292)
%	(21%)	51%	(18%)	53%	(89%)	>100%

Profit before tax for 2025 was RM160,209,050 as compared to RM125,728,592 in 2024. There was an increase of RM34,480,458 as compared to 2024 mainly attributed from the shipping and marine division. The reason for the increase in the profit before tax is due to additional tonnage carried and higher freight rates.

(iii) Financial position

	2025 RM	2024 RM
Loans and borrowings	77,133,656	49,287,890
Trade and other payables	152,199,133	154,719,308
Less:		
Investment securities	(133,958,346)	(115,779,410)
Cash and bank balances	(305,245,338)	(283,376,851)
Net (cash)/debt	(209,870,895)	(195,149,063)
Equity attributable to the owners of the Company	896,805,654	805,996,416
Capital and net debt	N/A*	N/A*
Gearing ratio	N/A*	N/A*
* Not applicable as the Group was in a net cash position.		
Net assets	1,036,567,494	933,918,523

The Group net assets have increased by RM102.65 million as compared to previous year from RM933.92 million to RM1,036.57 million mainly due to increase in net earnings of the Group. As at 30th June 2025, the Group has cash at bank of RM305.24 million (2024 RM283.38 million) and net borrowings of RM77.13 million (2024 RM49.29 million). The net gearing ratio is NIL (2024: NIL).

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(3) FINANCIAL RESULT (CONT'D)

(iv) Liquidity and Financial Resources

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

(v) Capital Expenditures

The Group's capital expenditures for the financial year 2025 was RM101.79 million and future commitments of RM32.40 million. The investment shall be financed by the Group's internal resources.

(4) REVIEW OF OPERATION

4.1 Shipping and marine division

4.1.1 Container shipping liner service

Harbour-Link provides container shipping liner service within the Malaysia and Intra Asia market. Our fleet comprises 10 container vessels and 4 sets of tugs and barges, with a total capacity of 8,432 TEUs (Twenty-foot Equivalent Units). During the financial year 2025, we executed the sale of one container vessel with a capacity of 653 TEUs. This strategic divestment aligned the fleet size with the existing demands of our niche market, allowing us to maintain an achievable high rate of utilization. This division operates a comprehensive network of operational offices located in every calling port, including: Penang, Port Klang, Pasir Gudang, Kuching, Sibul, Bintulu, Miri, Kota Kinabalu, Tawau, Sandakan, Singapore, Muara, Hong Kong, and China. These offices function as the local representative for the principal, focusing on sales and marketing, liaison with local authorities, container inventory management, and ship husbandry services. For the current financial year, this operation contributed significantly to the Group's overall performance.

4.1.2 Tugboats and barges operations

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

4.1.3 Ship agency service

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

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

4.1.4 Ship management service

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

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(4) REVIEW OF OPERATION (CONT'D)

4.2 Integrated logistics division

4.2.1 Multimodal Transportation

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

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

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

4.2.2 Haulage activities

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

4.2.3 Project cargo logistics

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

4.3 Engineering division

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

4.4 Property division

The Kidurong Gateway Development has been temporarily put on hold due to the prevailing sluggish market conditions. Remaining units of shophouses from the last project are still available for sale. We are hopeful for a market recovery beginning in early 2024. The Group retains approximately 72.27 acres of industrial land in Tanjung Kidurong, Bintulu, for future development.

(5) OUTLOOK AND PROSPECT

Prior to the outbreak of the Red Sea crisis, carriers and shippers alike in 2024 were preoccupied with concerns about overcapacity and its effect on rates. And for good reason: in 2024, total additional ocean capacity rose by nearly 11%, or about 3 million TEU, most of which was absorbed by European trade lanes, where the total fleet grew 31% year-on-year. Capacity deployed on Asia-North America routes increased by only 2.9% during the same period. And in what could be the start of something big, capacity along South American trade lanes grew 22% year-on-year, as the trend toward near-shoring and friend-shoring gathered momentum.

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(5) OUTLOOK AND PROSPECT (CONT'D)

Industry-wide, more than 200 new vessels will come online in 2025. After accounting for expected deletion, about 2 million TEU capacity will be added to the fleet, a 6% increase. Global shipping demand, on the other hand, is projected to post only 2-3% growth. Once the Red Sea crisis is resolved, the supply-demand dynamic will shift in favor of shippers, and rates could fall as quickly as they rose.

Still more ships are on the way. Carriers ordered a record amount of TEU in 2024—2.3 million TEU (another record) in the third quarter of 2024 and an additional 1.5 million TEU in the fourth. As of Jan. 1, 2025, the industry's order book stands at 780 vessels, or 8.5 million TEU.

China has become the main builder of container vessels, its shipyards accounting for 69% of the TEU capacity in the global order book. South Korea, once the undisputed leader in this sector, has been relegated to second place, with an orderbook share of 23%. In 2024, China's yards bagged a staggering 3.6 million TEU of orders, versus Korea's 0.66 million TEU.

Compared with Korea, the Chinese yards offer customers a cost advantage, and several of the yards have committed to massive capacity expansion projects that have created numerous newbuilding slots for 2027 and beyond.

(Adopted from AlixPartners Container Shipping Outlook February 2025)

The overcapacity risk is still very much present, if not worse.

Liners never stopped ordering ships. The orderbook-to-fleet ratio is now at 31.6%, according to Clarksons Securities. At this time in 2023, it was 27.5%. On a positive note, deliveries will decline sequentially next year, from 2.1m teu in 2025 to 1.7m teu in 2026. But then deliveries will surge again, to 2.8m teu in 2027 and 3.5m teu in 2028, according to Clarksons' data. In 2026, newbuildings will enter a market that is already saturated with capacity. The fleet is much larger than it was before the Houthi attacks. Global containership capacity has increased by 5.1m teu or 19% since 3Q23, according to data from Maritime Strategies International.

The good news is that shipping demand has also increased over the past two years. Tonne-miles are higher because the Red Sea remains effectively closed to liner operations. Global volume in January-July was up 12% versus the same period in 2023, according to Container Trade Statistics.

The bad news is that a portion of this year's volume strength was due to tariff front-loading, that is, timing not higher demand. During the first Trump administration, when tariffs were vastly lower, front-loading in 2018 led to a sequential drop in US imports in 2019.

Tariffs are expected to have a much more negative effect on economies in 2026 than they did year, according to the Organisation for Economic Co-operation and Development and Moody's Analytics.

(Adopted from Lloydlist.com : The-rise-and-fall-of-container-spot-rates--and-what-it-means-for-2026)

General Economic Conditions

Global growth is projected at 3.0 percent for 2025 and 3.1 percent in 2026. The forecast for 2025 is 0.2 percentage point higher than that in the reference forecast of the April 2025 World Economic Outlook (WEO) and 0.1 percentage point higher for 2026. This reflects stronger-than-expected front-loading in anticipation of higher tariffs; lower average effective US tariff rates than announced in April; an improvement in financial conditions, including due to a weaker US dollar; and fiscal expansion in some major jurisdictions. Global headline inflation is expected to fall to 4.2 percent in 2025 and 3.6 percent in 2026, a path similar to the one projected in April. The overall picture hides notable cross-country differences, with forecasts predicting inflation will remain above target in the United States and be more subdued in other large economies.

(Adopted from Jul 2025 - International Monetary Fund)

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(5) OUTLOOK AND PROSPECT (CONT'D)

Malaysia Economic Outlook

Since BNM's announcement of Malaysia's 2025 GDP forecast in the Economic and Monetary Review 2024, global trade landscape has changed significantly. The US administration imposed higher tariff rates on most countries, and on selected products. Global policy uncertainty was exacerbated by the speed and frequency of policy reversals, as well as retaliatory actions by some countries. Consequently, the US effective tariff rate (ETR) on global trading partners jumped to 19%, as of 31 July 2025 from 2% in 2024, the highest since 1938. These developments will impact global growth, including Malaysia as a small open economy.

As such, Malaysia's 2025 growth forecast is revised down to 4%–4.8%, as announced on 28 July 2025, from 4.5%–5.5% in BNM's Economic and Monetary Review 2024.

(Adopted from BNM Quarterly Bulletin – 2nd Quarter 2025)

Despite the Global Geopolitical tensions and Trump's Tariff Policy, global growth in 2026 is expected to remain subdued but stable, following slower trade expansion and continued adjustments to post-pandemic supply chains. Rising energy transition investments, tighter financing conditions, and regional reconfiguration of trade routes will shape sectoral dynamics across Malaysia and Sarawak.

Domestically, Malaysia's 2026 development expenditure and policy focus on infrastructure, clean energy, and industrial upgrading provide an underlying growth floor, especially for Sarawak which continues to receive elevated federal and state allocations under the 13th Malaysia Plan.

5.1 Shipping and marine division

The outlook for this sector is a stable to moderate recovery, primarily underpinned by robust energy and industrial cargo movements. While global trade growth experiences a slowdown, Sarawak's key exports—Liquefied Natural Gas (LNG), timber, palm oil, and various other industrial bulk cargoes—are expected to remain steady. This volume is further sustained by the state's ongoing energy projects and industrial zone expansions, which will continue to drive marine cargo volumes and port throughput.

To support this growth, significant port and marine activity is underway, with the expansion of facilities in Bintulu, Samalaju, Miri, and Kuching aimed at boosting cargo handling efficiency and developing future transshipment capacity. Furthermore, marine services, particularly Offshore Support Vessel (OSV) operations, are anticipated to strengthen moderately. This is being driven by sustained upstream activity, including exploration, maintenance, and the emerging renewables sector supported by PETRONAS and Sarawak's oil and gas initiatives.

However, the sector faces several challenges, notably rising fuel costs, the implementation of stringent IMO decarbonisation standards, and higher maintenance costs, all of which will place considerable financial pressure on smaller operators.

To navigate these challenges, the strategic focus should be on investing in fleet digitalisation, adopting hybrid propulsion systems, and rigorous cost optimisation while actively leverage state incentives targeted at energy-related shipping and ship repair services.

Overall, Harbour-Link need to be pivot toward low-carbon operations and offshore renewables support, creating diversification opportunities beyond traditional oil & gas.

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(5) OUTLOOK AND PROSPECT (CONT'D)

Malaysia Economic Outlook (Cont'd)

5.2 Integrated logistics division

Our Integrated logistic sector is poised for a positive growth trajectory, firmly supported by significant investments in infrastructure, the acceleration of digitalisation, and the sustained expansion of e-commerce. Infrastructure stimulus remains a core driver, with ongoing federal and state investment in key projects like the Pan Borneo Highway, coastal roads, and industrial parks. These developments are crucial for enhancing connectivity, which in turn facilitates more efficient logistics operations and improves last-mile distribution across the region.

Complementing this physical growth is a wave of digital transformation. The industry is rapidly adopting digital freight management systems, IT-enabled fleet tracking, and smart warehousing solutions. This move is accelerating efficiency and significantly improving transparency across supply chains.

Further boosting demand is the region's industrial diversification. Growth in high-value sectors such as semiconductors, renewable energy, and downstream manufacturing is creating a strong need for integrated logistics services, particularly around Sarawak's principal industrial hubs.

Despite the positive outlook, this sector faces several persistent risks. Key concerns include potential overcapacity in certain segments, intermittent port congestion, the rising threat of cybersecurity breaches, and a persistent skills shortage in specialised areas.

In response, Harbour-Link's strategic priorities must be focused and forward-looking. Our aim to strengthen our multimodal networks—integrating sea, land, and air transport—and form strategic alliances with national logistics players to expand their reach and capabilities. Crucially, Harbour-Link must also invest in green and automated logistics solutions to meet growing Environmental, Social, and Governance (ESG) expectations and secure a competitive advantage. In short, Harbour-Link needs to shift from conventional forwarding to technology-enabled, end-to-end logistics ecosystems integrated with industrial supply chain.

5.3 Engineering and construction division

The construction sector is set for a robust pipeline of activity, predominantly led by significant public infrastructure spending and major investments associated with the energy transition. The acceleration of public infrastructure is clearly signalled by the Sarawak Government's 2026 budget, which anticipates higher development allocations. These funds are set to concentrate on critical areas, including transportation networks, water and utility infrastructure, and enhancing rural connectivity. Furthermore, construction demand will receive a major boost from energy transition projects, specifically through the development of hydrogen facilities, renewable energy sites, and transmission infrastructure under Sarawak Energy's green initiatives. This public spending is complemented by strong traction in private and industrial projects. Federal incentives directed towards high-value industries like semiconductors, data centres, and advanced manufacturing are expected to stimulate private construction activity, particularly in key industrial zones such as Samarahan and Samalaju.

However, the sector is currently navigating significant challenges. Key constraints include persistent labour shortages, ongoing input cost inflation (particularly for essential materials like cement and steel), and the increasing compliance requirements related to stringent environmental standards.

Therefore, the strategic focus for engineering and construction division to focus on enhancing project management efficiency, developing modular construction capabilities to mitigate labour issues, and ensuring comprehensive readiness for Environmental, Social, and Governance (ESG) compliance. These measures are essential for firms aiming to successfully secure and execute large-scale contracts in this expanding market.

Harbour-Link need to shifts toward sustainable and high-technology infrastructure, with greater emphasis on digital engineering (BIM, project automation) and local content participation.

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

(5) OUTLOOK AND PROSPECT (CONT'D)

Malaysia Economic Outlook (Cont'd)

5.4 Machinery and trading division

The machinery and equipment sector is anticipated to experience steady growth, closely linked to prevailing cycles of expansion in construction, energy, and resource industries. The primary market drivers for machinery demand will directly track increased activity in key segments, including large-scale public works projects, the ongoing mechanisation of the plantation sector, higher output from quarrying operations, and the necessary fleet renewal within the logistics industry.

A defining element of equipment trends is the rising demand for fuel-efficient and electric-powered heavy machinery. This shift is being driven by the imperative of corporate ESG policies and the economic pressures of persistently rising energy costs. Furthermore, the after-sales and services segment is expected to see corresponding expansion in service revenues and parts trading as customers increasingly choose to extend the useful lifecycles of their existing equipment.

In terms of operations, Harbour-Link must manage inventory and financing prudently. This is crucial given current constraints, including longer delivery lead times for new machinery and a tighter overall financing environment.

Therefore, the strategic focus for Harbour-Link must be on strengthening dealer partnerships, introducing flexible rental and leasing schemes to broaden market access, and aligning with digital equipment monitoring systems. These actions will be key to enhancing customer value propositions and securing market share.

5.5 Property division

The newly established Borneo Oil and Gas (BOG) Supply Base, strategically located within Bintulu Port, Tanjung Kidurong, Sarawak. Bintulu itself is the nexus for Sarawak's major gas processing and petrochemical industries (e.g., LNG, methanol). is set to boost Sarawak's economy, not only through its operations as a supply base but also by facilitating the import of materials and the export of products from the state. The BOG Supply Base is strategically positioned to support Sarawak's PCDS 2030 by:

- **Supporting Downstream Industries:** It is expected to support not just upstream exploration and production, but also the logistics needs of major downstream projects in Bintulu, such as the methanol plant and future facilities producing green ammonia and green methanol (renewable energy derivatives).
- **Enabling CCUS:** The base is vital for the development of Carbon Capture, Utilisation, and Storage (CCUS) projects (like the Lang Lebah and Mawasari projects), which require substantial material and equipment supply.
- **Future Expansion:** The current site of around 50 acres has a proposed expansion area to 300 acres to meet future demands, reinforcing its long-term viability as a major maritime and energy hub.

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

MANAGEMENT DISCUSSION AND ANALYSIS

cont'd

STRATEGIC PLAN: CAPITALISING ON FUTURE GROWTH

The Group's Strategic Plan is focused on securing long-term value by leveraging key market trends and enhancing operational capabilities.

The primary strategic imperative is to **Capitalize on Infrastructure-led Growth** by positioning Group companies to actively bid for or supply major public works, oil & gas, and energy transition projects. This focus ensures alignment with the state's developmental agenda and secures a robust pipeline of high-value contracts.

To maximise efficiency and control, the Group must **Accelerate Digitalisation**. This involves integrating core functions—logistics, machinery, and project management systems—into unified digital platforms. This initiative will not only enhance cost control but also significantly improve the quality and responsiveness of customer service.

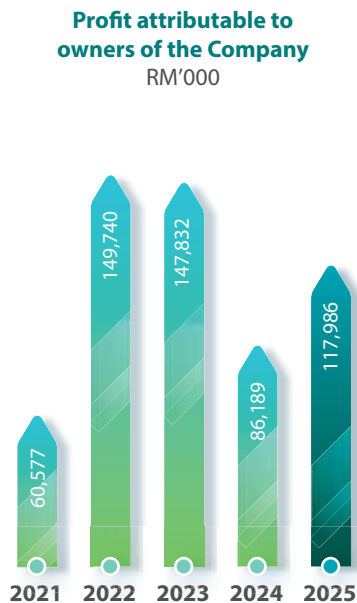
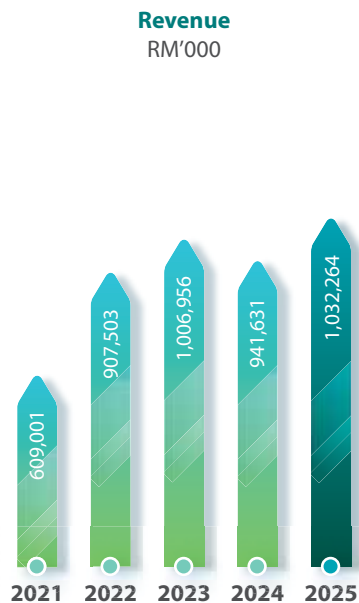
A critical, forward-looking priority is **Green Transition Readiness**. The Group will adopt sustainability-linked operations across its marine, integrated logistics, engineering, and machinery divisions. This aligns the Group with impending government incentives, manages regulatory risk, and meets the growing Environmental, Social, and Governance (ESG) expectations of investors and partners.

To mitigate market cyclicalities, the Group aims to **Diversify Revenue Streams**. This will be achieved by expanding high-margin, value-added services, such as flexible equipment leasing, integrated project logistics solutions, and comprehensive marine support services.

Finally, the Group must **Strengthen Human Capital**. This involves a concerted effort to build internal technical and managerial capabilities. A highly skilled team is essential for successfully managing concurrent large-scale projects and navigating the complex technological transitions currently reshaping the industry.

GROUP FINANCIAL HIGHLIGHTS

	2021 RM'000 (Audited)	2022 RM'000 (Audited)	2023 RM'000 (Audited)	2024 RM'000 (Audited)	2025 RM'000 (Audited)
Revenue	609,001	907,503	1,006,956	941,631	1,032,264
Profit from Operation	88,609	204,502	194,854	127,849	159,701
Profit before taxation	82,943	200,307	195,028	125,729	160,209
Profit after taxation	74,739	179,467	175,071	106,614	138,972
Profit attributable to owners of the Company	60,577	149,740	147,832	86,189	117,986
Total assets	733,314	962,001	1,088,276	1,165,725	1,292,002
Total liabilities	184,330	247,132	226,530	231,807	255,435
Total Borrowings	67,061	66,165	49,325	49,288	77,134
Per Share Data (sen)					
Net assets	118.68	179.28	216.21	233.25	260.07
Earning per share	15.19	37.57	37.09	21.62	29.60
Financial Ratios					
Gross profit margin (%)	22.33	28.22	19.35	20.22	21.53
Return on shareholders' funds (%)	12.75	24.30	19.89	10.69	13.14
Trade receivables' turnover (days)	96	84	67	89	90
Debt to equity	-	-	-	-	-
Interest coverage (times)	22	56	62	49	44







SUSTAINABILITY REPORT

ABOUT THIS SUSTAINABILITY REPORT

This Sustainability Report ("the Report") provides a comprehensive overview of Harbour-Link Group Berhad's* sustainability performance, focusing on key Economic, Environment and Social ("EES") aspects. It offers an updated review of our sustainability initiatives for the financial year ended 30 June 2025 ("FY2025"), highlighting the risks and opportunities we face, as well as our forward-looking action plans. For a complete understanding of how we integrate financial and non-financial performance with sustainability objectives, this Report should be read alongside our 2025 Annual Report. Our integrated approach reflects our commitment to achieving a balanced, sustainable growth for the Group.

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

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

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

SUSTAINABILITY REPORT

cont'd

Reporting Period, Scope and Boundary

The Sustainability Report for FY2025 covers the business operations of the five (5) divisions of Harbour-Link: (i) Shipping and Marine, (ii) Integrated Logistics, (iii) Engineering, (iv) Machineries Trading and (v) Property Development, in Malaysia.

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

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

Reporting Standards, Guidelines and Indices

This Sustainability Report was prepared with reference to the following guidance and reporting standards, guidelines and indices, covering the reporting period from 1 July 2024 to 30 June 2025 ("FY2025"):

- Bursa Malaysia Main Market Listing Requirements (Enhanced Sustainability Reporting Framework/Bursa Malaysia Sustainability Reporting Guide)
- The 2021 Global Reporting Initiative (GRI) Standards
- The Greenhouse Gas Protocol (GHG Protocol)
- FTSE4Good Bursa Malaysia Index (F4GBM)

Assurance Statement

The sustainability information and data presented in this Sustainability Report for the financial year ended 30 June 2025 were subjected to an internal review conducted by our outsourced Internal Audit service provider.

As part of the internal audit scope, the Internal Audit function carried out a sustainability process assessment covering key sustainability disclosures and performance data submitted by the respective data owners across the Group's five (5) business divisions, namely Shipping and Marine, Integrated Logistics, Engineering, Machineries Trading, and Property Development. The review was performed through internal processes to ensure the accuracy, consistency and alignment of the disclosures with the Group's sustainability governance framework.

This Statement has been prepared with reference to Bursa Malaysia's Sustainability Reporting Guide (3rd Edition) and is made in accordance with the resolution of the Board of Directors dated 24 October 2025.

Board Responsibility Statement

The Board of Harbour-Link acknowledges the responsibility it is entrusted with in ensuring the integrity of this Sustainability Report. Key sustainability matters and data are reported to and reviewed by the Board in line with the sustainability governance framework. This Report was approved by the Board on 24 October 2025.

Feedback

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

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

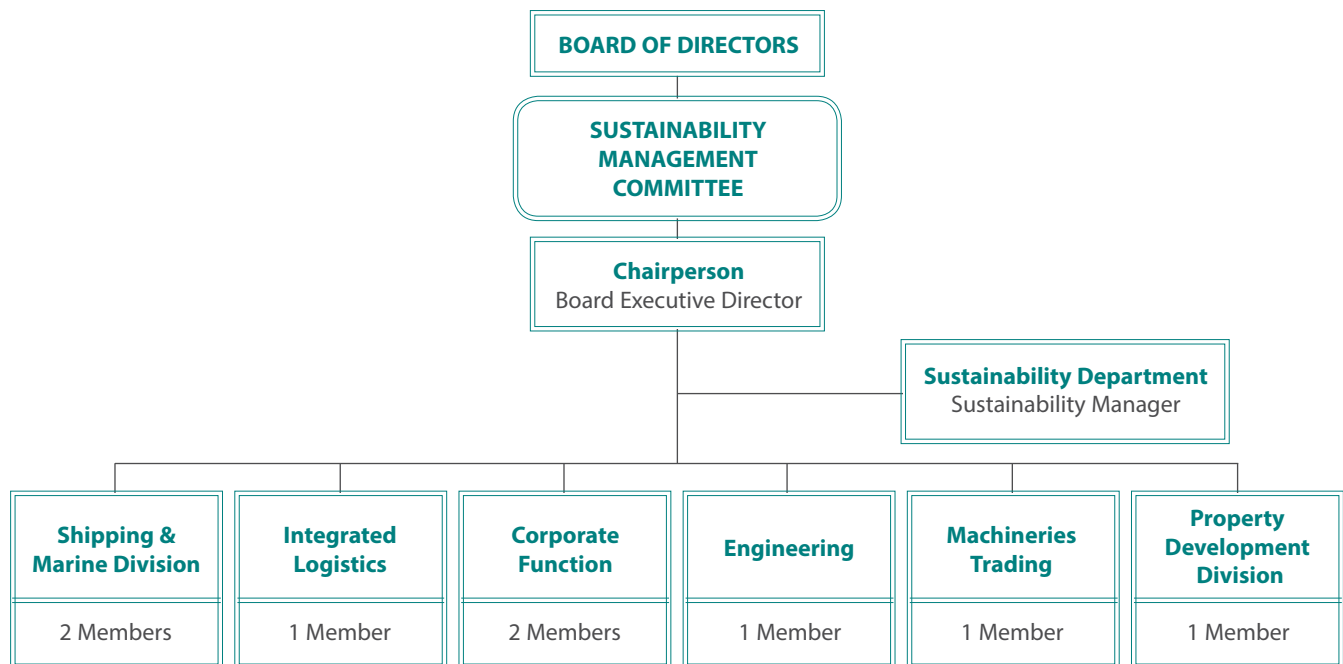
SUSTAINABILITY REPORT

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APPROACH TO SUSTAINABILITY

Sustainability Governance

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



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

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

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

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

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

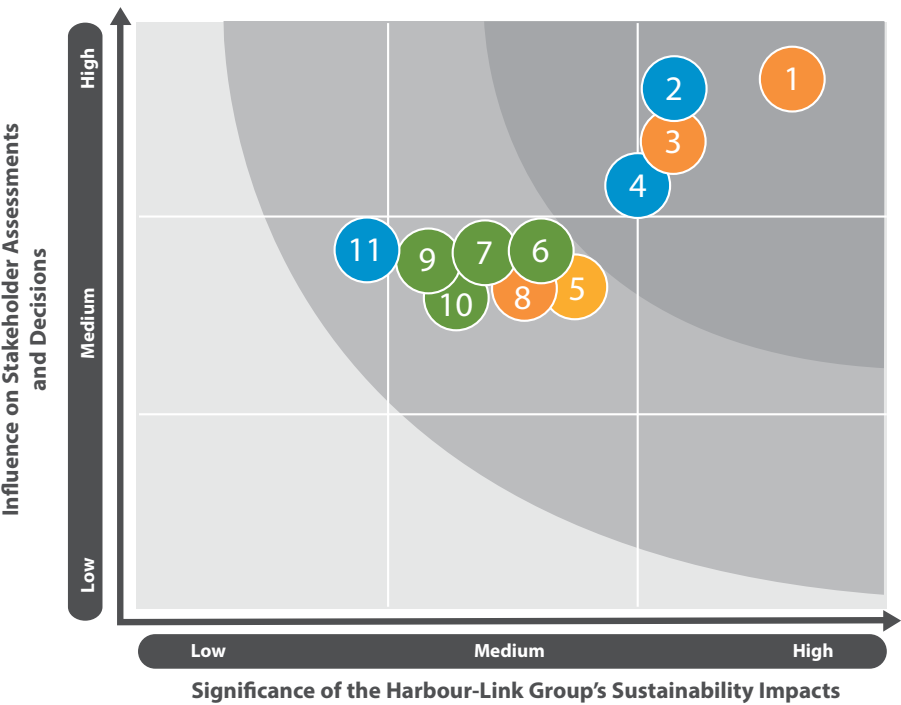
SUSTAINABILITY REPORT

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Materiality Assessment Approach

In FY2024, Harbour-Link undertook an extensive engagement process with support from an external independent consultant to gain insights of stakeholders’ primary concerns regarding sustainability. This was followed by an internal review in FY2025 that reaffirmed the Group’s 11 material sustainability matters remain relevant and continue to be aligned with the expectations of stakeholders as well as Harbour-Link’s priorities.

Materiality Matrix



<div> <div></div> <div>Productivity & Innovations</div> </div>	Supply Chain Management	2
	Data Privacy & Securities	4
	Business Ethics	11
<div> <div></div> <div>Care for Environment</div> </div>	Climate Change	6
	Energy Management	7
	Water Management	9
	Waste Management	10
<div> <div></div> <div>Invest in People</div> </div>	Employee Health & Safety	1
	Labour Practices & Standards	3
	Diversity	8
<div> <div></div> <div>Returning to Community</div> </div>	Local Community Engagement	5

SUSTAINABILITY REPORT

cont'd

Harbour-Link Group Berhad Sustainability Priorities

Sustainability Matters	Description
Economic	
Supply Chain Management (page 34)	Procurement Policy and Standard Operating Procedure to establish uniformity of procedures throughout the Group, which address Sustainability Matters across the supply chain.
(a) Potential Risks	<ul style="list-style-type: none"> Expose supply chain to various sustainability risks; unethical practice can lead to regulatory violations, monetary fines and reputational risk
(b) Potential Opportunities	<ul style="list-style-type: none"> Enhanced supply chain efficiency and sustainability performance Achieve cost savings through stronger collaboration along the supply chain partners
Data Privacy & Securities (page 35)	Places high priority on Data Privacy and Securities, ensuring that all sensitive information sourced, managed, and stored within the Group's databases is protected from unauthorized access, breaches, or misuse.
(a) Potential Risks	<ul style="list-style-type: none"> Data breaches and cyber-attacks could result in the loss of sensitive company and customer information, leading to significant reputational damage and loss of stakeholder trust
(b) Potential Opportunities	<ul style="list-style-type: none"> Strengthened stakeholder trust by ensuring robust data security measures, which enhances the Company's reputation as a reliable and secure partner
Business Ethics (page 36)	Business regulatory compliance across our operations and engaging with policymakers in a responsible and transparent manner.
(a) Potential Risks	<ul style="list-style-type: none"> Reputational risks due to the absence of transparent and robust policies
(b) Potential Opportunities	<ul style="list-style-type: none"> Crisis resilience Reduced operational costs
Environmental	
Climate Change (page 39)	Adapting our business activities to ensure resiliency to climate-related risks.
(a) Potential Risks	<ul style="list-style-type: none"> Failure to adapt to climate change increases the likelihood and impact of damages to our assets and cargo, disruption to our operations and safety concern for our employees
(b) Potential Opportunities	<ul style="list-style-type: none"> Lower resource and energy consumption enables cost savings and improved performance Effective climate change management and disclosure improve stakeholders' trust and perception
Energy Management (page 41)	The need to manage and reduce fossil-fuelled energy consumption of our vessels, buildings and site operations and switching to alternative fuels or renewable energy will reduce the impact of climate change.
(a) Potential Risks	<ul style="list-style-type: none"> Increased operational costs due to inefficient energy use, affecting profitability and carbon footprint
(b) Potential Opportunities	<ul style="list-style-type: none"> Lower energy costs through the adoption of renewable energy sources and energy-efficient technologies

SUSTAINABILITY REPORT

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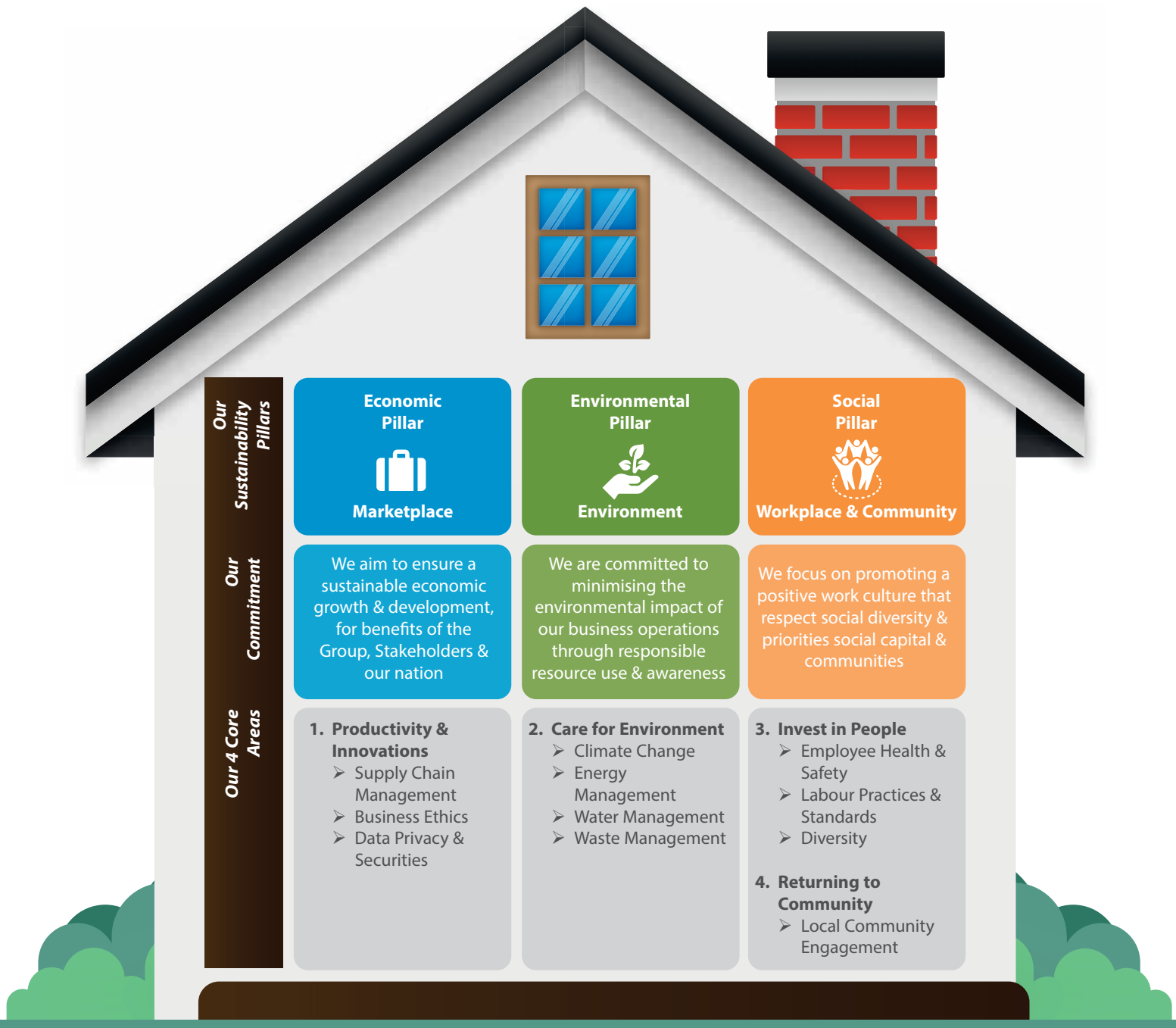
Sustainability Matters	Description
Environmental (con'td)	
Water Management (page 46)	Prioritize efficient water management practices, continuously seeking ways to minimize consumption while ensuring that all discharge meets statutory environmental regulations.
(a) Potential Risks	<ul style="list-style-type: none"> Risk of harming the environment and community relationships due to overconsumption of water resources
(b) Potential Opportunities	<ul style="list-style-type: none"> Compliance with water regulations ensures operational continuity and reduces the risk of environmental damage
Waste Management (page 47)	Minimising waste and safely disposing of hazardous materials.
(a) Potential Risks	<ul style="list-style-type: none"> Legal and regulatory risks on non-compliance with waste-related regulations and standards Poor waste management practices lead to water and soil contamination
(b) Potential Opportunities	<ul style="list-style-type: none"> Inculcate sustainable practices and values in employees and communities through our 3Rs – Reduce, Reuse and Recycle initiatives and Sustainability Policy Manage our resources to minimise usage, dispose correctly of waste, reduce harmful emissions, and promote energy conservation and recycling Raise environmental awareness amongst our employees to enable them to carry out their work with due consideration for the environment
Social	
Employee Health & Safety (page 50)	Improving and maintaining the health, safety and well-being of our employees.
(a) Potential Risks	<ul style="list-style-type: none"> Regulatory fines and reputation damage result from accidents and injuries
(b) Potential Opportunities	<ul style="list-style-type: none"> Emphasis on health and safety culture attracts and retains talent
Labour Practices & Standards (page 53)	Attracting, developing, and retaining high performing employees, and places equal emphasis on addressing staff welfare.
(a) Potential Risks	<ul style="list-style-type: none"> Challenge in attracting and retaining talent Sustainability Mat
(b) Potential Opportunities	<ul style="list-style-type: none"> Effective training and upskilling programmes contribute to a high-performance culture
Diversity (page 60)	Creating an inclusive and diverse culture.
(a) Potential Risks	<ul style="list-style-type: none"> Challenges in recruiting qualified candidates
(b) Potential Opportunities	<ul style="list-style-type: none"> Gaining a competitive edge by employing a diverse group of people with a range of abilities and experiences
Local Community Engagement (page 63)	Supporting economic development and creating positive social impact for communities connected to our business activities.
(a) Potential Risks	<ul style="list-style-type: none"> Estranged relationship with local community that leads to unawareness of the Group's noble courses for sustainable environment and future
(b) Potential Opportunities	<ul style="list-style-type: none"> Opportunities to enhance the Company's visibility as a socially responsible organization, attracting positive media coverage and stakeholder trust

SUSTAINABILITY REPORT

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Sustainability Focus Areas

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





SUSTAINABILITY REPORT

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Stakeholder Engagement

In driving an inclusive EES agenda, the Group must build a shared understanding of issues and consensus in the future due to the industry's challenges and required pace of change. Ongoing and inclusive stakeholder engagement is the best way to achieve this. A continuous dialogue with key groups helps identify areas where the Group can deliver the most significant impact and areas for improvement.

Method of Engagement	Area of Interest/Concern	How Harbour-Link Creates Value for this Stakeholder
 Shareholder/Investor		
<ul style="list-style-type: none"> ➤ Annual general meetings ➤ Annual Report ➤ Financial performance announcement ➤ Analyst briefing ➤ Ongoing media release ➤ Financial reports and announcements ➤ Investor Relations section on Company website 	<ul style="list-style-type: none"> ➤ Financial and operational performance ➤ Compliance with rules and regulations ➤ Corporate governance and ethical management ➤ Maximising shareholders' value ➤ Sustainable marine practices ➤ Return on investment/ equity 	<ul style="list-style-type: none"> ➤ Managing resources effectively to maximise profits ➤ Integration of business ethics into business activities and governance structure
Relevant Sections <ul style="list-style-type: none"> ➤ Productivity & Innovations ➤ Business Ethics 		
 Employee		
<ul style="list-style-type: none"> ➤ Internal and external training and development programmes ➤ Electronic communication via Company intranet and email ➤ Occupational safety and health programmes ➤ Social and recreational events and activities ➤ Operational and management meeting ➤ Performance review 	<ul style="list-style-type: none"> ➤ Upskilling knowledge, skill and ability ➤ Workplace safety ➤ Workplace culture and business ethics ➤ Health and wellbeing ➤ Performance driven workforce ➤ Career development and progression 	<ul style="list-style-type: none"> ➤ Offering opportunities for career advancement and personal development ➤ Prioritizing workplace safety and promotes a strong ethical culture ➤ Focusing on the health and wellbeing of employee
Relevant Sections <ul style="list-style-type: none"> ➤ Diversity ➤ Employee Health & Safety ➤ Labour Practices & Standards 		


SUSTAINABILITY REPORT

cont'd

Method of Engagement	Area of Interest/Concern	How Harbour-Link Creates Value for this Stakeholder
 Customer		
<ul style="list-style-type: none"> ➤ Electronic communication via email, social media and telephone ➤ Company website ➤ Meetings and discussions ➤ Site visit with customer ➤ Customer survey/feedback 	<ul style="list-style-type: none"> ➤ Quality service/products and delivery performance ➤ Business sustainability ➤ Equipment and cargo safety ➤ Sustainable and ethical business practices ➤ Customer service and experience 	<ul style="list-style-type: none"> ➤ By continuously optimizing operations ➤ Commitment to ethical business practices ensures transparency, fairness, and integrity in all dealings with customers
Relevant Sections <ul style="list-style-type: none"> ➤ Local Community Engagement ➤ Productivity & Innovations 		
 Supplier/Contractor		
<ul style="list-style-type: none"> ➤ Electronic communication via email and telephone ➤ Meetings and discussions ➤ Supplier performance evaluation 	<ul style="list-style-type: none"> ➤ Sustainable supply chain management ➤ Operational performance and customer satisfaction ➤ Efficient and transparent procurement process 	<ul style="list-style-type: none"> ➤ Collaborates closely with suppliers and contractors to ensure that sustainability practices are integrated throughout the supply chain
Relevant Sections <ul style="list-style-type: none"> ➤ Supply Chain Management ➤ Business Ethics 		
 Government/Regulator		
<ul style="list-style-type: none"> ➤ Regulatory audits and reporting ➤ Electronic communication via email and telephone ➤ Participation in government and regulatory events ➤ Dialogues and site inspections 	<ul style="list-style-type: none"> ➤ Compliance ➤ Keeping updated on regulatory requirements and changes ➤ Sustainable and ethical business practices ➤ Emission and waste management 	<ul style="list-style-type: none"> ➤ Continuously monitors and adapts to evolving regulatory requirements ➤ Integrates sustainability and ethical business practices into its operations, aligning with governmental goals of promoting environmentally and socially responsible industries
Relevant Sections <ul style="list-style-type: none"> ➤ Business Ethics ➤ Climate Change ➤ Waste Management ➤ Water Management ➤ Energy Management 		

SUSTAINABILITY REPORT

cont'd

Method of Engagement	Area of Interest/Concern	How Harbour-Link Creates Value for this Stakeholder
 Community/NGO		
<ul style="list-style-type: none"> ➤ Community/NGO engagement ➤ Electronic communication via email and telephone 	<ul style="list-style-type: none"> ➤ Local recruitment and education ➤ Health and well-being 	<ul style="list-style-type: none"> ➤ Regularly engaging with them to understand their views, expectations and perspectives
Relevant Sections		
<ul style="list-style-type: none"> ➤ Local Community Engagement 		

SUSTAINABILITY REPORT

cont'd

ECONOMIC

*Promoting
Business Excellence
& Maintaining
Highest Ethical
Standards*

PRODUCTIVITY
AND INNOVATION

HIGHLIGHTS AND ACHIEVEMENTS

TOTAL REVENUE

RM1.03 billion
Highest Revenue Recorded

AWARDS

Centurion Club Corporate Award 2025
Transport & Logistics
Highest Return on Equity Over 3 Years

SUPPLY CHAIN

Partnering with

>1,000

Global And Local Suppliers

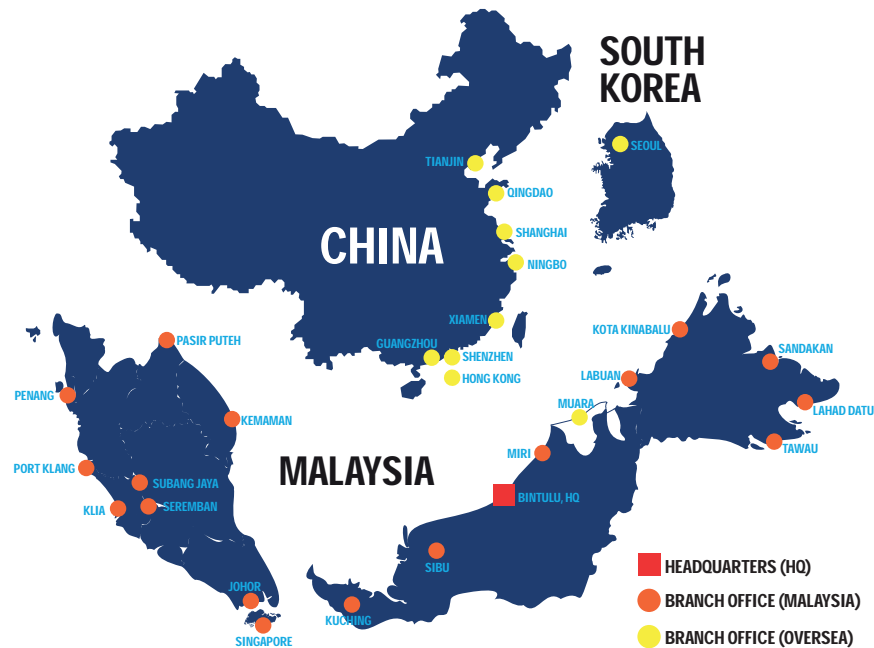


SUSTAINABILITY REPORT

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

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



SHIPPING and MARINE

WHAT WE DO:

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

SCALE OF OPERATION:

Revenue	RM626 million
Fleet of	14 container vessels/barges, total capacity of 8,432 TEUs
	3 tugboat and barges

INTEGRATED LOGISTICS

WHAT WE DO:

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

SCALE OF OPERATION:

Revenue	RM253 million
Fleet of	211 prime movers/lorries
	119 heavy equipments

ENGINEERING WORKS

WHAT WE DO:

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

SCALE OF OPERATION:

Revenue	RM29 million
Order book (as at 30 June 2025)	RM87 million

SUSTAINABILITY REPORT

cont'd

MACHINERIES TRADING

WHAT WE DO:

- Sales and service of heavy machinery and port equipment

SCALE OF OPERATION:

Revenue	RM121 million
Total Unit Sold	282 heavy equipments

PROPERTY DEVELOPMENT

WHAT WE DO:

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

SCALE OF OPERATION:

Revenue	RM2 million
Remaining landbank	72 acres

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

MARKETPLACE

Productivity & Innovations

Supply Chain Management

Data Privacy & Securities

Business Ethics

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

Our continued commitment to productivity and innovation has bolstered our financial position and reinforced our industry standing. This steadfast focus on operational excellence, propelled by a forward-thinking leadership has earned Harbour-Link continued recognition and accolades. This year, for the 4th consecutive year, we were awarded The Edge Malaysia Centurion Club Corporate Award for achieving the **Highest Return on Equity Over Three Years** in the Transport & Logistics category. These continued recognitions reflect stakeholder confidence and reaffirm our ability to deliver sustained financial performance and long-term growth.



SUSTAINABILITY REPORT

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MARKETPLACE

Productivity & Innovations

Supply Chain Management

Why Is It Important

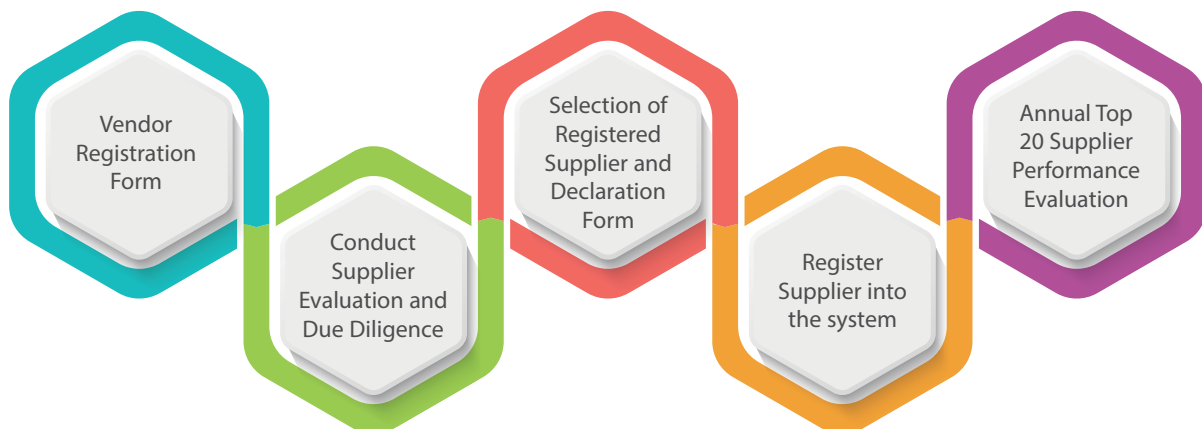
Effective supply chain management is crucial for Harbour-Link as it directly impacts operational efficiency, cost management, and overall business sustainability. A well-managed supply chain ensures the timely delivery of goods and services, promotes transparency, and mitigates risks such as supply disruptions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

Our Approach

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

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

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



SUSTAINABILITY REPORT

cont'd

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

In FY2025, the proportion of spending on local suppliers declined slightly mainly attributable to machinery-related purchases and specialised marine services for which local alternatives were not available, as these fall within niche market segment. With the exception of this, local procurement continues to represent a significant portion of the total spending reflecting the Group's continued commitment in supporting local suppliers.

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



Why Is It Important

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

Our Approach

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

The Group also has in place IT policies that addresses IT control measures such as firewalls, encryption, access controls, regular system updates and patching as well back-up. These IT control measures are subjected to annual audit.

Additionally, we also place great emphasis on raising cybersecurity awareness among employees. We help them recognise threats like phishing attempts and keep them updated on emerging cybersecurity threats and risks. This awareness empowers our employees to stay informed and equipped to report suspicious activities or security incidents.

SUSTAINABILITY REPORT

cont'd

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

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



Why Is It Important

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

Our Approach

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

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

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

Note : For further information on our corporate governance approach & practices, please refer to the Corporate Governance Overview Statement of our Annual Report 2025.

SUSTAINABILITY REPORT

cont'd

Anti-Bribery and Corruption

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

To reinforce our commitment,

- All employees and suppliers are required to read Harbour-Link's ABC Policy and sign the Anti-Bribery and Corruption Declaration Form upon their onboarding. This ensures that all parties understand the Company's ABC Policy and comply with applicable anti-bribery, fraud and corruption laws and regulations.
- All new employees are briefed on the ABC Policy during the induction programme to familiarise them with the Company's standards and expectations from the outset.
- In FY2025, the Company rolled out a two (2) part ABC e-learning programme for all employees. The initial rollout was completed at the end of November 2024, followed by a refresher module in June 2025 to reinforce understanding and ensure continuous awareness of the Company's anti-bribery and corruption requirement.
- Corruption risk assessment is carried out periodically across all divisions to ensure we manage and mitigate the risks appropriately.

Whistleblowing Channel

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

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

SUSTAINABILITY REPORT

cont'd

ENVIRONMENT

CARE FOR OUR ENVIRONMENT

Adopting Green Energy Solutions & Minimizing Carbon Emissions

HIGHLIGHTS AND ACHIEVEMENTS

FTSE4Good Bursa Malaysia (F4GBM) Index
FTSE4Good Bursa Malaysia Shariah (F4GBMS) Index



FTSE4Good

ESG Grading Band:



6%
Electricity Supply
is from **Renewable**
Source in FY2025

0

Environmental
Fines & Penalties
for FY2025



Powered by
Low Sulphur
Fuels

SUSTAINABILITY REPORT

cont'd



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



Why Is It Important

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



Our Approach




As part of our ongoing sustainability commitment, we have expanded the scope of our carbon emissions reporting in FY2025. In previous years, Scope 1 reporting focused mainly on the Marine Division, being the largest contributor of our Group's overall emissions. In FY2025, our Scope 1 reporting now covers all the divisions across the Group. In addition, we are reporting for the first year on Scope 3 emissions for business travel and employee commuting. By broadening the coverage of our reporting, stakeholders will have a complete view of the Group's total carbon footprint. Thus, reinforces our commitment to greater transparency and laying the groundwork for a more effective emissions management across the Group.

SUSTAINABILITY REPORT

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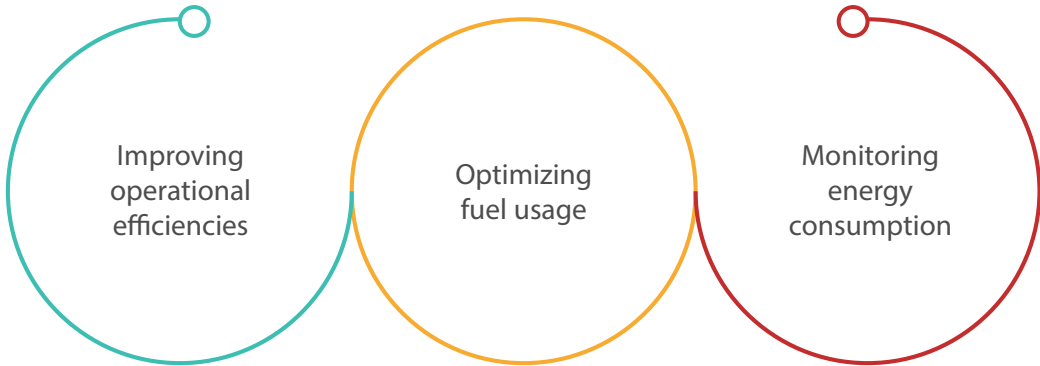
In order to effectively manage our emissions, we must also assess its climate-related risks and opportunities. This assessment ensures that Harbour-Link's efforts and initiatives address the appropriate climate-related risks to build operational resilience for a sustainable future while also seizing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

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

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

Our Commitment

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



SUSTAINABILITY REPORT

cont'd

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

- Short Term (1-3 years)**
Monitoring and Reporting: Accurate monitoring and reporting of our emissions are crucial for managing our sustainability performance. To support this, we have a three (3) years subscription to Bursa's Centralised Sustainability Intelligence Solutions (CSI) platform to enhance our monitoring and reporting of emissions and support regulatory compliance.
- Medium Term (3-10 years)**
Collaboration: We believe that addressing climate change requires collaboration across the value chain. As such, we are actively working with different industry partners, suppliers and our customers to explore innovative solutions and products for reducing emissions.
- Long Term (>10 years)**
Fleet Renewal Programme: Reduce Marine Division Scope 1 carbon intensity emission per transport work by at least 30% by 2040. To support this target, we have since took purchase of two (2) units of container vessels, two (2) tugboats and one (1) barge under this programme.

Our Performance

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

ENVIRONMENT

Care for Environment

Energy Management

Why Is It Important

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

Our Approach

Electricity Consumption

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

- Tracking and Monitoring:** We track and monitor electricity consumption across all facilities to identify areas for improvement and ensure efficient energy use.
- Energy Conservation Initiatives:**
 - Regularly sending reminders and notices to employees to switch off lights and electrical devices, especially during long holiday weekends
 - Energy conservation awareness emails and campaigns to reinforce good habits

SUSTAINABILITY REPORT

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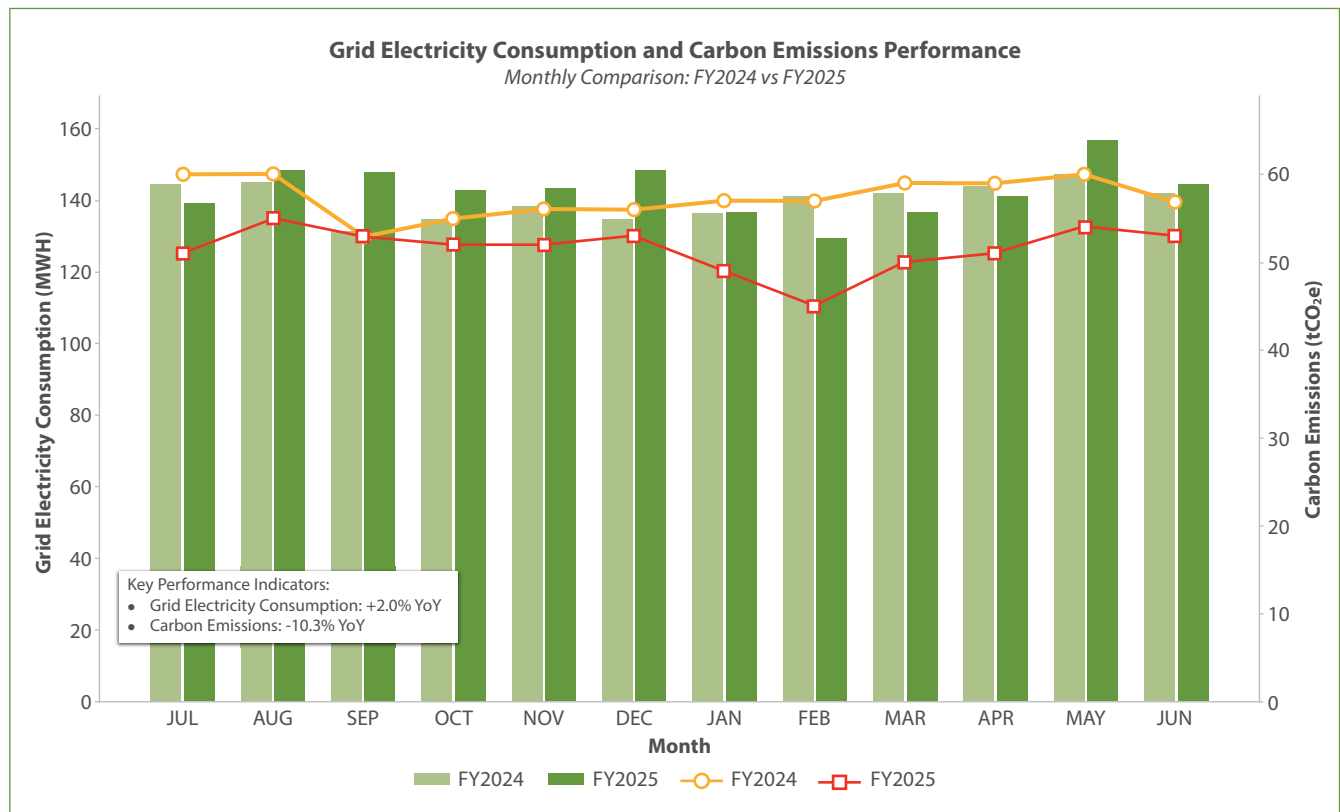
3. Energy Efficiency Initiatives:

- i. Upgrading lighting systems to energy-efficient options
- ii. Installation of timers for outdoor lightings
- iii. Regular scheduled maintenance of office air-conditioning units
- iv. **Promoting Renewable Energy:** FY2025 marked the first full year of operation for the 160kWdc photovoltaic solar panel (PV) system at the Negeri Sembilan engineering office and workshop (commissioned August 2023). The PV system supplied ~101 MWh of electricity, meeting 32% of the site's total demand and lowering the electricity bill by ~RM65k. This amounted to ~77tCO₂e of avoided emissions. **

** context metric; not deducted from Scope 2 calculation



Through these combined efforts across the Group, we are making meaningful strides in reducing our carbon footprint and improving the overall energy efficiency. This is reflected in the following comparison of FY2024 and FY2025 grid electricity consumption (MWh) and corresponding tCO₂e emissions as follows:



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

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

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

The increase in electricity consumption is to support the business growth and expanded operations, whilst the substantial improvement in the carbon emissions performance is primarily attributed to Sarawak's lower grid emission factor, demonstrating the tangible benefits from the State's green energy policies coupled with our investment in on-site renewable energy generation.

SUSTAINABILITY REPORT

cont'd

Carbon Emission

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

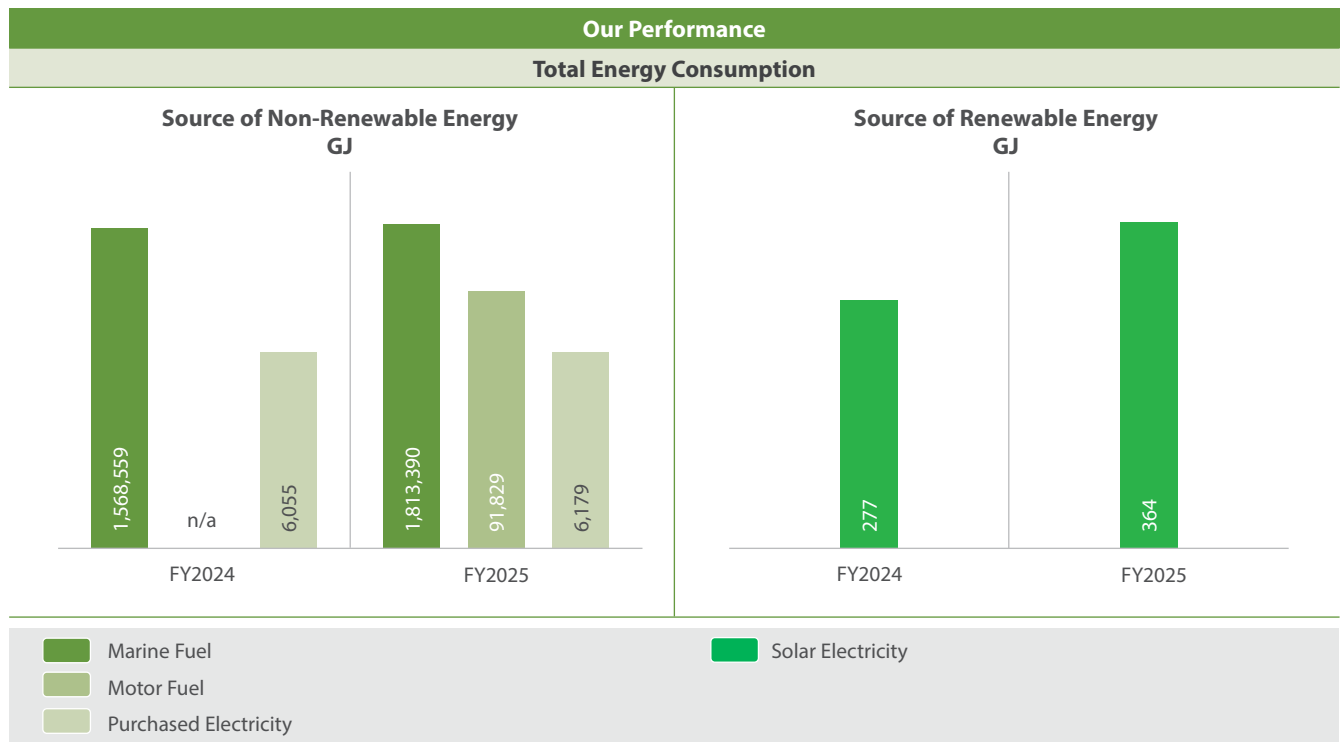
Our initiatives include:

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

SUSTAINABILITY REPORT

cont'd

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



Notes:

1. n/a – no comparative data available.
2. The increase in Energy Consumption in FY2025 is attributed to the broadening of our Scope 1 boundary to include motor fuel.

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

SUSTAINABILITY REPORT

cont'd



Note: Scope 1 (motor fuel) and 3 emission factors are sourced from UK Department for Environment, Food & Rural Affairs (DEFRA), Greenhouse gas reporting: conversion factors 2023 (v.1.1) & 2024 (v.1.1), respectively. Scope 1 (marine fuel) emission factors are sourced from IMO's Life Cycle GHG Intensity of Marine Fuels (LCA Guidelines), as adopted under Resolution MEPC.376(80) (adopted on 7 July 2023).

SUSTAINABILITY REPORT

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ENVIRONMENT

Care for Environment

Water Management

Why Is It Important

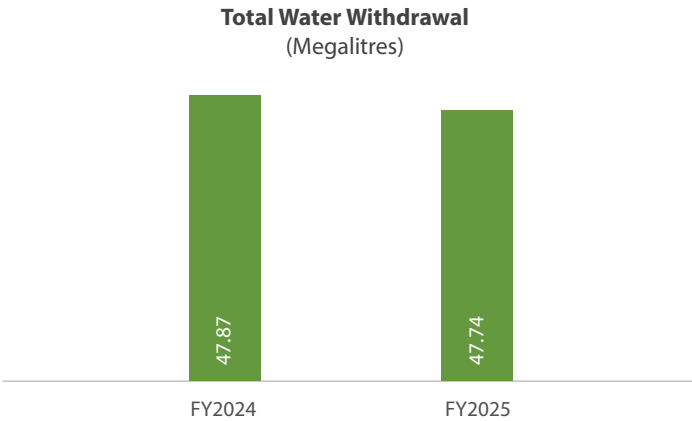
With the increasing scarcity of clean water, we recognize the need for responsible water management to safeguard this essential resource. Our operations depend on water for a range of critical activities, including vessel maintenance, washing of equipment/assets, construction and domestic office use.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

Our Approach

We continually manage and strive to reduce our corporate water footprint by enhancing our understanding of water usage patterns, promoting water reuse where feasible, closely monitoring consumption and conducting maintenance audits as a preventative measure.

An essential aspect of water management is also fostering awareness to inculcate a culture of responsible water usage and habits at the workplace through reminders and notices.

Our Performance



SUSTAINABILITY REPORT

cont'd

ENVIRONMENT

Care for Environment

Waste Management

Why Is It Important

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

Our Approach

Harbour-Link's Sustainability Policy outlines the commitment of the Group in identifying, managing and minimising the environmental impacts of its business operations. Guided by this commitment, we have begun systematically identifying and recording our waste across all operations, marking the first year of reporting on our waste data. This approach enables us to manage our waste responsibly and strengthen accountability across all operations. For our first year of reporting, we recorded a total of 321.21 MT of waste, largely generated from the Shipping and Marine and Integrated Logistics divisions.



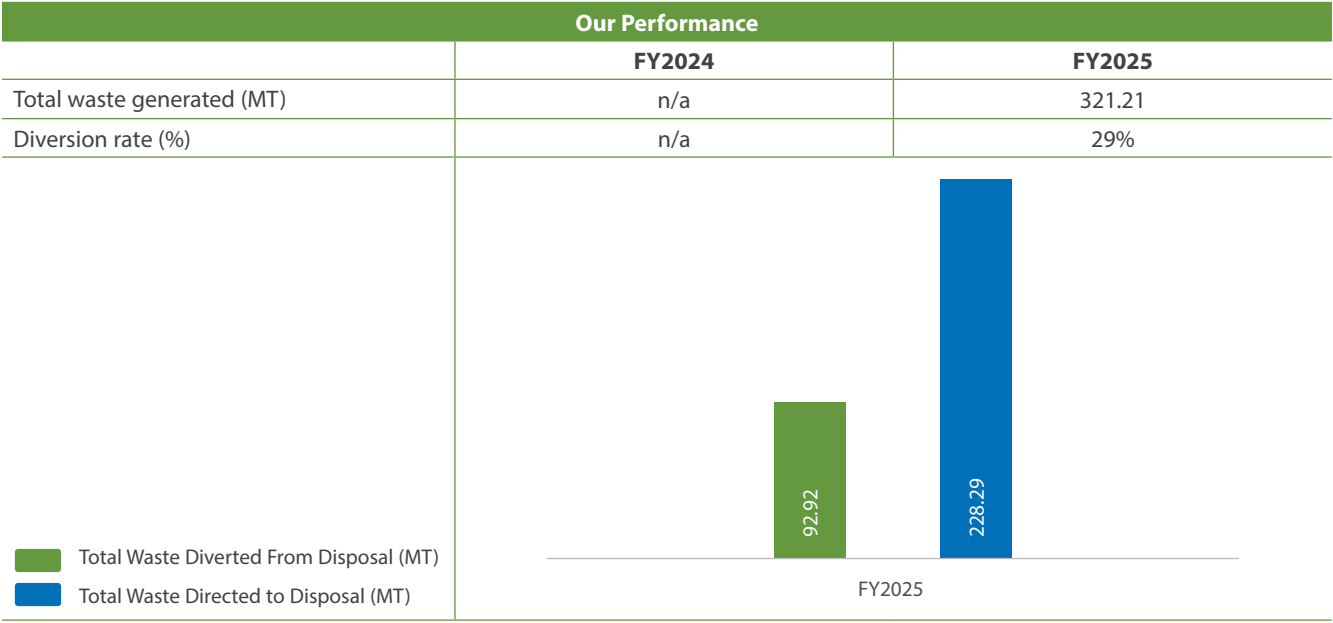
Marine waste management is carried out in strict compliance with the International Convention for the Prevention of Pollution from Ships (MARPOL). Waste generated onboard is collected and transferred to shore reception facilities for onward treatment and disposal, while food waste and other permissible residues are discharged at sea in accordance with MARPOL requirements.

Onshore, general and industrial waste generated from the logistics and engineering operations are properly segregated, managed on site through periodic monitoring and data recording and disposed of in accordance with applicable environmental standards and local council requirements. Specific waste streams such as used tyres, plastic and carton boxes are channeled to reliable vendors and recycling companies for repurposing and recycling ensuring that re-usable materials are diverted from landfill, where possible.

SUSTAINABILITY REPORT

cont'd

Within our offices, we continue to promote the 3R (Reduce, Reuse, Recycle) principle and raise awareness on the importance of waste segregation. Recycling bins for paper, plastic, glass and cans are provided across our offices and sent to recycling facilities. Other ongoing initiatives include transitioning from 80 gsm paper to 70 gsm for everyday use, reusing single-use printout and embracing digitalisation to reduce our paper consumption.



Note : n/a – no comparative data available; first year of reporting

SUSTAINABILITY REPORT

cont'd

SOCIAL

*Engaging with
Community &
Exemplifying
Corporate
Responsibility*

INVEST IN PEOPLE

Total Workforce

1,976
employees



66%



34%



0 LTI
Work-related
Fatalities

Total Training Hours

17,706

RETURNING TO COMMUNITY

Benefitting

18

educational institutions

9

community bodies

3

charity bodies

4

health programmes

SUSTAINABILITY REPORT

cont'd



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



Why Is It Important

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

Our Approach

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

We are dedicated to attaining a **Zero Lost Time Injury Rate (LTIR)** across all segments of our business, underscoring our commitment to ensuring the well-being of our workforce. Whether on land or at sea, we encourage all employees to **THINK SAFE, WORK SAFE, and get HOME SAFE**. Our commitment is clear; we strive to create a healthy, safe, and conducive workplace that actively prevents injuries, minimizes workplace hazards, and fosters a deeply embedded safety culture across all operations.

To this end, workplace health and safety are not merely policies but are seamlessly integrated into our daily operations. Our procedures are meticulously designed to safeguard the physical well-being of our on-site teams, while we also emphasize the importance of mental health support, recognizing that the holistic well-being of our employees is essential for maintaining a productive and resilient workforce.

Our commitment is underpinned by rigorous HSE guidelines that are aligned with applicable occupational safety and health regulations ensuring we comply with national and industry safety standards. To reinforce these standards, we carry out regular risk assessments on both existing and potential projects, identifying hazards and implementing control measures to prevent incidents. In addition, we conduct HSE audits to ensure that our safety measures are effective and continuously improved.

SUSTAINABILITY REPORT

cont'd

Creating awareness of health and safety is another critical component of our approach. We actively promote HSE awareness through multiple channels such as e-bulletins, banners, and posters placed in prominent locations visible to all employees. We also organize various programmes and activities to engage our workforce and instil a strong safety culture throughout the organization. The following are some of our HSE programmes for FY2025:

Programme & Campaign	Drill Programme
Cargo Securing Awareness	<u>Marine Segment</u>
Fruit Day	Abandon Ship Drill
Chemical Handling & Storage Campaign	Collision Drill
Fatigue Management Awareness	Enclosed Space Entry & Rescue
HSE Survey	Fire/Serious Injury Drill
Housekeeping Campaign	Grounding/Sanding Drill
Integrity In Action: Building A Culture of Trust & Accountability	Loss of Engine/Propulsion Drill
Emergency Fire Drill Exercise	Man Overboard/Search & Rescue Drill
	Oil Spill Drill
	Steering Gear/Gyro Failure Drill

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

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

Equipment and Cargo Safety

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

Cargo Transport Procedure	Stowage Operation Instructions	Dangerous Cargo Control Instructions
Manage 7 process <ol style="list-style-type: none"> 1. Receiving 2. Stowage 3. Loading 4. Transport 5. Unloading 6. Delivery 7. Schedule management 	Assignment of responsibilities, collection of loading information before stowage, establishment of basic stowage (space distribution) principles, and stowage cautions as well as the work rules for stowage personnel	Ensure full compliance with IMDG Code, international conventions and local regulations of the port state during transport of dangerous cargo to protect the safety of life at sea and prevent marine pollution

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

SUSTAINABILITY REPORT

cont'd



Harbour-Link reported no untoward accident for FY2025.

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

SUSTAINABILITY REPORT

cont'd

WORKPLACE

Invest in People

Labour Practices & Standards

Why Is It Important

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

Our Approach

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

Invest in Our People

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

Recruitment

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

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

To strengthen our talent pipeline, the Company actively participates in career fairs and recruitment events. Additionally, in FY2025 the Group introduced the Internship Program Policy and Procedures to provide structured learning opportunities for students and fresh graduates to gain hands-on exposure to working in the industry and at the same time allowing the Company to identify potential candidates for future recruitment.

In FY2025, Harbour-Link recruited a total of 634 new hires. New hires undergo a structured onboarding programme designed to familiarise them with the Group's operations, culture and compliance standards. The induction process covers key topics such as workplace safety, Code of Conduct, and the Anti-Bribery and Corruption Policy ensuring every employee begins their career with a strong understanding of the Group's values and expectations.

SUSTAINABILITY REPORT

cont'd

Fair Compensation, Employment Condition and Work-Life Balance

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

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



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

SUSTAINABILITY REPORT

cont'd

Employee Wellbeing

In addition to maintaining a safe healthy work environment through our HSE programmes, we also prioritise the physical and mental well-being of our employees. Each year, we offer free health screenings and influenza vaccinations to support their health. In FY2025, we expanded our wellness initiatives to include raising awareness on women's health specifically on cervical and breast cancer. We organised a community HPV vaccination programme that provides free vaccinations not only for our employees but also for their family members and the surrounding community. We also conducted breast cancer awareness campaign that includes medical talks and a month long of various activities to engage with our employees and expressing solidarity with cancer survivors. Human Resources Department's focus for FY2025 was centered on promoting workplace culture & well-being, integrity & ethics and personal growth through a series of in-house trainings, monthly infographics and awareness campaign.

Training and Development

At Harbour-Link, employee development begins at onboarding, where all new hires are required to complete an induction training program. Training for employees continues beyond induction through an annual training needs assessments that identifies the type of competency development most suited for their level and job role. The training and development programme is structured into four (4) components based on category of competencies i.e.

- Personal Development competency;
- People Management & Leadership competency;
- Business Management competency; and
- Organizational Development competency.

In FY2025, the Company invested a total of 17,706 hours in both in-house and external training programme, which is a 56% increase from the previous financial year. This increase reflects our continued focus on developing technical skills and leadership capabilities of our employees. Additionally, the increase is also a response to building compliance competencies in response to evolving regulatory requirements. Fundamentally, it reflects Harbour-Link's continued commitment to cultivating a strong talent pool and empowering its employees to excel in their respective roles.

Workforce Stability and Growth

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

In FY2025, the new hire rate corresponded closely with the turnover rate. The turnover was mainly concentrated within the Non-Executive and General Worker categories. These categories of employees often see higher mobility which is characteristic of project-based role and trend of employees seeking better opportunities after gaining some work experience, coupled with a fiercely competitive labour market mainly driven by government initiatives to stimulate economic growth in the region. Despite the high turnover rate, the Management and Executive roles remain stable, providing a solid foundation of experienced leadership that ensures consistency in the Group's strategic direction and governance.

Employee Engagement

We believe that a strong connection with our workforce is essential to the success of the Group. In FY2025, the Group conducted its first Employee Satisfaction Survey to gauge employee sentiment on workplace environment and leadership. The feedback obtained will serve as a baseline for measuring engagement levels and guiding future improvement initiatives.

Formal engagement also takes place through the annual performance appraisal which provides a two-way platform for employees and management to exchange feedback and discuss career goals. This engagement also provides Human Resource Department the opportunity to identify and nurture talent for succession planning and leadership development.

Another avenue for employee engagement is through Harbour Club, an employee-run social club that plays a key role in strengthening workplace camaraderie through social, community and sports activities that encourage active participation from both employees and management.

SUSTAINABILITY REPORT

cont'd



Human Rights

Equal Employment Opportunity

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

SUSTAINABILITY REPORT

cont'd

Prohibition of Harassment

Our goal to create a working environment that is safe and conducive includes maintaining a workplace that is free from discrimination, harassment and retaliation. The Group views any form of harassment as a serious violation of our code of conduct and work ethics. We communicate our stance on this to all our employees through the Workplace Sexual Harassment Policy. An employee can raise their concerns of any discrimination and/or harassment through our grievance procedure or whistleblowing channel in a safe and anonymous manner. For FY2025, there were no recorded instances of discrimination/harassment. Any employee found guilty of such misconduct will be subjected to disciplinary actions that may include dismissal.

Prohibition of Forced Labour, Human Trafficking and Child Labour

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

Grievance Mechanism

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

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

Our Performance		
Total Hours of Training by Employee Category		
	FY2024	FY2025
Management	1,034	902
Executive	960	1,394
Non-executive/Technical Staff	9,287	14,988
General Worker	16	270
Director	72	152
Average Training Hours by Employee Category		
	FY2024	FY2025
Management	21.1	18.4
Executive	14.3	22.5
Non-executive/Technical Staff	5.0	8.5
General Worker	2.7	3.1
Director	12.0	25.3
Average training hours per employee	5.68	8.96
Average Training Hours by Gender		
	FY2024	FY2025
Male	5.19	8.63
Female	6.81	9.60
	FY2024	FY2025
Percentage of Employees that are Contractors or Temporary Staff	57%	55%

SUSTAINABILITY REPORT

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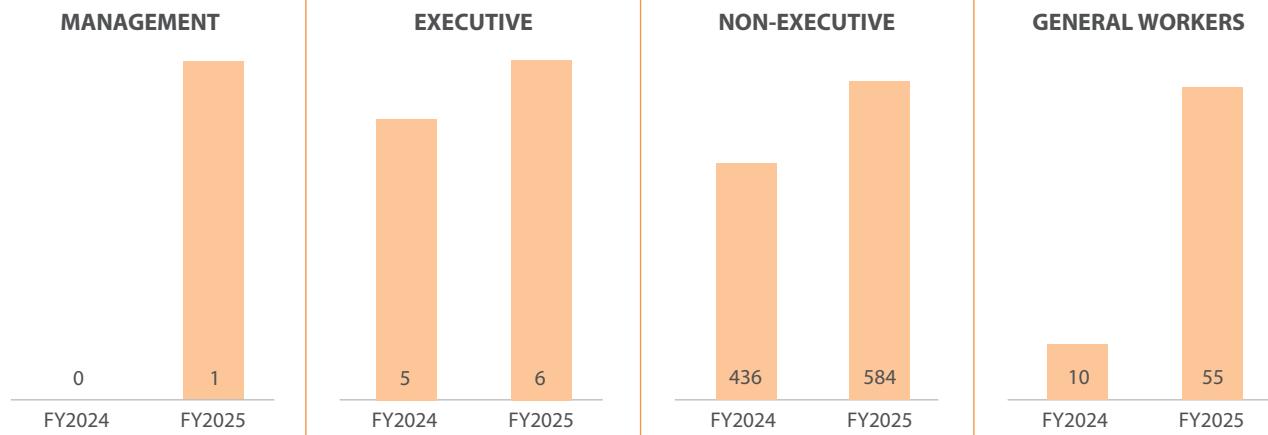


SUSTAINABILITY REPORT

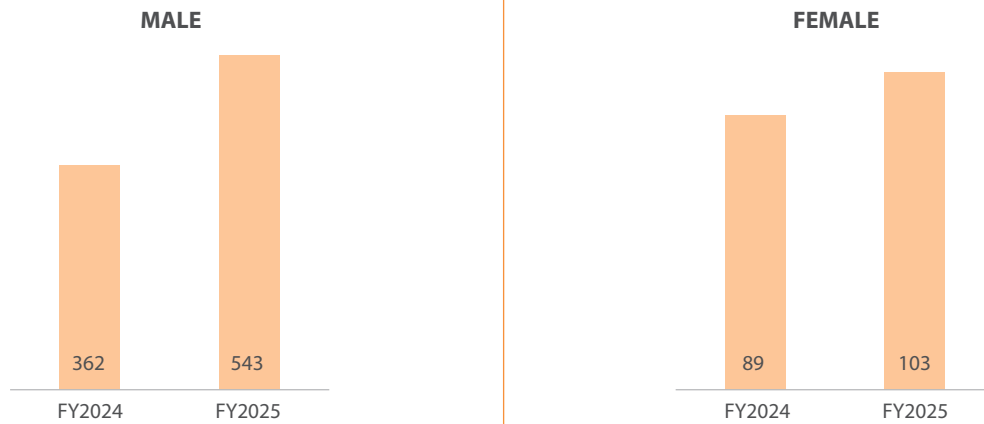
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Our Performance

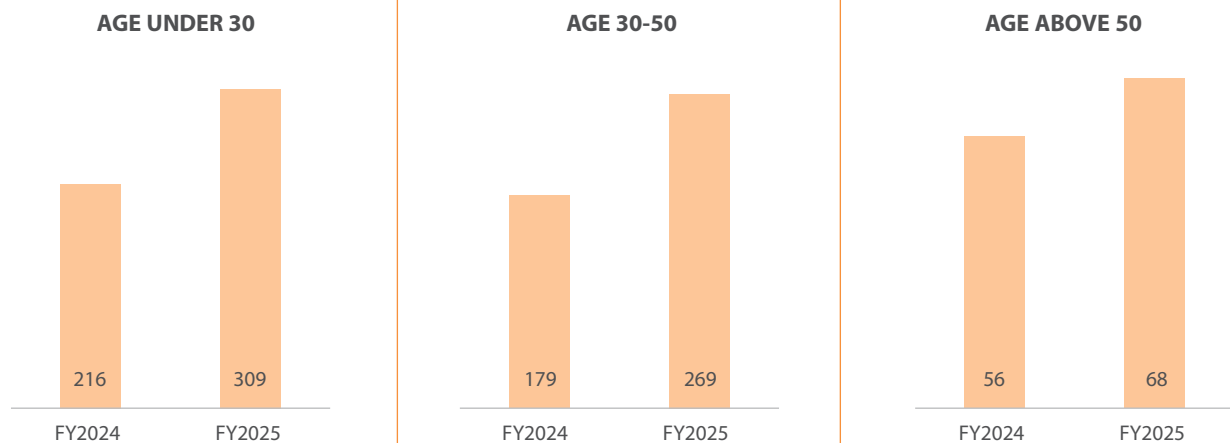
Total Number of Turnover by Employee Category



Total Number of Turnover by Gender



Total Number of Turnover by Age Group



SUSTAINABILITY REPORT

cont'd

Our Performance		
	FY2024	FY2025
New Hire Rates	n/a	32.1%
Turnover Rates	n/a	32.7%
Number of substantiated complaints concerning human rights violations	0	0

Note : n/a – no comparative data available; first year of reporting

WORKPLACE
Invest in People
Diversity

Why Is It Important

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

Our Approach

Building a company that our customers choose and trust requires a deep understanding of the diverse and culturally rich societies we serve. At Harbour-Link, we are committed to celebrating and promoting diversity and inclusion at all levels within our Company. Our goal is to foster a genuinely diverse workforce and cultivate an inclusive culture where every team member feels valued, engaged and provided with equal opportunities—free from bias, regardless of personal characteristics. Central to this approach is the cultivation of a shared “Harbour Boleh” identity– a unifying ethos that embodies togetherness, respect and belonging that is echoed through the Group. This identity connects employees across different functions and locations, reinforcing our sense of community and shared goals.

At Harbour-Link, our approach to diversity, equity and inclusion is rooted in the principals we have set through the Diversity Policy and Code of Conduct & Ethics Policy ensuring equal opportunity and mutual respect for all employees. Looking at our performance data for the two (2) financial years, we have sustained a steady progress in promoting gender equality within our workforce; a Year-on-Year increase in women representation in the Group. While our industry remains traditionally male-dominated, we are adjusting and making some progress to support the advancement and retention of women in our workforce through the policies we have and strategies we adopt in our recruitment and retention process to achieve a balanced representation across all levels of employment.

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

SUSTAINABILITY REPORT

cont'd

For FY2025, with a total workforce of 1,976 employees, we are proud to have maintained consistent gender diversity in leadership roles while achieving steady progress in gender balance across the executive and non-executive levels. Furthermore, Harbour-Link's age distribution across all categories of employment reflects a healthy combination of experienced leadership and emerging young talents. The following is the diversity performance data for the Group:



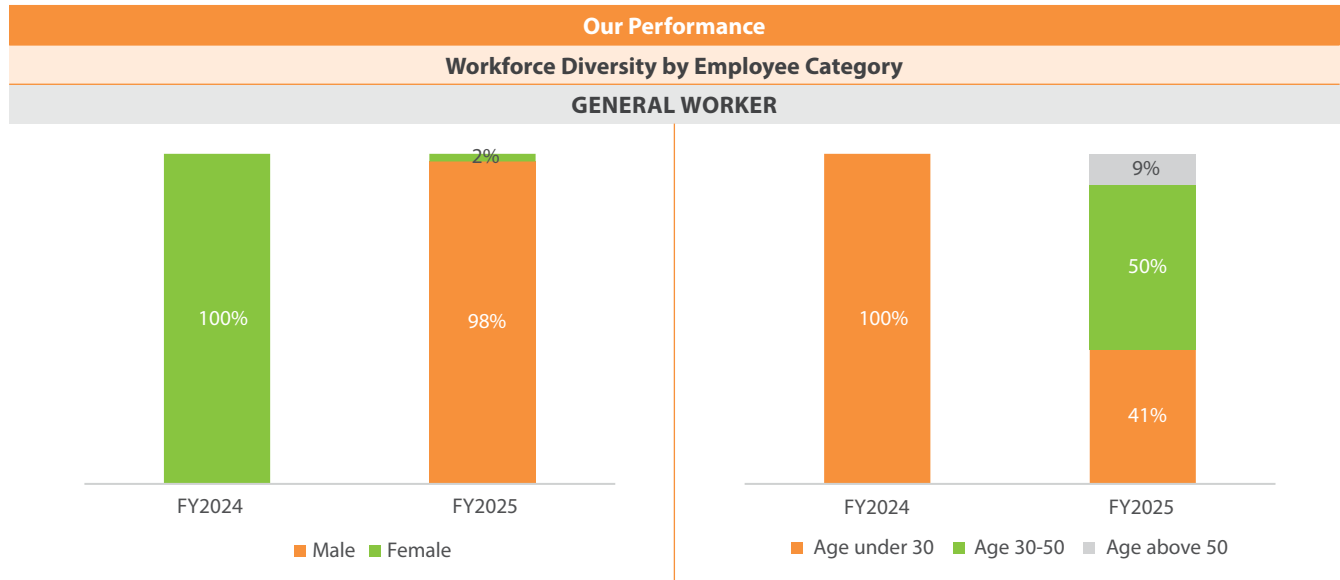
SUSTAINABILITY REPORT

cont'd



SUSTAINABILITY REPORT

cont'd



Note: General workers include non-executive employees such as interns and casual/temporary workers



Why Is It Important

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

Our Approach

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

SUSTAINABILITY REPORT

cont'd

Health & Wellness

Community health & wellness remains a core focus of our community engagement efforts. In FY2025, Harbour-Link organised and contributed towards several health-related causes aimed at creating greater awareness and support on community health and wellbeing. Initiatives we have organised and contributed toward for FY2025 were :

- Blood Donation Drive:** Two (2) blood donation drives were organised to help bolster the local blood supply for Bintulu Hospital Blood Bank and to raise awareness of how a simple act of donating blood can help save lives. Both events were held at the major shopping malls in Bintulu to maximise community outreach. In total the drive successfully collected 114 blood donations from employees and members of the community.



- HPV Vaccination Drive under the National Based – Leaving No One Behind Programme:** Conducted in collaboration with the National Cancer Society Malaysia to raise awareness and reduce the prevalence of cervical cancer in the country. This vaccination drive was carried out in 2 parts - one for Harbour-Link employees giving them easy access to the vaccination at our office premise; and another open to their family members and the general public using the Harbour platform to garner wider access, ensuring no one is left behind in the national vaccination effort.
- Contribution to Charitable Cause:** (i) Sponsorship for “Rural Health Screening & Education Services” organised by Bintulu Lion Club; and (ii) Donation towards the Haemodialysis Service & 24 Hours ambulance service, Yayasan St John Ambulans Malaysia – Kawasan Pantai Selangor.



SUSTAINABILITY REPORT

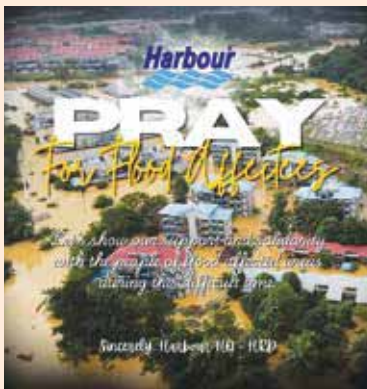
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Community Support

In FY2025, Harbour-Link extended support to several communities affected by natural disaster and crisis reflecting our continued commitment to stand in solidarity with those in need and lend a helping hand during challenging times

- **Flood Relief and Support:** Following the severe flooding that struck the Bintulu region earlier this year, the Company implemented a coordinated flood relief initiative to assist affected employees and the wider community. The relief and support provided included:
 - (a) *Relief for Employees:* A total of RM85,800 in financial assistance and emergency relief packs were swiftly made to the affected employees whose homes and personal belonging were damaged by the floods, ensuring their immediate recovery needs were met.
 - (b) *Support to the Community:* In the days following the flood, Harbour-Link mobilised its employees, heavy machineries and transport vehicles to assist the local council in the extensive clearing up operations. The combined efforts of our workforce contributed an estimated 400 unrecorded volunteer hours to help clear up debris and restore affected areas. Member of the Harbour Club also participated in the clean-up and restoration activities at SK Asyakin, a local neighbourhood school that was badly affected by the flood.

In addition, Harbour-Link also made a financial contribution to a vernacular school affected by the flood to support repair and recovery works.



SUSTAINABILITY REPORT

cont'd



- Aid for Fire Crisis:** Harbour Club responded to several fire incidents in the local communities, providing essential supplies and financial assistance to victims at Rh. Lapie (Ulu Sebauh), Sg. Plan, and RPR Sebieu. These collective efforts helped ease the burden of affected families and supported their rebuilding process.



SUSTAINABILITY REPORT

cont'd

For FY2025, Harbour-Link Group Berhad contributed a total of **RM64,771** across various initiatives which benefitted:

- **18** Educational institutions, sponsoring schools and university programmes;
- **3** Charity bodies, supporting local charity bodies in their charity events and drive;
- **9** Communities, providing flood and fire relief support and supporting community events;
- **4** Health Programmes promoting health and well-being.

While we take pride in our contributions, we recognize the need to move beyond philanthropic donations i.e. initiatives that not only addresses immediate needs but also foster long term positive change within the community we serve. We are actively exploring opportunities to engage in initiatives that align with our values and allow for long-term commitment, ensuring that our growth benefits the communities that support us.

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

Note : n/a – no comparative data available; first year of reporting

SUSTAINABILITY REPORT

cont'd

ADDITIONAL INFORMATION

Bursa Malaysia's Sustainability Performance Data Table

Indicator	Measurement Unit	2024	2025
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	71.00	67.00
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Management	Percentage	56.00	100.00
Executive	Percentage	21.00	100.00
Non-executive/Technical Staff	Percentage	3.00	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	1,759.00	1,817.00
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	-	146,390.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	-	618.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	1,944.00
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	47.870000	47.740000
Bursa (Waste management)			
Bursa C10(a) Total waste generated	Metric tonnes	-	321.21
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	92.92
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	228.29
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	1,812	1,687

SUSTAINABILITY REPORT

cont'd

Indicator	Measurement Unit	2024	2025
Bursa (Labour practices and standards)			
Bursa C6(a) Total hours of training by employee category			
Management	Hours	1,034	902
Executive	Hours	960	1,394
Non-executive/Technical Staff	Hours	9,287	14,988
General Workers	Hours	16	270
Director	Hours	72	152
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	57.00	55.00
Bursa C6(c) Total number of employee turnover by employee category			
Management	Number	0	1
Executive	Number	5	6
Non-executive/Technical Staff	Number	436	584
General Workers	Number	10	55
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Management Under 30	Percentage	0.00	2.00
Management Between 30-50	Percentage	35.00	33.00
Management Above 50	Percentage	65.00	65.00
Executive Under 30	Percentage	9.00	6.00
Executive Between 30-50	Percentage	57.00	60.00
Executive Above 50	Percentage	34.00	34.00
Non-executive/Technical Staff Under 30	Percentage	37.00	37.00
Non-executive/Technical Staff Between 30-50	Percentage	53.00	53.00
Non-executive/Technical Staff Above 50	Percentage	10.00	10.00
General Workers Under 30	Percentage	100.00	41.00
General Workers Between 30-50	Percentage	0.00	50.00
General Workers Above 50	Percentage	0.00	9.00

SUSTAINABILITY REPORT

cont'd

Indicator	Measurement Unit	2024	2025
Gender Group by Employee Category			
Management Male	Percentage	71.00	71.00
Management Female	Percentage	29.00	29.00
Executive Male	Percentage	67.00	60.00
Executive Female	Percentage	33.00	40.00
Non-executive/Technical Staff Male	Percentage	70.00	65.00
Non-executive/Technical Staff Female	Percentage	30.00	35.00
General Workers Male	Percentage	0.00	98.00
General Workers Female	Percentage	100.00	2.00
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	83.00	83.00
Female	Percentage	17.00	17.00
Under 30	Percentage	0.00	0.00
Between 30-50	Percentage	0.00	0.00
Above 50	Percentage	100.00	100.00
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	71,088.00	64,771.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	770	3,618

SUSTAINABILITY REPORT

cont'd

Sustainability Performance Summary (GRI Related Disclosure)

Performance	Disclosure	UOM	FY2024	FY2025
Economic				
Material Topic: Supply Chain Management				
GRI 204-1 Proportion of spending on local suppliers	Percentage of purchase value spent on local suppliers	%	71	67
Material Topic: Data Privacy and Securities				
GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Total number of substantiated complaints received concerning breaches of customer privacy	Case	0	0
	• Complaints received from outside parties and substantiated by the organization;		0	0
	• Complaints from regulatory bodies		0	0
	Total number of identified leaks, thefts, or losses of customer data	Case	0	0
Material Topic: Business Ethics				
GRI 205-1 Operations assessed for risks related to corruption	Percentage of operations assessed for risks related to corruption	%	100	100
GRI 205-3 Confirmed incidents of corruption and actions taken	Total number of confirmed incidents of corruption	Case	0	0
Environmental				
Material Topic: Energy Management				
GRI 302-1 Energy consumption within the organisation	Total energy consumption within the organisation	GJ	1,574,891	1,911,762
	• Marine Fuel	GJ	1,568,559^	1,813,390
	• Motor Fuel		-	91,829
	• Electricity		6,055	6,179
	• Solar		277	364
Material Topic: Climate Change				
GRI 305-1 Direct (Scope 1) GHG emissions	Total direct GHG emissions (equivalent)	tCO2e	120,406^	146,390
	Direct (Scope 1) GHG emissions			
	• Marine Gas Oil	tCO2e	34,692	29,139
	• Marine Fuel Oil		85,714	110,407
	• Motor Fuel Oil		-	6,844
GRI 305-2 Energy indirect (Scope 2) GHG emissions	Total indirect GHG emissions (equivalent)	tCO2e	688	618
	Indirect (Scope 2) GHG emissions			
	• Electricity	tCO2e	688	618

[^] The data received only covers the Marine Division in Malaysia.

SUSTAINABILITY REPORT

cont'd

Performance	Disclosure	UOM	FY2024	FY2025
Environmental (cont'd)				
Material Topic: Climate Change (cont'd)				
GRI 305-3 Other indirect (Scope 3) GHG emissions	Total other indirect GHG emissions (equivalent)	tCO2e	-	1,944
	Other indirect (Scope 3) GHG emissions			
	• Category 6 Business Travel	tCO2e	-	79
	• Category 7 Employee Commuting		-	1,865
Material Topic: Water Management				
GRI 303-3 Water withdrawal by source	Total volume of water withdrawal (Municipal Water Supplies or Other Water Utilities)	ML	47.87	47.74
Material Topic: Waste Management				
GRI 306-3 Waste generated	Total waste generated	MT	-	321.21
	• General Waste	MT	-	9.45
	• Industrial Waste		-	137.04
	• Marine Waste		-	174.72
GRI 306-4 Waste diverted from disposal	Total waste diverted from disposal (Recycling)	MT	-	92.92
GRI 306-5 Waste directed to disposal	Total waste directed to disposal (Landfill/Incineration)	MT	-	228.29
Social				
Material Topic: Employee Health and Safety				
GRI 403-10 Work-related ill-health	Employee recordable work-related ill health	Case	0	0
	• Work-related Fatalities	Case	0	0
	• Work-related Ill Health Rate		0	0
	Group work-related ill health rate	Case	0	0
	• Non-employee Recordable Work-related Ill Health	Case	0	0
	• Work-related Fatalities		0	0
	• Work-related Ill Health Rate		0	0
Material Topic: Labour Practices and Standards				
GRI 401-1 New employee hires and employee turnover	Total new employee hires	Pax	657	634
	• < 30 Years Old	Pax	340	370
	• 30 – 50 Years Old		277	226
	• > 50 Years Old		40	38
	• Male		523	463
	• Female		134	171
	Total employee turnover	Pax	451	646
	• < 30 Years Old	Pax	216	309
	• 30 – 50 Years Old		179	269
	• > 50 Years Old		56	68
	• Male		362	543
	• Female		89	103

SUSTAINABILITY REPORT

cont'd

Performance	Disclosure	UOM	FY2024	FY2025
Social (cont'd)				
Material Topic: Labour Practices and Standards (cont'd)				
GRI 404-1 Average hours of raining per year per employee	Average hours of training per employee per year	Hours	5.68	8.96
	• Average Training Hours per Male	Hours	5.19	8.63
	• Average Training Hours per Female		6.81	9.60
	Average training hours per employee category			
	• Director	Hours	12.0	25.3
	• Management		21.1	18.4
	• Executive		14.3	22.5
	• Non-Executive		5.0	8.5
	• General Worker		2.7	3.1
Material Topic: Diversity				
GRI 405-1 Diversity of governance bodies and employees	Total management	Pax	55	55
	• < 30 Years Old	Pax	0	1
	• 30 – 50 Years Old		17	16
	• > 50 Years Old		38	38
	• Male		40	40
	• Female		15	15
	Total non-management	Pax	1,947	1,921
	• < 30 Years Old	Pax	714	691
	• 30 – 50 Years Old		1,029	1,017
	• > 50 Years Old		204	213
	• Male		1,361	1,268
	• Female		586	653
	Employee category			
	Total director	Pax	6	6
	• < 30 Years Old	Pax	0	0
	• 30 – 50 Years Old		0	0
	• > 50 Years Old		6	6
	• Male		5	5
	• Female		1	1
	Total management	Pax	49	49
	• < 30 Years Old	Pax	0	1
	• 30 – 50 Years Old		17	16
	• > 50 Years Old		32	32
	• Male		35	35
	• Female		14	14

SUSTAINABILITY REPORT

cont'd

Performance	Disclosure	UOM	FY2024	FY2025
Social (cont'd)				
Material Topic: Diversity (cont'd)				
GRI 405-1 Diversity of governance bodies and employees	Total executive	Pax	67	62
	• < 30 Years Old	Pax	6	4
	• 30 – 50 Years Old		38	37
	• > 50 Years Old		23	21
	• Male		45	37
	• Female		22	25
	Total non-executive/intern/casual worker	Pax	1,880	1,859
	• < 30 years old	Pax	708	687
	• 30 – 50 years old		991	980
	• > 50 years old		181	192
	• Male		1,316	1,231
	• Female		564	628
Material Topic: Community Engagement				
GRI 413-1 Operations with local community engagement, impact assessments, and development programmes	Percentage of operations with implemented local community engagement, impact assessment or development programme	%	100	80

SUSTAINABILITY REPORT

cont'd

GRI Content Index

Statement of use	Harbour-Link Group Berhad has reported the information cited in this GRI content index for the period 1 July 2024 - 30 June 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	Corporate Information @ Annual Report 2025, page 1 Productivity & Innovations, page 32-33
	2-2 Entities included in the organization's sustainability reporting	Corporate Structure @ Annual Report 2025, page 2-3 About this Sustainability Report, page 21-22
	2-3 Reporting period, frequency and contact point	About this Sustainability Report, page 21-22
	2-4 Restatements of information	-
	2-5 External assurance	-
	2-6 Activities, value chain and other business relationships	-
	2-7 Employees	Social, page 53-63
	2-8 Workers who are not employees	-
	2-9 Governance structure and composition	Sustainability Governance, page 23 Corporate Governance Overview Statement @ Annual Report 2025, page 80-90
	2-10 Nomination and selection of the highest governance body	Corporate Governance Overview Statement @ Annual Report 2025, page 80-90
	2-11 Chair of the highest governance body	Corporate Governance Overview Statement @ Annual Report 2025, page 80-90
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance Overview Statement @ Annual Report 2025, page 80-90
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance, page 23 Corporate Governance Overview Statement @ Annual Report 2025, page 80-90
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance Overview Statement @ Annual Report 2025, page 80-90
	2-15 Conflicts of interest	Other Information @ Annual Report 2025, page 7
	2-16 Communication of critical concerns	Business Ethics, page 36-37
	2-17 Collective knowledge of the highest governance body	Corporate Governance Overview Statement @ Annual Report 2025, page 80-90 Corporate Governance Report 2025 @ https://www.harbour.com.my/annual-reports/
	2-18 Evaluation of the performance of the highest governance body	Sustainability Governance, page 23 Corporate Governance Overview Statement @ Annual Report 2025, page 80-90
	2-19 Remuneration policies	Remuneration Policy @ Investor Relations, https://www.harbour.com.my/corporate-governance-meeting/

SUSTAINABILITY REPORT

cont'd

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021 (cont'd)	2-20 Process to determine remuneration	Remuneration Policy @ Investor Relations, https://www.harbour.com.my/corporate-governance-meeting/
	2-21 Annual total compensation ratio	-
	2-22 Statement on sustainable development strategy	Sustainability Report, page 21-70
	2-23 Policy commitments	Sustainability Report, page 21-70 Our Commitment @ https://www.harbour.com.my/csr-introduction/our-commitment/
	2-24 Embedding policy commitments	Sustainability Report, page 21-70 Our Commitment @ https://www.harbour.com.my/csr-introduction/our-commitment/
	2-25 Processes to remediate negative impacts	-
	2-26 Mechanisms for seeking advice and raising concerns	-
	2-27 Compliance with laws and regulations	Sustainability Report, page 21-70
	2-28 Membership associations	-
	2-29 Approach to stakeholder engagement	Stakeholder Engagement, page 28-30
	2-30 Collective bargaining agreements	-
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment Approach, page 24-26
	3-2 List of material topics	Materiality Assessment Approach, page 24-26
	3-3 Management of material topics	Sustainability Report, page 21-70
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	-
	201-2 Financial implications and other risks and opportunities due to climate change	-
	201-3 Defined benefit plan obligations and other retirement plans	-
	201-4 Financial assistance received from government	-
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	-
	202-2 Proportion of senior management hired from the local community	-
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	-
	203-2 Significant indirect economic impacts	-
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain Management, page 34-35
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Business Ethics, page 36-37
	205-2 Communication and training about anti-corruption policies and procedures	Business Ethics, page 36-37
	205-3 Confirmed incidents of corruption and actions taken	Business Ethics, page 36-37
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	-
GRI 207: Tax 2019	207-1 Approach to tax	-
	207-2 Tax governance, control, and risk management	-
	207-3 Stakeholder engagement and management of concerns related to tax	-
	207-4 Country-by-country reporting	-

SUSTAINABILITY REPORT

cont'd

GRI STANDARD	DISCLOSURE	LOCATION
GRI 301: Materials 2016	301-1 Materials used by weight or volume	-
	301-2 Recycled input materials used	-
	301-3 Reclaimed products and their packaging materials	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management, page 41-45
	302-2 Energy consumption outside of the organization	-
	302-3 Energy intensity	-
	302-4 Reduction of energy consumption	-
	302-5 Reductions in energy requirements of products and services	-
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	-
	303-2 Management of water discharge-related impacts	-
	303-3 Water withdrawal	Water Management, page 46
	303-4 Water discharge	-
	303-5 Water consumption	-
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	-
	304-2 Significant impacts of activities, products and services on biodiversity	-
	304-3 Habitats protected or restored	-
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Energy Management, page 41-45
	305-2 Energy indirect (Scope 2) GHG emissions	Energy Management, page 41-45
	305-3 Other indirect (Scope 3) GHG emissions	Energy Management, page 41-45
	305-4 GHG emissions intensity	-
	305-5 Reduction of GHG emissions	-
	305-6 Emissions of ozone-depleting substances (ODS)	-
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	-
	306-2 Management of significant waste-related impacts	-
	306-3 Waste generated	Waste Management, page 47-48
	306-4 Waste diverted from disposal	Waste Management, page 47-48
	306-5 Waste directed to disposal	Waste Management, page 47-48
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	-
	308-2 Negative environmental impacts in the supply chain and actions taken	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Labour Practices & Standards, page 53-60
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Labour Practices & Standards, page 53-60
	401-3 Parental leave	-
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	-

SUSTAINABILITY REPORT

cont'd

GRI STANDARD	DISCLOSURE	LOCATION
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Health and Safety, page 50-52
	403-2 Hazard identification, risk assessment, and incident investigation	-
	403-3 Occupational health services	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	-
	403-5 Worker training on occupational health and safety	Employee Health and Safety, page 50-52
	403-6 Promotion of worker health	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	-
	403-8 Workers covered by an occupational health and safety management system	-
	403-9 Work-related injuries	-
	403-10 Work-related ill health	Employee Health and Safety, page 50-52
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Labour Practices and Standards, page 53-60
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Labour Practices and Standards, page 53-60
	404-3 Percentage of employees receiving regular performance and career development reviews	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, page 60-63
	405-2 Ratio of basic salary and remuneration of women to men	-
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	-
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	-
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	-
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	-
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	-
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	Local Community Engagement, page 63-67
	413-2 Operations with significant actual and potential negative impacts on local communities	-

SUSTAINABILITY REPORT

cont'd

GRI STANDARD	DISCLOSURE	LOCATION
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	-
	414-2 Negative social impacts in the supply chain and actions taken	-
GRI 415: Public Policy 2016	415-1 Political contributions	-
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	-
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	-
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	-
	417-2 Incidents of non-compliance concerning product and service information and labelling	-
	417-3 Incidents of non-compliance concerning marketing communications	-
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Security, page 35-36

List of Abbreviations

ABC	Anti-Bribery & Anti-Corruption
CO2e	Carbon Dioxide Equivalent
CSI	Centralised Sustainability Intelligence Solutions
DEFRA	Department for Environment, Food & Rural Affairs
EES	Economic, Environmental, and Social
EPCC	Engineering, Procurement, Construction, and Commissioning
F4GBM	FTSE4Good Bursa Malaysia Index
F4GBMS	FTSE4Good Bursa Malaysia Shariah Index
FY	Financial Year
GEF	Grid Emission Factor
GHG	Greenhouse Gas
GJ	Gigajoules
GRI	Global Reporting Initiative
HSE	Health, Safety, and Environmental
HPV	Human Papillomavirus
ILO	International Labour Organisation
IMO	International Maritime Organisation
IT	Information Technology
LTIR	Loss Time Injury Rate
MARPOL	International Convention for the Prevention of Pollution from Ships
ML	Megalitres
MT	Metric Tonnes
NGO	Non-Governmental Organisation
PV	Photovoltaic
RM	Malaysian Ringgit
tCO2e	Metric Tonnes of Carbon Dioxide Equivalent
TEUs	Twenty-foot Equivalent Units

CORPORATE GOVERNANCE OVERVIEW STATEMENT

This Corporate Governance Overview Statement sets out the principal features of Harbour-Link Group Berhad ("**Harbour-Link**" or the "**Company**") and its subsidiaries' (collectively referred to as the "**Group**") corporate governance approach, summary of corporate governance practices during the financial year as well as key focus areas and future priorities in relation to corporate governance.

The Corporate Governance Overview Statement is made pursuant to Paragraph 15.25 (1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("**MMLR**") and guidance was drawn from Practice Note 9 of the MMLR and the Corporate Governance Guide (4th Edition) issued by Bursa Malaysia Securities Berhad ("**Bursa Securities**").

The Corporate Governance Overview Statement is augmented with a Corporate Governance Report ("**CG Report**") based on a prescribed format as enumerated in Paragraph 15.25 (2) of the MMLR so as to provide a detailed articulation on the application of the Group's corporate governance practices vis-à-vis the Malaysian Code on Corporate Governance ("**MCCG**") and is available on the Group's website, <http://www.harbour.com.my> as well as via an announcement on the website of Bursa Securities.

This Corporate Governance Overview Statement should also be read in tandem with other statements in the Annual Report namely Statement of Risk Management and Internal Control, Audit and Risk Management Committee Report and Sustainability Statement.

CORPORATE GOVERNANCE APPROACH

The Board of Directors of Harbour-Link ("**Board**") is committed towards achieving high standards of corporate governance practices, values and ethical business conducts and acknowledges the importance to set the appropriate tone from the Board level to across the entire Group. Corporate governance practices shall be the fundamental aspect in managing the business and affairs of the Group in a responsible and ethical manner.

In manifesting the Group's commitment towards sound corporate governance, the Group has complied with the provisions and applied the main principles of the MCCG for the financial year ended 30 June 2025 except for:

Practice 1.3	The positions of Chairman and CEO are held by different individuals
Practice 1.4	Chairman is not a member of any of the committees, but the board allows the Chairman to participate in any or all of the committees' meetings
Practice 5.4 (Step Up)	The Board has a policy which limits the tenure of its independent directors to nine years without further extension
Practice 5.9	The board comprises at least 30% women directors
Practice 8.2	Disclosure on a named basis of the top five Senior Management personnel's remuneration
Practice 8.3 (Step Up)	Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis
Practice 12.2	Adoption of integrated reporting

CORPORATE GOVERNANCE OVERVIEW STATEMENT

cont'd

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS

1. THE BOARD OF DIRECTORS

1.1 Roles and Responsibilities of the Board of Directors

The Board recognises the key role it plays in charting the strategic direction of the Company and has assumed the following principal responsibilities in discharging its fiduciary and leadership functions:

- (a) To review and adopt Harbour-Link's strategic plans to ensure that the plans support long term value creation and includes strategies on economic, environmental and social considerations underpinning sustainability;
- (b) To oversee the conduct of the Group's business and to evaluate whether the business is being properly managed;
- (c) Be accountable to the shareholders to ensure the Group has good corporate governance culture that operates efficiently and transparently as well as reinforces ethical, prudent and professional behaviour;
- (d) Establishing a succession plan;
- (e) Working together with the management to take responsibility for the governance of sustainability in Harbour-Link including setting the Group's sustainability strategies, priorities and targets;
- (f) To approve annual budget;
- (g) To review budgetary control and conformance strategies;
- (h) To review and approve annual reports to the shareholders;
- (i) To ensure the integrity of the Group's financial and non-financial reporting;
- (j) To identify principal risks and to ensure the implementation of appropriate systems that encourage enhancement of effectiveness in Board and management;
- (k) To keep pace with the modern risks of business and other aspects of governance that address material environmental, social and governance risks and opportunities relevant to the Group;
- (l) To review the adequacy and integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines;
- (m) To oversee the development and implementation of an effective communication with stakeholders; and
- (n) To work with senior management team on Sustainability Report. Sustainability issues has been an agenda in the notice of the Board meetings where the Board proactively discusses on the Group's ESG issue, progress and performance.

To assist in the discharge of its stewardship role, the Board has established Board Committees, namely Audit and Risk Management Committee, Nomination Committee and Remuneration Committee to examine specific issues within their respective terms of reference as approved by the Board and to report to the Board with their recommendations. The ultimate responsibility for decision making, however, lies with the Board.

Board Charter

The Board Charter was last reviewed on 21 October 2024. The Board Charter aims to ensure that all Board members understand their duties and responsibilities as well as the laws, regulations and best practices governing their conduct.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

cont'd

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

1. THE BOARD OF DIRECTORS (CONT'D)

1.1 Roles and Responsibilities of the Board of Directors (cont'd)

Board Charter (cont'd)

The Board Charter is to be reviewed periodically and updated in accordance with the needs of the Company and any new regulations that may have an impact on the discharge of the Board's responsibilities. The Board Charter is accessible at the Company's website at www.harbour.com.my.

The Board has also adopted the Directors' Fit and Proper Policy in line with MMLR of Bursa Securities.

Code of Ethics and Conduct

The Board has established the Code of Ethics of the Group setting out the standards of conduct expected from Directors and employees to advocate good corporate behaviour with the intention of achieving the following aims:

- To establish a standard of ethical behaviour for directors based on trustworthiness and values that can be accepted, are held or upheld by any one person.
- To uphold the spirit of responsibility and social responsibility in line with the legislation, regulations and guidelines for administrating a company.

The Board recognises the importance of adhering to the Code of Ethics and has taken measure to put in place a process to ensure its compliance:

- sustainability;
- work environment;
- safety, health and environment;
- property of the Group;
- records and information;
- proprietary and confidential information;
- non-engaging in illegal activities;
- dealing with conflict of interests; and
- report of violations through Whistleblower Policy.

Whistleblower Policy

The Board has adopted the Whistleblower Policy and is committed to transparency, integrity and accountability in the conduct of its business and affairs. It expects wrongdoings such as fraud, corruptions, serious financial impropriety and gross mismanagement to be reported and actions to be taken where appropriate. The Board will address the disclosure in an appropriate, timely manner and given fair treatment to both whistleblower and the alleged wrongdoer. The whistleblower's identity is protected unless otherwise required by law or for the purpose of proceedings. The whistleblower will be protected from reprisal as a direct consequence of making a disclosure and to safeguard such person's confidentiality.

Both Code of Ethics and Whistleblower Policy are available on the Company's website at www.harbour.com.my.

Anti-Bribery and Anti-Corruption Policy

The Group has adopted and implemented the Anti-Bribery and Anti-Corruption Policy in line with the government's commitment to tackling corruption, improving integrity and implementing good corporate governance pursuant to Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018.

The Group is committed to conduct its business and operations on the concept of transparency, integrity and accountability, in compliance with the applicable laws and regulation.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

cont'd

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

1. THE BOARD OF DIRECTORS (CONT'D)

1.1 Roles and Responsibilities of the Board of Directors (cont'd)

Director's Fit and Proper Policy

The Board has adopted a Director's Fit and Proper Policy to ensure that Directors possess the character, integrity, relevant range of skills, knowledge, experience, competence and time commitment to carry out their roles and responsibilities effectively in the best interest of the Group.

Director's Fit and Proper Policy is available on the Company's website at www.harbour.com.my.

1.2 Board Balance and Composition

The Board currently consists of six (6) members, comprising of the Executive Chairman and Group Managing Director, two (2) Executive Directors and three (3) Independent Non-Executive Directors. The Board has achieved the target of at least half of the board comprises independent directors in compliance with the MCGG and exceeding the minimum one-third (1/3) requirement as out in the MMLR. In the event of any vacancy in the Board, resulting in non-compliance of the MMLR, the Company must fill the vacancy within three (3) months.

The background of each Director is contained in the "Profile of Board of Directors" as set out in this Annual Report. The Directors, with their differing backgrounds and specializations, collectively bring with them a wide range of experience and expertise in areas such as accounting and audit; corporate affairs; and marketing and operations.

The Board has adopted a Board Diversity Policy in formalising its approach to boardroom diversity. The Board policy has defined that diversity includes, but is not limited to, gender, age and ethnicity.

Currently, there is one (1) female member on the Board. The Board, from time to time undertakes a review of its composition to determine areas to strengthen and improve opportunities. The Group does not set specific numerical target for appointment of candidates belonging to particular demographic groups to the Board.

The Independent Non-Executive Directors provide unbiased and independent views in ensuring that the strategies proposed by the Management are deliberated and examined for the interest of shareholders and stakeholders. Independent Non-Executive Directors are essential in protecting the interests of shareholders and contribute significantly to the Company's decision by giving rational and fair judgement and to decide impartially. The Board recognizes the importance of establishing criteria on independence to be used in annual assessment of its Independent Non-Executive Directors. Although the definition of independence according to MMLR is used, the Board review and assess independence of its Independent Non-Executive Directors annually, based on substance of their conduct, ability to discuss matters objectively and make decision rationally and other independence criteria. The Board noted the recommendations of the MCGG that the tenure of an Independent Non-Executive Director shall not exceed a cumulative term of nine (9) years. The Board must justify and seek shareholders' approval through the two-tier voting process at the annual general meeting if the Board intends to retain the Directors as Independent Non-Executive Director.

Independent Non-Executive Director who has served for a cumulative period of more than twelve (12) years should resign or be re-designated as a Non-Independent Director.

With its diversity of skills, the Board has been able to provide clear and effective collective leadership to the Group. This has also brought informed and independent judgement to the Group's strategy and performance so as to ensure that the highest standards of conduct and integrity are always at the core of the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

cont'd

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

1. THE BOARD OF DIRECTORS (CONT'D)

1.3 Roles and Responsibilities of the Chairman and Group Managing Director

Dato Yong Piaw Soon was appointed as the Chairman of the Company on 25 May 2022. Dato Yong Piaw Soon is the founder and major shareholder of Harbour-Link.

The position of Chairman and Group Managing Director are held by the same person as the Board believes that for its current size, it is more expedient for the two roles to be held by the same person with clear defining role to ensure no overlapping. As long as there is pertinent check and balance by the Independent Non-Executive Directors which made up of 50% of the current Board's size, no one person in the Board has unfettered powers to make major decision for the Company.

The Chairman is responsible for leadership of the Board in ensuring the effectiveness of all aspects of his role, to lead the Group to achieve its mission and vision. The Chairman is in a better position in this aspect for he has many years of experience and in-depth industrial knowledge in its group of businesses. Decisions of the Board are made collectively during Board meetings. In order to ensure that meetings are properly facilitated, and the Board is properly led, the Chairman plays a crucial and pivotal leadership role in ensuring that the Board works effectively. Additionally, the Chairman of the Board is usually the presiding Chairman during General Meetings of the Company.

Chairman of the Board endeavours to create an environment which promotes constructive deliberations leading to effective contributions by each Board member during Board meetings. Furthermore, the Chairman must be able to manage personal conflicts and help to focus the Board on what really matters as oppose to simply ploughing through the agenda.

The Group Managing Director is responsible for ensuring the adequacy and effectiveness of the Board's governance process and acts as facilitator at Board meetings to ensure all Directors participate and deliberate at all Board meetings and that no Board member dominates the discussion. As the Group Managing Director, supported by fellow Executive Directors, he implements the Group's strategies, policies and decisions adopted by the Board and oversees the operations and business development of the Group.

The roles and responsibilities of the Chairman and Group Managing Director are prescribed in the Company's Board Charter which can be assessed at the corporate website at www.harbour.com.my.

2. BOARD MEETING AND ACCESS TO INFORMATION

Directors are supplied with relevant information and reports on financial, operational, corporate, regulatory, business development and audit matters, by way of Board reports or upon specific request, for decisions to be made on an informed basis and effective discharge of Board's responsibilities.

Good practices have been observed for timely dissemination of meeting agenda, including the relevant Board and Board Committee papers to all Directors prior to the Board and Board Committee meetings to facilitate informed Board decision and to deal with matters arising from such meetings. The Executive Directors and/or other relevant Board members will be furnished with comprehensive explanation on pertinent issues and recommendations by Management. The issues are then deliberated and discussed thoroughly by the Board prior to decision making.

In addition, the Board members are updated on the Company's activities and its operations on a regular basis. All Directors have access to all information of the Company on a timely basis to enable them to discharge their duties and responsibilities.

The Directors are provided with agenda of meetings and Board papers which contain operational report and financial information to be discussed, in sufficient time prior to every Board meeting to enable them to obtain further explanation, where necessary, in order to be properly informed before the meeting.

The Chairman of the Audit and Risk Management Committee, highlights to the Board at each Board meeting of any salient matters noted by the Audit and Risk Management Committee that may require the Board's attention or direction.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

cont'd

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

2. BOARD MEETING AND ACCESS TO INFORMATION (CONT'D)

The attendance of the Directors at the Board and Board Committee meetings during the financial year under review are tabled as below:

Name	Designation	Board	Audit and Risk Management Committee	Nomination Committee	Remuneration Committee
Dato Yong Piaw Soon	Chairman and Group Managing Director	4/4	-	-	-
Wong Siong Seh	Executive Director	3/4	-	-	-
Dato' Toh Guan Seng	Executive Director	4/4	-	-	-
Bin Lay Thiam	Independent Non-Executive Director	4/4	5/5	1/1	1/1
Datuk Pau Chiong Ung	Independent Non-Executive Director	4/4	5/5	1/1	1/1
Khoi Hoay Ling	Independent Non-Executive Director	4/4	5/5	1/1	1/1

As stipulated in the Board Charter, the Directors are required to devote sufficient time and efforts to carry out their responsibilities. The Board obtains this commitment from Directors at the time of their appointment. Each Director is expected to commit time as and when required to discharge their duties and responsibilities besides attending meetings of the Board and Board Committees.

All Board members are required to notify the Chairman on new directorships notwithstanding that the MMLR allow a Director to sit on the boards of 5 listed issuers. Such notification is expected to include an indication of time that will be spent on the new appointment.

2.1 The Roles and Responsibilities of the Company Secretary

The Directors are supported by an external qualified Company Secretaries who are Fellow and Associate members of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA"). The Company Secretary ensures that the Board is regularly updated on relevant regulatory requirements, codes or new statutes issued from time to time. The Company Secretary advises the Board on the corporate governance, rules and regulations to observe and ensure that the proceedings deliberation and resolutions reached at each Board meeting are recorded in the Minutes Book.

The appointment and removal of the Company Secretary is under the purview of the Board.

The Company Secretary updates the Board at regular intervals regarding regulatory requirements.

3. BOARD SELECTION AND ASSESSMENT

A Nomination Committee has been established, with specific terms of reference, by the Board, comprising exclusively Independent Non-Executive Directors as follows:

Chairman	Datuk Pau Chiong Ung	Independent Non-Executive Director
Members	Bin Lay Thiam	Independent Non-Executive Director
	Khoi Hoay Ling	Independent Non-Executive Director

CORPORATE GOVERNANCE OVERVIEW STATEMENT

cont'd

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

3. BOARD SELECTION AND ASSESSMENT (CONT'D)

The Nomination Committee is primarily responsible for recommending suitable appointments to the Board, taking into consideration the Board structure, size, composition and the required mix of expertise and experience which the Director should bring to the Board.

Appointments to the Board are based on merit, guided by the Director's Fit and Proper Policy adopted by the Company. The Board believes that merit-based appointments will best enable the Group to serve its shareholders and stakeholders. The final decision on the appointment of a candidate recommended by the Nomination Committee rests with the Board. The Board is entitled to the services of the Company Secretary who would ensure that all appointments are properly made upon obtaining all necessary information from the candidates.

The Nomination Committee also assess the effectiveness of the Board as a whole, the Board Committees and the contribution of each Director, including Independent Non-Executive Directors.

The Nomination Committee evaluates the Board components based on its diversified mix of skills and experience. It is delegated with the overall responsibility for implementation, monitoring and periodic review of the Board Diversity Policy.

The breakdown of the Board by gender, age and ethnicity as at 30 June 2025 are as follows:

Gender		Age		Ethnicity (Malaysia)	
Male	5	40 – 50	0	Chinese	6
		Above 50	5		
Female	1	40 – 50	0		
		Above 50	1		

During the financial year, the Nomination Committee met once and attended by all members, to:

- Review the composition of the Board in terms of its balanced mix of skills, experience and expertise;
- Review the performance of each Director according to the Company's Director's Fit and Proper Policy;
- Review performance of Audit and Risk Management Committee and each of its members; and
- Review and evaluate the level of independence of a Director who has served more than nine years.

The Board is satisfied with the overall performance of the individual Directors, Board and the Board Committees for the financial year under review, with improvement seen for performance of the Board and Board Committees.

The Board is mindful of the importance for its members to undergo continuous training to keep abreast with changes in regulatory requirements and the impact of such regulatory requirements have on the Group.

The Group provides a dedicated training budget for the Board's continuing development. The Directors continue to undergo relevant training programmes to further enhance their skills and knowledge in the discharge of their stewardship role.

The External Auditors also briefed the Board on financial reporting developments that would affect the Group's financial statements during the financial year under review.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

cont'd

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

3. BOARD SELECTION AND ASSESSMENT (CONT'D)

TRAINING DETAILS FROM 1 JULY 2024 - 30 JUNE 2025			
Director name	Training	Date	Training Provider
Dato Yong Piau Soon	Mandatory Accreditation Programme Part II	10-11 July 2024	Institute of Corporate Directors Malaysia
	SSM National Conference 2024	27-28 August 2024	Suruhanjaya Syarikat Malaysia
	IACS Webinar 2024: Protecting Non-Controlling Shareholders Against Fraud / Oppression By controlling Shareholders and / Or Directors	28 August 2024	Institute of Approved Company Secretaries
	Anti-Bribery & Corruption E-learning 2024	29 November 2024	Harbour Link Group Berhad
	FMM Seminar on Corporate Compliance - Dissecting the Recent Amendments to the PDPA 2010 and Companies Act 2016	27 February 2025	Federation of Malaysian Manufacturers
	Anti-Bribery & Corruption Refresher E-learning 2025	30 June 2025	Harbour Link Group Berhad
Wong Siong Seh	SSM National Conference 2024	27-28 August 2024	Suruhanjaya Syarikat Malaysia
	Anti-Bribery & Corruption E-learning 2024	29 November 2024	Harbour Link Group Berhad
	Mandatory Accreditation Programme Part II	04-05 December 2024	Institute of Corporate Directors Malaysia
Dato' Toh Guan Seng	Anti-Bribery & Corruption E-learning 2024	29 November 2024	Harbour Link Group Berhad
	Mandatory Accreditation Programme Part II	15-16 April 2025	Institute of Corporate Directors Malaysia
	Anti-Bribery & Corruption Refresher E-learning 2025	30 June 2025	Harbour Link Group Berhad
Datuk Pau Chiong Ung	Mandatory Accreditation Programme Part II	12-13 August 2024	Institute of Corporate Directors Malaysia
	Anti-Bribery & Corruption Refresher E-learning 2025	30 June 2025	Harbour Link Group Berhad
Khoi Hoay Ling	Anti-Bribery & Corruption Refresher E-learning 2025	30 June 2025	Harbour Link Group Berhad
Bin Lay Thiam	Mandatory Accreditation Programme Part II	04-05 December 2024	Institute of Corporate Directors Malaysia

CORPORATE GOVERNANCE OVERVIEW STATEMENT

cont'd

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

4. BOARD REMUNERATION

A Remuneration Committee has been established by the Board, comprising a majority of Independent Non-Executive Director as follows:

Chairman	Datuk Pau Chiong Ung	Independent Non-Executive Director
Members	Khoi Hoay Ling	Independent Non-Executive Director
	Bin Lay Thiam	Independent Non-Executive Director

The Remuneration Committee has been entrusted by the Board to determine that the levels of remuneration are sufficient to attract and retain Directors of quality required to manage the business of the Group. The Remuneration Committee is entrusted under its terms of reference to assist the Board, amongst others, to recommend to the Board the remuneration of the Executive Directors. In the case of Independent Non-Executive Directors, the level of remuneration shall reflect the experience and level of responsibilities undertaken by the Independent Non-Executive Directors concerned. In all instances, the deliberations are conducted, with the Directors concerned abstaining from discussions on their individual remuneration. During the financial year under review, the Remuneration Committee met once and attended by all members to review the remuneration package for Executive Directors and key senior management.

Details of Directors' remuneration for the financial year ended **30 June 2025** are as follows:

Directors	Salaries	Fees	Allowances	Benefits-in-kind	Contribution to defined contribution plan and social security contributions	Total
Executive Directors						
Dato Yong Piaw Soon	898,238	6,000	11,000	-	36,785	952,023
Wong Siong Seh	-	-	3,000	-	-	3,000
Dato' Toh Guan Seng	-	-	4,000	-	-	4,000
Non-Executive Directors						
Bin Lay Thiam	-	60,000	11,000	-	-	71,000
Datuk Pau Chiong Ung	-	58,000	11,000	-	-	69,000
Khoi Hoay Ling	-	55,000	11,000	-	-	66,000
Subsidiaries						
Executive Directors						
Dato Yong Piaw Soon	1,757,414	-	-	-	70,446	1,827,860
Wong Siong Seh	2,320,632	-	-	9,900	93,763	2,424,295
Dato' Toh Guan Seng	462,350	-	-	18,000	19,356	499,706
Total	5,438,634	179,000	51,000	27,900	220,351	5,916,884

The Company has on the 22nd Annual General Meeting ("AGM") held on 26 November 2024 obtained the shareholders' mandate on payment of Director fees and allowance up to RM350,000 from 26 November 2024 to the next AGM of the Company.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

cont'd

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

4. BOARD REMUNERATION (CONT'D)

The aggregate remuneration of the top five (5) Senior Management staff of the Group during the financial year ended 30 June 2024 categorised into bands of RM50,000 are as follows:

Amount	Number of Key Senior Management	
	Subsidiary	Company
Above RM400,001 to RM450,000	1	-
Above RM450,001 to RM500,000	-	-
Above RM500,001 to RM550,000	1	-
Above RM550,001 to RM600,000	-	-
Above RM600,001 to RM650,000	1	-
Above RM650,001 to RM700,000	-	-
Above RM700,001 to RM750,000	1	-
Above RM750,001 to RM800,000	-	-
Above RM800,001 to RM850,000	-	-
Above RM850,001 to RM900,000	-	-
Above RM900,001 to RM950,000	-	-
Above RM950,001 to RM1,000,000	-	-
Above RM2,000,001 to RM6,000,000	1	-

The remuneration of the top five (5) Senior Management of the Group disclosed above is on an aggregate basis. At this particular juncture, The Board is of the view that disclosure on named basis of the top five senior management may affect talent retention issues as employee poaching is a common phenomenon in the shipping and logistic industry and hence, it is not in the best interest of the Group.

PRINCIPLE B : EFFECTIVE AUDIT AND RISK MANAGEMENT

5. AUDIT AND RISK MANAGEMENT COMMITTEE

The Board aims to provide and present a balanced and meaningful assessment of the Group's financial performance and prospects at the end of each reporting period and financial year, primarily through the quarterly announcement of the Group's results to Bursa Securities and the annual financial statements of the Group and Company. The Board is assisted by the Audit and Risk Management Committee to oversee the Group's financial reporting processes and the quality of its financial reporting.

The Audit and Risk Management Committee assists the Board to discharge its duties on financial reporting. The composition of the Audit and Risk Management Committee, including its roles and responsibilities, are set out in the Audit and Risk Management Committee Report of this Annual Report. One of the key responsibilities of the Audit and Risk Management Committee in its specific terms of reference is to ensure that the financial statements of the Group and Company comply with applicable financial reporting standards in Malaysia. Such financial statements comprise the quarterly financial report announced to Bursa Securities and the annual statutory financial statements.

The Board is committed in upholding the integrity of the group financial reporting. The Audit and Risk Management Committee is responsible to assess, evaluate and recommend the External Auditors to ensure they are of the right calibre with professional ethics and integrity. The Audit and Risk Management Committee also reviews the types of non-audit services permitted to be provided by the External Auditors of the Company so as not to compromise their independence and objectivity.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

cont'd

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

5. AUDIT AND RISK MANAGEMENT COMMITTEE (CONT'D)

In assessing the independence of the External Auditors, the Audit and Risk Management Committee will require written assurance from the External Auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement with the Company in accordance with the independence criteria set out by the International Federation of Accountants and the Malaysian Institute of Accountants.

Having satisfied itself with Messrs Ernst & Young PLT's performance, the Audit and Risk Management Committee will recommend their re-appointment to the Board, upon which the shareholders' approval will be sought at the forthcoming AGM.

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

6. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board undertakes the responsibility for evaluating, reviewing and monitoring the vital enterprise risks that affect the business and operations. The management has on going process to manage and mitigate key businesses risk with the intent to strengthen the risk management and internal control system as a whole.

7. GOVERNANCE, RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Relevant Internal Control Systems are implemented for the day to day operations of the Group. The Internal Audit Function undertakes regular reviews of the adequacy and effectiveness of the Group's system of internal control and risk management process, as well as appropriateness and effectiveness of the corporate governance practices. The Internal Audit Function reports directly to the Audit and Risk Management Committee. Further details on the Internal Audit Function is in the Audit and Risk Management Committee Report and the Statement on Risk Management and Internal Control in this Annual Report.

8. CONTINUOUS COMMUNICATION BETWEEN COMPANY AND STAKEHOLDERS

The Board recognises the importance of being transparent and accountable to the Company's investors and, as such, has various channels to maintain communication with them. The various channels of communications are through the quarterly announcements on financial results to Bursa Securities, relevant announcements and circulars when necessary, the Annual and Extraordinary General Meetings and through the Group's website where shareholders can access pertinent information concerning the Group.

9. SHAREHOLDERS PARTICIPATION AT GENERAL MEETINGS

The AGM, which is the principal forum for shareholders dialogue, allows shareholders to review the Group's performance via the Company's Annual Report and pose questions to the Board for clarification. At the AGM, shareholders participate in deliberating resolutions being proposed or on the Group's operation in general.

The Notice of AGM is circulated at least twenty-eight (28) days before the date of the meeting to enable shareholders to go through the Annual Report and papers supporting the resolutions proposed. Shareholders are invited to ask questions both about the resolutions being proposed before putting a resolution to vote as well as matters relating to the Group's operations in general. All the resolutions set out in the Notice of the last 22nd AGM were voted by way of poll and duly passed. The outcome of the 22nd AGM was announced to Bursa Securities on the same meeting day.

In line with the MMLR of Bursa Securities, all resolutions tabled at general meetings will be voted by way of poll.

The 22nd AGM was conducted on a fully virtual basis on 26 November 2024. All the Directors together with the Senior Management team and External Auditors attended the 22nd AGM to answer any queries from the shareholders.

The Notice of the 22nd AGM was issued on 28 October 2024 and published in the 2024 Annual Report, The Star newspaper and Bursa Securities company announcement. The Shareholders were given sufficient time to make the necessary arrangements for appointing proxy(ies) or attending the AGM.

A notice period of at least 28 days was given prior to the 22nd AGM in line with Practice 13.1 of the MCGG.

STATEMENT OF DIRECTORS' RESPONSIBILITY

The Board is responsible to ensure that the financial statements are properly drawn up in accordance with the provisions of the Companies Act 2016, MFRS Accounting Standards and IFRS Accounting Standards so as to give a true and fair view of the financial position of the Group as at the end of the financial year and of the financial performance and cash flows of the Group for the financial year then ended.

The Directors are satisfied that in preparing the financial statements of the Group for the year ended 30 June 2025, the Group has adopted suitable accounting policies and applied them consistently, prudently and reasonably. The Directors also consider that all applicable approved accounting standards have been followed in the preparation of the financial statements, subject to any material departures being disclosed and explained in the notes to the financial statements. The financial statements have been prepared on a going concern basis.

The Directors are responsible for ensuring that the Group keeps sufficient accounting records to disclose with reasonable accuracy, the financial position of the Group and which enable them to ensure that the financial statements comply with the Companies Act 2016.

This Corporate Governance Overview Statement was made in accordance with a resolution of the Board on 24 October 2025.

ADDITIONAL COMPLIANCE INFORMATION

1. NON-AUDIT FEES

Details of statutory audit, audit-related and non-audit fees paid/payable in the financial year ended 30 June 2025 to the External Auditors are set out below: -

Description	Fees paid/payable to Messrs Ernst & Young PLT (RM)		
	Company	Subsidiary	Total
Audit fees	129,000	1,008,100	1,137,100
Non-Audit Fees	16,100	-	16,100
	145,100	1,008,100	1,153,200

Description	Fees paid/payable to other auditors (SGD/BND)		
	Company	Subsidiary	Total
Audit fees	-	28,900	28,900

Description	Fees paid/payable to other auditors (HKD)		
	Company	Subsidiary	Total
Audit fees	-	35,000	35,000

2. MATERIAL CONTRACTS

There were no material contracts entered into by the Group which involves directors and major shareholders' interest during the financial year.

3. RECURRENT RELATED PARTY TRANSACTIONS

There are no other recurrent related party transactions transacted by the Company and its subsidiaries except for those disclosed under related party transactions on page 181.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The principal objective of the Audit and Risk Management Committee (“**ARMC**”) is to assist the Board in discharging its statutory duties and responsibilities relating to financial reporting, internal control, risk management and the oversight of both the internal and external audit functions.

MEMBERS AND MEETINGS

The ARMC comprise three (3) members, all of whom are Independent Non-Executive Directors. Two of them, Bin Lay Thiam and Khoi Hoay Ling are members of the Malaysia Institute of Accountants and Malaysian Institute of Certified Public Accountants, respectively.

None of the members of the ARMC are former audit partners of the External Auditors appointed by the Group.

The ARMC convened five (5) meetings during the financial year ended 30 June 2025 (“**FY2025**”) and the details of each ARMC member’s attendance are set out below:

Designation	Name of Directors	Directorship	No. of Meeting Attended
Chairman	Bin Lay Thiam	Independent Non-Executive Director	5/5
Member	Datuk Pau Chiong Ung	Independent Non-Executive Director	5/5
Member	Khoi Hoay Ling	Independent Non-Executive Director	5/5

The Chairman and Group Managing Director, Financial Controller and Compliance Officer were invited to attend all the meetings to provide clarification on matters falling under their purview. The external auditors responsible for the Group’s financial audit were present at three (3) out of five (5) meetings held during FY2025.

TERMS OF REFERENCE

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

SUMMARY OF ACTIVITIES OF THE ARMC

The activities carried out by the ARMC during FY2025 were in line with its Terms of Reference that included the following:

Financial Reporting and Compliance

- Reviewed the unaudited quarterly financial results and annual audited financial statements to ensure the Group’s compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, applicable approved accounting standards issued by Malaysian Accounting Standards Board and other legal and regulatory requirements, before recommending to the Board for consideration and approval.
- Reviewed and assessed with the Management and external auditors, the appropriateness of the Group’s accounting policies and adequacy of financial reporting and disclosure requirements with particular focus on key audit matters and the reasonableness of judgments and projections made in connection with the preparation of the financial statements.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

cont'd

SUMMARY OF ACTIVITIES OF THE ARMC (CONT'D)

External Audit

- Considered the re-appointment of the external auditors and audits fees by evaluating the external auditor's suitability, independence, performance and the scope of work conducted.
- Reviewed the external auditor's audit planning memorandum which outlined its engagement team, audit approach, audit timeline and areas of audit emphasis for financial year prior to the commencement of audit.
- Discussed with the external auditors on updates in relation to new or proposed changes in the accounting standards and regulatory requirements and considered the implications to the financial statement's presentation and disclosure arising from the adoption of these changes.
- Reviewed and discussed with the external auditors, the auditing issues and where applicable, the impact of material adjustments and recommendations arising from the final audit.

Internal Audit and Risk Management

- Reviewed the competency of internal audit function, encompassing its processes, audit plan, and resource requirements, and reviewed the internal audit reports to ensure that the findings, recommendations, and management's responses were adequately addressed.
- Considered and approved the appointment of the outsourced professional service firm and their fees by evaluating their competency, independence and performance.
- Reviewed and assessed the adequacy and effectiveness of the risk management framework.
- Reviewed and recommended to the Board for approval of the ARMC Report and Statement on Risk Management and Internal Control for inclusion in the FY2025 Annual Report.

Related Party Transaction/Conflict of Interest

- Reviewed related party transactions, conflict of interest and potential conflict of interest situations that may have arisen within the Group.
- Reviewed the Recurrent Related Party Transactions circular and recommendation to the Board to seek shareholders' approval for renewal of Shareholders' Mandate.

CONFLICT OF INTEREST

During the financial year under review, the ARMC has not received any reports from the Directors or key senior management relating to conflict of interest or potential conflict of interest situations that they have with the Group.

PERFORMANCE OF ARMC

The Nomination Committee assessed and evaluated the performance of the ARMC and its members for the financial year ended 30 June 2025. Based on the outcome of the assessment, the Board was satisfied with the performance of the ARMC and its members and concluded that they have effectively discharged their functions, duties and responsibilities in accordance with the terms of reference of the ARMC.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

cont'd

SUMMARY OF ACTIVITIES OF THE INTERNAL AUDIT FUNCTION

The Group outsourced its internal audit assignments to an independent professional service firm, which has no involvement in the Group's operations to preserve its objectivity and independence. The activities of the internal function during the FY2025 are summarized as follows:

- Presented and obtained approval for the Internal Audit Plan which sets out the internal audit work expected to be carried out for the financial year, including any revision thereafter.
- Performed internal audit reviews in accordance with the approved Internal Audit Plan.
- Presented the Internal Audit Reports with highlights on audit findings, recommendations to improve and management's responses.
- Performance follow-up on prior internal audits and updating the ARMC on the status of management's actions.

The total costs incurred for the internal audit and risk management function of the Group for the financial year was approximately RM79,657.18.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors of Harbour-Link Group Berhad (**"the Board"**) is pleased to present the Statement on Risk Management and Internal Control pursuant to Paragraph 15.26 (b) of Bursa Malaysia Securities Berhad's Main Market Listing Requirements (**"MMLR"**), and is guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers (**"the Guidelines"**) issued by Bursa Malaysia Securities Berhad. This Statement outlines the nature and scope of the risk management and internal controls of the Group during the financial year under review.

RESPONSIBILITY

The Board acknowledges its overall responsibility for safeguarding shareholders' investments and the Group's assets as well as reviewing the adequacy and effectiveness of the Group's risk management practices and internal control system. However, due to inherent limitations, the risk management and internal control system are designed to manage the Group's risks within an acceptable risk appetite, rather than eliminate the risks that may impede the achievement of the Group's business objectives. Accordingly, it can only provide reasonable rather than absolute assurance against material misstatement, fraud or loss.

In carrying out this responsibility, the Board is assisted by the Audit and Risk Management Committee (**"ARMC"**). The ARMC is guided by its terms of reference to ensure the adequacy and integrity of the risk management practices and internal control system. This is done through reports to ARMC from the Risk Officer on the risk management activities carried out by the respective risk management committees, Internal Auditors on the internal control system, independent financial audit and the Management, respectively.

The Group's risk management practices and internal control system do not apply to its joint venture and associate companies where the Group does not have full management control over them. The Group's interests are secured through Board representation in the joint venture and associate companies, and periodic review of the companies' management accounts by the Management.

RISK MANAGEMENT

As the business continues to grow, the emphasis is on the importance of maintaining sound risk management practices and to establish a sustainable risk management governance framework. This is driven through ongoing efforts to embed the risk management framework and policy, where possible, into the culture and operations of the Group. The risk management structure spans the entire organization, from the Board right down to the operational level that comprises 12 Risk Management Committees (**"RMC"**). Through such structure, material risks from each segment of the business are represented and escalated to respective Division Head and finally to the Board, providing a comprehensive and all-inclusive approach in capturing and managing the Group's risks. This is a continuous process of identifying, evaluating and managing the Group's material risks. The activities of the RMC are monitored by the Division Head with the assistance of the Risk Officer. The approach adopted by the Group is guided by the globally accepted standard for risk management, ISO 31000 Risk Management – Principles and Guidelines for identifying, evaluating, managing and monitoring significant risks. The abovementioned risk management practice of the Group has been in place for the financial year under review and up to the date of the approval of this Statement.

Key risks identified that are pertinent to the current business environment are as follows:

- Digital transformation risk – In a rapidly evolving technological landscape, there is a risk of not keeping pace with new technologies needed to meet customer expectations and maintain operational efficiency amidst growing business complexity. To address this risk, the Management has allocated resources for ongoing technological upgrades and is committed in upskilling its workforce to adapt to these technological changes.
- Sustainability risk – Environmental, Social and Governance (ESG) issues that needs to be managed and balanced to keep the Group economically resilient, compliant with regulations and maintain stakeholder trust. The Management mitigates this risk by integrating ESG criteria into decision-making, ensuring ethical governance, regulatory compliance, and responsiveness to stakeholder expectations.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

cont'd

INTERNAL AUDIT FUNCTION

The Group's internal audit adopts a risk-based approach to provide assurance to the Board that the internal audit review covers key risk areas and core processes of the Group in accordance with the approved risk based internal audit plan. The internal audit review is outsourced to a professional service firm. They report independently and directly to the ARMC and are free from any relationships or conflicts of interest which could impair their objectivity and independence.

The role of the internal audit in the Group includes the following:

- Review the adequacy and effectiveness of the Group's internal controls;
- Highlight significant risks and non-compliance issues relating to procedures and operations that impact the Group;
- Provide recommendations to improve the effectiveness of controls and operations and conduct follow-up reviews to ensure that appropriate actions are being taken, where applicable, to address internal control weaknesses highlighted; and
- Promote risk awareness, highlight the value and importance of an effective internal control system.

The internal audit reviews are performed in accordance with the Internal Audit Plan which is approved by the ARMC annually. The results of the internal audit reviews are discussed with the respective unit heads and the audit findings including recommendations for improvements are presented to the ARMC at their scheduled meetings. In addition, follow-up reviews are conducted to ensure that corrective actions are accordingly implemented. There were some internal control weaknesses identified from the review during the year, all of which have been or are being addressed. None of these weaknesses have resulted in any material losses, contingencies or uncertainties that would require a separate disclosure in this Annual Report.

OTHER KEY ELEMENTS OF RISK MANAGEMENT AND INTERNAL CONTROL

The other key elements of risk management and internal control systems that further support the maintenance of a strong risk management and internal control environment in the Group are as follows:

- ARMC that comprises wholly independent non-executive directors and its activities undertaken during the financial year under review are set out in the Audit and Risk Management Committee Report;
- Establishment of other Board Committees to assist the Board in providing independent oversight function, namely the Nomination Committee and Remuneration Committee with responsibilities and authorities clearly specified in their respective terms of reference;
- Active participation by the executive members of the Board in the day-to-day running of the operations and regular dialogues with senior management on operational matters;
- Effective reporting system in generating timely financial information for Management review and decision making;
- An annual budgeting process where each business unit within the Group prepares its budget for the following financial year. The budget is then reviewed by the Management after which, the budget is submitted to the Board for approval;
- Quarterly reviews of the performance and financial results of the Group by the Management and the Board;
- The Board is furnished with timely and detailed Board papers and is further briefed on all significant matters for their consideration and deliberation;
- Existence of limits of authority which provides for the approval of various transactions;
- Review and approval of all proposals relating to significant capital and investment acquisition by the Board;
- Adequate insurance coverage on major assets and transactions to prevent material losses and reduce contingent liabilities of the Group;
- Organization structure with clearly defined lines of responsibility, delegation of authority and a process of hierarchical reporting;
- Employment of qualified and capable work force to enable the Group to achieve its vision and mission;
- Established training and development plans to ensure staff are kept up to date with necessary competencies to properly carry out their duties and responsibilities;
- Documented policies and standard operating procedures for key processes are updated from time to time in tandem with changes to business environment or regulatory guidelines;
- Continuous development and improvement on the information technology systems and platforms to support the operational efficiency in various operational activities;
- Established Whistleblowing Policy and Anti-Bribery and Corruption Policy to manage corporate liabilities risk and promote a high standard of business integrity; and
- Declaration of conflict of interest by Directors and key senior management, with appropriate disclosures reviewed by the Board to ensure transparency and manage ethical risks that could impair objective decision-making.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

cont'd

ASSURANCE FROM MANAGEMENT

The Board has received assurance from the Chairman and Group Managing Director and Financial Controller that the Group's risk management and internal control systems are operating adequately and effectively in all material aspects, for the financial year ended 30 June 2025 and up to the date of this Statement.

CONCLUSION

Overall, the Board is satisfied that the assessment and review processes of the Group's businesses are in place to provide reasonable assurance on the adequacy and effectiveness of the governance, risk and internal control system of the Group.

The Board and Management shall continue to review and implement measures to improve and strengthen the risk management and internal control system of the Group.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The external auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in Audit and Assurance Practice Guide, *Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report ("AAPG3")* issued by the Malaysian Institute of Accountants ("MIA") for inclusion in the Annual Report of the Group for the year ended 30 June 2025, and reported to the Board that nothing has come to their attention that cause them to believe that the statement intended to be included in the Annual Report of the Group, in all material respects has not been prepared in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, or is factually inaccurate.

AAPG3 does not require the external auditors to consider whether the Directors' Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Directors and Management thereon. The report from the external auditors was made solely for, and directed solely to the Board in connection with their compliance with the listing requirements of Bursa Malaysia Securities Berhad and for no other purposes or parties. The external auditors do not assume responsibility to any person other than the Board of Directors in respect of any aspect of this report.

This Statement has been approved by the Board on 24 October 2025 based on the recommendation of the ARMC.

An aerial, top-down view of a large container ship sailing on the ocean. The ship is oriented vertically, with its bow at the bottom of the frame. The deck is densely packed with numerous colorful shipping containers, arranged in neat rows. The ship's superstructure, including the bridge and various masts, is visible at the top. The ocean surface is textured with small waves, and a white wake is visible behind the ship.

FINANCIAL STATEMENTS

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DIRECTORS' REPORT

The directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 30 June 2025.

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding and provision of management services. The principal activities of the subsidiaries are disclosed in Note 15 to the financial statements. There have been no significant changes in the nature of these principal activities during the financial year.

RESULTS

	Group RM	Company RM
Profit net of tax	138,971,919	58,861,268
Attributable to:		
Owners of the Company	117,985,700	58,861,268
Non-controlling interest	20,986,219	-
	138,971,919	58,861,268

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

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

DIVIDENDS

The amounts of dividends paid by the Company since 30 June 2024 were as follows:

	RM
In respect of the financial year ended 30 June 2024:	
Final tax exempt (single-tier) dividend of 3.0 sen per share on 398,576,708 ordinary shares, declared on 30 November 2024 and paid on 27 December 2024	11,957,301
In respect of the financial year ended 30 June 2025:	
First interim tax exempt (single-tier) dividend of 3.0 sen per share on 398,576,708 ordinary shares, declared on 14 March 2025 and paid on 3 April 2025	11,957,301
	23,914,602

A final tax exempt (single-tier) dividend in respect of the financial year ended 30 June 2025 of 3.0 sen per share on 398,576,708 ordinary shares, amounting to a dividend payable of RM11,957,301 was approved and declared by the directors on 27 August 2025. The dividend will be paid on 18 November 2025.

DIRECTORS' REPORT

cont'd

DIRECTORS

The directors of the Company in office at the beginning of the financial year and up to the date of this report are:

Dato Yong Piaw Soon **
Wong Siong Seh **
Dato' Toh Guan Seng **
Datuk Pau Chiong Ung
Bin Lay Thiam
Khoi Hoay Ling

** *These directors are also directors of certain subsidiaries of the Company.*

The directors of the subsidiaries of the Company at the beginning of the financial year and up to the date of this report (excluding the directors listed above) are:

Aidid Bin Abd Kadir
Alias @ Awg Alias Bin Timbang
Choo Wai Teck
Haji Abdul Saman Bin Ahmad
Hii Kwong Wui
Hooi Yen Peng
Kok Giok Huat
Lau Chii Hung
Lee Seng Chiong
Lim Sin Sang
Lim Yan Peng
Mohd Irwan Bin Abdullah
Ong Khoon Seng
Pau Chong Dak
Sandra Chan Lee Hung
Ngui Moh Yee
Tan Tiong Pan
Tang Kie Ung
Wong King Hie
Wong Siik Hing
Yong Leong Hua
Yong Leong Mew
Yong Lin Ing

DIRECTORS' BENEFITS

Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the directors might acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors or the fixed salary of a full-time employee of the Company as shown below) by reason of a contract made by the Company or a related corporation with any 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, except as disclosed in Note 31 to the financial statements.

The Company maintains a liability insurance for the directors and officers of the Group. The total sum insured for directors and officers of the Group for the financial year amounted to RM15 million. The insurance premium paid was RM17,325. No payment was made for any indemnity during the financial year and up to the date of this report.

DIRECTORS' REPORT

cont'd

DIRECTORS' REMUNERATION

Details of directors' remuneration in accordance with the requirements of Companies Act 2016 are as follows:

	Group RM	Company RM
Executive:		
Salaries and other emoluments	5,333,548	854,100
Bonus	129,086	68,138
Contributions to defined contribution plan and social security contributions	200,350	36,785
Total executive directors' remuneration (excluding benefits-in-kind)	5,682,984	959,023
Estimated money value of benefits-in-kind	27,900	-
Total executive directors' remuneration (including benefits-in-kind)	5,710,884	959,023
Non-executive:		
Allowance	33,000	33,000
Fees	173,000	173,000
Total non-executive directors' remuneration	206,000	206,000
Total directors' remuneration (Note 9)	5,916,884	1,165,023

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors in office at the end of the financial year in shares in the Company during the financial year were as follows:

	Number of ordinary shares As at 01.07.2024 and 30.06.2025
Direct interest	
Dato Yong Piaw Soon	39,826,599
Wong Siong Seh	22,274,360
Dato' Toh Guan Seng	5,060,000
Deemed interest	
Dato Yong Piaw Soon	212,819,726
Wong Siong Seh	212,819,726

By virtue of their substantial interest in shares in the Company, Dato Yong Piaw Soon and Wong Siong Seh, are deemed to be interested in the shares of the Company's subsidiaries to the extent the Company has an interest.

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

DIRECTORS' REPORT

cont'd

OTHER STATUTORY INFORMATION

- (a) Before the statements of profit or loss and other comprehensive income and statements of financial position of the Group and of the Company were made out, the directors took reasonable steps:
 - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and
 - (ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.
- (b) At the date of this report, the directors are not aware of any circumstances which would render:
 - (i) the amount written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; and
 - (ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.
- (c) At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.
- (e) At the date of this report, there does not exist:
 - (i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
 - (ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.
- (f) In the opinion of the directors:
 - (i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; 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 or of the Company for the financial year in which this report is made.

DIRECTORS' REPORT

cont'd

AUDITORS

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

Auditors' remuneration are as follows:

	Group RM	Company RM
Ernst & Young PLT	1,153,200	145,100
Other auditors	135,732	-
	1,288,932	145,100

To the extent permitted by law, the Company has agreed to indemnify their auditors, Ernst & Young PLT, as part of the terms of their audit engagements against claims by third parties arising from their audit for an unspecified amount. No payment has been made to indemnify Ernst & Young PLT for the financial year ended 30 June 2025.

Signed on behalf of the Board in accordance with a resolution of the directors dated 24 October 2025.

Dato Yong Piau Soon

Wong Siong Seh

STATEMENT BY DIRECTORS

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

We, **Dato Yong Piaw Soon** and **Wong Siong Seh**, being two of the directors of Harbour-Link Group Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 110 to 197 are drawn up in accordance with the MFRS Accounting Standards, IFRS Accounting 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 30 June 2025 and of their financial performances and their cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors dated 24 October 2025.

Dato Yong Piaw Soon

Wong Siong Seh

STATUTORY DECLARATION

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

I, **Sandra Chan Lee Hung**, being the officer primarily responsible for the financial management of Harbour-Link Group Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 110 to 197 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the
abovenamed **Sandra Chan Lee Hung**
at Bintulu in the State of Sarawak
on 24 October 2025

Sandra Chan Lee Hung
(MIA 14522)

Before me,

YEK SIEW LIN
NO. Q187
COMMISSIONER FOR OATHS
Bintulu, Sarawak

INDEPENDENT AUDITORS' REPORT

To the Members of Harbour-Link Group Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of **Harbour-Link Group Berhad**, which comprise the statements of financial position as at 30 June 2025 of the Group and of the Company, and statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 110 to 197.

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 30 June 2025, and of their financial performance and their cash flows for the year then ended in accordance with the MFRS Accounting Standards, IFRS Accounting 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 audit 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 Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key audit matters

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

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

INDEPENDENT AUDITORS' REPORT

To the Members of Harbour-Link Group Berhad
(Incorporated in Malaysia)
cont'd

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

Key audit matters (cont'd)

1. Revenue recognition

(Refer to Note 2.19(a)(i) and (ii) - accounting policies for revenue recognition on revenue from freight and freight forwarding services and Note 4 - revenue)

The Group's revenue from freight and freight forwarding services is derived from a large volume of individually insignificant transactions. During the financial year, the Group recognised revenue of approximately RM834 million from freight and freight forwarding services which accounted for 81% of the Group's total revenue for the financial year. Accordingly, we have identified revenue from freight and freight forwarding services as a key audit matter.

Our procedures include the following:

- (i) obtained an understanding of the relevant controls over the process of recording of revenue and tested the operating effectiveness of relevant controls over the occurrence and measurement of revenue;
- (ii) used our internal data analytical tools to analyse the relationship between revenue, accounts receivables and cash;
- (iii) tested samples of revenue transactions to the supporting documents issued such as invoices, bills of lading and evidence on delivery of services; and
- (iv) tested transactions around the reporting date to determine whether such revenue was recognised in the correct accounting period.

2. Impairment assessment of trade receivables

(Refer to Note 2.13 - accounting policies for financial instruments, Note 3 - significant accounting judgements and estimates on provision for expected credit losses of trade receivables, Note 19 - trade and other receivables and Note 32(d) - Credit risk)

As at the reporting date, the Group's trade receivables stood at RM242 million which is stated net of provision for expected credit losses ("ECL") of RM14 million. Trade receivables account for 19% of the Group's total assets. We focused on this area due to the significant estimation required to assess the provision for ECL including forward-looking factors.

Our procedures include the following:

- (i) obtained and reperformed management's ECL computation;
- (ii) assessed the reasonableness of historical loss rates applied in the ECL computation;
- (iii) obtained understanding and discussed the forward-looking information gathered by the management in relation to the provision matrix and the application thereof; and
- (iv) reviewed management's detection of the changes in credit quality not yet detected at an individual level and probabilities of default on a collective basis, considering risk characteristics such as the industry or geographical location of the debtors.

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 Directors' report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon, which we obtained prior to the date of this auditors' report, and the other information in the annual report, which is expected to be made available to us after the date of this auditors' report.

INDEPENDENT AUDITORS' REPORT

To the Members of Harbour-Link Group Berhad
(Incorporated in Malaysia)
cont'd

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

Information other than the financial statements and auditors' report thereon (cont'd)

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not and will 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 identified above 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 on the other information that we obtained prior to the date of this auditors' report, 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.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors of the Company and take appropriate action.

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 MFRS Accounting Standards, IFRS Accounting 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 the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

INDEPENDENT AUDITORS' REPORT

To the Members of Harbour-Link Group Berhad
(Incorporated in Malaysia)
cont'd

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

Auditors' responsibilities for the audit of the financial statements (cont'd)

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

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

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

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 15 to the financial statements.

OTHER MATTERS

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

ERNST & YOUNG PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

AU YONG SWEE YIN
No. 03101/02/2026 J
Chartered Accountant

Kuching, Malaysia
Date: 24 October 2025

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the financial year ended 30 June 2025

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
Revenue	4	1,032,264,155	941,631,295	62,721,500	81,864,500
Cost of sales		(809,998,655)	(751,221,539)	-	-
Gross profit		222,265,500	190,409,756	62,721,500	81,864,500
Other items of income					
Other income	5	20,483,276	14,256,446	192,531	607,049
Other items of expenses					
Administrative and other expenses		(79,777,414)	(77,782,248)	(7,744,762)	(7,562,394)
Net (allowances)/reversal on impairment of:					
- trade and other receivables		(3,270,134)	195,233	6,385,254	(200,435)
- property, plant and equipment		-	769,344	-	-
- investment in subsidiaries		-	-	(2,395,416)	140,565
Operating profit		159,701,228	127,848,531	59,159,107	74,849,285
Finance costs	6	(3,623,259)	(2,539,212)	(69,721)	(74,751)
Share of results of associates		4,131,081	419,873	-	-
Share of results of joint venture		-	(600)	-	-
Profit before tax	7	160,209,050	125,728,592	59,089,386	74,774,534
Income tax expense	10	(21,237,131)	(19,114,837)	(228,118)	(303,705)
Profit net of tax		138,971,919	106,613,755	58,861,268	74,470,829
Other comprehensive (loss)/income:					
<i>Other comprehensive income to be reclassified to profit or loss in subsequent periods:</i>					
Share of associates' other comprehensive (loss)/income		(1,422,118)	195,695	-	-
Foreign currency translation		(869,728)	(49,765)	-	-
Other comprehensive (loss)/income, net of tax		(2,291,846)	145,930	-	-
Total comprehensive income for the year		136,680,073	106,759,685	58,861,268	74,470,829
Profit net of tax attributable to:					
Owners of the Company		117,985,700	86,188,932	58,861,268	74,470,829
Non-controlling interests		20,986,219	20,424,823	-	-
		138,971,919	106,613,755	58,861,268	74,470,829
Total comprehensive income attributable to:					
Owners of the Company		115,723,840	86,331,930	58,861,268	74,470,829
Non-controlling interests		20,956,233	20,427,755	-	-
		136,680,073	106,759,685	58,861,268	74,470,829
Earnings per share attributable to the owners of the Company (sen per share)					
Basic	11	29.60	21.62		
Diluted	11	29.60	21.62		

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION

As at 30 June 2025

	Note	Group		Company	
		2025	2024	2025	2024
		RM	RM	RM	RM
ASSETS					
Non-current assets					
Property, plant and equipment	13	443,458,965	401,448,115	5,016,562	5,135,544
Investment properties	14	11,921,955	12,405,928	-	-
Investment in subsidiaries	15	-	-	324,340,392	296,085,893
Investment in associates	16	9,591,005	7,023,542	752,200	752,200
Deferred tax assets	17	1,003,437	672,586	-	-
Inventories	18	48,076,456	47,061,860	-	-
Trade and other receivables	19	-	920,264	2,000,000	4,004,627
		514,051,818	469,532,295	332,109,154	305,978,264
Current assets					
Inventories	18	52,848,925	44,918,387	-	-
Trade and other receivables	19	253,539,899	222,734,908	3,576,810	306,383
Other current assets	20	32,357,736	29,383,314	305,614	227,478
Investment securities	22	133,958,346	115,779,410	48	46
Cash and bank balances	23	305,245,338	283,376,851	13,381,693	12,050,456
		777,950,244	696,192,870	17,264,165	12,584,363
TOTAL ASSETS		1,292,002,062	1,165,725,165	349,373,319	318,562,627
EQUITY AND LIABILITIES					
Current liabilities					
Loans and borrowings	26	22,844,971	19,396,142	-	3,400,000
Trade and other payables	27	152,199,133	154,719,308	680,582	1,392,426
Other current liabilities	28	2,431,274	4,280,759	-	-
Income tax payable		6,132,927	7,052,959	-	13,939
		183,608,305	185,449,168	680,582	4,806,365
Net current assets		594,341,939	510,743,702	16,583,583	7,777,998

STATEMENTS OF FINANCIAL POSITION

As at 30 June 2025

cont'd

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
EQUITY AND LIABILITIES (CONT'D)					
Non-current liabilities					
Deferred tax liabilities	17	17,537,578	16,465,726	60,208	70,399
Loans and borrowings	26	54,288,685	29,891,748	-	-
		71,826,263	46,357,474	60,208	70,399
TOTAL LIABILITIES		255,434,568	231,806,642	740,790	4,876,764
Net assets		1,036,567,494	933,918,523	348,632,529	313,685,863
Equity attributable to the owners of the Company					
Share capital	24	200,200,008	200,200,008	200,200,008	200,200,008
Treasury shares	24	(886,951)	(886,951)	(886,951)	(886,951)
Retained earnings		696,127,866	602,056,768	149,319,472	114,372,806
Foreign currency translation reserve	25	2,364,731	4,626,591	-	-
		897,805,654	805,996,416	348,632,529	313,685,863
Non-controlling interests		138,761,840	127,922,107	-	-
TOTAL EQUITY		1,036,567,494	933,918,523	348,632,529	313,685,863
TOTAL EQUITY AND LIABILITIES		1,292,002,062	1,165,725,165	349,373,319	318,562,627

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 30 June 2025

← Attributable to the owners of the Company →								
Note	Share capital (Note 25) RM	Treasury shares (Note 25) RM	Retained earnings RM	Foreign currency translation reserve (Note 26) RM	Total equity attributed to the owners of the Company RM	Non-controlling interests RM	Total equity RM	
Group								
At 1 July 2024	200,200,008	(886,951)	602,056,768	4,626,591	805,996,416	127,922,107	933,918,523	
Profit net of tax	-	-	117,985,700	-	117,985,700	20,986,219	138,971,919	
Other comprehensive income	-	-	-	(2,261,860)	(2,261,860)	(29,986)	(2,291,846)	
Total comprehensive income	-	-	117,985,700	(2,261,860)	115,723,840	20,956,233	136,680,073	
Transactions with owners								
Dividends	12	-	-	(23,914,602)	-	(23,914,602)	-	(23,914,602)
Subscription of new ordinary shares from non-controlling interests	15(b)	-	-	-	-	4,350,000	4,350,000	
Dividends paid to non-controlling interests in subsidiaries		-	-	-	-	(14,466,500)	(14,466,500)	
Total transactions with owners		-	-	(23,914,602)	-	(23,914,602)	(10,116,500)	(34,031,102)
At 30 June 2025	200,200,008	(886,951)	696,127,866	2,364,731	897,805,654	138,761,840	1,036,567,494	
At 1 July 2023	200,200,008	(886,951)	539,308,309	4,483,593	743,104,959	118,641,231	861,746,190	
Profit net of tax	-	-	86,188,932	-	86,188,932	20,424,823	106,613,755	
Other comprehensive income	-	-	-	142,998	142,998	2,932	145,930	
Total comprehensive income	-	-	86,188,932	142,998	86,331,930	20,427,755	106,759,685	
Transactions with owners								
Dividends	12	-	-	(23,914,602)	-	(23,914,602)	-	(23,914,602)
Acquisition of non-controlling interests		-	-	474,129	-	474,129	(3,109,879)	(2,635,750)
Subscription of new ordinary shares from non-controlling interests		-	-	-	-	9,750,000	9,750,000	
Dividends paid to non-controlling interests in subsidiaries		-	-	-	-	(17,787,000)	(17,787,000)	
Total transactions with owners		-	-	(23,440,473)	-	(23,440,473)	(11,146,879)	(34,587,352)
At 30 June 2024	200,200,008	(886,951)	602,056,768	4,626,591	805,996,416	127,922,107	933,918,523	

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 30 June 2025
cont'd

	Note	Share capital (Note 25) RM	Treasury shares (Note 25) RM	Retained earnings RM	Total equity RM
Company					
At 1 July 2024		200,200,008	(886,951)	114,372,806	313,685,863
Profit net of tax, representing total comprehensive income		-	-	58,861,268	58,861,268
Transactions with owners					
Dividends	12	-	-	(23,914,602)	(23,914,602)
At 30 June 2025		200,200,008	(886,951)	149,319,472	348,632,529
At 1 July 2023		200,200,008	(886,951)	63,816,579	263,129,636
Profit net of tax, representing total comprehensive income		-	-	74,470,829	74,470,829
Transactions with owners					
Dividends	12	-	-	(23,914,602)	(23,914,602)
At 30 June 2024		200,200,008	(886,951)	114,372,806	313,685,863

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

For the financial year ended 30 June 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Operating activities					
Profit before tax		160,209,050	125,728,592	59,089,386	74,774,534
Adjustments for:					
Allowance for/(reversal of) impairment, net					
- trade receivables	32(d)	3,270,134	(195,233)	-	-
- other receivables	32(d)	-	-	(6,385,254)	200,435
Allowance for/(reversal of) impairment loss on investment in subsidiaries	15	-	-	2,395,416	(140,565)
Bad debts written off	7	274,627	22,407	-	-
Depreciation of property, plant and equipment	7	51,581,464	44,995,146	344,183	285,603
Depreciation of investment properties	7	483,973	491,493	-	-
Dividend income	4	-	-	(59,741,500)	(78,891,500)
Dividend income from investment securities	5	(312,114)	(1,252,863)	-	-
Fair value gain on investment securities, net	5	(4,589,735)	(4,180,801)	(2)	(230,765)
Net gain on disposal of property, plant and equipment	7	(2,252,045)	(896,737)	-	(12,999)
Gain on termination of right-of-use assets	5	(118,592)	(2,216)	-	-
Loss upon winding up of joint venture	7	-	630	-	-
Inventories written off	7	54,817	325,109	-	-
Inventories written down	7	586,000	-	-	-
Reversal of impairment loss on property, plant and equipment, net	13(d)	-	(769,344)	-	-
Interest expense	6	3,623,259	2,539,212	69,721	74,751
Interest income	5	(4,093,236)	(4,626,770)	(153,107)	(347,425)
Property, plant and equipment written off	7	227,626	1,016,795	159	2,691
Share of results of associates		(4,131,081)	(419,873)	-	-
Share of results of joint venture		-	600	-	-
Unrealised foreign exchange gain, net	7	(1,122,187)	(579,237)	-	-
Total adjustments		43,482,910	36,468,318	(63,470,384)	(79,059,774)
Operating cash flows before changes in working capital		203,691,960	162,196,910	(4,380,998)	(4,285,240)

STATEMENTS OF CASH FLOWS

For the financial year ended 30 June 2025

cont'd

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Operating activities (cont'd)					
<u>Changes in working capital</u>					
Inventories		(11,380,028)	(7,265,783)	-	-
Trade and other receivables		(33,285,336)	(39,589,144)	5,119,454	487,478
Other current assets		(103,807)	19,157,988	(36,557)	(89,613)
Trade and other payables		(4,525,363)	4,150,626	(711,844)	(960,459)
Other current liabilities		(1,849,485)	314,912	-	-
Total changes in working capital		(51,144,019)	(23,231,401)	4,371,053	(562,594)
Cash flows generated from/(used in) operations		152,547,941	138,965,509	(9,945)	(4,847,834)
Taxes paid, net of refund		(24,286,777)	(19,442,625)	(293,827)	(282,798)
Interest received		4,093,236	4,626,770	153,107	347,425
Net cash flows generated from/(used in) operating activities		132,354,400	124,149,654	(150,665)	(4,783,207)
Investing activities					
Acquisition of property, plant and equipment	13(a)	(49,073,098)	(107,602,973)	(225,360)	(443,650)
Acquisition of non-controlling interest		-	(2,635,750)	-	-
(Acquisition)/redemption of investment securities		(13,277,087)	25,611,624	-	2,541,804
Subscription of additional shares in a subsidiary	15	-	-	(30,649,915)	(55,250,000)
Dividends received		141,500	173,500	59,741,500	78,891,500
Capital distribution upon winding up of joint venture		-	28,039	-	-
Proceeds from disposal of property, plant and equipment		11,078,003	3,891,318	-	13,000
Net cash flows (used in)/generated from investing activities		(51,130,682)	(80,534,242)	28,866,225	25,752,654
Financing activities					
Decrease in short-term deposits with maturity more than 3 months		8,487,623	1,766,060	-	-
Decrease/(increase) in short-term deposits pledged with banks		2,353,213	(171,827)	-	-
Dividends paid to non-controlling interests in subsidiaries		(14,466,500)	(17,787,000)	-	-
Dividends paid on ordinary shares	12	(23,914,602)	(23,914,602)	(23,914,602)	(23,914,602)
Proceeds from issuance of new ordinary shares to non-controlling interests	15(b)	4,350,000	9,750,000	-	-

STATEMENTS OF CASH FLOWS

For the financial year ended 30 June 2025
cont'd

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Financing activities (cont'd)					
Repayment of principal portion of lease liabilities	26	(14,495,190)	(14,267,517)	-	-
Repayment of loans and borrowings		(6,835,328)	(546,774)	(3,400,000)	-
Proceeds from loans and borrowings		655,873	2,000,000	-	2,000,000
Interest paid		(3,623,259)	(2,539,212)	(69,721)	(74,751)
Net cash flows used in financing activities		(47,488,170)	(45,710,872)	(27,384,323)	(21,989,353)
Net increase/(decrease) in cash and cash equivalents		33,735,548	(2,095,460)	1,331,237	(1,019,906)
Effects of exchange rate changes on cash and cash equivalents		(869,728)	(49,765)	-	-
Cash and cash equivalents at the beginning of the year		264,738,777	266,884,002	12,050,456	13,070,362
Cash and cash equivalents at the end of the year	23	297,604,597	264,738,777	13,381,693	12,050,456

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

1. CORPORATE INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad. The registered office and principal place of business of the Company is located at Wisma Harbour, Parkcity Commerce Square, Jalan Tun Ahmad Zaidi, 97000 Bintulu, Sarawak, Malaysia.

The principal activities of the Company are investment holding and provision of management services. The principal activities of the subsidiaries are disclosed in Note 15 to the financial statements. There have been no significant changes in the nature of these principal activities during the financial year.

The financial statements were authorised for issue by the Board in accordance with a resolution of the directors on 24 October 2025.

2. BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

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

The financial statements have been prepared on the historical cost basis except as otherwise disclosed in the accounting policies below.

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

The preparation of financial statements in conformity with MFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reported financial period. It also requires directors to exercise their judgment in the process of applying the Group's and the Company's accounting policies. Although these estimates and judgment are based on the directors' best knowledge of current events and actions, actual results may differ. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

The Group and the Company have prepared the financial statements on the basis that they will continue to operate as going concerns.

2.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except that, in the current financial year, the Group and the Company adopted the standards and amended MFRSs (collectively referred to as "pronouncements"), which are effective for annual financial periods as follows:

Description	Effective for annual periods beginning on or after
Amendments to MFRS 16: Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to MFRS 101: Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants	1 January 2024
Amendments to MFRS 107 Statement of Cash Flows and MFRS 7 Financial Instruments: Disclosures: Supplier Finance Arrangements	1 January 2024

The adoption of these pronouncements did not have any material effect on the financial performance or position of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

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

2.3 Pronouncements issued but not yet effective

The pronouncements that are issued but not yet effective up to the date of issuance of the Group's and the Company's financial statements are disclosed below. The Group and the Company intend to adopt these pronouncements, if applicable, when they become effective:

Description	Effective for annual periods beginning on or after
Amendments to MFRS 121: Lack of Exchangeability	1 January 2025
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026
Amendments to MFRS 9: Financial Instruments and MFRS 7: Financial Instruments: Disclosures: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7 - Contracts Referencing Nature-dependent Electricity	1 January 2026
MFRS 18: Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred

The directors do not expect that the adoption of the above pronouncements in the period of initial application will have any material impact to the financial statements except for the following:

MFRS 18 Presentation and Disclosure in Financial Statements

In June 2024, the MASB issued MFRS 18, which replaces MFRS 101 Presentation of Financial Statements. MFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

It also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements (PFS) and the notes.

In addition, narrow-scope amendments have been made to MFRS 107 Statement of Cash Flows, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards.

The Group and Company are currently working to identify the impact the amendments will have on the primary financial statements and notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

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

2.4 Basis of consolidation

The consolidated financial statements incorporated the financial statements of the Company and of all the subsidiaries controlled by the Company made up to the end of the financial year.

The Company controls an entity if and only if the Company has all the following:

- (a) power over the entity;
- (b) exposure, or rights, to variable returns from its involvement with the entity; and
- (c) the ability to use its power over the entity to affect the amount of the returns.

Potential voting rights are considered when assessing control only if the rights are substantive.

All subsidiaries are consolidated using the acquisition method of accounting from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date such control ceases. The consolidated financial statements are prepared using uniform accounting policies for similar transactions and other events in similar circumstances.

All intra-group balances, transactions, income and expenses are eliminated in full on consolidation and the consolidated financial statements reflect external transactions only.

The Company attributes the profit or loss and each component of other comprehensive income to the owners of the Company and to non-controlling interests. The Company also attributes total comprehensive income to the owners of the Company and to non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Change in the ownership interest, which does not result in a loss of control is accounted for within equity. Where the change in ownership interest results in loss of control, any remaining interest in the former subsidiary is remeasured at fair value and a gain or loss is recognised in the statement of profit or loss.

The Group accounts for each business combination by applying the acquisition method. The consideration transferred in a business combination shall be measured at fair value, which shall be calculated as the sum of the acquisition date fair values of the assets transferred by the acquirer, the liabilities incurred by the acquirer from former owners of the acquiree and the equity interests issued by the acquirer. Acquisition related costs are recognised as expenses when the costs are incurred.

On the date of acquisition, goodwill is measured as the excess of (a) over (b) below:

- (a) The aggregate of: (i) the fair value of consideration transferred; (ii) the amount of any non-controlling interest in the acquiree; and (iii) the fair value of the Group's previously held equity interest in the investee, if the business combination is achieved in stages.
- (b) The net fair value of the identifiable assets acquired and the liabilities assumed.

If a business combination in which the amount in (b) above exceeds the aggregate of the amounts in (a) above, the Group recognises the resulting gain in profit or loss.

Goodwill represents the excess of the cost of acquisition over the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities of the acquiree.

After initial recognition, goodwill is measured at cost less accumulated impairment losses, if any. Goodwill is not amortised and is reviewed for impairment, annually or more frequently if events or changes in circumstances indicate that the carrying values may be impaired.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

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

2.5 Subsidiaries

A subsidiary is an entity over which the Company has all the following:

- (a) Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- (b) Exposure, or rights, to variable returns from its investment with the investee; and
- (c) The ability to use its power over the investee to affect its returns.

In the Company's separate financial statements, investment in subsidiaries is accounted for at cost less impairment losses. On disposal of such investment, the difference between net disposal proceeds and its carrying amounts is included in profit or loss.

2.6 Investments in associates and joint venture

An associate is an entity in which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

On acquisition of an investment in associate or joint venture, any excess of the cost of investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill and included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities of the investee over the cost of investment is excluded from the carrying amount of the investment and is instead included as income in the determination of the Group's share of the associate's or joint venture's profit or loss for the period in which the investment is acquired.

An associate or a joint venture is equity accounted for from the date on which the investee becomes an associate or a joint venture.

Under the equity method, on initial recognition the investment in an associate or a joint venture is recognised at cost, and the carrying amount is increased or decreased to recognise the Group's share of the profit or loss and other comprehensive income of the associate or joint venture after the date of acquisition. When the Group's share of losses in an associate or a joint venture equal or exceeds its interest in the associate or joint venture, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture.

Profits and losses resulting from upstream and downstream transactions between the Group and its associate or joint venture are recognised in the Group's financial statements only to the extent of unrelated investors' interests in the associate or joint venture. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred.

The financial statements of the associates and joint ventures are prepared as of the same reporting date as the Company. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

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

2.6 Investments in associates and joint venture (cont'd)

After application of the equity method, the Group applies MFRS 9 Financial Instruments: Recognition and Measurement to determine whether it is necessary to recognise any additional impairment loss with respect to its net investment in the associate or joint venture. When necessary, the entire carrying amount of the investment is tested for impairment in accordance with MFRS 136 Impairment of Assets as a single asset, by comparing its recoverable amount (higher of value in use and fair value less costs to sell) with its carrying amount. Any impairment loss is recognised in profit or loss. Reversal of an impairment loss is recognised to the extent that the recoverable amount of the investment subsequently increases.

In the Company's separate financial statements, investments in associates and joint venture are accounted for at cost less impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.

2.7 Current versus non-current classification

The Group and the Company present assets and liabilities in the statements of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The terms of the liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments do not affect its classification.

The Group and the Company classify all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

2.8 Foreign currencies

The consolidated financial statements are presented in Ringgit Malaysia ("RM"). For each entity, the Group determines the functional currency and items included in the financial statements of each entity are measured using that functional currency. The Group uses the direct method of consolidation and on disposal of a foreign operation, the gain or loss that is reclassified to profit or loss reflects the amount that arises from using this method.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

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

2.8 Foreign currencies (cont'd)

(a) Transactions and balances

Transactions in foreign currencies are initially recorded by the Group's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date.

Differences arising on settlement or translation of monetary items are recognised in profit or loss with the exception of monetary items that are designated as part of the Group's net investment in a foreign operation. These are recognised in other comprehensive income until the net investment is disposed of, at which time, the cumulative amount is reclassified to profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recognised in other comprehensive income.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in other comprehensive income or profit or loss are also recognised in other comprehensive income or profit or loss, respectively).

In determining the spot exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of advance consideration.

(b) Group companies

On consolidation, the assets and liabilities of foreign operations are translated into RM at the rate of exchange prevailing at the reporting date and their statements of profit or loss are translated at exchange rates prevailing at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in other comprehensive income. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is reclassified to profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the spot rate of exchange at the reporting date.

2.9 Property, plant and equipment and depreciation

All items of property, plant and equipment are initially recorded at cost. Cost of an item of property, plant and equipment is recognised as an asset, if and only if, it is probable that future economic benefits associated with the item will flow to the Group and the Company and the cost of the item can be measured reliably.

Subsequent to initial recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses. When significant parts of property, plant and equipment are required to be replaced in intervals, the Group and the Company recognise such parts as individual assets with specific useful lives and depreciation, respectively.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

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

2.9 Property, plant and equipment and depreciation (cont'd)

Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the property, plant and equipment as replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred.

Freehold land has an unlimited useful life and therefore is not depreciated. Leasehold land is depreciated over the remaining lease term. Depreciation of other property, plant and equipment is provided for on a straight-line basis to write off the cost of each asset to its residual value over the estimated useful life, at the following annual rates:

Leasehold land	50 years to 60 years
Buildings	2% to 10%
Plant, machinery and containers	5% to 20%
Vessels	5%
Dry docking	40% - 50%
Motor vehicles	12.5% to 20%
Furniture, fittings, equipment and others	5% to 20%

Assets under construction included in property, plant and equipment are not depreciated as these assets are not yet available for use.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual values, useful life and depreciation method are reviewed at each financial year-end to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of property, plant and equipment.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in the profit or loss in the period the asset is derecognised.

A contract which involves the use of an item of property, plant and equipment that meets the definition of a lease is recognised as a right-of-use asset.

2.10 Investment properties

Investment properties comprises principally land and buildings held for long term rental yields or for capital appreciation or both, and are not occupied by the Group. Investment properties are stated at cost less accumulated depreciation and accumulated impairment.

Freehold land is not depreciated as it has infinite life. Leasehold land is depreciated over the remaining lease term. Depreciation of investment properties is provided for on a straight-line basis to write off the cost of the investment properties to its residual value over the estimated useful life, at the following annual rate:

Buildings	2%
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On disposal of an investment property, or when it is permanently withdrawn from use and no future economic benefits are expected from its disposal, it shall be derecognised. The difference between the net disposal proceeds and the carrying amount is recognised in profit or loss in the period of the retirement or disposal.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

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

2.10 Investment properties (cont'd)

Transfers are made to or from investment properties only when there is a change in use. For a transfer from an investment property to owner-occupied property, the deemed cost for subsequent accounting is the carrying value at the date of change in use. For a transfer from an owner-occupied property to investment property, the property is accounted for in accordance with the accounting policy for property, plant and equipment set out in Note 2.9 up to the date of change in use.

2.11 Impairment of non-financial assets

The Group and the Company assess at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment for an asset is required, the Group and the Company make an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units ("CGU")).

In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis. Impairment losses are recognised in profit or loss.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss. Impairment loss on goodwill is not reversed in a subsequent period.

2.12 Inventories

(a) Property inventory

Property acquired or being constructed for sale in the ordinary course of business, rather than to be held for rental or capital appreciation, is held as inventory and is measured at the lower of cost and net realisable value.

Costs include:

- Freehold and leasehold rights for land
- Amount paid to contractors for construction
- Borrowing costs (in accordance with accounting policy Note 2.17), planning and design costs, costs of site preparation, professional fees for legal services, property transfer taxes, construction overheads and other related costs

Net realisable value is the estimated selling price in the ordinary course of the business, based on market prices at the reporting date and discounted for the time value of money if material, less costs to completion and the estimated costs of sale.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

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

2.12 Inventories (cont'd)

(a) Property inventory (cont'd)

The cost of inventory recognised in profit or loss on disposal is determined with reference to the specific costs incurred on the property sold and an allocation of any non-specific costs based on the relative size of the property sold.

Land held for development are property inventory which consists of land where no development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle, and are hence classified within non-current assets. Land held for development is reclassified to current property inventory at the point when development activities have commenced and where it can be demonstrated that the development activities can be completed within normal operating cycle.

(b) Maintenance consumables

Maintenance consumables consist of bunkers, lubricants, spare parts and consumable stores and are stated at lower of cost and net realisable value. Cost is determined on a first-in first-out basis.

(c) Equipment

Inventories are stated at the lower of cost and net realisable value. Equipment costs include costs incurred in bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business less estimated costs of completion and the estimated costs necessary to make the sale.

2.13 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

(i) Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income ("OCI"), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient, the Group and the Company initially measure a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient are measured at the transaction price determined under MFRS 15.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest ("SPPI")' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

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

2.13 Financial instruments (cont'd)

Financial assets (cont'd)

(i) Initial recognition and measurement (cont'd)

The Group's and the Company's business model for managing financial assets refers to how they manage their financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group and the Company commit to purchase or sell the asset.

(ii) Categories and subsequent measurement

For purposes of subsequent measurement, all financial assets are classified at amortised cost (debt instruments) and at fair value through profit or loss.

(a) Financial assets at amortised cost (debt instruments)

The Group and the Company measure financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

(b) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model.

Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss. This category includes derivative instruments and listed equity investments which the Group and the Company had not irrevocably elected to classify at fair value through OCI. Dividends on listed equity investments are also recognised as other income in the statements of profit or loss when the right of payment has been established.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

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

2.13 Financial instruments (cont'd)

Financial assets (cont'd)

(ii) Categories and subsequent measurement (cont'd)

(b) Financial assets at fair value through profit or loss (cont'd)

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if: the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss.

Embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category. A derivative embedded within a hybrid contract containing a financial asset host is not accounted for separately. The financial asset host together with the embedded derivative is required to be classified in its entirety as a financial asset at fair value through profit or loss.

(iii) Impairment of financial assets

An allowance is recognised for expected credit losses ("ECLs") for all debt instruments carried at amortised cost and contract assets. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows expected to be received, discounted at the original EIR. The expected cash flows will include cash flows from the sale of collaterals held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets, a simplified approach is applied in calculating ECLs. Therefore, credit risk is not tracked, but instead a loss allowance based on lifetime ECLs at each reporting date is recognised. A provision matrix is established that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. For receivables of the Group and the Company that are credit impaired at the reporting date, impairment is provided based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows expected to be received, discounted at the original effective interest rate.

The Group and the Company consider a financial asset in default when contractual payments are 90-180 days past due. However, in certain cases, the Group and the Company may also consider a financial asset to be in default when internal or external information indicates that the Group and the Company are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group and the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

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

2.13 Financial instruments (cont'd)

Financial assets (cont'd)

(iv) Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the asset have expired; or
- the Group and the Company have transferred their rights to receive cash flows from the asset or have assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group and the Company have transferred substantially all the risks and rewards of the asset, or (b) the Group and the Company have neither transferred nor retained substantially all the risks and rewards of the asset, but have transferred control of the asset.

When the Group and the Company have transferred their rights to receive cash flows from an asset or have entered into a pass-through arrangement, they evaluate if, and to what extent, they have retained the risks and rewards of ownership. When they have neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group and the Company continue to recognise the transferred asset to the extent of their continuing involvement. In that case, the Group and the Company also recognise an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group and the Company have retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group and the Company could be required to repay.

Financial liabilities

(i) Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

(ii) Categories and subsequent measurement

All financial liabilities are subsequently measured at amortised cost.

Amortised cost

After initial recognition, trade and other payables, and interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

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

2.13 Financial instruments (cont'd)

Financial liabilities (cont'd)

(iii) Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statements of profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statements of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

2.14 Cash and cash equivalents

Cash and cash equivalents include cash on hand and at bank and short-term deposits with a maturity of three months or less which are subject to an insignificant risk of changes in value.

For the purpose of the statements of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's and the Company's cash management.

2.15 Treasury shares

When shares of the Company that have not been cancelled are reacquired, the amount of consideration paid is recognised in equity. Reacquired shares are classified as treasury shares and presented as a deduction from total equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of treasury shares. When treasury shares are reissued by resale, the difference between the sales consideration and the carrying amount is recognised in equity.

2.16 Leases

The Group and the Company assess at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

The Group and the Company apply a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group and the Company recognise lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

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

2.16 Leases (cont'd)

As a lessee (cont'd)

(a) Right-of-use assets

The Group and the Company recognise right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are classified within the same line item as the corresponding underlying assets would be presented if they were owned. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

	Lease term
Land	
Buildings and office space	2 to 6 years
Plant, machinery and containers	2 to 10 years
Motor vehicles	5 years

If ownership of the leased asset transfers to the Group and the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

(b) Lease liabilities

At the commencement date of the lease, the Group and the Company recognise lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and by the Company and payments of penalties for terminating the lease, if the lease term reflects the Group and the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group and the Company use their incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

(c) Short-term leases and leases of low-value assets

The Group and the Company apply the short-term lease recognition exemption to their short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). They also apply the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

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

2.16 Leases (cont'd)

As a lessor

Leases in which the Group or the Company do not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

2.17 Borrowing costs

Borrowing costs are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that asset. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are substantially completed for their intended use or sale.

All other borrowing costs are recognised in profit or loss in the period they are incurred. Borrowing costs consist of interest and other costs that the Group and the Company incurred in connection with the borrowing of funds.

2.18 Provisions

Provisions are recognised when the Group and the Company have a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.19 Revenue

(a) Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group and the Company expects to be entitled in exchange for those goods or services. The Group generates its revenue from four principal services: 1) freight services, 2) freight forwarding services, 3) engineering works and 4) sale of equipment.

The Group and the Company have generally concluded that they are the principal in their revenue arrangements because they typically control the goods and services before transferring them to customers, including for those ancillary services like custom clearance, export and import documentation, door-to-door services and other logistic arrangements, that are incidental to the principal services.

The Group also acts as an agent for certain freight forwarding services which the Group is not primarily responsible in fulfilling the promises nor has the control over the services. The fees or commission are recognised as net amount of the consideration that the Group retains after paying other parties the consideration received in exchange for the goods or services to be provided by those parties.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

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

2.19 Revenue (cont'd)

(a) Revenue from contracts with customers (cont'd)

(i) Revenue from freight services - air, land and sea transport

Freight services for air, land and sea transport are considered as three separate performance obligations satisfied over time. The customer is able to benefit from the Group's performance as it occurs and the other entity would not need to substantially reperform the Group's performance (e.g. distance travelled) to date. The Group has selected the output measure (days travelled) which can most appropriately depict the transfer of control of the service to the customer.

(ii) Revenue from freight forwarding services

These revenue comprise mainly agency commission, customs clearance, import and export documentation, port related services rendered. These services are considered to represent one single performance obligation satisfied at a point in time.

(iii) Engineering works

The Group recognises construction revenue over time as the project being constructed has no alternative use to the Group and they have an enforceable right to the payment for the performance completed to date. The stage of completion is measured using the input method, which is based on the costs incurred relative to total estimated costs.

(iv) Manpower supply

Manpower supply is recognised over time when the service is rendered.

(v) Maintenance services

The Group provides maintenance services that are either sold separately or bundled together with the sale of equipment to a customer. Contracts for bundled sales of equipment and maintenance services comprised two separate performance obligations because the promises to transfer equipment and provide maintenance services are capable of being distinct and separately identifiable.

Accordingly, the Group allocates the transaction price based on the relative stand-alone selling prices of the equipment and maintenance services.

The Group recognises revenue from maintenance services over time, using an input method to measure progress towards complete satisfaction of the service, because the customer simultaneously receives and consumes the benefits provided by the Group.

(vi) Sale of equipment and spare parts

Revenue from sale of equipment and spare parts are recognised at a point in time when control of the assets are transferred to the customers, generally on delivery of the goods.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

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

2.19 Revenue (cont'd)

(a) Revenue from contracts with customers (cont'd)

(vii) Property development

Sale of completed properties

The sale of completed property constitutes a single performance obligation and the Group has determined that it is satisfied at a point in time when control transfers. For unconditional exchange of contracts, this generally occurs when legal title transfers to the customer. For conditional exchanges, this generally occurs when all significant conditions are satisfied. Payments are generally received when legal title passes.

Sale of property under development

The Group considers whether there are promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated. For contracts relating to the sale of properties under development, the Group is responsible for the overall management of the project and identifies various goods and services to be provided, including design work, procurement of materials, site preparation and foundation pouring, framing and plastering, mechanical and electrical work, installation of fixtures and finishing work. The Group accounts for these items as a single performance obligation because it provides a significant service of integrating the goods and services (the inputs) into the completed property (the combined output) which the customer has contracted to buy.

For contracts that meet the over time revenue recognition criteria, the Group's performance is measured using an input method, by reference to the costs incurred to the satisfaction of a performance obligation (e.g., resources consumed, labour hours expended, costs incurred, time elapsed or machine hours used) relative to the total expected inputs to the completion of the properties. The Group excludes the effect of any costs incurred that do not contribute to the Group's performance in transferring control of goods or services to the customer (such as unexpected amounts of wasted materials, labour or other resources) and adjusts the input method for any costs incurred that are not proportionate to the Group's progress in satisfying the performance obligation (such as uninstalled materials).

For the sale of properties under development, when the Group has determined that it does not meet the criteria to recognise revenue over time, the revenue is recognised at a point in time when the control is transferred.

(viii) Management fees

Management fees are recognised over time as services are rendered.

Contract balances

(i) Trade receivables

A receivable represents the Group's and the Company's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due).

(ii) Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

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

2.19 Revenue (cont'd)

(a) Revenue from contracts with customers (cont'd)

Contract balances (cont'd)

(iii) Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs under the contract.

(b) Revenue from other sources

Revenue from other sources are recognised as follows:

(i) Interest income

Interest income is recognised using the effective interest rate method.

(ii) Dividend income

Dividend income is recognised when the Group's and the Company's right to receive payment is established.

(iii) Hiring of vehicles and equipment, and rental income

The Group and the Company enter as a lessor into lease agreements that fall within the scope of MFRS 16. Rental income arising from operating leases is accounted for on a straight-line basis over the lease term and is included in revenue in the statement of profit or loss.

2.20 Taxes

(a) Current tax

The income tax expense for the year comprises current and deferred tax. Tax is recognised in profit and loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Current tax expense is determined according to the tax laws of each jurisdiction in which the Group and the Company operate and includes all taxes based upon the taxable profits, including withholding taxes payable by a foreign subsidiary, associate or joint venture on distributions of retained earnings to companies within the Group.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

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

2.20 Taxes (cont'd)

(b) Deferred tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date. Deferred tax liabilities are recognised for all temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investment in subsidiaries, associates and joint venture, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investment in subsidiaries, associates and joint venture, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

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

2.20 Taxes (cont'd)

(b) Deferred tax (cont'd)

The Group and the Company offset deferred tax assets and deferred tax liabilities if and only if they have a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

(c) Sales and Services Tax ("SST")

Revenues, expenses and assets are recognised net of the amount of SST except:

- Where the amount of SST incurred in a purchase of assets or services is not recoverable from the taxation authority, in which case the SST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of SST included.

The net amount of SST recoverable from, or payable to, the tax authority is included as part of other current assets or liabilities in the statements of financial position.

2.21 Employee benefits

Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group and the Company pay fixed contributions into separate entities or funds and will have no legal or constructive obligation to pay further contributions if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years. Such contributions are recognised as an expense in the profit or loss as incurred. As required by law, companies in Malaysia make such contributions to the Employees Provident Fund.

2.22 Share capital and share issuance expenses

An equity instrument is any contract that evidences a residual interest in the assets of the Group and the Company after deducting all of their liabilities. Ordinary shares are equity instruments.

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Dividends on ordinary shares are recognised in equity in the period in which they are declared.

2.23 Segment reporting

For management purposes, the Group is organised into operating segments based on their products and services which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the management of the Company who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance. Additional disclosures on each of these segments are shown in Note 36, including the factors used to identify the reportable segments and the measurement basis of segment information.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

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

2.24 Contingencies

A contingent liability or asset is a possible obligation or asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of uncertain future event(s) not wholly within the control of the Group and the Company.

Contingent liabilities and assets are not recognised in the statements of financial position of the Group and the Company.

2.25 Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due.

Financial guarantees issued are initially measured at fair value, net of transaction costs. Subsequently, they are measured at the higher of the amount of the loss allowance; and the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with MFRS 15.

2.26 Fair value measurements

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group and the Company. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair values are measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurements as a whole:

- | | | |
|---------|---|---|
| Level 1 | - | Quoted (unadjusted) market prices in active markets for identical assets or liabilities. |
| Level 2 | - | Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable. |
| Level 3 | - | Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable. |

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

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

2.26 Fair value measurements (cont'd)

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group and the Company determine whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Group and the Company have determined classes of assets and liabilities on the basis of nature, characteristics and risks of the assets or liabilities and the level of the fair value hierarchy as explained above.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of financial statements requires management to exercise judgement in the process of applying the accounting policies. It also requires the use of accounting estimates and assumptions that affect reported amount of assets and liabilities and disclosures of contingent assets and liabilities at the end of the reporting period, and reported amount of income and expenses during the financial year.

Although these estimates are based on management's best knowledge of current events and actions, historical experience and various other factors, including expectations of future events that are believed to be reasonable under the circumstances, actual results may ultimately differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

There were no material judgements made by the management during the financial year.

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The Group and the Company based their assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group and of the Company. Such changes are reflected in the assumptions when they occur.

Provision for expected credit losses ("ECL") of trade receivables

The provision of ECL is initially based on the Group's and the Company's historical observed default rates. The Group and the Company will calibrate the ECL to adjust the historical credit loss experience with forward-looking information. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's and the Company's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's and the Company's trade receivables is disclosed in Note 32(d).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

4. REVENUE

Revenue comprised the following:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Revenue from contracts with customers	1,010,093,539	899,630,005	2,136,600	2,136,600
Revenue from other sources:				
Dividend income				
- associates (Note 16(i)(b))	-	-	141,500	141,500
- subsidiaries	-	-	59,600,000	78,750,000
Hiring of vehicles and equipment	16,346,394	37,551,174	-	-
Rental income				
- land	227,550	365,300	-	-
- premises	72,000	28,000	843,400	836,400
- warehouse	4,004,124	3,238,698	-	-
Others	1,520,548	818,118	-	-
	22,170,616	42,001,290	60,584,900	79,727,900
Total revenue	1,032,264,155	941,631,295	62,721,500	81,864,500

(a) Disaggregation of revenue from contracts with customers:

	Group	
	2025	2024
	RM	RM
Freight services		
- air freight	698,017	2,537,663
- land transportation	55,431,491	48,720,098
- ocean freight	570,555,368	513,857,653
Freight forwarding services	207,079,799	155,607,354
Engineering works	49,000,090	80,113,524
Manpower supply	6,665,749	1,078,787
Maintenance services	9,160,383	5,753,561
Sale of equipment and spare parts	110,372,642	84,511,365
Sale of completed properties	1,130,000	-
Sale of land	-	7,450,000
	1,010,093,539	899,630,005

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

4. REVENUE (CONT'D)

(a) Disaggregation of revenue from contracts with customers: (cont'd)

	Group	
	2025	2024
	RM	RM
Timing of revenue recognition:		
- At a point of time	318,582,441	288,592,118
- Over time	691,511,098	611,037,887
	1,010,093,539	899,630,005

Revenue from freight services and freight forwarding services are predominantly attributed to the shipping and marine services and integrated logistics segments.

	Company	
	2025	2024
	RM	RM
Management fees	2,136,600	2,136,600
Timing of revenue recognition:		
- Over time	2,136,600	2,136,600

(b) Transaction prices allocated to the remaining unsatisfied performance obligations:

	Group	
	2025	2024
	RM	RM
Within one year		
- Engineering works	39,648,455	65,860,725

Remaining unsatisfied performance obligations ("RUPO") represent the transaction price for goods and services for which the Group and the Company have material rights but work has not been performed. Transaction price of the RUPO includes the base transaction price, variable consideration and changes in transaction price.

Contract balances are disclosed in Note 21 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

4. REVENUE (CONT'D)

Nature of goods or services	Timing of recognition or method used to recognise revenue	Significant payment terms
Revenue from freight services - air, land and sea transport	These services are considered as three separate performance obligations satisfied over time.	Credit period of 30 to 180 days (2024: 30 to 180 days) from invoice date.
Revenue from freight forwarding services	These services are considered to represent one single performance obligation satisfied at a point in time.	Credit period of 30 to 180 days (2024: 30 to 180 days) from invoice date.
Engineering works	These revenue are recognised over time as the project being constructed has no alternative use to the Group and they have an enforceable right to the payment for the performance completed to date.	Credit period of 30 to 45 days (2024: 30 to 45 days) from invoice date.
Manpower supply	Revenue is recognised over time when the service is rendered.	Credit period of 30 to 60 days (2024: 30 to 60 days) from invoice date.
Maintenance services	Revenue is recognised over time when the service is rendered.	Credit period of 30 to 60 days (2024: 30 to 60 days) from invoice date.
Sale of equipment and spare parts	Revenue from sale of equipment and spare parts are recognised at a point in time when control of the assets are transferred.	Credit period of 30 to 90 days (2024: 30 to 90 days) from invoice date.
Property development	Revenue is determined that it is satisfied at a point in time when control transfers.	Credit period of 30 days (2024: 30 days) from invoice date.

There are no variable elements in consideration, obligations for returns or refunds, or warranties applicable to the Group's revenue contracts

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

5. OTHER INCOME

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Dividend income from investment securities	312,114	1,252,863	-	-
Fair value gain on investment securities	4,589,735	4,180,801	2	230,765
Gain on disposal of property, plant and equipment	2,346,321	977,154	-	12,999
Interest income	4,093,236	4,626,770	153,107	347,425
Gain on termination of right-of-use assets	118,592	2,216	-	-
Rental income	427,246	357,959	-	-
Realised foreign exchange gain	1,759,485	374,494	-	-
Unrealised foreign exchange gain	2,660,077	595,687	-	-
Insurance claim	2,916,129	-	-	-
Sundry income	1,260,341	1,888,502	39,422	15,860
	20,483,276	14,256,446	192,531	607,049

6. FINANCE COSTS

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Interest expense on:				
Lease liabilities (Note 26)	2,980,730	1,773,195	-	-
Bank overdrafts/revolving credit	85,170	100,701	69,721	74,751
Term loans	557,359	665,316	-	-
	3,623,259	2,539,212	69,721	74,751

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

7. PROFIT BEFORE TAX

The following items have been included in arriving at profit before tax:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Employee benefits expense (Note 8)	128,467,343	117,883,448	6,034,565	4,882,004
Non-executive directors' remuneration (Note 9)	206,000	217,990	206,000	217,990
Auditors' remuneration				
- statutory audit	1,137,100	1,055,000	129,000	119,000
- non-audit services	16,100	16,100	16,100	16,100
Other auditors' remuneration				
- statutory audit	135,732	111,191	-	-
- non-audit services	-	5,223	-	-
Bad debts written off	274,627	22,407	-	-
Depreciation of property, plant and equipment (Note 13)	51,581,464	44,995,146	344,183	285,603
Depreciation of investment properties (Note 14)	483,973	491,493	-	-
Short term leases (Note 26)				
- hiring of equipment	3,476,369	1,287,799	-	-
- rental of premises	2,514,135	1,799,752	131,178	65,100
Net gain on disposal of property, plant and equipment	(2,252,045)	(896,737)	-	(12,999)
Property, plant and equipment written off	227,626	1,016,795	159	2,691
Inventories written off	54,817	325,109	-	-
Inventories written down	586,000	-	-	-
Realised foreign exchange loss/(gain), net	3,004,953	(809,082)	-	-
Unrealised foreign exchange gain, net	(1,122,187)	(579,237)	-	-
Loss upon winding up of joint venture	-	630	-	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

8. EMPLOYEE BENEFITS EXPENSE

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Salaries and wages	103,307,921	91,886,458	5,014,677	3,866,109
Allowances	9,120,453	8,544,014	56,810	60,122
Bonus	5,194,348	6,788,874	380,847	438,309
Contributions to defined contribution plan and social security contributions	10,403,732	9,917,968	576,593	512,457
Other benefits	440,889	746,134	5,638	5,007
	128,467,343	117,883,448	6,034,565	4,882,004

Included in employee benefits expense of the Group and of the Company are executive directors' remuneration amounting to RM5,682,984 (2024: RM9,373,541) and RM959,023 (2024: RM966,957) respectively, as further disclosed in Note 9.

9. DIRECTORS' REMUNERATION

The details of remuneration receivable by directors of the Company during the year are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Executive:				
Salaries and other emoluments	5,333,548	9,115,330	854,100	830,800
Bonus	129,086	179,116	68,138	99,213
Contributions to defined contribution plan and social security contributions	220,350	79,095	36,785	36,944
Total executive directors' remuneration (excluding benefits-in-kind)	5,682,984	9,373,541	959,023	966,957
Estimated money value of benefits-in-kind	27,900	27,074	-	-
Total executive directors' remuneration (including benefits-in-kind)	5,710,884	9,400,615	959,023	966,957
Non-executive directors' remuneration:				
Allowance	33,000	35,000	33,000	35,000
Fees	173,000	182,990	173,000	182,990
Total non-executive directors' remuneration (Note 7)	206,000	217,990	206,000	217,990
Total directors' remuneration (Note 31(b))	5,916,884	9,618,605	1,165,023	1,184,947

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

10. INCOME TAX EXPENSE

The major components of income tax expense for the years ended 30 June 2025 and 2024 are:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Current income tax:				
Malaysian income tax	20,182,839	18,825,211	233,750	277,442
Under/(over) provision in prior years	313,291	(328,728)	4,559	26,263
	20,496,130	18,496,483	238,309	303,705
Deferred income tax (Note 17):				
Relating to origination and reversal of temporary differences	(173,991)	2,331,751	(1,702)	-
Under/(over) provision in prior years	914,992	(1,713,397)	(8,489)	-
	741,001	618,354	(10,191)	-
Total income tax recognised in profit or loss	21,237,131	19,114,837	228,118	303,705

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024: 24%) of the estimated assessable profit for the year. Tax for other jurisdictions is calculated at the rates prevailing in the respective jurisdiction. The corporate tax rates applicable to the Singapore, Hong Kong and Brunei subsidiaries of the Group are 17%, 16.5% and 18.5% (2024: 17%, 16.5% and 18.5%), respectively.

Section 54A of the Income Tax Act, 1967 was amended from Year of Assessment ("YA") 2012 in which the tax exemption on shipping profits was reduced from 100% to 70%. The implementation of the amended Section 54A was deferred and on 10 July 2020, the Ministry of Finance issued an approval letter for the extension of the 100% shipping tax exemption up to YA 2023. On 5 July 2024, the Income Tax (Exemption for Malaysian Ship) Order 2024 was gazetted which provides for the exemption on shipping profits from YA 2024 until YA 2026.

The exemption is subject to each qualifying entity obtaining annual verification from the Ministry of Transport that the following conditions have been fulfilled:

- incurs annual operating expenditure of at least RM250,000 for each Malaysian ship; and
- has met the minimum prescribed number of full-time employees for each Malaysian ship.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

10. INCOME TAX EXPENSE (CONT'D)

Reconciliations of income tax expense applicable to profit before tax at the statutory income tax rate to income tax expense at the effective tax rate of the Group and of the Company are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Profit before tax	160,209,050	125,728,592	59,089,386	74,774,534
Tax at Malaysian statutory tax rate of 24%	38,450,172	30,174,862	14,181,453	17,945,888
Effect of different tax rates in other countries	(21,240)	(93,930)	-	-
Expenses not deductible for tax purposes	8,474,667	6,772,249	388,555	1,265,514
Income not subject to tax	(25,704,675)	(17,256,960)	(14,337,960)	(18,933,960)
Share of results of associates	(991,459)	(100,626)	-	-
Deferred tax assets not recognised during the year	1,117,798	1,783,739	-	-
Utilisation of previously unrecognised unutilised tax losses and unabsorbed capital allowances	(1,316,415)	(122,372)	-	-
Under/(over) provision of tax expense in prior years	313,291	(328,728)	4,559	26,263
Under/(over) provision of deferred tax in prior years	914,992	(1,713,397)	(8,489)	-
Income tax expense for the year	21,237,131	19,114,837	228,118	303,705

11. EARNINGS PER SHARE

Basic earnings per share amounts are calculated by dividing profit for the year, net of tax, attributable to the owners of the Company by the weighted average number of ordinary shares outstanding during the financial year.

Diluted earnings per share is calculated by dividing the profit attributable to the owners of the Company by the weighted average number of ordinary shares outstanding during the 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, excluding treasury shares held by the Company. The Company does not have any dilutive instruments as at reporting date and therefore, diluted earnings per share is presented as equal to basic earnings per share.

The following table reflects the profit and share data used in the computation of basic earnings per share for the years ended 30 June 2025 and 2024:

	Group	
	2025	2024
Profit net of tax attributable to the owners of the Company used in the computation of basic earnings per share (RM)	117,985,700	86,188,932
Weighted average number of ordinary shares in issue	398,576,708	398,576,708
Basic earnings per share (sen)	29.60	21.62

There have been no other transactions involving ordinary shares or potential ordinary shares between the reporting date and the date of authorisation of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

12. DIVIDENDS

	Group/Company	
	2025	2024
	RM	RM
Recognised during the year:		
Dividends on ordinary shares		
First interim tax exempt single-tier dividend in respect of 2024: 3.0 sen per share	-	11,957,301
Final tax exempt single-tier dividend in respect of 2023: 3.0 sen per share	-	11,957,301
First interim tax exempt single-tier dividend in respect of 2025: 3.0 sen per share	11,957,301	-
Final tax exempt single-tier dividend in respect of 2024: 3.0 sen per share	11,957,301	-
	23,914,602	23,914,602

A final tax exempt (single-tier) dividend in respect of the financial year ended 30 June 2025 of 3.0 sen per share on 398,576,708 ordinary shares, amounting to a dividend payable of RM11,957,301 was approved and declared by the directors on 27 August 2025. The dividend will be paid on 18 November 2025.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

13. PROPERTY, PLANT AND EQUIPMENT

	* Land and buildings RM	Plant, machinery and containers RM	Vessels and dry docking RM	Motor vehicles RM	Furniture, fittings, equipment, and others RM	Total RM
Group						
Cost						
At 1 July 2023	110,333,514	300,668,323	182,009,806	18,028,961	22,124,179	633,164,783
Additions	15,053,954	31,596,114	70,675,892	1,803,411	1,850,843	120,980,214
Disposals/written off	(2,667,899)	(8,595,033)	(9,668,976)	(1,476,347)	(1,024,615)	(23,432,870)
Exchange differences	3,885	-	-	-	5,281	9,166
Reclassification	(26,545)	-	-	-	26,545	-
Transfer to investment properties (Note 14)	-	-	-	-	(138,184)	(138,184)
Derecognition upon expiry of leases	(2,064,956)	(3,336,106)	-	-	-	(5,401,062)
Derecognition upon termination of leases	(57,450)	-	-	-	-	(57,450)
At 30 June 2024/ 1 July 2024	120,574,503	320,333,298	243,016,722	18,356,025	22,844,049	725,124,597
Additions	4,040,996	49,484,246	42,117,463	2,554,926	3,594,554	101,792,185
Disposals/written off	-	(6,697,859)	(17,371,735)	(1,627,709)	(1,603,449)	(27,300,752)
Exchange differences	(33,992)	-	-	-	(55,087)	(89,079)
Transfer from inventories	1,794,077	-	-	-	-	1,794,077
Derecognition upon expiry of leases	(2,693,858)	-	-	-	-	(2,693,858)
Derecognition upon termination of leases	(4,867,103)	-	-	-	-	(4,867,103)
At 30 June 2025	118,814,623	363,119,685	267,762,450	19,283,242	24,780,067	793,760,067

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

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

	* Land and buildings RM	Plant, machinery and containers RM	Vessels and dry docking RM	Motor vehicles RM	Furniture, fittings, equipment, and others RM	Total RM
Group (cont'd)						
Accumulated depreciation and impairment						
At 1 July 2023	23,716,898	167,108,555	48,491,669	14,241,718	15,816,211	269,375,051
Depreciation charge for the year	5,822,831	18,480,585	17,954,843	1,142,814	1,631,602	45,032,675
Recognised in profit or loss (Note 7)	5,822,831	18,443,056	17,954,843	1,142,814	1,631,602	44,995,146
Recognised in construction contracts (Note 21)	-	37,529	-	-	-	37,529
Disposals/written off	(2,325,237)	(7,772,010)	(6,894,256)	(1,457,040)	(972,951)	(19,421,494)
Reversal of impairment loss	-	(1,364,363)	-	-	-	(1,364,363)
Impairment loss	-	595,019	-	-	-	595,019
Exchange differences	4,280	-	-	-	4,737	9,017
Transfer to investment properties (Note 14)	-	-	-	-	(8,308)	(8,308)
Derecognition upon expiry of leases	(2,064,956)	(3,336,106)	-	-	-	(5,401,062)
Derecognition upon termination of leases	(40,693)	-	-	-	-	(40,693)
At 30 June 2024/1 July 2024	30,943,963	193,467,472	68,611,153	13,983,189	16,670,705	323,676,482
Depreciation charge for the year (Note 7)	5,785,239	20,869,720	21,746,309	1,305,686	1,874,510	51,581,464
Disposals/written off	-	(5,277,452)	(11,079,795)	(1,019,631)	(870,290)	(18,247,168)
Exchange differences	(13,981)	-	-	-	(50,049)	(64,030)
Derecognition upon expiry of leases	(2,693,858)	-	-	-	-	(2,693,858)
Derecognition upon termination of Leases	(3,951,788)	-	-	-	-	(3,951,788)
At 30 June 2025	30,069,575	209,059,740	79,277,667	14,269,244	17,624,876	350,301,102
Net carrying amount						
At 30 June 2024	89,630,540	126,865,826	174,405,569	4,372,836	6,173,344	401,448,115
At 30 June 2025	88,745,048	154,059,945	188,484,783	5,013,998	7,155,191	443,458,965

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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13. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

* Land and buildings of the Group

	Freehold land RM	Leasehold land RM	Buildings and office space RM	Total RM
Cost				
At 1 July 2023	10,104,310	28,558,066	71,671,138	110,333,514
Additions	-	8,500,000	6,553,954	15,053,954
Disposals/written off	-	(626,790)	(2,041,109)	(2,667,899)
Reclassification	-	-	(26,545)	(26,545)
Derecognition upon expiry of leases	-	-	(2,064,956)	(2,064,956)
Derecognition upon termination of leases	-	-	(57,450)	(57,450)
Exchange differences	-	-	3,885	3,885
At 30 June 2024/1 July 2024	10,104,310	36,431,276	74,038,917	120,574,503
Additions	-	-	4,040,996	4,040,996
Reclassification	-	1,436,425	(1,436,425)	-
Derecognition upon expiry of leases	-	-	(2,693,858)	(2,693,858)
Derecognition upon termination of leases	-	(430,436)	(4,436,667)	(4,867,103)
Transfer from inventories	-	-	1,794,077	1,794,077
Exchange differences	-	-	(33,992)	(33,992)
At 30 June 2025	10,104,310	37,437,265	71,273,048	118,814,623
Accumulated depreciation				
At 1 July 2023	-	10,391,702	19,156,036	29,547,738
Depreciation charge for the year	-	1,540,150	4,282,681	5,822,831
Disposals/written off	-	(626,790)	(1,698,447)	(2,325,237)
Derecognition upon expiry of leases	-	-	(2,064,956)	(2,064,956)
Derecognition upon termination of leases	-	-	(40,693)	(40,693)
Exchange differences	-	-	4,280	4,280
At 30 June 2024/1 July 2024	-	11,305,062	19,638,901	30,943,963
Depreciation charge for the year	-	1,667,647	4,117,592	5,785,239
Derecognition upon expiry of leases	-	-	(2,693,858)	(2,693,858)
Derecognition upon termination of leases	-	(376,631)	(3,575,157)	(3,951,788)
Exchange differences	-	-	(13,981)	(13,981)
At 30 June 2025	-	12,596,078	17,473,497	30,069,575
Net carrying amount				
At 30 June 2024	10,104,310	25,126,214	54,400,016	89,630,540
At 30 June 2025	10,104,310	24,841,187	53,799,551	88,745,048

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

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

	Land and buildings RM	Motor vehicles RM	Furniture, fitting and equipment and others RM	Total RM
Company				
Cost				
At 1 July 2023	6,860,632	1,320,639	2,051,670	10,232,941
Additions	-	331,345	112,305	443,650
Disposals/written off	-	(428,000)	(92,435)	(520,435)
At 30 June 2023/1 July 2024	6,860,632	1,223,984	2,071,540	10,156,156
Additions	-	-	225,360	225,360
Disposals/written off	-	-	(45,391)	(45,391)
At 30 June 2025	6,860,632	1,223,984	2,251,509	10,336,125
Accumulated depreciation				
At 1 July 2023	2,289,664	1,320,633	1,642,455	5,252,752
Depreciation charge for the year (Note 7)	130,115	13,900	141,588	285,603
Disposals/written off	-	(427,999)	(89,744)	(517,743)
At 30 June 2024/1 July 2024	2,419,779	906,534	1,694,299	5,020,612
Depreciation charge for the year (Note 7)	130,115	66,269	147,799	344,183
Disposals/written off	-	-	(45,232)	(45,232)
At 30 June 2025	2,549,894	972,803	1,796,866	5,319,563
Net carrying amount				
At 30 June 2024	4,440,853	317,450	377,241	5,135,544
At 30 June 2025	4,310,738	251,181	454,643	5,016,562

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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13. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

- (a) Acquisitions of property, plant and equipment during the financial year were by the following means:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Cash	49,073,098	107,602,973	225,360	443,650
Lease arrangements (Note 26)	52,719,087	13,377,241	-	-
	101,792,185	120,980,214	225,360	443,650

- (b) The net carrying amount of property, plant and equipment pledged for loans and borrowings (Note 26) are as follows:

	Group	
	2025	2024
	RM	RM
Buildings	6,387,067	7,156,897
Freehold land	10,054,310	10,054,310
Leasehold land	9,596,845	9,442,052
Vessels	6,954,897	6,387,067
Plant and machineries	49,271,188	21,573,119
Motor vehicles	1,052,279	171,000
	83,316,586	54,784,445

- (c) Titles of certain leasehold land and buildings of the Group and of the Company with the following net carrying amounts have yet to be issued by the relevant authority:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Land and buildings	6,640,316	7,195,334	4,310,738	4,440,853

- (d) The Group has estimated the recoverable amounts of certain machinery during the financial year. The assessment has led to the recognition of net reversal of impairment losses of Nil (2024: RM769,344).

In determining the recoverable amounts of the machinery, the Group obtained market quotation from an independent second-hand equipment dealer. The recoverable amounts were determined using fair value less costs of disposal based on their present conditions, following the equipment dealer's inspection.

The above fair value measurements are classified in Level 3 of the fair value hierarchy.

- (e) Included in the property, plant and equipment of the Group and of the Company are fully depreciated assets that are still in use, with carrying costs of RM150,780,350 (2024: RM120,289,289) and RM2,459,460 (2024: RM2,450,630), respectively.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

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

(f) Right-of-use assets

Included in the net carrying amount of property, plant and equipment are right-of-use assets as follows:

	Land RM	Buildings and office space RM	Plant, machinery and containers RM	Motor vehicles RM	Total RM
Group					
At 1 July 2024	24,044,509	3,126,887	59,217,852	256,448	86,645,696
Additions	-	2,859,987	55,603,985	970,300	59,434,272
Depreciation charge for the year (Note 26)	(179,957)	(1,964,016)	(10,327,169)	(112,324)	(12,583,466)
Exchange difference	-	33,152	-	-	33,152
Derecognition upon termination of leases	(53,805)	(861,510)	-	-	(915,315)
Derecognition upon settlement of leases	-	-	(3,908,444)	-	(3,908,444)
At 30 June 2025	23,810,747	3,194,500	100,586,224	1,114,424	128,705,895
At 1 July 2023	16,804,096	4,614,491	59,660,155	366,465	81,445,207
Additions	8,500,000	1,265,079	14,367,454	-	24,132,533
Depreciation charge for the year (Note 26)	(1,259,587)	(2,735,529)	(8,009,987)	(88,636)	(12,093,739)
Exchange difference	-	(397)	-	-	(397)
Derecognition upon termination of leases	-	(16,757)	-	-	(16,757)
Derecognition upon settlement of leases	-	-	(7,399,128)	(21,381)	(7,420,509)
Reversal of impairment loss	-	-	599,358	-	599,358
At 30 June 2024	24,044,509	3,126,887	59,217,852	256,448	86,645,696

The Group has lease contracts for land, buildings, plant, machinery and containers as well as motor vehicles used in its operations.

There are several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group's business needs. Management exercises judgement in determining whether these extension and termination options are reasonably certain to be exercised.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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13. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(f) Right-of-use assets (cont'd)

The table below describes the nature of the Group's leasing activities by type of right-of-use assets recognised on the statement of financial position:

	Land RM	Buildings and office space RM	Plant, machinery and containers RM	Motor vehicles RM
Group				
At 30 June 2025				
No. of right-of-use assets leased	13	24	146	4
No. of leases with extension options	3	11	1	-
No. of leases with termination options	3	10	1	-
At 30 June 2024				
No. of right-of-use assets leased	15	33	135	4
No. of leases with extension options	3	11	1	-
No. of leases with termination options	3	10	1	-

The Company has no right-of-use assets as at year end.

14. INVESTMENT PROPERTIES

	Group	
	2025	2024
	RM	RM
Cost		
At 1 July	16,050,130	15,911,946
Transfer from property, plant and equipment (Note 13)	-	138,184
At 30 June	16,050,130	16,050,130
Accumulated depreciation and impairment		
At 1 July	3,644,202	3,144,401
Transfer from property, plant and equipment (Note 13)	-	8,308
Depreciation for the year (Note 7)	483,973	491,493
At 30 June	4,128,175	3,644,202
Net carrying amount	11,921,955	12,405,928
Fair value of the investment properties	44,524,547	45,257,476

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

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14. INVESTMENT PROPERTIES (CONT'D)

Investment properties with aggregate carrying amount of RM554,913 (2024: RM565,885) are pledged as security for borrowings as disclosed in Note 26. Investment properties comprise a number of commercial properties leased to third parties.

The fair values of the properties are based on a combination of external valuations performed by accredited independent valuers and directors' valuation.

The Group has no restrictions on the realisability of its investment properties and has no contractual obligations to purchase, construct or develop investment properties or for repairs, maintenance and enhancements.

	Group	
	2025	2024
	RM	RM
Rental income from investment properties	2,224,350	1,911,534
Direct operating expenses from:		
- income generating properties	(540,569)	(501,364)

15. INVESTMENT IN SUBSIDIARIES

	Company	
	2025	2024
	RM	RM
Unquoted shares at cost	326,735,808	296,085,893
Less: Accumulated impairment losses	(2,395,416)	-
	324,340,392	296,085,893

Movement in accumulated impairment losses are as follows:

	RM	RM
As at 1 July 2024/2023	-	140,565
Reversal of impairment during the year	-	(140,565)
Impairment during the year	2,395,416	-
As at 30 June 2025/2024	2,395,416	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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15. INVESTMENT IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries are as follows:

Name of subsidiaries	Country of Incorporation	Principal activities	% of ownership interest held by Group ^a		% of ownership interest held by non-controlling interest ^b	
			2025	2024	2025	2024
			%	%	%	%
Harbour-Link (M) Sdn. Bhd. ("HLM")*	Malaysia	Investment holding, provision of management services and acting as insurance agent	100	100	-	-
Harbour Agencies (Sarawak) Sdn. Bhd. ("HAS")*	Malaysia	Shipping and forwarding	100	100	-	-
Eastern Solder Engineering & Construction Sdn. Bhd. ("ESEC")*	Malaysia	Investment holding, multi-discipline engineering and procurement	100	100	-	-
Harbour-Link Navigation Sdn. Bhd. ("HLN")*	Malaysia	Investment holding	100	100	-	-
Harbour-Link Lines Sdn. Bhd. ("HLLines")*	Malaysia	Port agent, ship operator provision of freighting and marine services, ship owning and ship management	85	85	15	15
HLG Resources Sdn. Bhd. ("HLG Resources")*	Malaysia	Investment holding, trading and sale, services and rental of machinery	100	100	-	-
HLG Petroleum Sdn. Bhd. ("HLG Petroleum")*	Malaysia	Investment holding, container shipping and agency services	100	100	-	-
Harbour Hornbill Sdn. Bhd.*	Malaysia	Ship owning and ship operator services	85	85	15	15
Harbour Ivory Sdn. Bhd.*	Malaysia	Ship owning and ship operator services	80	80	20	20
Arcadia Properties Sdn. Bhd. ("APSB")*	Malaysia	Investment holding and property development	51	51	49	49
Subsidiaries of HLM						
HLG Engineering Sdn. Bhd.*	Malaysia	Consultancy services and provision of engineering works	100	100	-	-
Harbour Services Corporation Sdn. Bhd.*	Malaysia	Freight forwarding, transportation and material handling	100	100	-	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

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15. INVESTMENT IN SUBSIDIARIES (CONT'D)

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

Name of subsidiaries	Country of Incorporation	Principal activities	% of ownership interest held by Group ⁸		% of ownership interest held by non-controlling interest ⁸	
			2025	2024	2025	2024
			%	%	%	%
Subsidiaries of HLM (cont'd)						
Harbour-Link Logistics Sdn. Bhd. ("HLLogistics")*	Malaysia	Equipment, hiring and transportation	100	100	-	-
Harbour Services Sdn. Bhd.* (Note 15(a))	Malaysia	Forwarding and shipping agencies	47	47	53	53
Harbour Services (Miri) Sdn. Bhd.*	Malaysia	Dormant	100	100	-	-
Harbour-Link Leasing Sdn. Bhd.*	Malaysia	Leasing	100	100	-	-
Best Success Bonded Store Supply Sdn. Bhd.*	Malaysia	Provision of storage facilities	60	60	40	40
Harbour-Link Forwarders Sdn. Bhd.*	Malaysia	Provision of logistic and agencies services	70	70	30	30
Harbour Global Forwarders Sdn. Bhd.*	Malaysia	Forwarding and transportation	70	70	30	30
Subsidiaries of HLLogistics						
Siong Jaya Sdn. Bhd.*	Malaysia	Ceased operation	100	100	-	-
Subsidiaries of HAS						
Harbour Agencies (Sabah) Sdn. Bhd.*	Malaysia	Shipping and forwarding	100	100	-	-
Union Star Shipping Pte. Ltd.**	Singapore	Shipping services	100	100	-	-
A.T. Dunia (Btu) Sdn. Bhd.*	Malaysia	Forwarding and transportation	100	100	-	-
Harbour Agencies Sdn. Bhd.*	Malaysia	Shipping	100	100	-	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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15. INVESTMENT IN SUBSIDIARIES (CONT'D)

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

Name of subsidiaries	Country of Incorporation	Principal activities	% of ownership interest held by Group ⁸		% of ownership interest held by non-controlling interest ⁸	
			2025	2024	2025	2024
			%	%	%	%
Subsidiaries of ESEC						
ESE Energy Sdn. Bhd.*	Malaysia	Civil engineering and ancillary works	100	100	-	-
Eastern Soldar (Singapore) Pte. Ltd.**	Singapore	Provision of civil, mechanical and engineering works, construction and procurement	100	100	-	-
Subsidiaries of HLN						
Harbour Eagle Sdn. Bhd.*	Malaysia	Ship owning and ship management	100	100	-	-
Harbour Challenger Sdn. Bhd.*	Malaysia		100	100	-	-
Satun Shipping Sdn. Bhd.*	Malaysia		100	100	-	-
Harbour Gemini Sdn. Bhd.*	Malaysia		100	100	-	-
Harbour Services (Kuching) Sdn. Bhd.*	Malaysia		100	100	-	-
Harbour Agencies (Sibu) Sdn. Bhd.*	Malaysia		100	100	-	-
Navasco Shipping Sdn. Bhd.*	Malaysia		100	100	-	-
Harbour Xtra Sdn. Bhd.*	Malaysia		100	100	-	-
Harbour Ruby Sdn. Bhd.*	Malaysia		85	85	15	15
Harbour Zenith Sdn. Bhd.*	Malaysia		85	85	15	15
AM Lines Sdn. Bhd.*	Malaysia		85	85	15	15
Harbour-Link Shipping Sdn. Bhd.*	Malaysia		85	85	15	15
Harbour Adventure Sdn. Bhd.*	Malaysia		85	85	15	15
Harbour Zircon Sdn. Bhd.*	Malaysia		85	85	15	15

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15. INVESTMENT IN SUBSIDIARIES (CONT'D)

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

Name of subsidiaries	Country of Incorporation	Principal activities	% of ownership interest held by Group ⁸		% of ownership interest held by non-controlling interest ⁸	
			2025	2024	2025	2024
			%	%	%	%
Subsidiaries of HLN (cont'd)						
Harbour Frida Sdn. Bhd. *	Malaysia	Ship owning and ship management	85	85	15	15
Harbour Iconic Sdn. Bhd.*	Malaysia		85	-	15	-
Harbour-Link Marine Services Sdn. Bhd.*	Malaysia	Ship management and consultancy Services	100	100	-	-
Subsidiaries of HLLines						
Harbour-Link Lines (JB) Sdn. Bhd.*	Malaysia	Port agent, ship operator and provision of freighting and marine services	90	90	10	10
Harbour-Link Lines (KCH) Sdn. Bhd.*	Malaysia		100	100	-	-
Harbour-Link Lines (KK) Sdn. Bhd.*	Malaysia		100	100	-	-
Harbour-Link Lines (PK) Sdn. Bhd.*	Malaysia		60	60	40	40
Harbour-Link Lines Ltd.**	Hong Kong		100	100	-	-
Harbour-Link Lines (S) Pte. Ltd.**	Singapore		100	100	-	-
Harbour-Link Lines (B) Sdn. Bhd.**	Brunei Darussalam		55	55	45	45
Harbour Jupiter Sdn. Bhd.*	Malaysia	Ship owning and ship management	100	100	-	-
Subsidiaries of HLG Resources						
HLG Equipment Sdn. Bhd.* ("HLG Equipment")	Malaysia	Provision of port related services	80	80	20	20
HLM Machinery Sdn. Bhd.*	Malaysia	Provision of heaping, transportation services, general trading and machinery dealer	100	100	-	-

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15. INVESTMENT IN SUBSIDIARIES (CONT'D)

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

Name of subsidiaries	Country of Incorporation	Principal activities	% of ownership interest held by Group ⁸		% of ownership interest held by non-controlling interest ⁸	
			2025	2024	2025	2024
			%	%	%	%
Subsidiaries of HLG Resources (cont'd)						
Harbour-Link Trading Pte. Ltd.**	Singapore	General importer, exporter, traders and commission agents	100	100	-	-
Subsidiary of HLG Equipment						
HLG Equipment (B) Sdn. Bhd.**	Brunei Darussalam	Provision of port related services	99	99	1	1
Subsidiary of APSB						
Sarawak Edible Oils Sdn. Bhd.*	Malaysia	Property developer	100	100	-	-
Subsidiary of HLG Petroleum						
Advance Mariner Lines Sdn. Bhd.*	Malaysia	Port agent, ship operator and provision of freighting and marine services	62.02	62.02	37.98	37.98
Subsidiaries of Advance Mariner Lines Sdn. Bhd.						
AML Shipping Sdn. Bhd.*	Malaysia	Port agent, ship operator and provision of freight and marine services	100	100	-	-
AML Shipping (Singapore) Pte. Ltd.**	Singapore		100	100	-	-
AML Shipping (Sabah) Sdn. Bhd.*	Malaysia		51	51	49	49

* Audited by Ernst & Young PLT, Malaysia.

** Audited by firms of auditors other than Ernst & Young PLT, Malaysia.

β Equal to proportion of voting rights held

NOTES TO THE FINANCIAL STATEMENTS

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15. INVESTMENT IN SUBSIDIARIES (CONT'D)

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

- (a) Although the Group owns 47% (2024: 47%) of the equity interest of Harbour Services Sdn. Bhd. ("HSSB"), the Group has the power to govern the financial and operating policies of HSSB.
- (b) On 4 December 2024, the Company subscribed for additional 24,649,915 ordinary shares in Harbour-Link Navigation Sdn. Bhd. ("HLN") for a total cash consideration of RM24,649,915. The other corporate shareholder had also subscribed to additional shares of 4,350,000 ordinary shares for a cash consideration of RM4,350,000. Accordingly, there was no change in the effective interest in HLN. The additional investments in HLN by the abovementioned shareholder had resulted in an increase in non-controlling interest of RM4,350,000 which is recognised directly in equity.
- (c) On 2 April 2025, the Company subscribed for additional 6,000,000 ordinary shares in HLG Resources Sdn. Bhd. ("HLGR") for a total cash consideration of RM6,000,000.

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15. INVESTMENT IN SUBSIDIARIES (CONT'D)

The Group's subsidiaries that have material non-controlling interests ("NCI") are set out below. The summarised financial information presented below is the amount before inter-company elimination.

(i) Summarised statements of financial position

	Arcadia Properties Sdn. Bhd. Group		Harbour Services Sdn. Bhd.		Harbour-Link Lines Sdn. Bhd. Group		Advance Mariner Lines Sdn. Bhd. Group		HLG Equipment Sdn. Bhd.	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Non-current assets	56,237	53,520	3,935	4,001	185,214	167,718	9,296	8,798	1,553	2,191
Current assets	22,688	26,214	68,107	41,923	304,152	273,827	56,925	51,885	22,653	21,511
Total assets	78,925	79,734	72,042	45,924	489,366	441,545	66,221	60,683	24,206	23,702
Current liabilities	1,021	1,449	60,604	34,883	124,735	114,070	16,689	13,494	5,928	7,080
Non-current liabilities	-	-	2,076	2,534	51,690	48,330	2,083	615	187	417
Total liabilities	1,021	1,449	62,680	37,417	176,425	162,400	18,772	14,109	6,115	7,497
Equity attributable to owners of the Company	39,731	39,925	4,400	3,998	262,243	234,263	30,999	29,313	14,473	12,964
Non-controlling interests	38,173	38,360	4,962	4,508	50,698	44,882	16,450	17,262	3,618	3,241
Total equity	77,904	78,285	9,362	8,506	312,941	279,145	47,449	46,575	18,091	16,205

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

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15. INVESTMENT IN SUBSIDIARIES (CONT'D)

The Group's subsidiaries that have material non-controlling interests ("NCI") are set out below. The summarised financial information presented below is the amount before inter-company elimination. (cont'd)

(ii) Summarised statements of profit or loss and other comprehensive income

	Arcadia Properties Sdn. Bhd. Group				Harbour Services Sdn. Bhd.				Harbour-Link Lines Sdn. Bhd. Group				Mariner Lines Sdn. Bhd. Group				HLG Equipment Sdn. Bhd.			
	2025		2024		2025		2024		2025		2024		2025		2024		2025		2024	
	RM'000		RM'000		RM'000		RM'000		RM'000		RM'000		RM'000		RM'000		RM'000		RM'000	
Revenue	3,534		8,575		125,951		75,179		517,601		428,003		101,983		103,651		24,611		58,951	
(Loss)/profit for the year	(381)		4,680		856		16		90,983		59,784		6,170		12,147		1,886		3,260	
Profit attributable to:																				
Owners of the Company	(194)		2,387		402		7		75,723		49,727		3,387		6,471		1,509		2,608	
Non-controlling interests	(187)		2,293		454		9		15,260		10,057		2,783		5,676		377		652	
	(381)		4,680		856		16		90,983		59,784		6,170		12,147		1,886		3,260	
Dividends paid to non-controlling interests	-		-		-		-		9,520		13,350		3,595		4,137		-		-	

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15. INVESTMENT IN SUBSIDIARIES (CONT'D)

(iii) Summarised statement of cash flows

	Arcadia Properties Sdn. Bhd. Group				Harbour Services Sdn. Bhd.				Harbour-Link Lines Sdn. Bhd. Group				Advance Mariner Lines Sdn. Bhd. Group				HLG Equipment Sdn. Bhd.			
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000				
Net cash (used in)/generated from operating activities	(1,475)	5,314	4,266	3,357			149,068	111,823												
Net cash (used in)/generated from investing activities	(1,791)	31	145	(379)			(20,013)	35,576			(2,067)	540			2,724	(1,270)				
Net cash generated from/(used in) financing activities	595	(4,012)	(698)	239			(128,088)	(120,536)			(9,079)	(9,577)			157	(431)				
Net (decrease)/increase in cash and cash equivalents	(2,671)	1,333	3,713	3,217			967	26,863			274	2,355			2,689	(1,925)				
Effects of exchange rate changes	-	-	-	-			(63)	5			300	(68)			-	-				
Cash and cash equivalents at the beginning of the year	4,084	2,751	6,330	3,113			114,508	87,640			20,035	17,748			4,655	6,580				
Cash and cash equivalents at the end of the year	1,413	4,084	10,043	6,330			115,412	114,508			20,609	20,035			7,344	4,655				

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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16. INVESTMENT IN ASSOCIATES

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Unquoted shares in Malaysia, at cost	1,570,468	1,570,468	1,052,200	1,052,200
Share of post-acquisition reserves	8,020,538	5,453,074	-	-
Accumulated impairment losses	-	-	(300,000)	(300,000)
	9,591,005	7,023,542	752,200	752,200

Details of the associates are as follows:

Name of associates	Country of incorporation	Principal activities	Ownership of interest held by the Group ⁸	
			2025	2024
			%	%
Held by the Company				
ECL (Malaysia) Sdn. Bhd. **	Malaysia	Shipping and all related services	19	19
HKK Jaya Sdn. Bhd. **	Malaysia	Ship owning and operator services	25 [#]	25 [#]
Poseidon Autoliners Sdn. Bhd. **	Malaysia	Ship owning and operator services	25 [#]	25 [#]
Held through ECL (Malaysia) Sdn. Bhd.				
Regional Car Liner Sdn. Bhd. **	Malaysia	Ship owning business and all related services	10 ^a	10 ^a
Held through Harbour-Link Lines (PK) Sdn. Bhd.				
Smart Shipping Sdn. Bhd. **	Malaysia	Shipping and all related services	40	40
Held through Harbour-Link Logistics Sdn. Bhd.				
Harbour-Link Logistics (S) Sdn. Bhd.*	Malaysia	Shipping and all related services	30	30
Held through AML Shipping Sdn. Bhd.				
T & T Forwarding Sdn. Bhd.*	Malaysia	Customs declaration, handling and forwarding	49	49

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16. INVESTMENT IN ASSOCIATES (CONT'D)

Details of the associates are as follows: (cont'd)

Name of associates	Country of incorporation	Principal activities	Ownership of interest held by the Group ^β	
			2025	2024
			%	%
Held through Harbour Link (M) Sdn. Bhd.				
Harbour Global Logistics Co. Ltd**	South Korea	Global professional project forwarding business	19	19

* Audited by Ernst & Young PLT, Malaysia.

** Audited by firms of auditors other than Ernst & Young PLT, Malaysia.

β Equal to proportion of voting rights held.

Represents effective interest i.e. 15% directly held by the Company and 55% (2024: 55%) held through ECL (Malaysia) Sdn. Bhd..

^α Represents effective interest i.e. 55% (2024: 55%) held through ECL (Malaysia) Sdn. Bhd..

All the results of the Group's associates were consolidated using the equity method.

Summarised financial information in respect of the Group's material associate is set out below. The summarised financial information represents the amounts extracted from the financial statements of the associate prepared using the MFRS framework and not the Group's share of those amounts.

(i) The following table summarises the financial information in respect of the Group's material associate:

	ECL (Malaysia) Sdn. Bhd. Group	
	2025 RM	2024 RM
(a) Summarised statement of financial position		
Assets and liabilities		
Current assets	50,965,693	44,707,369
Non-current assets	150,808,983	180,326,970
Total assets	201,774,676	225,034,339
Current liabilities	41,339,574	44,831,125
Non-current liabilities	127,734,626	154,419,151
Total liabilities	169,074,200	199,250,276
Net assets	32,700,476	25,784,063

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

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16. INVESTMENT IN ASSOCIATES (CONT'D)

(i) The following table summarises the financial information in respect of the Group's material associate: (cont'd)

(b) Summarised statement of profit or loss and other comprehensive income

	ECL (Malaysia) Sdn. Bhd. Group	
	2025	2024
	RM	RM
Revenue	135,825,278	122,649,335
Profit before tax	9,525,076	1,398,378
Income tax expense	(1,426,644)	(1,379,833)
Other comprehensive income	(1,340,457)	332,377
Total comprehensive income	6,757,975	350,922
Dividend received from the associates during the year (Note 4)	141,500	141,500

(c) Reconciliation of net assets to carrying amount

	ECL (Malaysia) Sdn. Bhd. Group	
	2025	2024
	RM	RM
As at 30 June		
Net assets	32,700,476	25,784,063
Less: Non-controlling interest	(2,928,018)	(135,747)
Net assets attributable to shareholders of the Company	29,772,458	25,648,316
Effective interest in associates	19%	19%
Group's share of net assets	5,656,767	4,873,180

(ii) The summarised aggregate financial information of the Group's share in other individually non-material associates as at 30 June are as follows:

	2025	2024
	RM	RM
Profit net of tax, representing total comprehensive income for the year	1,424,948	548,893
Carrying amount of the Group's interests in other associates	3,934,238	2,150,362

In the previous financial year, the Group received dividends from non-material associate in the current financial year amounting to RM32,000.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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17. DEFERRED TAX ASSETS/(LIABILITIES)

	Group		Company	
	RM	RM	RM	RM
At 1 July 2024/2023	(15,793,140)	(15,174,788)	(70,399)	(70,399)
Recognised in profit or loss (Note 10)	(741,001)	(618,354)	10,191	-
Exchange difference	-	2	-	-
At 30 June 2025/2024	(16,534,141)	(15,793,140)	(60,208)	(70,399)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set-off current tax assets against current tax liabilities and when the deferred income taxes relate to the same tax authority.

The following amounts, determined after appropriate offsetting, are shown in the statements of financial position:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Deferred tax assets	1,003,437	672,586	-	-
Deferred tax liabilities	(17,537,578)	(16,465,726)	(60,208)	(70,399)
	(16,534,141)	(15,793,140)	(60,208)	(70,399)

	Property, plant and equipment	
	RM	RM
Group		
Deferred tax liabilities		
At 1 July 2024/2023	(26,684,969)	(23,171,502)
Recognised in profit or loss	(9,140,512)	(3,513,469)
Exchange difference	-	2
At 30 June 2025/2024	(35,825,481)	(26,684,969)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

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

	Inventories RM	Unutilised tax losses RM	Unabsorbed capital allowances RM	Trade receivables RM	Lease liabilities and others RM	Group Total RM
Group						
Deferred tax assets:						
At 1 July 2024	86,868	549,789	7,446,197	2,218,241	590,734	10,891,829
Recognised in profit or loss	-	974,330	6,036,555	404,630	983,996	8,399,511
At 30 June 2025	86,868	1,524,119	13,482,752	2,622,871	1,574,730	19,291,340
At 1 July 2023	453,588	337,050	2,806,841	2,975,771	1,423,464	7,996,714
Recognised in profit or loss	(366,720)	212,739	4,639,356	(757,530)	(832,730)	2,895,115
At 30 June 2024	86,868	549,789	7,446,197	2,218,241	590,734	10,891,829

Deferred tax liabilities

	Company	
	RM	RM
At 1 July 2024/2023	(70,399)	(70,399)
Recognised in profit or loss (Note 10)	10,191	-
At 30 June 2025/2024	(60,208)	(70,399)

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2025 RM	2024 RM
Unutilised tax losses	15,095,444	17,202,466
Unabsorbed capital allowances	4,424,327	4,223,870
Other deductible temporary differences	2,232,575	1,153,580
	21,752,346	22,579,916

Deferred tax assets were not recognised as it was not probable that future taxable profits will be available against which the above benefits can be utilised. The above benefits of the Group are available for offsetting against future taxable profits of the respective companies in Malaysia and are subject to no substantial changes in shareholdings under the Income Tax Act, 1967 ("the Act") and guidelines issued by the tax authority.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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17. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

Deferred tax liabilities (cont'd)

Pursuant to Section 44(5F) of the Act 1967, the unutilised tax losses can be carried forward until the following years of assessment:

	Group	
	2025	2024
	RM	RM
Year of assessment 2028	5,821,880	6,742,564
Year of assessment 2029	1,856,113	2,535,993
Year of assessment 2030	727,936	727,936
Year of assessment 2031	1,988,472	1,995,700
Year of assessment 2032	435,983	472,864
Year of assessment 2033	1,077,923	1,691,859
Year of assessment 2034	1,071,249	3,035,550
Year of assessment 2035	2,115,888	-
	15,095,444	17,202,466

18. INVENTORIES

	Group	
	2025	2024
	RM	RM
Non-current		
At cost		
Land held for property development	48,076,456	47,061,860
Current		
At cost		
Properties held for sale	10,451,602	12,559,036
Property development cost	3,450,797	3,433,787
Bunkers and lubricants	9,031,314	9,537,395
Spare parts and consumable stores	6,881,173	8,977,596
Equipment	15,537,429	7,469,244
Equipment in transit	7,496,610	2,941,329
	52,848,925	44,918,387
	100,925,381	91,980,247
Cost of inventories recognised as expenses	221,945,920	201,922,754

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

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19. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Current				
Trade receivables				
Third parties	250,024,379	228,144,302	-	-
Retention sums (Note 21)	2,451,513	430,499	-	-
Finance lease receivables	-	68,172	-	-
Amounts due from associates	2,941,426	701,330	-	-
Trade receivables	255,417,318	229,344,303	-	-
Less: Allowance for impairment - third parties (Note 33(d)(i))	(13,664,431)	(13,840,689)	-	-
Trade receivables, net	241,752,887	215,503,614	-	-
Other receivables				
Deposits	9,708,162	4,707,178	41,550	41,550
Sundry receivables	2,078,850	2,524,116	57,412	264,833
Amounts due from subsidiaries	-	-	3,545,870	-
	11,787,012	7,231,294	3,644,832	306,383
Less: Allowance for impairment (Note 32(d)(ii))	-	-	(68,022)	-
	11,787,012	7,231,294	3,576,810	306,383
Total current	253,539,899	222,734,908	3,576,810	306,383
Non-current				
Trade receivables				
Retention sums (Note 21)	-	920,264	-	-
Other receivables				
Amounts due from subsidiaries	-	-	5,300,000	13,757,903
Less: Allowance for impairment (Note 32(d)(ii))	-	-	(3,300,000)	(9,753,276)
Other receivables, net	-	-	2,000,000	4,004,627
Total non-current	-	920,264	2,000,000	4,004,627
Total trade and other receivables	253,539,899	223,655,172	5,576,810	4,311,010

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

19. TRADE AND OTHER RECEIVABLES (CONT'D)

(a) Trade receivables

Credit terms of trade receivables range from cash terms to 120 days (2024: range from cash terms to 120 days).

Information on exposure to credit risk and its expected credit loss are disclosed in Note 32(d).

(b) Finance lease receivables

Finance lease receivables consist of the following:

	Gross receivables RM	Unearned interest RM	Net receivables RM
Group			
At 30 June 2025			
Less than 1 year	-	-	-
At 30 June 2024			
Less than 1 year	70,300	(2,128)	68,172

(c) Amounts due from subsidiaries

The amounts due from subsidiaries are unsecured, receivable on demand and are non-interest bearing, except for the non-current which the Company expected to be recovered after 12 months.

20. OTHER CURRENT ASSETS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Current				
Contract assets (Note 21)	7,390,995	4,689,913	-	-
Tax recoverable	11,669,952	8,799,337	41,579	-
Prepayments	13,296,789	15,894,064	264,035	227,478
	32,357,736	29,383,314	305,614	227,478

Prepayments mainly comprise advances made for dry docking services, vessel repairs and maintenance and insurance premiums.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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21. CONTRACT ASSETS/(LIABILITIES)

	Group	
	RM	RM
At 1 July 2024/2023	409,154	22,174,123
Revenue recognised during the year	691,511,098	611,037,887
Billings during the year	(686,960,531)	(632,802,856)
At 30 June 2025/2024	4,959,721	409,154
	2025	2024
	RM	RM
Analysed as follows:		
Contract assets (Note 20)	7,390,995	4,689,913
Contract liabilities (Note 28)	(2,431,274)	(4,280,759)
Retention sums on contracts, included within trade receivables (Note 19)	2,451,513	1,350,763

The costs incurred to date on construction contracts include the following charges made during the financial year:

	Group	
	2025	2024
	RM	RM
Depreciation of property, plant and equipment (Note 13)	-	37,529
Expenses related to short term leases (Note 26)	435,550	2,109,993

22. INVESTMENT SECURITIES

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Held for trading investments, at fair value through profit or loss:				
Quoted unit trusts	133,958,346	115,779,410	48	46

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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23. CASH AND BANK BALANCES

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Cash at bank and on hand	237,113,573	249,944,719	13,381,693	12,050,456
Short-term deposits with licensed banks	68,131,765	33,432,132	-	-
	305,245,338	283,376,851	13,381,693	12,050,456

Cash at bank earns interest at floating rates based on daily bank deposit rates. Short-term deposits are made for varying periods from 1 day to 12 months (2024: 1 day to 12 months) depending on the immediate cash requirements of the Group and earn interest at the respective short-term deposit rates.

The weighted average effective interest rates as at 30 June 2025 for the Group were 1.6% to 4.75% (2024: 1.4% to 4.75%). Short-term deposits with licensed banks of the Group amounting to RM3,075,730 (2024: RM5,428,943) are pledged as security for banking facilities utilised as disclosed in Note 26.

For the purpose of statements of cash flow, cash and cash equivalents comprise the following at the reporting date:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Cash and short-term deposits	305,245,338	283,376,851	13,381,693	12,050,456
Bank overdrafts (Note 26)	-	(156,497)	-	-
Short-term deposits pledged with banks	(3,075,730)	(5,428,943)	-	-
Short-term deposits with maturity more than 3 months	(4,565,011)	(13,052,634)	-	-
Cash and cash equivalents	297,604,597	264,738,777	13,381,693	12,050,456

24. SHARE CAPITAL AND TREASURY SHARES

	Group and Company			
	Number of Ordinary Shares		Amount	
	Share capital (Issued and fully paid)	Treasury shares	Share capital (Issued and fully paid) RM	Treasury shares RM
Issued and fully paid, at no par value				
At 1 July 2024/2023 and 30 June 2025/2024	400,400,008	(1,823,300)	200,200,008	(886,951)

Treasury shares

Treasury shares relate to ordinary shares of the Company that are held by the Company. The amount consists of the acquisition costs of treasury shares net of the proceeds received on their subsequent sale or issuance.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

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24. SHARE CAPITAL AND TREASURY SHARES (CONT'D)

Treasury shares (cont'd)

Of the total 400,400,008 (2024: 400,400,008) issued and fully paid ordinary shares as at 30 June 2025, 1,823,300 (2024: 1,823,300) are held as treasury shares by the Company. As at 30 June 2025, the number of outstanding ordinary shares in issue after the set-off is therefore 398,576,708 (2024: 398,576,708) ordinary shares.

The directors of the Company are committed to enhancing the value of the Company for its shareholders and believe that the repurchase plan can be applied in the best interests of the Company and its shareholders. The repurchase transactions were financed by internally generated funds. The shares repurchased are held as treasury shares in accordance with Section 127 of the Companies Act 2016.

25. FOREIGN CURRENCY TRANSLATION RESERVE

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

26. LOANS AND BORROWINGS

	Maturity	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Current					
Secured:					
Lease liabilities	2026	20,149,757	12,362,356	-	-
Bank overdrafts (Note 23)	On demand	-	156,497	-	-
Term loans - RM loan:					
BLR - 0.5%	2026	570,772	936,452	-	-
BLR - 0.75%	2026	229,520	478,585	-	-
BLR - 1.5%	2026	531,931	505,475	-	-
BLR + 0%		-	400,000	-	-
BLR + 0.35%	2026	462,991	423,277	-	-
ECOF + 1%	2026	666,000	499,500	-	-
COF + 1%	2026	234,000	234,000	-	-
		22,844,971	15,996,142	-	-
Unsecured:					
Revolving credit		-	3,400,000	-	3,400,000
Total current		22,844,971	19,396,142	-	3,400,000

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26. LOANS AND BORROWINGS (CONT'D)

	Maturity	Group		Company	
		2025	2024	2025	2024
		RM	RM	RM	RM
Non-current					
Secured:					
Lease liabilities	2027 - 2043	48,659,944	22,265,627	-	-
Term loans - RM loan:					
BLR - 0.5%		-	565,900	-	-
BLR - 0.75%		-	229,553	-	-
BLR - 1.5%	2027	124,315	657,512	-	-
BLR + 0.35%	2030	1,601,668	2,026,272	-	-
ECOF + 1%	2031	2,832,258	2,842,384	-	-
COF + 1%	2031	1,070,500	1,304,500	-	-
Total non-current		54,288,685	29,891,748	-	-
Total loans and borrowings		77,133,656	49,287,890	-	3,400,000

Bank overdrafts

In prior year, bank overdrafts were secured by fixed and floating charges over certain landed properties of the Group (Note 13), short-term deposits of the Group (Note 23) and against corporate guarantees from the Company. The effective interest rates as at reporting date ranged from BLR + 1% to BLR + 1.25% per annum.

Revolving credit

In prior year, the revolving credit bore interest at a range of 4.96% to 5.48% per annum at the reporting date.

RM loan at BLR - 0.5%

This loan is secured by a fixed charge over the leasehold land of a subsidiary, Harbour-Link (M) Sdn. Bhd. and a corporate guarantee from the Company.

RM loan at BLR - 0.75%

This loan is secured by a fixed charge over land and buildings of a subsidiary, Harbour-Link Logistics Sdn. Bhd. ("HLLG") and a corporate guarantee from the Company.

RM loan at BLR - 1.5%

This loan is secured by a fixed charge over certain leasehold land of HLLG and a corporate guarantee from the Company.

RM loan at BLR + 0%

This loan was secured by a fixed charge over leasehold land of a subsidiary, Harbour Services Corporation Sdn. Bhd. and a corporate guarantee from the Company.

NOTES TO THE FINANCIAL STATEMENTS

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26. LOANS AND BORROWINGS (CONT'D)

RM loan at BLR + 0.35%

This loan is secured by a fixed charge over the leasehold land of a subsidiary, HLLG, and a corporate guarantee from the Company.

RM loan at ECOF + 1%

This loan is secured by a fixed charge over the leasehold land of a subsidiary, HLLG, and a corporate guarantee from the Company.

RM loan at COF + 1%

This loan is secured by a fixed charge over land and buildings of a subsidiary, HLLG and a corporate guarantee from the Company.

Lease liabilities

The movement of lease liabilities during the financial year is as follows:

	Group	
	RM	RM
At 1 July 2024/2023	34,627,983	36,157,452
Additions (Note 13(a))	52,719,087	13,377,241
Interest charged (Note 6)	2,980,730	1,773,195
Payments	(17,475,920)	(16,040,712)
Exchange difference	(3,008,272)	(620,220)
Termination of lease	(1,033,907)	(18,973)
At 30 June 2025/2024	68,809,701	34,627,983

The expenses relating to payments not included in the measurement of the lease liabilities are as follows:

	Group	
	2025	2024
	RM	RM
Depreciation of right-of-use assets (Note 13(f))	12,583,466	12,093,739
Interest expense on lease liabilities (Note 6)	2,980,730	1,773,195
Short term leases:		
- recognised in profit or loss (Note 7)	5,990,504	3,087,551
- recognised in contract assets (Note 21)	435,550	2,109,993

The Group had total cash outflows for leases amounting to RM23,901,974 (2024: RM21,238,256) during the financial year.

There were no leases with residual value guarantee or leases which have yet to commence of which the Group have committed.

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For the financial year ended 30 June 2025
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27. TRADE AND OTHER PAYABLES

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Trade payables				
Third parties	108,693,794	125,760,457	-	-
Accruals	4,854,129	665,151	-	-
Amount due to associate	222,204	783,120	-	-
	113,770,127	127,208,728	-	-
Other payables				
Accrued operating expenses	16,658,070	11,957,946	546,720	514,000
Sundry payables	16,476,211	11,845,011	106,392	878,426
Amounts due to subsidiaries	-	-	27,470	-
Deposit received	5,294,725	3,707,623	-	-
	38,429,006	27,510,580	680,582	1,392,426
Total trade and other payables	152,199,133	154,719,308	680,582	1,392,426

(a) Trade and sundry payables

These amounts are non-interest bearing. Credit terms of trade and sundry payables ranged from 30 to 180 days (2024: ranged from 30 to 180 days).

(b) Amounts due to subsidiaries

These amounts are unsecured, interest-free and repayable on demand.

28. OTHER CURRENT LIABILITIES

	Group	
	2025	2024
	RM	RM
Contract liabilities (Note 21)	2,431,274	4,280,759

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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29. CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

	Lease liabilities RM	Term loans RM	Revolving credit RM	Invoice financing RM	Total RM
Group					
At 1 July 2024	34,627,983	11,103,410	3,400,000	-	49,131,393
New leases	52,719,087	655,873	-	-	53,374,960
Cashflows	(14,495,190)	(3,435,328)	(3,400,000)	-	(21,330,518)
Exchange differences	(3,008,272)	-	-	-	(3,008,272)
Termination of lease	(1,033,907)	-	-	-	(1,033,907)
At 30 June 2025	68,809,701	8,323,955	-	-	77,133,656
At 1 July 2023	36,157,452	11,650,184	1,400,000	-	49,207,636
New leases	13,377,241	-	-	-	13,377,241
Cashflows	(14,267,517)	(546,774)	2,000,000	-	(12,814,291)
Exchange differences	(620,220)	-	-	-	(620,220)
Termination of lease	(18,973)	-	-	-	(18,973)
At 30 June 2024	34,627,983	11,103,410	3,400,000	-	49,131,393
Company					
At 1 July 2024	-	-	3,400,000	-	3,400,000
Cashflows	-	-	(3,400,000)	-	(3,400,000)
At 30 June 2025	-	-	-	-	-
At 1 July 2023	-	-	1,400,000	-	1,400,000
Cashflows	-	-	2,000,000	-	2,000,000
At 30 June 2024	-	-	3,400,000	-	3,400,000

30. COMMITMENTS

Capital commitments

Capital expenditure as at the reporting date is as follows:

	Group	
	2025 RM	2024 RM
Approved and contracted for:		
Property, plant and equipment	32,402,270	719,640

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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31. RELATED PARTY DISCLOSURES

- (a) In addition to the transactions detailed elsewhere in the financial statements, the Group and the Company had the following significant transactions at terms agreed between the parties during the financial year:

Group	Balance outstanding		Transaction values	
	2025 RM	2024 RM	2025 RM	2024 RM
Related parties:				
Income				
Sales of services				
- Azam Teroka Sdn. Bhd.	6,446	30,724	90,438	150,605
- Herdsen Corporation Sdn. Bhd.	6,878	-	22,065	500
- Herdsen Quarry Sdn. Bhd.	48,862	313,200	244,259	536,836
- Herdsen Sago Industrial Sdn. Bhd.	10,112	-	34,228	-
- Magna Goldenway Sdn. Bhd.	-	212,800	295,610	320,156
- Marup Quarry Sdn. Bhd.	21,084	17,000	37,628	4,000
- Sri Minah Enterprise Sdn. Bhd.	3,232	-	-	-
- YC Freight Sdn. Bhd.	-	-	800	-
- YC Logistics Sdn. Bhd.	-	8,952	-	687,313
- Harbour-Link Agencies Sdn. Bhd.	2,713,468	2,700	3,465,872	-
Sales of property, plant and equipment				
- Herdsen Quarry Sdn. Bhd.	-	-	-	903,000
Sales of equipment and spare parts				
- Herdsen Quarry Sdn. Bhd.	49,781	-	164,502	277,672
- Marup Quarry Sdn. Bhd.	-	-	-	19,018
- YC Freight Sdn. Bhd.	-	-	9,678	-
Expenditure				
Purchase of services				
- Azam Teroka Sdn. Bhd.	-	421	-	70,560
- Herdsen Quarry Sdn. Bhd.	1,569	37,290	57,086	21,371
- YC Logistics Sdn. Bhd.	1,408,387	-	1,988,387	9,214,686
- Harbour -Link Agencies Sdn. Bhd.	-	-	251,046	43,227

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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31. RELATED PARTY DISCLOSURES (CONT'D)

- (a) In addition to the transactions detailed elsewhere in the financial statements, the Group and the Company had the following significant transactions at terms agreed between the parties during the financial year: (cont'd)

Group (cont'd)	Balance outstanding		Transaction values	
	2025	2024	2025	2024
	RM	RM	RM	RM
Related parties: (cont'd)				
Expenditure (cont'd)				
Purchase of parts, tyres, materials and equipment				
- Herdsen Quarry Sdn. Bhd.	-	-	-	1,332
- Sri Minah Sdn. Bhd.	-	-	7,200	-
Rental of equipment and premises				
- Herdsen Quarry Sdn. Bhd.	5,300	-	5,300	-
- Magna Goldenway Sdn. Bhd.	240,000	960,000	960,000	960,000
- Marup Quarry Sdn. Bhd.	-	2,226	-	4,181
- Sri Minah Enterprise Sdn. Bhd.	186,163	792,339	739,788	883,996
- Director of the subsidiaries				
- Lee Yeong Shing	-	-	19,200	40,000

Related parties represent companies/persons connected to the directors of the Company namely Dato Yong Piaw Soon, Wong Siong Seh and directors of subsidiaries namely Lee Seng Chiong, Hii Kwong Wui, Yong Leong Mew and Yong Leong Hua.

Group	Transaction values	
	2025	2024
	RM	RM
Transactions with associates:		
Income		
Sales of services		
- T&T Forwarding Sdn. Bhd.	130,077	-
- Harbour Global Logistics Co. Ltd.	4,306,948	-
- ECL (Malaysia) Sdn. Bhd.	6,740,826	-
Rental of equipment and premises		
- Harbour-Link Logistics (S) Sdn. Bhd.	15,600	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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31. RELATED PARTY DISCLOSURES (CONT'D)

- (a) In addition to the transactions detailed elsewhere in the financial statements, the Group and the Company had the following significant transactions at terms agreed between the parties during the financial year: (cont'd)

	Transaction values	
	2025 RM	2024 RM
Group (cont'd)		
Transactions with associates: (cont'd)		
Expenditure		
Purchase of services		
- T&T Forwarding Sdn. Bhd.	(315,681)	(69,967)
- Harbour Global Logistics Co. Ltd.	(6,237,846)	-
- ECL (Malaysia) Sdn. Bhd.	(360)	-
Rental of equipment and premises		
- Harbour Global Logistics Co. Ltd.	1,015,724	-
	Transaction values	
	2025 RM	2024 RM
Company		
Transactions with subsidiaries:		
Income		
Interest income	108,421	153,283
Management fee income	2,136,600	2,136,600
Rental income	843,400	836,400

(b) Compensation of key management personnel

Key management personnel represent those persons having the authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include all the directors of the Group and certain members of senior management of the Group.

NOTES TO THE FINANCIAL STATEMENTS

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31. RELATED PARTY DISCLOSURES (CONT'D)

(b) Compensation of key management personnel (cont'd)

The remuneration of directors and other members of key management during the year was as follows:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Short-term employee benefits	11,020,964	12,516,340	1,418,926	1,436,141
Post-employment benefits:				
Defined contribution plan	566,130	310,724	73,002	72,679
Benefits-in-kind	72,336	68,774	-	-
	11,659,430	12,895,838	1,491,928	1,508,820
Included in the total key management personnel are:				
Directors' remuneration (Note 9)	5,916,884	9,618,605	1,165,023	1,184,947

32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Company are exposed to foreign currency exchange risk, interest rate risk, liquidity risk and credit risk. The Group's and the Company's overall financial risk management objective is to minimise any potential adverse effects from the unpredictability of financial markets on the Group's and the Company's financial performance in order to ensure the Group and the Company creates value for the shareholders. Financial risk management is carried out through risk reviews, internal control systems, insurance programmes and adherence to the Group's and the Company's financial risk management policies. The management regularly reviews these risks and approves the treasury policies, which covers the management of these risks.

The following sections provide details regarding the Group's and Company's exposure to the above-mentioned financial risk and the objectives, policies and processes for the management of these risks.

(a) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Currency risks as defined by MFRS 7 arise on account of monetary assets and liabilities being denominated in a currency that is not the functional currency.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
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32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) Foreign currency risk (cont'd)

The following table demonstrates the sensitivity to a reasonable possible change in United States Dollar ("USD"), Singapore Dollar ("SGD") and Chinese Yuan ("CNY") exchange rates, with all other variables held constant. The impact on the Group's profit before tax are shown below:

	Group	
	2025	2024
	RM	RM
RM / USD - Strengthen 5% (2024: 5%)	1,421,606	1,639,945
RM / USD - Weaken 5% (2024: 5%)	(1,421,606)	(1,639,945)
RM / SGD - Strengthen 5% (2024: 5%)	901,035	2,331,161
RM / SGD - Weaken 5% (2024: 5%)	(901,035)	(2,331,161)
RM / CNY - Strengthen 5% (2024: 5%)	(26,547)	(681,590)
RM / CNY - Weaken 5% (2024: 5%)	26,547	681,590

The currency exposure profile of the Group's financial assets and liabilities is disclosed as follows:

	Net financial receivables/(payables) and cash and bank balances held in non-functional currencies			
	USD	SGD	CNY	Total
	RM	RM	RM	RM
Functional currency of Group - RM				
At 30 June 2025	28,432,114	18,020,694	(530,943)	45,921,865
At 30 June 2024	32,798,902	46,623,228	(13,631,807)	65,790,323

(b) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group's and the Company's interest-bearing assets are primarily short-term bank deposits with financial institutions. The interest rates on these deposits are monitored closely to ensure that they are maintained at favourable rates. The Group and the Company consider the risk of significant changes to interest rates on deposits to be low.

The Group's and the Company's primary interest rate risk relates to interest-bearing debts. The Group and the Company manage their interest rate exposure by closely monitoring the debt market and where necessary, maintaining a prudent mix of fixed and floating rate borrowings. This strategy allows the Group and the Company to capitalise on cheaper funding in a low interest rate environment and to achieve a certain level of protection against rate hikes.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

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32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(b) Interest rate risk (cont'd)

If the Group's and the Company's borrowings at variable rates on which hedges have not been entered into changes in the following basis points, with all other variables being held constant, the effects on profit before tax would be as follows:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Borrowings based on base lending rate (BLR):				
- Increase by 100 basis points (2024: 100 basis points)	(83,240)	(112,599)	-	(34,000)
- Decrease by 100 basis points (2024: 100 basis points)	83,240	112,599	-	34,000

(c) Liquidity risk

The Group and the Company manage their debt maturity profile, operating cash flows and the availability of funding so as to ensure that refinancing, repayment and funding needs are met. As part of the overall liquidity management, the Group and the Company maintain sufficient levels of cash or cash convertible investments to meet their working capital requirements. In addition, the Group and the Company strive to maintain available banking facilities at a reasonable level to its overall debt position. As far as possible, the Group and the Company raise committed funding from both capital markets and financial institutions and balances their portfolio with some short-term funding so as to achieve overall cost effectiveness.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations.

	On demand or within one year RM	More than 1 year and less than 2 years RM	More than 2 years and less than 5 years RM	5 years and more RM	Total RM
Group					
Financial liabilities					
At 30 June 2025					
Trade and other payables	152,199,130	-	-	-	152,199,130
Loans and borrowings	26,384,247	20,014,573	32,868,428	7,816,190	87,083,438
Total undiscounted financial liabilities	178,583,377	20,014,573	32,868,428	7,816,190	239,282,568

NOTES TO THE FINANCIAL STATEMENTS

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32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(c) Liquidity risk (cont'd)

Analysis of financial instruments by remaining contractual maturities (cont'd)

The table below summarises the maturity profile of the Group's and the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations. (cont'd)

	On demand or within one year RM	More than 1 year and less than 2 years RM	More than 2 years and less than 5 years RM	5 years and more RM	Total RM
Group (cont'd)					
Financial liabilities (cont'd)					
At 30 June 2024					
Trade and other payables	154,719,308	-	-	-	154,719,308
Loans and borrowings	21,395,427	14,945,089	14,892,141	3,542,487	54,775,144
Total undiscounted financial liabilities	176,114,735	14,945,089	14,892,141	3,542,487	209,494,452
Company					
Financial liabilities					
At 30 June 2025					
Trade and other payables	680,582	-	-	-	680,582
Loans and borrowings	-	-	-	-	-
Financial guarantee contracts*	90,271,353	-	-	-	90,271,353
Total undiscounted financial liabilities	90,951,935	-	-	-	90,951,935
At 30 June 2024					
Trade and other payables	1,392,426	-	-	-	1,392,426
Loans and borrowings	3,407,073	-	-	-	3,407,073
Financial guarantee contracts*	69,892,433	-	-	-	69,892,433
Total undiscounted financial liabilities	74,691,931	-	-	-	74,691,931

* Based on the maximum amount that can be called under financial guarantee contracts.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

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32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(d) Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group and the Company are exposed to credit risk from their operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions, foreign exchange transactions and other financial instruments.

For trade and other receivables, the Group and the Company control these risk by the application of credit approvals, limits and monitoring procedures. The Group and the Company also minimise their exposure through analysing the counterparties' financial condition prior to entering into any services/contracts where appropriate to mitigate credit risk. Trade receivables are monitored on an ongoing basis via Group's and the Company's management reporting procedures. For other financial assets (deposits, cash and bank balances with financial institutions) the Group and the Company adopt the policy of dealing only with counterparties of high credibility (i.e. banks and financial institutions).

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by customer type and rating). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events and current and forecasted industry conditions. Generally, trade receivables are written-off if past due for more than one year and are not subject to enforcement activity. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in below. The Group and the Company do not hold any collateral as security.

Exposure to credit risk

At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by:

- the carrying amount of each financial asset in the statements of financial position after deducting any impairment allowance; and
- a nominal amount of RM90,271,353 (2024: RM69,892,433) relating to corporate guarantees provided by the Company to banks on the subsidiaries' borrowings.

Credit risk concentration profile

The Group and the Company determine concentration of credit risk by monitoring the trade and other receivables on an ongoing basis. At the reporting date, approximately 10% (2024: 12%) of the Group's trade receivables are five (2024: two) major customers located in Malaysia.

NOTES TO THE FINANCIAL STATEMENTS

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32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(d) Credit risk (cont'd)

Credit risk concentration profile (cont'd)

(i) Exposure to credit risk for trade receivables and contract assets

Recognition and measurement of impairment loss

The following table provides information about exposure to credit risk and expected credit loss for trade receivables of the Group as at 30 June 2025 and 30 June 2024:

	Expected credit loss rate in %	Total gross carrying amount RM	Expected credit loss RM	Net carrying amount RM
Group				
At 30 June 2025				
Trade receivables				
Current (not past due)	0.21	136,789,343	290,243	136,499,100
Days past due:				
1-90 days	1.31	83,795,380	1,097,460	
91-180 days	16.44	15,218,305	2,501,368	
181-360 days	42.58	13,087,555	5,573,232	
More than 360 days	64.38	6,526,735	4,202,128	
		118,627,975	13,374,188	105,253,787
		255,417,318	13,664,431	241,752,887
Contract assets	-	7,390,995	-	7,390,995
At 30 June 2024				
Trade receivables				
Current (not past due)	0.11	124,143,579	137,298	124,006,281
Days past due:				
1-90 days	0.43	71,585,769	308,911	
91-180 days	8.25	20,742,135	1,710,774	
181-360 days	74.57	6,933,763	5,170,853	
More than 360 days	94.95	6,859,321	6,512,853	
		106,120,988	13,703,391	92,417,597
		230,264,567	13,840,689	216,423,878
Contract assets	-	4,689,913	-	4,689,913

NOTES TO THE FINANCIAL STATEMENTS

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32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(d) Credit risk (cont'd)

Credit risk concentration profile (cont'd)

(i) Exposure to credit risk for trade receivables and contract assets (cont'd)

Receivables that are neither past due nor impaired

Trade receivables that are neither past due nor impaired are creditworthy debtors with good payment records with the Group.

None of the Group's trade receivables that are neither past due nor impaired have been renegotiated during the financial year.

The Group has trade receivables amounting to RM105,253,787 (2024: RM92,417,597) that are past due at the end of the reporting period but not impaired as management is confident in receiving collection from these receivables albeit in the near future.

The movement in allowance for expected credit losses ("ECL") during the year for the Group is shown below:

	Group	
	RM	RM
At 1 July 2024/2023	13,840,689	14,023,547
Charge for the year	8,859,102	6,037,638
Reversal of impairment losses	(5,588,968)	(6,232,871)
Net impairment losses	3,270,134	(195,233)
Written off	(3,302,240)	-
Exchange differences	(144,152)	12,375
At 30 June 2025/2024	13,664,431	13,840,689

(ii) Other receivables that are impaired

Movement in allowance accounts:

	Company	
	RM	RM
At 1 July 2024/2023	9,753,276	9,552,841
Charge for the year	-	599,054
Reversal of impairment losses	(6,385,254)	(398,619)
Net impairment losses	(6,385,254)	200,435
At 30 June 2025/2024	3,368,022	9,753,276

NOTES TO THE FINANCIAL STATEMENTS

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33. CATEGORIES OF FINANCIAL INSTRUMENTS

The table below provides an analysis of financial instruments, categories as follows:

- (a) Amortised cost ("AC")
(b) Fair value through profit or loss ("FVTPL")

	Note	30 June 2025				30 June 2024			
		Group		Company		Group		Company	
		AC RM	FVTPL RM	AC RM	FVTPL RM	AC RM	FVTPL RM	AC RM	FVTPL RM
Financial assets									
Trade and other receivables	19	253,539,899	-	5,576,810	-	223,655,172	-	4,311,010	-
Investment securities	22	-	133,958,346	-	48	-	115,779,410	-	46
Cash and bank balances	23	305,245,338	-	13,381,693	-	283,376,851	-	12,050,456	-
		558,785,237	133,958,346	18,958,503	48	507,032,023	115,779,410	16,361,466	46
Financial liabilities									
Loans and borrowings	26	77,133,656	-	-	-	49,287,890	-	3,400,000	-
Trade and other payables	27	152,199,133	-	680,582	-	154,719,308	-	1,392,426	-
		229,332,789	-	680,582	-	204,007,198	-	4,792,426	-

34. FAIR VALUE OF FINANCIAL INSTRUMENTS

Determination of fair value

Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The following are classes of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value:

	Note
Trade and other receivables	19
Trade and other payables	27
Loans and borrowings	26

The carrying amount of these financial assets and liabilities are reasonable approximation of fair values, either due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the reporting date.

The carrying amounts of the current portion of loans and borrowings are reasonable approximations of fair values due to the insignificant impact of discounting.

The fair values of current loans and borrowings are estimated by discounting expected future cash flows at market incremental lending rate for similar types of lending, borrowing or leasing arrangements at the reporting date.

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34. FAIR VALUE OF FINANCIAL INSTRUMENTS (CONT'D)

Fair value hierarchy

The Group and the Company classify fair value measurement using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Level 1 - Quoted prices in active markets for identical assets or liabilities;
- Level 2 - Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 - Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The following table provides the fair value measurement hierarchy of the Group's and Company's assets and liabilities.

Quantitative disclosures fair value measurement hierarchy for assets and liabilities as at 30 June 2025 and 2024:

	Note	Date of valuation	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
Group						
Assets measured at fair value						
Investment securities	22	30 June 2025	133,958,346	-	-	133,958,346
Investment securities	22	30 June 2024	115,779,410	-	-	115,779,410
Assets for which fair values are disclosed						
Investment properties	14	30 June 2025	-	-	44,524,547	44,524,547
Investment properties	14	30 June 2024	-	-	45,257,476	45,257,476
Company						
Assets measured at fair value						
Investment securities	22	30 June 2025	48	-	-	48
Investment securities	22	30 June 2024	46	-	-	46

35. CAPITAL MANAGEMENT

The Group's and the Company's objectives when managing capital are to safeguard the Group's and the Company's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise shareholders value. In order to maintain or achieve an optimal capital structure, the Group and the Company may adjust the dividend payment, return capital to shareholders, obtain new financing facilities or dispose assets to reduce borrowings.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

35. CAPITAL MANAGEMENT (CONT'D)

Management monitors capital based on the Group's and the Company's gearing ratios. The Group and the Company are also required by certain banks to maintain a gearing ratio of not exceeding certain percentage varying between 100% and 200%. The Group's and the Company's strategies are to maintain gearing ratio of not exceeding 100%.

The gearing ratio is calculated as net debt divided by equity capital plus net debt. Net debt is calculated as total loans and borrowings, trade and other payables less investment securities, cash and bank balances. Capital is equivalent to capital and reserves attributable to the owners of the Company.

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
Loans and borrowings	26	77,133,656	49,287,890	-	3,400,000
Trade and other payables	27	152,199,133	154,719,308	680,582	1,392,426
Less:					
Investment securities	22	(133,958,346)	(115,779,410)	(48)	(46)
Cash and bank balances	23	(305,245,338)	(283,376,851)	(13,381,693)	(12,050,456)
Net cash		(209,870,895)	(195,149,063)	(12,701,159)	(7,258,076)
Equity attributable to the owners of the Company		897,805,654	805,996,416	348,632,529	313,685,863
Capital and net debt		N/A*	N/A*	N/A*	N/A*
Gearing ratio		N/A*	N/A*	N/A*	N/A*

* Not applicable as the Group and the Company are in a net cash position.

36. SEGMENT INFORMATION

(a) Reporting format

The primary segment reporting format is determined to be business segments as the Group's risks and rates of return are affected predominantly by differences in the services provided. Secondary information is reported geographically. The operating businesses are organised and managed separately according to the nature of the services provided, with each segment representing a strategic business unit that serves different markets.

(b) Business segments

The Group is organised into six major business segments:

- (i) Investment holding
- (ii) Shipping and marine services
- (iii) Integrated logistics
- (iv) Machineries trading
- (v) Engineering works
- (vi) Property development

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

36. SEGMENT INFORMATION (CONT'D)

(b) Business segments (cont'd)

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements. Group financing (including finance costs) and income taxes are managed on a group basis and are not allocated to operating segments.

The directors are of the opinion that all inter-segment transactions have been entered into in the normal course of business and have been established on terms and conditions that are not materially different from those obtainable in transactions with unrelated parties.

The following table provides an analysis of the Group's revenue, results, assets, liabilities and other information by business segment:

	Investment holding RM	Shipping and marine services RM	Integrated logistics RM	Machineries trading RM	Engineering works RM	Property development RM	Elimination adjustments RM	Note	Total RM
At 30 June 2025									
Revenue									
External sales	-	626,488,679	253,534,742*	121,006,847	28,960,037	2,273,850	-		1,032,264,155
Inter-segment sales	62,580,000	21,546,083	10,745,357	28,900,573	16,341,239	2,189,682	(142,302,934)	A	-
Total revenue	62,580,000	647,893,262	264,280,099	149,907,420	45,301,276	4,463,533	(142,302,934)		1,032,264,155
Segment results									
Profit/(loss) before tax	58,632,585	110,497,729	37,757,377	12,320,416	(354,967)	(127,387)	(58,519,703)	A	160,209,050
Depreciation	344,183	31,345,374	16,019,306	2,073,564	2,182,990	266,996	(205,976)	A	52,065,437
Impairment loss	-	-	-	-	-	-	-		-
Reversal of impairment loss	-	-	-	-	-	-	-		-
Finance costs	69,721	1,583,701	1,798,645	298,536	-	825	(128,169)	A	3,623,259
Income tax expense	228,118	6,533,333	10,914,679	3,327,628	(135,958)	369,330	-		21,237,131
Share of results of associates	1,546,199	(23,533)	148,777	2,459,638	-	-	-		4,131,081
Share of results of joint venture	-	-	-	-	-	-	-		-
Assets									
Investment in associates	5,344,332	129,696	886,165	3,230,812	-	-	-		9,591,005
Addition to non-current assets	225,360	62,782,323	33,788,680	7,057,122	610,840	137,614	(2,061,777)	B	102,540,162
Segment assets	29,625,060	655,299,203	348,004,142	134,351,881	76,689,318	78,506,883	(30,474,425)	C	1,292,002,062

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

36. SEGMENT INFORMATION (CONT'D)

The following table provides an analysis of the Group's revenue, results, assets, liabilities and other information by business segment: (cont'd)

	Investment holding RM	Shipping and marine services RM	Integrated logistics RM	Machineries trading RM	Engineering works RM	Property development RM	Elimination adjustments RM	Note	Total RM
At 30 June 2025 (cont'd)									
Liabilities									
Segment liabilities	740,790	114,292,755	106,657,279	65,185,524	6,712,587	1,190,314	(39,344,681)	D	255,434,568

* Included herein is revenue from engineering works amounting to RM20 million.

The following table provides an analysis of the Group's revenue, results, assets, liabilities and other information by business segment:

	Investment holding RM	Shipping and marine services RM	Integrated logistics RM	Machineries trading RM	Engineering works RM	Property development RM	Elimination adjustments RM	Note	Total RM
At 30 June 2024									
Revenue									
External sales	-	547,710,391	215,224,075	130,717,658*	40,182,938	7,796,233	-		941,631,295
Inter-segment sales	81,723,000	22,876,304	9,060,334	3,481,505	2,241,090	333,400	(119,715,633)	A	-
Total revenue	81,723,000	570,586,695	224,284,409	134,199,163	42,424,028	8,129,633	(119,715,633)		941,631,295
Segment results									
Profit/(loss) before tax	74,639,834	73,050,279	46,147,636	8,043,489	(3,121,871)	6,165,279	(79,196,054)	A	125,728,592
Depreciation	286,104	25,475,013	15,828,953	1,008,429	2,442,367	539,644	(93,871)	A	45,486,639
Impairment loss	-	-	595,019	-	-	-	-		595,019
Reversal of impairment loss	-	-	(1,361,181)	(3,182)	-	-	-		(1,364,363)
Finance costs	74,751	4,052,750	1,058,227	200,674	52,612	12,532	(2,912,334)	A	2,539,212
Income tax expense	303,705	8,117,251	6,455,804	2,757,308	(429,703)	1,910,472	-		19,114,837
Share of results of associates	-	(23,797)	443,670	-	-	-	-		419,873
Share of results of joint venture	-	-	(600)	-	-	-	-		(600)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

cont'd

36. SEGMENT INFORMATION (CONT'D)

The following table provides an analysis of the Group's revenue, results, assets, liabilities and other information by business segment: (cont'd)

	Investment holding	Shipping and marine services	Integrated logistics	Machineries trading	Engineering works	Property development	Elimination adjustments	Note	Total
	RM	RM	RM	RM	RM	RM	RM		RM
At 30 June 2024									
(cont'd)									
Assets									
Investment in associates	4,916,416	153,229	1,953,897	-	-	-	-		7,023,542
Investment in joint venture	-	-	-	-	-	-	-		-
Addition to non-current assets	443,649	76,947,040	40,296,653	1,800,696	1,470,836	21,340	-	B	120,980,214
Segment assets	22,636,323	573,832,112	336,180,878	72,161,459	82,580,365	80,432,262	(2,098,234)	C	1,165,725,165
Liabilities									
Segment liabilities	5,146,438	112,393,113	65,199,255	40,025,669	8,772,554	1,298,544	(1,028,931)	D	231,806,642

* Included herein is revenue from engineering works amounting to RM40 million.

A Elimination of inter-segment unrealised profit at consolidation.

B Additions to non-current assets consists of:

	2025 RM	2024 RM
Property, plant and equipment (Note 13)	102,540,162	120,980,214
C The following items deducted from segment assets to arrive at total assets reported in the consolidated statement of financial positions.		
	2025 RM	2024 RM
Inter-segment assets elimination	(29,064,024)	(1,271,758)
Unrealised gain on inter-segment transactions	(1,410,401)	(826,476)
	(30,474,425)	(2,098,234)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025
cont'd

36. SEGMENT INFORMATION (CONT'D)

- D The following items are deducted from segment liabilities to arrive at total liabilities reported in the consolidated statement of financial position.

	2025 RM	2024 RM
Inter-segment liabilities elimination	(39,344,681)	(1,028,931)

(c) Geographical segments

Sales to external customers disclosed in geographical segments are based on the geographical location of its customers. The Group's six business segments operate in following geographical areas:

	Total revenue from external customers	
	2025 RM	2024 RM
Malaysia	838,369,461	806,000,612
Hong Kong/China	191,398,373	130,961,848
Singapore	174,897	3,306,258
Brunei	2,321,424	1,362,577
Consolidated	1,032,264,155	941,631,295

ANALYSIS OF SHAREHOLDING

As at 30 September 2025

Total number of Issued Shares	:	400,400,008
Class of Shares	:	Ordinary Shares
Voting Rights	:	One vote per ordinary share

SIZE OF SHAREHOLDINGS as at 30 September 2025

Size of Holdings	No. of Shareholders	Total Holdings	%
Less than 100 shares	10,989	376,324	0.09
100 to 1,000 shares	2,910	808,436	0.20
1,001 to 10,000 shares	1,712	7,769,971	1.94
10,001 to 100,000 shares	699	21,718,675	5.42
100,001 to less than 5% of issued shares	129	109,174,977	27.27
5% and above of issued shares	7	260,551,625	65.08
	16,446	400,400,008	100.00

DIRECTORS' SHAREHOLDINGS as at 30 September 2025

No.	Name	Direct Interest		Indirect Interest	
		Shares	% [#]	Shares	% [#]
1.	Dato Yong Piaw Soon	39,826,599	9.99	212,819,726*	53.40
2.	Wong Siong Seh	22,274,360	5.59	212,819,726*	53.40
3.	Dato' Toh Guan Seng	5,060,000	1.27	-	-
4.	Datuk Pau Chiong Ung	-	-	-	-
5.	Bin Lay Thiam	-	-	-	-
6.	Khoi Hoay Ling	-	-	-	-

[#] Excluding a total of 1,823,300 shares bought-back by the Company and retained as treasury shares.

* Deemed interest through shareholdings in Enricharvest Sdn. Bhd. and United Joy Sdn. Bhd. by virtue of Section 8 of the Companies Act 2016.

ANALYSIS OF SHAREHOLDING

As at 30 September 2025
cont'dSUBSTANTIAL SHAREHOLDERS
as at 30 September 2025

No.	Name	Direct Interest		Indirect Interest	
		Shares	% [#]	Shares	% [#]
1.	Enricharvest Sdn. Bhd.	126,258,306	31.68	-	-
2.	United Joy Sdn. Bhd.	86,561,420	21.72	-	-
3.	Dato Yong Piau Soon	39,826,599	9.99	212,819,726*	53.40
4.	Wong Siong Seh	22,274,360	5.59	212,819,726*	53.40
5.	Quintet Luxembourg for Samarang Ucits - Samarang Asian Prosperity	25,505,300	6.40	-	-

[#] Excluding a total of 1,823,300 shares bought-back by the Company and retained as treasury shares.

* Deemed interest through shareholdings in Enricharvest Sdn. Bhd. and United Joy Sdn. Bhd. by virtue of Section 8 of the Companies Act 2016.

THIRTY (30) LARGEST SHAREHOLDERS
as at 30 September 2025

No.	Names	No. of Shares held	% [#]
1	KENANGA NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR UNITED JOY SDN. BHD.	47,665,420	11.96
2	KENANGA NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR ENRICHARVEST SDN. BHD.	47,458,400	11.91
3	ENRICHARVEST SDN. BHD.	40,402,340	10.14
4	KENANGA NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR YONG PIAW SOON	39,826,599	9.99
5	UNITED JOY SDN. BHD.	31,196,000	7.83
6	ENRICHARVEST SDN. BHD.	28,497,566	7.15
7	HSBC NOMINEES (ASING) SDN. BHD. QUINTET LUXEMBOURG FOR SAMARANG UCITS - SAMARANG ASIAN PROSPERITY	25,505,300	6.40
8	KENANGA NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR WONG SIONG SEH	11,617,400	2.91
9	ENRICHARVEST SDN. BHD.	9,900,000	2.48
10	UNITED JOY SDN. BHD.	7,700,000	1.93
11	RHB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR WONG SIONG SEH	7,356,960	1.85
12	LEE POH IM	6,949,140	1.74
13	KENANGA NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR HII KWONG WUI	5,601,500	1.41
14	TOH GUAN SENG	5,060,000	1.27
15	WONG SIONG SEH	3,300,000	0.83

ANALYSIS OF SHAREHOLDING

As at 30 September 2025

cont'd

THIRTY (30) LARGEST SHAREHOLDERS (CONT'D) as at 30 September 2025

No.	Names	No. of Shares held	% [#]
16	CIMB GROUP NOMINEES (ASING) SDN. BHD. <i>EXEMPT AN FOR DBS BANK LTD</i>	3,246,828	0.81
17	LAU CHII HUNG	2,579,200	0.65
18	RHB NOMINEES (TEMPATAN) SDN. BHD. <i>PLEDGED SECURITIES ACCOUNT FOR LEE SENG CHIONG</i>	2,028,600	0.51
19	LIEW KIM MAN	1,650,000	0.41
20	CARTABAN NOMINEES (ASING) SDN. BHD. <i>THE BANK OF NEW YORK MELLON FOR ACADIAN EMERGING MARKETS MICRO-CAP EQUITY MASTER FUND</i>	1,482,200	0.37
21	RHB NOMINEES (TEMPATAN) SDN. BHD. <i>PLEDGED SECURITIES ACCOUNT FOR WONG YEE HUI</i>	1,456,800	0.37
22	HLB NOMINEES (TEMPATAN) SDN. BHD. <i>PLEDGED SECURITIES ACCOUNT FOR GOH CHU YONG</i>	1,335,000	0.33
23	WONG NGUOK SIONG	1,282,500	0.32
24	LOH CHAI KIAM	1,110,000	0.28
25	NEOH CHOO EE & COMPANY, SDN. BERHAD	993,400	0.25
26	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. <i>PLEDGED SECURITIES ACCOUNT FOR LAU SII HIN</i>	992,300	0.25
27	WONG LING POH	984,000	0.25
28	DING HUONG SENG	902,000	0.23
29	MOHAMED SALLEH BIN BAJURI	901,560	0.23
30	LIM SIN SANG	827,600	0.21

[#] Excluding a total of 1,823,300 shares bought-back by the Company and retained as treasury shares.

LIST OF PROPERTIES

As at 30 June 2025

Description	Tenure	Existing use	Land area/ Built-up area	Approximate age of building	Net book value at 30 June 2025 (RM'000)	Date of acquisition
Harbour-Link Group Bhd						
Unit 6-12, Lot 2646, Parkcity Commerce Square, Jalan Tun Ahmad Zaidi, Bintulu, Sarawak	Leasehold land expiring on 18.02.2057	Office	2,561.7 sq metres	18 years	4,310	18 August 2006
Harbour-Link (M) Sdn Bhd						
Lot 3064, Block 26, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 11.10.2062	Workshop, storage area and warehouse	20,240.0 sq metres	23 years	4,422	20 February 1998
Lot 3065, Block 26, Kemena Land District, Bintulu Sarawak	Leasehold land expiring on 11.10.2066	Workshop, storage area and warehouse	8,096.0 sq metres	23 years	313	29 March 2000
Lot 4010, Block 26, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 24.01.2067	Workshop, storage area and warehouse	12,139.0 sq metres	23 years	1,376	2 August 2002
Lot 4052, Block 26, Kemena Land District, Kidurong Industrial Area, Bintulu, Sarawak	Leasehold land expiring on 25.03.2067	Workshop and storage Storage area	2,902.0 sq metres	19 years	416	5 July 2005
Block 5, 3rd Floor, Unit 1 of Lot 1079, Block 31, Kemena Land District, Bintulu, Sarawak	Strata title with leasehold land expiring on 26.10.2064	Residential apartment used as staff quarters	74.3 sq metres	26 years	30	7 October 1998
Lot 2525, Block 32, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 06.05.2059	Residential double-storey semi-detached house used as staff quarters	383.1 sq metres	23 years	88	18 June 2002
Lot 2526 Block 32 Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 06.05.2059	Residential double-storey semi-detached house used as staff quarters	397.1 sq metres	23 years	88	18 June 2002
Lot 660, Block 4, Muara Tebas Land District, Kuching, Sarawak	Leasehold land expiring on 31.12.2036	Container storage yard	28,730.0 sq metres	18 years	1,145	28 January 2004
		Office Cum Warehouse		7 years	7,746	1 May 2019
Lot 4054, Block 26, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 08.02.2070	Storage yard rented to 3rd party	5,798 sq metres	16 years	1,633	11 March 2009

LIST OF PROPERTIES

As at 30 June 2025

cont'd

Description	Tenure	Existing use	Land area/ Built-up area	Approximate age of building	Net book value at 30 June 2025 (RM'000)	Date of acquisition
No.56, Lot 2630, Block 20, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 12.07.2082	3-storey intermediate shophouse	139.9 sq metres	9 years	1,035	26 July 2022
No.57, Lot 2631, Block 20, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 12.07.2082	3-storey intermediate shophouse	139.9 sq metres	9 years	1,035	26 July 2022
Harbour Agencies (Sarawak) Sdn Bhd						
Lot 3429, Block 32, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 06.09.2058	Double-storey semi- detached house rented to third party	305.8 sq metres	26 years	113	19 February 2004
Lot 1684, Block 11, Seduan Land District, Sibul, Sarawak	Leasehold land expiring on 03.12.2034	Vacant Agriculture land	9,220.0 sq metres	-	390	2 October 2003
Harbour Agencies (Sibu) Sdn Bhd						
Lot 2553, Block 7, Sibul Town District, Sibul, Sarawak	Leasehold land expiring on 28.09.2052	Office 3-storey corner shophouse	123.8 sq metres	33 years	113	25 October 1995
Harbour Services (Miri) Sdn Bhd						
Lot 2132, Kuala Baram Land District, Miri, Sarawak	Leasehold land expiring on 05.02.2064	Single storey warehouse industrial building	5,260.0 sq metres	19 years	439	6 February 2004
Harbour-Link Logistics Sdn Bhd						
Lot 3120, Block 26, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 16.01.2058	Warehouse and office	39,580.0 sq metres	9 years	15,772	26 October 2010
Lot 19, Industrial Zone 4, Kota Kinabalu Industrial Park Jalan Sepanjar, Kota Kinabalu, Sabah	Leasehold land expiring on 31.12.2098	Workshop and storage yard	12,205.8 sq metres	18 years	3,670	11 July 2005
Lot 317, Block 1, Kemena Land District at Samalaju Industrial Park, Bintulu, Sarawak	Leasehold land expiring on 20.01.2079	Storage yard Warehouse	38,910.53 sq metres 2,250 sq metres	7 years 1 year	8,675 6,868	1 May 2019 13 November 2024
Lot 31, Phase 3A, Lahad Datu, Sabah	Vacant Industrial Land	Industrial	4.49 acres	-	2,245	30 November 2019

LIST OF PROPERTIESAs at 30 June 2025
cont'd

Description	Tenure	Existing use	Land area/ Built-up area	Approximate age of building	Net book value at 30 June 2025 (RM'000)	Date of acquisition
Lot No. 015677291 Telipok, Kota Kinabalu, Sabah	Leasehold land expiring on 31.12.2099	Vacant Land	4,720.4 sq metres	-	3,293	8 May 2023
Lot No. 015677308 Telipok, Kota Kinabalu, Sabah	Leasehold land expiring on 31.12.2099	Vacant Land	2,761.8 sq metres	-	2,001	8 May 2023
Lot No. 015677317 Telipok, Kota Kinabalu, Sabah	Leasehold land expiring on 31.12.2099	Vacant Land	4,100.6 sq metres	-	2,963	8 May 2023
Eastern Soldar Engineering & Construction Sdn Bhd						
Lot 17239, Jalan Haruan 2, Oakland Industrial Park, 70200 Seremban	Freehold	Factory and office	10,219.0 sq metres	31 years	3,640	10 November 1992
Lot No. 14849, Town of Seremban, District of Seremban, Negeri Sembilan	Freehold	Intermediate double- storey shophouse rented to third party	153.0 sq metres	36 years	148	30 June 1994
Lot No. 11441, No. 1, Jalan Kesuma 3/7, Bandar Tasik Kesuma, 43700 Beranang, Selangor	Freehold	Vacant Corner lot three- storey shopoffice	224 sq metres	23 years	115	20 April 1999
PT 11643, Jalan Techvalley 1/2, Sendayan Techvalley 2, 71950 Bandar Sri Sendayan, Negeri Sembilan	Freehold	Workshop building	28,329.0 sq metres	8 years	13,369	22 May 2013
ESE Energy Sdn Bhd						
Lot No. 21953, Pekan of Bukit Kepayang, District of Seremban, Negeri Sembilan	Freehold	Staff house and store Intermediate three- storey shopoffice	92.9 sq metres	25 years	206	24 June 1996
Sarawak Edible Oils Sdn Bhd						
Lot 1218, Block 20, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 31.10.2071	Vacant/ Industrial Land	294,813.49 sq metres	-	49,540	26 April 2010
Lot 2701, Block 2545, Block 20, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 31.10.2071	Industrial Building	814.3 sq metres	9 years	993	01 April 2018

LIST OF PROPERTIES

As at 30 June 2025

cont'd

Description	Tenure	Existing use	Land area/ Built-up area	Approximate age of building	Net book value at 30 June 2025 (RM'000)	Date of acquisition
Lot 7 (2581), Lot 2535, Block 20, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 12.07.2082	Office 3-storey shophouse	222.8 sq metres	9 years	731	23 March 2016
Lot 59 (2633) Lot 2535, Block 20, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 12.07.2082	Office 3-storey shophouse	140.0 sq metres	9 years	486	1 April 2017
Lot 46 (2620) Block 20, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 12.07.2082	Office 3-storey shophouse	222.8 sq meter	9 years	897	30 April 2025
Lot 47 (2621) Block 20, Kemena Land District, Bintulu, Sarawak	Leasehold land expiring on 12.07.2082	Office 3-storey shophouse	222.8 sq.meter	9 years	897	30 April 2025
Harbour Services Corporation Sdn Bhd						
PN 5048, Lot 205310934 at Kg. Bukit Kalam, Wilayah Persekutuan Labuan	Leasehold land expiring on 13.01.2056	Single storey house	17,377.2 sq metres	5 years	5,538	6 January 2015

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Twenty-Third (“23rd”) Annual General Meeting (“AGM”) of the Company will be held at Kemena 2, Imperial Hotel Bintulu, Lot 483, Block 31 Kemena Land District, Jalan Tanjung Batu, 97000 Bintulu, Sarawak on Thursday, 27 November 2025 at 9.30 a.m. for the following businesses: -

AGENDA

1. To receive the Audited Financial Statements for the financial year ended 30 June 2025 together with the Directors’ and Auditors’ Reports thereon.
2. To approve the payment of Directors’ fees and allowances up to RM350,000.00 for the period from this AGM until the next AGM of the Company. **(Ordinary Resolution 1)**
3. To re-elect the following Directors retiring in accordance with Article 86 of the Company’s Constitution and being eligible, offer themselves for re-election:-
 - i) Dato Yong Piaw Soon **(Ordinary Resolution 2)**
 - ii) Datuk Pau Chiong Ung **(Ordinary Resolution 3)**
4. To re-appoint Messrs. Ernst & Young PLT as Auditors of the Company to hold office until the conclusion of the next AGM and to authorise the Board of Directors to fix their remuneration. **(Ordinary Resolution 4)**

AS SPECIAL BUSINESS

To consider, and if thought fit, to pass the following resolutions: -

5. **RETENTION OF INDEPENDENT DIRECTOR** **(Ordinary Resolution 5)**

“THAT Mr. Bin Lay Thiam, who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than 9 years be and is hereby retained as Independent Non-Executive Director of the Company.”
6. **RETENTION OF INDEPENDENT DIRECTOR** **(Ordinary Resolution 6)**

“THAT Datuk Pau Chiong Ung, who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than 9 years be and is hereby retained as Independent Non-Executive Director of the Company.”
7. **AUTHORITY TO ISSUE SHARES AND WAIVER OF PRE-EMPTIVE RIGHTS** **(Ordinary Resolution 7)**

“THAT pursuant to Section 75 and 76 of the Companies Act, 2016 (“the Act”) and subject to the approvals from the relevant governmental and/or regulatory authorities, the Directors be and are hereby empowered to issue shares in the Company from time to time and upon such terms and conditions and for such purposes and to such persons as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares to be issued does not exceed 10% of the total number of issued shares of the Company at the time of submission to the authority AND THAT the Directors be and are also hereby empowered to obtain the approval from Bursa Malaysia Securities Berhad for the listing of and quotation for the additional shares so issued AND THAT such authority shall continue in force until the conclusion of the next AGM of the Company.

NOTICE OF ANNUAL GENERAL MEETING

cont'd

AND THAT pursuant to Section 85 of the Act to be read together with Article 3 of the Company's Constitution, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new Company shares ranking equally to the existing issued Company shares arising from any issuance of the new Company shares pursuant to Sections 75 and 76 of the Act."

8. **PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE")**

(Ordinary Resolution 8)

"THAT the mandate granted by the shareholders of the Company at the 22nd AGM held on 26 November 2024 pursuant to paragraph 10.09 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, authorizing the Company and its subsidiary ("**HLG Group**") to enter into recurrent related party transactions of a revenue or trading nature as set out in Section 2.3 of the Circular to Shareholders dated 28 October 2025 with the related parties mentioned therein which are necessary for HLG Group's day-to-day operations, be and is hereby renewed.

THAT the HLG Group be and is hereby authorised to enter into the recurrent transactions with the related parties mentioned therein provided that:-

- a) the transactions are in the ordinary course of business and on normal commercial terms which are not more favourable to the related parties than those generally available to the public and are not to the detriment of the minority shareholders of the Company; and
- b) the disclosure will be made in the Annual Report of the breakdown of the aggregate value of the Recurrent Related Party Transactions conducted pursuant to the Proposed Renewal of Shareholders' Mandate during the financial year based on the type of Recurrent Related Party Transactions made, the names of the related parties involved in each type of Recurrent Related Party Transactions and their relationships with the Company.

THAT authority conferred shall continue to be in force until:-

- i) the conclusion of the next AGM of the Company following the forthcoming 23rd AGM at which the Proposed Renewal of Shareholders' Mandate is approved, at which time it will lapse, unless by a resolution passed at the AGM, the mandate is again renewed;
- 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 extension as may be allowed pursuant to Section 340(4) of the Act); or
- iii) revoked or varied by resolution passed by the shareholders in general meeting,

whichever is earlier;

AND THAT the Directors of the Company be and is hereby authorised to complete and do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary to give effect to the Proposed Renewal of Shareholders' Mandate."

9. To transact any other business which may properly be transacted at an AGM for which due notice shall have been given.

By Order of the Board

LIM SECK WAH (MAICSA NO. 0799845) (SSM PC NO.: 202008000054)
TANG CHI HOE (KEVIN) (MAICSA NO. 7045754) (SSM PC NO.: 202008002054)
 Company Secretaries
 Sarawak

Dated: 28 October 2025

NOTICE OF ANNUAL GENERAL MEETING

cont'd

Notes :-

1. *For the purpose of determining a member who shall be entitled to attend, speak and vote at the 23rd AGM, the Company shall be requesting the Record of Depositors as at 21 November 2025. Only a depositor whose name appears on the Record of Depositors as at 21 November 2025 shall be entitled to attend the said meeting or appoint proxies to attend, speak and vote on his/her behalf.*
2. *A member may appoint up to two (2) proxies who need not be members of the Company to attend, speak and vote at the same meeting. Where a member appoints two (2) proxies, the appointment shall be invalid unless he/she specifies the proportion of his/her holdings to be represented by each proxy.*
3.
 - (i) *Where a member is an authorised nominee as defined under the Central Depositories Act 1991, it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.*
 - (ii) *Where a member of the company is an exempt authorised nominee 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 authorized nominee may appoint in respect of each omnibus account it holds.*
4. *The instrument appointing a proxy, in the case of an individual, shall be signed by the appointer or by his attorney duly authorised in writing, and in the case of a corporation, shall be executed under its Common Seal or under the hand of an officer or attorney of the corporation duly authorised.*
5. *The Form of Proxy or the instrument appointing a proxy and the power of attorney (if any) under which it is signed or authorised certified copy thereof must be deposited at the office of the Poll Administrator, Mega Corporate Services Sdn Bhd situated at Level 15-2, Bangunan Faber Imperial Court, Jalan Sultan Ismail, 50250 Kuala Lumpur or email to mega-sharereg@megacorp.com.my not less than forty-eight (48) hours before the time for holding the meeting or any adjournment thereof.*
6. *By submitting the duly executed proxy form, a member and his/her proxy consent to the Company (and/or its agents/service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010 for this meeting and any adjournment thereof.*

Explanatory Notes to Special Business

i) **Ordinary Resolutions 5 & 6 – Retention of Independent Directors**

The Board of Directors has vide the Nomination Committee conducted an assessment of independence of Mr. Bin Lay Thiam and Datuk Pau Chiong Ung who have served as an Independent Non-Executive Directors of the Company for a cumulative term of more than 9 years and recommended that Mr. Bin Lay Thiam and Datuk Pau Chiong Ung be retained as Independent Non-Executive Directors of the Company based on the following justifications:

- i) *They have fulfilled the criteria under the definition of Independent Director pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.*
- ii) *They remain independent and actively participate in the Board's deliberations and provide independent and constructive opinions to the Board.*
- iii) *They have in depth knowledge of the Company's business operations and they are committed to devote sufficient time and attention to the Company.*

NOTICE OF ANNUAL GENERAL MEETING

cont'd

ii) **Ordinary Resolution 7 – Authority to issue shares and waiver of pre-emptive rights**

The effect of the Ordinary Resolution if passed, will give the Directors of the Company, from the date of the 23rd AGM, authority to allot and issue shares up to 10% of the total number of issued shares of the Company for such purposes as the Directors may deem fit and in the best interest of the Company. The authority, unless revoked or varied by the Company in general meeting, will expire at the conclusion of the next AGM of the Company.

The mandate obtained last year was not exercised and hence no proceed was raised therefrom.

The Board would like to renew the mandate to enable the Directors of the Company to issue and allot shares at any time to such persons in their absolute discretion without convening a general meeting as it would be both time and cost consuming to organise a general meeting. The renewed authority will provide flexibility to the Company for the allotment of shares for the purpose of funding future investment, working capital, repayment of bank borrowings and/or acquisitions.

iii) **Ordinary Resolution 8 – Proposed Renewal of Shareholders' Mandate**

The explanatory note on Ordinary Resolution 8 is set out in the Circular to Shareholders dated 28 October 2025.

**HARBOUR-LINK GROUP BERHAD**

Registration No. 200201025239 (592902-D)
(Incorporated in Malaysia)

No. of shares held	:	
CDS Account No.	:	

FORM OF PROXY

(Before completing this form please refer to the notes below)

I/We* _____ NRIC/Passport/Registration No.* _____
(Full name in block)

of _____
(Address)

with email address _____ Mobile phone no. _____

being a member/members* of **Harbour-Link Group Berhad** ("the Company") hereby appoint(s):-

Full Name (in Block)	NRIC/Passport No.	Percentage of Shareholdings
		%
Address		
Email Address		
Mobile Phone No.		

and/or*

Full Name (in Block)	NRIC/Passport No.	Percentage of Shareholdings
		%
Address		
Email Address		
Mobile Phone No.		

or failing him/her, the Chairman of the Meeting as *my/our proxy/proxies to attend, speak and vote for *me/us on my/our behalf at the 23rd Annual General Meeting ("**AGM**") of the Company to be held at Kemena 2, Imperial Hotel Bintulu, Lot 483, Block 31 Kemena Land District, Jalan Tanjung Batu, 97000 Bintulu, Sarawak on Thursday, 27 November 2025 at 9.30 a.m. or at any adjournment thereof.

Please indicate with an "x" in the appropriate spaces how you wish your votes to be cast. If no specific direction as to vote is given, the proxy will vote or abstain from voting at his/her discretion.

NO.	RESOLUTIONS	FIRST PROXY		SECOND PROXY	
		FOR	AGAINST	FOR	AGAINST
Ordinary Resolution 1	To approve the payment of Directors' fees and allowances up to RM350,000.00 for the period from this AGM until the next AGM of the Company				
Ordinary Resolution 2	To re-elect the director, Dato Yong Piau Soon				
Ordinary Resolution 3	To re-elect the director, Datuk Pau Chiong Ung				
Ordinary Resolution 4	To re-appoint the retiring auditors, Messrs. Ernst & Young PLT				
Ordinary Resolution 5	Retention of Independent Director – Mr. Bin Lay Thiam				
Ordinary Resolution 6	Retention of Independent Director – Datuk Pau Chiong Ung				
Ordinary Resolution 7	Authority to Issue Shares and Waiver of Pre-Emptive Rights				
Ordinary Resolution 8	Proposed renewal of shareholders' mandate for recurrent related party transactions of a revenue or trading nature				

* delete whichever is not applicable.

Dated this _____ day of _____ 2025

Signature of Member(s) / Common Seal

Notes:-

1. For the purpose of determining a member who shall be entitled to attend, speak and vote at the 23rd AGM, the Company shall be requesting the Record of Depositors as at 21 November 2025. Only a depositor whose name appears on the Record of Depositors as at 21 November 2025 shall be entitled to attend the said meeting or appoint proxies to attend, speak and vote on his/her behalf.
2. A member may appoint up to two (2) proxies who need not be members of the Company to attend, speak and vote at the same meeting. Where a member appoints two (2) proxies, the appointment shall be invalid unless he/she specifies the proportion of his/her holdings to be represented by each proxy.
3. (i) Where a member is an authorised nominee as defined under the Central Depositories Act 1991, it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
(ii) Where a member of the company is an exempt authorised nominee 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 authorized nominee may appoint in respect of each omnibus account it holds.
4. The instrument appointing a proxy, in the case of an individual, shall be signed by the appointer or by his attorney duly authorised in writing, and in the case of a corporation, shall be executed under its Common Seal or under the hand of an officer or attorney of the corporation duly authorised.

Fold along this line (1)

Please Affix
Stamp

The Company Secretary

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

c/o **Mega Corporate Services Sdn Bhd**
Level 15-2, Bangunan Faber Imperial Court,
Jalan Sultan Ismail,
50250 Kuala Lumpur,
Wilayah Persekutuan

Fold along this line (2)

5. The Form of Proxy or the instrument appointing a proxy and the power of attorney (if any) under which it is signed or authorised certified copy thereof must be deposited at the office of the Poll Administrator, Mega Corporate Services Sdn Bhd situated at Level 15-2, Bangunan Faber Imperial Court, Jalan Sultan Ismail, 50250 Kuala Lumpur or email to mega-shareereg@megacorp.com.my not less than forty-eight (48) hours before the time for holding the meeting or any adjournment thereof.

PERSONAL DATA NOTICE

By submitting the duly executed Form of Proxy, a member and his/her proxy consent to the Company (and/or its agents/service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010 for the purpose of this meeting and at any adjournment thereof.

BRANCHES LIST

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