

Kumpulan Kitacon Berhad
(Registration No. 202201006838 (1452535-V))



ANNUAL REPORT 2025



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CORPORATE INFORMATION

Board of DIRECTORS

Qua Mu Im

Independent
Non-Executive Chairperson

Tan Ah Kee

Managing Director

Teow Choo Hing

Non-Independent
Non-Executive Director

Gam Boon Tin

Executive Director /
Chief Operating Officer

Goh Yin Huat

Executive Director /
Chief Financial Officer

Low Chin Ann @ Han Chin Ann

Independent
Non-Executive Director

Chang Sua Yearn

Independent
Non-Executive Director

Nooriah Binti Hassan

Independent
Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Low Chin Ann @ Han Chin Ann
(Chairperson)
Chang Sua Yearn
Nooriah Binti Hassan

NOMINATION COMMITTEE

Nooriah Binti Hassan (Chairperson)
Teow Choo Hing
Chang Sua Yearn

REMUNERATION COMMITTEE

Chang Sua Yearn (Chairperson)
Low Chin Ann @ Han Chin Ann
Teow Choo Hing

ESOS COMMITTEE

Chang Sua Yearn (Chairperson)
Tan Ah Kee
Gam Boon Tin
Goh Yin Huat

COMPANY SECRETARIES

Ng Hao Ern
(MAICSA 7072518)
SSM PC NO.: 201908003771

Yew Ing Chuo
(MAICSA 7003806)
SSM PC NO.: 201908003659

REGISTERED OFFICE

52A, Lebuhr Enggang, 41150 Klang
Selangor Darul Ehsan, Malaysia
Tel : (03) 3343 7145

SHARE REGISTRAR

Boardroom Share Registrars Sdn. Bhd.
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : (03) 7890 4700
Fax : (03) 7890 4670

PRINCIPAL BANKERS

Alliance Bank Malaysia Berhad
AmBank (M) Berhad
CIMB Bank Berhad
Hong Leong Bank Berhad
HSBC Amanah Malaysia Berhad
RHB Bank Berhad
Standard Chartered Bank Malaysia
Berhad
United Overseas Bank (Malaysia) Bhd

EXTERNAL AUDITORS

Crowe Malaysia PLT
Suite 50-3, Setia Avenue
No. 2, Jalan Setia Prima S U13/S
Setia Alam, Seksyen U13
40170 Shah Alam
Selangor Darul Ehsan, Malaysia
Tel : (03) 3343 0730
Fax : (03) 3344 3036

HEAD OFFICE

No. 24, Jalan Rengas
Taman Selatan
41200 Klang
Selangor Darul Ehsan, Malaysia
Tel : (03) 3372 4162
Fax : (03) 3372 4342

STOCK EXCHANGE LISTING

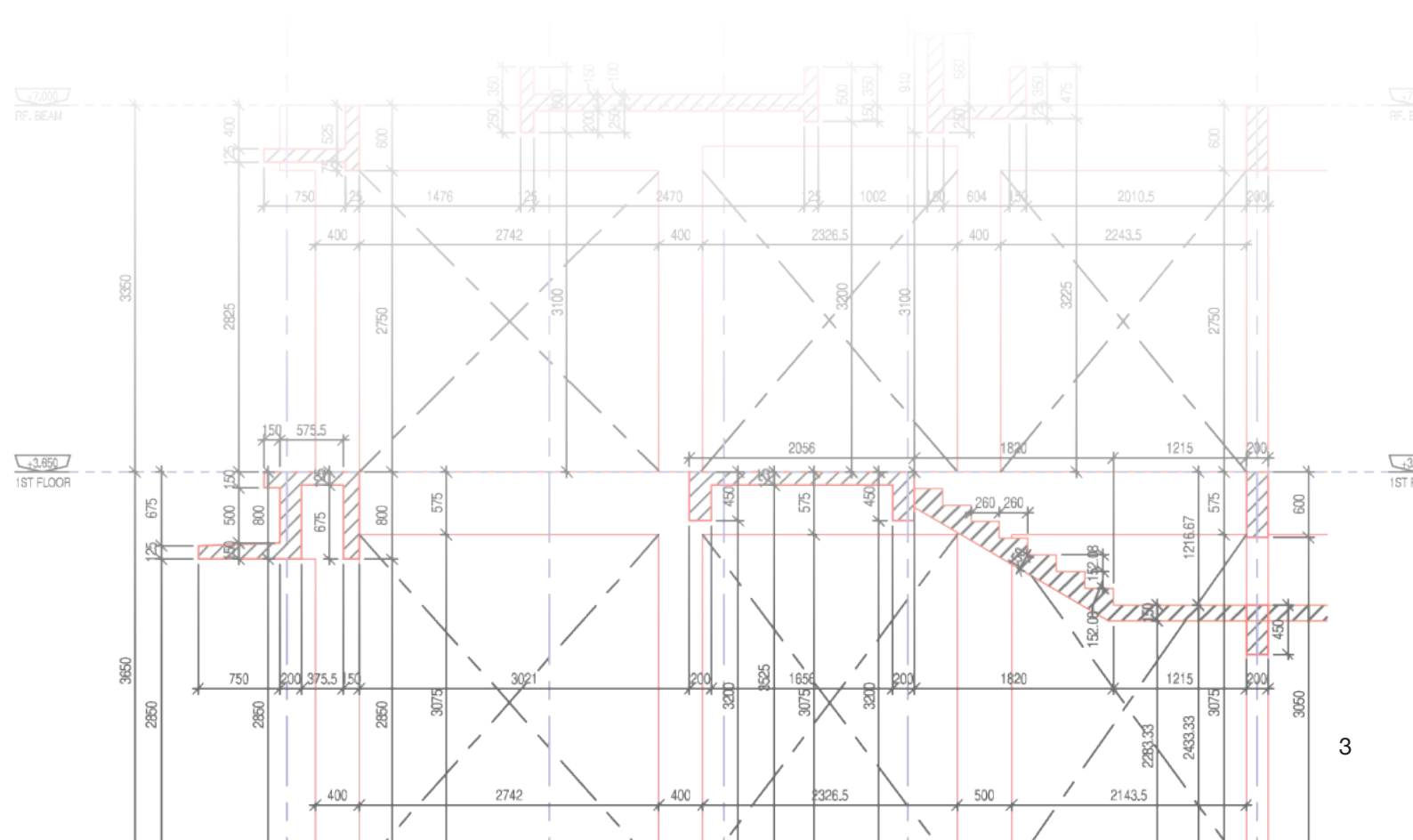
Main Market of
Bursa Malaysia Securities Berhad
Stock Name : KITACON
Stock Code : 5310
Listed on 17 January 2023

WEBSITE:

www.kitacon.com.my



KUMPULAN KITACON BERHAD





PROFILE OF BOARD OF DIRECTORS



QUA MU IM

Independent Non-Executive Chairperson

Nationality 	Gender 	Age <div style="background-color: #003366; color: white; padding: 5px; display: inline-block;">75</div>
Date of Appointment: 26 June 2024		
Length of Tenure as director: 1 year 9 months (as at 31 March 2026)		
Membership of Board Committee: None		

Ms. Qua Mu Im, a Malaysian aged 75, is our Independent Non-Executive Chairperson. She was appointed to our Board on 26 June 2024.

Ms. Qua brings extensive leadership and organisational development experience from both corporate and non-profit sectors. She began her career as a Marketing Researcher at Jebsen & Jessen (M) Sdn Bhd, rising to General Manager of its subsidiary, Tiga Ikan (M) Sdn Bhd., over a decade. She then transitioned to the Insurance and Financial Services industry, where she spent 24 years, including 18 years in Life Insurance, becoming the first woman in the country to gain Life Membership of the Million Dollar Round Table (MDRT). She was instrumental in setting up the High Net Worth division for AIA in Hong Kong and served as COO of OSK Wealth Planners Sdn Bhd until her retirement in 2007.

Ms. Qua holds certifications as an MII-Fellow, Chartered Life Underwriter, and Chartered Financial Consultant. After retiring from financial services, she served as Executive Secretary and later Private Education Director for The Methodist Church in Malaysia, overseeing strategic development and expansion projects, including the commissioning of new schools.

Her community service includes serving as the First Lady President of the Kiwanis Club, Subang, and as President of AFS Malaysia (Antara Budaya Malaysia). She has held various roles on boards, including the Methodist Boys' School, Kuala Lumpur, and currently, the Vocational Training Opportunity Centre (VTOC) of Young Womens' Christian Association (YWCA) since 2023.

Ms. Qua is a member of the Institute of Corporate Directors Malaysia since June 2024.



Profile of Board of Directors (Cont'd)



TAN AH KEE

Managing Director

Nationality



Gender



Age

65

Date of Appointment:

24 February 2022

Length of Tenure as director:

4 years 1 month (as at 31 March 2026)

Membership of Board Committee:

A member of ESOS Committee

Mr. Tan Ah Kee, a Malaysian aged 65, is our Substantial Shareholder and Managing Director. He is our co-founder and was appointed to our Board on 24 February 2022. He is also a member of our ESOS Committee.

He graduated with a Diploma in Technology (Building) from Tunku Abdul Rahman College (now known as Tunku Abdul Rahman University of Management and Technology) in 1984 and has been a member of the Chartered Institute of Building since 2005.

He started his career with Chi Liung Realty (M) Sdn Bhd, a construction company, in 1984 as a Technical Assistant, where he was involved in site monitoring as well as managing the tender process and housing projects. He left the company in 1988. However, between 1988 and 1990, he continued to work with Chi Liung Realty (M) Sdn Bhd on a part-time basis to assist the company in completing its remaining projects which were previously under his purview.

In October 1990, he co-founded Kitacon Sdn Bhd ("KSB") together with Teow Choo Hing, both of whom are directors and shareholders of KSB. Throughout the years, Tan Ah Kee is responsible for the day-to-day management and business operations and providing guidance and direction to our management team. Together with Teow Choo Hing, he is also responsible for the formulation of overall business expansion strategies and direction of our Group.

He has approximately 41 years of experience in the construction industry and has undertaken construction work for many township development projects including Eco Grandeur, Eco Majestic and Eco Forest under Eco World Development Group, City of Elmina under Sime Darby Property Group, Tropicana Aman under Tropicana Corporation Berhad, as well as Setia Eco Glades, Setia Safiro and Setia Eco Park under S P Setia Group.

As the Managing Director, he is responsible for the overall management and business operations of our Group as well as the strategic planning, formulation, and implementation of our Group's strategies.

Profile of Board of Directors (Cont'd)



TEOW CHOO HING

Non-Independent Non-Executive Director

Nationality



Gender



Age

66

Date of Appointment:

12 May 2022

Length of Tenure as director:

3 years 10 months (as at 31 March 2026)

Membership of Board Committee:

Nomination and Remuneration Committees

Mr. Teow Choo Hing, a Malaysian aged 66, is our Substantial Shareholder and Non-Independent Non-Executive Director. He was appointed to our Board on 12 May 2022. He is also a member of our Nomination and Remuneration Committees.

He obtained a Bachelor of Science in Civil Engineering and a Master of Science in Civil Engineering from the University of Oklahoma, USA in 1984 and 1985, respectively. While he was in the USA, he worked as Project Engineer in LaForge & Budd Construction Company Inc, USA, and was involved in an interstate highway project in Oklahoma.

He served as the Chief Executive Officer of CJ Century Logistics Holdings Berhad, where he was responsible for the overall management and business operations of the company until his retirement in February 2026.

In October 1990, Teow Choo Hing co-founded KSB together with Tan Ah Kee, both of whom are directors and shareholders of KSB, to venture into the construction business. Since the inception of KSB, Teow Choo Hing has left the day-to-day management of the company to Tan Ah Kee. However, in fulfilling his oversight responsibility, he participates in board matters in a non-executive role such as the formulation of overall business expansion strategies and direction of our Group together with Tan Ah Kee. Apart from attending meetings of the Board of Directors, he is not involved in the day-to-day operations of KSB.



Profile of Board of Directors (Cont'd)



GAM BOON TIN

Executive Director /
Chief Operating Officer (“COO”)

Nationality



Gender



Age

54

Date of Appointment:

25 May 2022

Length of Tenure as director:

3 years 10 months (as at 31 March 2026)

Membership of Board Committee:

A member of ESOS Committee

Mr. Gam Boon Tin, a Malaysian aged 54, is our Executive Director/COO. He was appointed to our Board on 25 May 2022. He is also a member of our ESOS Committee.

He graduated with a Diploma in Technology (Building) from Tunku Abdul Rahman College (now known as Tunku Abdul Rahman University of Management and Technology) in 1995.

He started his career with KSB as Assistant Quantity Surveyor in 1995, where he was involved in general quantity surveyor work, such as providing estimation on quantities, costs and time scales for materials and labour, and drawing up budget reports. He was promoted to Contract Executive in 1997 and subsequently promoted to Contract Manager later that year, where he was entrusted to monitor and control overall project cost, operational activities of our construction projects and oversee the tender process as well as contract management.

He was promoted to Senior Manager (Tender, Budget and Cost Control Department) in 2002, GM (Contract and Implementation) in 2005, Senior GM in 2016 and COO in 2022. Throughout his career with KSB, he was responsible for the overall project management and daily operations, including overseeing the tender process, contract management and implementation of projects, as well as administration and procurement. As COO, he also oversees the entire Contracts Department of our Group.

In his capacity as our Executive Director, Gam Boon Tin plays a vital role in assisting our Managing Director in ensuring that the strategic planning, formulation and strategies of our Group are successfully and viably implemented.

Profile of Board of Directors (Cont'd)



GOH YIN HUAT

Executive Director /
Chief Financial Officer ("CFO")

Nationality



Gender



Age

45

Date of Appointment:

25 May 2022

Length of Tenure as director:

3 years 10 months (as at 31 March 2026)

Membership of Board Committee:

A member of ESOS Committee

Mr. Goh Yin Huat, a Malaysian aged 45, is our Executive Director/ CFO. He was appointed to our Board on 25 May 2022. He is also a member of our ESOS Committee.

He graduated with a degree in Bachelor of Arts in Accounting from the University of Hertfordshire, United Kingdom in 2002. He has been a member of the Malaysian Institute of Accountants since 2008 and a Fellow member of the ACCA since 2012.

He started his career with Thiang & Co, an audit firm, as Audit Assistant in 2002, where he was involved in the audit of various private limited companies, mainly responsible for audit planning, resolving audit issues and review of statutory accounts. He subsequently left the firm as Audit Senior in 2005.

He joined Crowe Horwath (now known as Crowe Malaysia PLT) in 2005 as Audit Senior and was promoted to Audit Manager in 2010. During his tenure with the firm, he was responsible for managing the audit of both public and private limited companies and conducting financial due diligence in relation to business acquisition.

He left the audit firm to join Gabungan AQRS Berhad, a construction and property development company listed on the Main Market of Bursa Securities, as Finance Manager in 2012. He was subsequently promoted to Senior Finance Manager in 2015 and Deputy Group Financial Controller in 2018. During his tenure with the company, he was responsible for accounting and financial matters including, among others, planning of the yearly audit, preparing quarterly reports, annual cash flow budget and profit forecast, updating risk register and risk presentation at board meetings and compilation of the annual report. He also oversees tax matter and funding needs.

In 2019, he left Gabungan AQRS Berhad and joined KSB as CFO. He heads the Accounts and Finance Department where he is responsible for overseeing all aspects of accounting functions of KSB, including financial reporting, budgeting, taxation and cash flow management.

In his capacity as our Executive Director, Goh Yin Huat plays a vital role in assisting our Managing Director in ensuring that the strategic planning, formulation and strategies of our Group are successfully and viably implemented.



Profile of Board of Directors (Cont'd)



LOW CHIN ANN @ HAN CHIN ANN

Independent Non-Executive Director

Nationality



Gender



Age

45

Date of Appointment:

25 May 2022

Length of Tenure as director:

3 years 10 months (as at 31 March 2026)

Membership of Board Committee:

Chairperson of Audit and Risk Management Committee and a member of Remuneration Committee

Mr. Low Chin Ann @ Han Chin Ann, a Malaysian aged 45, is our Independent Non-Executive Director. He was appointed to our Board on 25 May 2022. He is also the Chairperson of our Audit and Risk Management Committee and a member of our Remuneration Committee.

He graduated with a Diploma in Computer Science from Institute Latihan FTMS-ICL (now known as FTMS College) and completed the Certified Accounting Technician programme in 1999. He has been a member and Fellow member of the ACCA since 2005 and 2010 respectively, and a member of the Malaysian Institute of Accountants since 2021. In 2024, he was admitted as a Chartered Member of the Institute of Logistics and Transport Malaysia (CMILT) and in 2025, he attained his ACCA Professional Diploma in Sustainability.

He started his career with RKT Tax Consultants Sdn Bhd, a tax consultancy firm, as Tax Executive in 2001. He left the firm in 2001 and joined KLC Centre for Higher Studies in 2002 as Lecturer prior to him leaving the institute in 2002. Between 2003 and 2006, he joined Kasturi College International (now known as Malvern International Academy) as Course Director for the Certified Accounting Technician programme where he was responsible for conducting lectures and managing the said programme. He left the college in 2006 and joined both FTMS Consultants (M) Sdn Bhd and FTMS Global (Singapore) Ltd as Lecturer in 2007. He left the companies in 2007.

Mr. Low sat on the Board of Analabs Resources Berhad, a company listed on the Main Market of Bursa Securities, as Independent Non-Executive Director, a position he had held since 2012, prior to his resignation as Senior Independent Non-Executive Director in 2015 and his retirement in October 2022.

Since 2023, Mr. Low was appointed as a study text and workshop manuals reviewer for the Audit & Assurance and Advanced Taxation papers of the Malaysian Institute of Accountants' qualifying examinations, contributing his expertise to uphold the standards of the accountancy profession in Malaysia.

Mr. Low currently serves as Director of Trinity Genesis Origo Development Sdn. Bhd. (Genesis Origo), where he leads the delivery of accountancy training programs and oversees professional accountancy courses designed for working adults. In addition, he manages his own accounting practice, CA Low & Co., which is registered with the Malaysian Institute of Accountants. He also holds a directorship at Malaysian Pest Control Sdn. Bhd.

Profile of Board of Directors (Cont'd)



CHANG SUA YEAN

Independent Non-Executive Director

Nationality



Gender



Age

41

Date of Appointment:

25 May 2022

Length of Tenure as director:

3 years 10 months (as at 31 March 2026)

Membership of Board Committee:

Chairperson of Remuneration and ESOS Committees and a member of Nomination and Audit and Risk Management Committees.

Ms. Chang Sua Yeon, a Malaysian aged 41, is our Independent Non-Executive Director. She was appointed to our Board on 25 May 2022. She is also the Chairperson of our Remuneration and ESOS Committees and a member of our Nomination and Audit and Risk Management Committees.

She graduated with a Bachelor of Laws degree from the University of Malaya in 2008 and was admitted to the High Court of Malaya as Advocate and Solicitor in 2009.

She began her legal career in 2009 as Legal Assistant with Abraham Ooi & Partners, where her main area of practice was conveyancing. She left the firm in 2012 and joined Armyi Rais as Legal Assistant before she rejoined Abraham Ooi & Partners in the same year. She left the firm in 2013 to join Amir Faezal Norzela & Chong as Legal Assistant and was subsequently promoted to Partner in 2014 to head the Real Estate and Property Practice Group. She has gained extensive experience in real estate matters including property acquisition and divestment, development projects, commercial leasing, property financing, commercial and retail banking.

She left the law firm and joined Chuah & Yong as Partner in 2015, where her main area of practice was conveyancing and banking. Apart from her vast experience in real estate matters, she has also been advising and representing banks on legal documentation in banking transactions including refinancing and financing purchase of property.



Profile of Board of Directors (Cont'd)



NOORIAH BINTI HASSAN

Independent Non-Executive Director

Nationality



Gender



Age

62

Date of Appointment:

25 May 2022

Length of Tenure as director:

3 years 10 months (as at 31 March 2026)

Membership of Board Committee:

Chairperson of Nomination Committee and a member of Audit and Risk Management Committee.

Puan Nooriah Binti Hassan, a Malaysian aged 62, is our Independent Non-Executive Director. She was appointed to our Board on 25 May 2022. She is also the Chairperson of our Nomination Committee and a member of our Audit and Risk Management Committee.

She graduated with a Bachelor of Architecture from The University of New South Wales, Australia in 1989. She has been a member of the Malaysian Institute of Architects and has been registered with the Board of Architects Malaysia since 2012. She was a certified Project Management Professional with the Project Management Institute, USA since 2017 and a former member of the Institute of Corporate Directors Malaysia from September 2022.

She started her career with Arkitek Kawasan Sekutu as Design Architect in 1989, where she was responsible for designing and assisted in various commercial and housing development projects. She left the firm and joined Arkitek Sama in 1991 as Project Architect until her departure in 1995. In 1995, she joined Arkitek N. Kang as Project Architect, where she was responsible for project management. She left the firm in 2007 and took a break thereafter.

In 2009, she joined Palm Grove Development Sdn Bhd as Project Architect / Master Planner, where she was the key personnel for the overall development of Bandar Nusaputra. She left the firm in 2012 and joined UEM Group Berhad group of companies as Senior Manager, Development, where she was in charge of the projects in the southern region of Malaysia. Subsequently, she was responsible for the management and development of the Serene Heights, Bangi township. She held the position of Project Team Leader prior to her retirement in 2021.

In 2014, she set up and registered Noori Hassan Architect with the Board of Architects Malaysia to provide architectural consultancy services.

PROFILE OF KEY SENIOR MANAGEMENT

GAM BOON TIN

Executive Director / Chief
Operating Officer ("COO")

Age : 54 years old
Nationality : Malaysian
Gender : Male

Please refer to his profile on page 7 of the Profile of Board of Directors.

GOH YIN HUAT

Executive Director / Chief
Financial Officer ("CFO")

Age : 45 years old
Nationality : Malaysian
Gender : Male

Please refer to his profile on page 8 of the Profile of Board of Directors.

CHOOI KUEN WAH

Deputy Project Chief
Operating Officer

Age : 55 years old
Nationality : Malaysian
Gender : Male

Mr. Chooi Kuen Wah, a Malaysian aged 55, is our Deputy Project Chief Operating Officer. He is responsible for our Group's project management in terms of construction progress, quality, safety and environmental management, and contract administrative works.

Mr. Chooi graduated with a Certificate in Technology (Architecture) from Tunku Abdul Rahman College (now known as Tunku Abdul Rahman University of Management and Technology) in 1991 and he started his career with Low Yat Construction Co. Sdn Bhd as Trainee Draughtsman in the same year, where he was involved in the preparation of drawings.

He left the company in 1991 to join Comtrac Sdn Bhd as Assistant Quantity Surveyor in the same year and was involved in contract administration. In 1994, he was promoted to Quantity Surveyor, where his main responsibilities involved subcontractor management and preparing claims and bills to the clients and subcontractors.

In 1995, he joined KSB as Contract Executive and was involved in contract administration. He was subsequently promoted to Assistant Project Manager in the same year, where he was primarily involved in project tracking and monitoring and overseeing construction projects at the sites, ensuring that the work carried out was in accordance with the drawings. In 1997, he was promoted to Project Manager.

Thereafter in 2002, he was promoted to Senior Manager (Project Implementation Department) and was responsible for expanding the Project Department, providing training to the team members, and liaising with clients, consultants and authorities. He was promoted to GM (Operation 1) in 2016 to lead the Projects and Construction Department.

In March 2025, Mr. Chooi was promoted to Deputy Project Chief Operating Officer. Mr. Chooi was subsequently appointed as Executive Director of KSB on 1 March 2026.



Profile of Key Senior Management (Cont'd)

TAN YOKE HUAY

General Manager (“GM”)
(Purchasing and Human
Resource)

Age : 67 years old
Nationality : Malaysian
Gender : Female

Ms. Tan Yoke Huay, a Malaysian aged 67, is our GM (Purchasing and Human Resource). She is responsible for the overall purchasing and procurement, human resource and administrative matters of our Group.

She attended her secondary education at Sekolah Menengah Kebangsaan (Perempuan) Bukit Kuda in Klang, Selangor. She began her career with Lim Eng Chuan OPEL Company in 1977 as Admin Clerk where she was involved in general administrative works. She left the company to join Federal Auto Cars Sdn Bhd in 1984 as Admin and Accounts Clerk, where she was involved in general administrative and accounting works. She left the company and joined KSB in 1994 as Administration Executive, where she was responsible for general administrative works such as preparation of documents for purchasing and payroll administration.

In 2002, she was promoted to Purchasing and Administration Manager, where her main responsibilities included overseeing the Purchasing and Procurement Department and the Human Resource Department, the overall purchasing and procurement matters, human resource matters and administrative matters such as liaising with suppliers to obtain quotes, sourcing for materials and handling suppliers’ accounts with KSB and reviewing of purchase orders. In 2022, she was redesignated to assume her present role.

NG TEOK KIEAN

Senior Account Manager

Age : 61 years old
Nationality : Malaysian
Gender : Female

Ms. Ng Teok Kiean, a Malaysian aged 61, is our Senior Account Manager. She is responsible for the overall finance and accounting matters which includes overseeing the Accounts and Finance Department.

She obtained her Unified Examination Certificate from Sekolah Menengah Hin Hua in Klang, Selangor in 1982. Upon her graduation, she assisted in her family-owned business which is involved in palm trees and orchards. She began her career with Eetak Brick Factory Sdn Bhd, a brick manufacturer, as General Accountant in 1984, where she was responsible for the preparation of the company’s accounts. She left the company in 1990.

She joined KSB as Accounts Clerk in 1991, where she was responsible for the preparation of the company’s accounts. She was promoted to Accounts Executive in 1993 and Accounts Manager in 2002, where she was responsible for the day-to-day operations of our Group’s finance and accounting functions including timely preparation of financial statements, submission of tax filing and monitoring of credit control. She was promoted to Senior Account Manager in 2022.

Profile of Key Senior Management (Cont'd)

LIW FEI JY

Senior Contract Manager
(Pre-Contract)

Age : 43 years old
Nationality : Malaysian
Gender : Female

Ms. Liw Fei Jy, a Malaysian aged 43, is our Senior Contract Manager (Pre-Contract). She is responsible for leading the pre-contract team in preparing tender bids for submission.

Ms. Liw graduated with a Diploma in Technology (Quantity Surveying) from Tunku Abdul Rahman College (now known as Tunku Abdul Rahman University of Management and Technology) in 2003. She began her career with L'Grande Development Sdn Bhd, a construction and civil engineering company, in 2003 as Junior Contract Executive, where she assisted her superior on quantity surveying works. She left the firm in 2004 and joined Dayatera Engineering Sdn Bhd, a subcontractor of roof trusses, in 2005 as Estimator, where she was responsible for preparing estimation of quantity for production purposes, providing quotation to clients and handling progress claims. She left the company in the same year.

In 2005, she joined KSB as Contract Executive, where she was responsible for post-contract works and quantity surveying works. In 2011, she left KSB and joined Kimly Construction Pte Ltd, a construction company based in Singapore, as Contract Executive, where she worked for 3 years and was responsible for post-contract works and quantity surveying works.

Upon returning to Malaysia, she re-joined KSB in 2014 as Senior Contract Executive (Pre-Tender) and was subsequently promoted to Assistant Contract Manager in 2015, where she was responsible for analysing project requirement and specification of products and materials, obtaining quotations from subcontractors to prepare tender bids, submitting tender bids to developers, conducting interviews and meetings with clients, maintaining vendor database and submitting financial capabilities to clients.

She was promoted to Contract Manager in 2018 and to Senior Contract Manager (Pre-Contract) in 2022 with additional responsibility that includes planning and scheduling the efficient use of aluminium formwork.

TAN WEI KHIM

Senior Contract Manager
(Post-Contract)

Age : 46 years old
Nationality : Malaysian
Gender : Female

Ms. Tan Wei Khim, a Malaysian aged 46, is our Senior Contract Manager (Post-Contract). She is responsible for leading the post-contract team in handling the supply of materials.

She graduated with a Diploma in Technology (Building) from Tunku Abdul Rahman College (now known as Tunku Abdul Rahman University of Management and Technology) in 2000 and began her career in 2001 as Estimator in Kambat Engineering Sdn Bhd, a company involved in the fabrication and installation of roof truss, where she was involved in the measurement and costing of roof trusses for construction works.

She left Kambat Engineering Sdn Bhd and joined KSB in 2003 as Assistant Quantity Surveyor, where she was responsible for assisting in quantity surveyor routine works, preparing budget and quotation, handling subcontractor claims and taking measurements at project sites. In 2008, she was promoted to Contract Executive, where she was primarily involved in quantity surveying works which includes drawing measurements, submission of progress claims, preparing variation orders and final accounts, and preparing subcontractor claims.

In 2013, she was promoted to Assistant Contract Manager, where she was responsible for the negotiation of material prices, monitoring contract executives on the submission of progress claims, preparation of variation orders and the final accounts. She was subsequently promoted to Contract Manager in 2015 and to Senior Contract Manager (Post-Contract) in 2022 and assumes her present role and responsibilities.



FINANCIAL HIGHLIGHTS

	FYE 2025 RM'000	FYE 2024 RM'000	FYE 2023 RM'000	FYE 2022 RM'000	FYE 2021 ⁽¹⁾ RM'000
FINANCIAL RESULTS					
Revenue	803,316	949,623	780,875	487,761	455,502
Profit Before taxation	67,596	70,194	48,074	53,298	52,336
Profit After taxation	51,496	52,777	36,369	40,306	41,833
FINANCIAL POSITION					
Total Assets	775,089	676,720	565,098	408,868	451,214
Total Liabilities	400,007	341,893	268,048	194,161	266,813
Net Assets	375,082	334,827	297,050	214,707	184,401
FINANCIAL RATIOS					
Net Assets per share ⁽²⁾ (sen)	75.0	67.0	59.4	42.9	36.9
Basic Earnings per share ⁽³⁾ (sen)	10.3	10.6	7.3	8.1	8.4
Net Gearing ⁽⁴⁾ (Times)	Net Cash	Net Cash	Net Cash	Net Cash	Net Cash

Notes:

- (1) Kumpulan Kitacon Berhad (the "Company") was incorporated on 24 February 2022 and was listed on the Main Market of Bursa Malaysia Securities Berhad on 17 January 2023. The Company completed the acquisition of its wholly-owned subsidiary, Kitacon Sdn Bhd on 21 October 2022. The comparative figures for FYE 2021 shown above are presented as if the acquisition had occurred at the beginning of the earliest comparative period presented.
- (2) Net Assets per share is calculated based on Net Assets divided by the enlarged issued share capital of 500,000,000 ordinary shares upon listing on 17 January 2023 for FYE 2021 to FYE 2024 and 500,340,000 ordinary shares for FYE 2025.
- (3) Basic Earnings per share is calculated based on Profit After Tax divided by the enlarged issued share capital of 500,000,000 ordinary shares upon listing on 17 January 2023 for FYE 2021 to FYE 2024 and weighted average issued ordinary shares of 500,278,356 for FYE 2025.
- (4) Total Borrowings minus Cash and Cash Equivalents, divided by Shareholders' Equity.

CHAIRPERSON'S STATEMENT

Dear Respected Shareholders,

On behalf of the Board of Directors, I am pleased to present our fourth Annual Report and Audited Financial Statements of Kumpulan Kitacon Berhad (“Kitacon” or “the Group”) for the financial year ended 31 December 2025 (FYE 2025).

Qua Mu Im

(Independent
Non-Executive Chairperson)





Chairperson's Statement (Cont'd)

The Group has achieved an annual revenue of RM803.3 million and profit after tax of RM51.5 million for FYE 2025. Notwithstanding geopolitical uncertainties, economic fluctuations and supply chain disruptions, the Group has demonstrated strong adaptability and resilience. This performance reflects our accumulated experience, deep insights and disciplined approach to risk management in navigating these challenges.

Consequently, the Group has emerged stronger from these challenges and is well-positioned to pursue sustainable growth. The Group's financial position remains robust, underpinned by strong cash flows and a healthy outstanding order book of approximately RM1.50 billion as at FYE 2025.

During the financial year, the Company implemented the Employees' Share Option Scheme ("ESOS"), which serves as a long-term incentive to align the interests of employees with those of shareholders. The ESOS is intended to reward performance, enhance employee engagement and promote retention across the Group.

OVERVIEW OF FINANCIAL PERFORMANCE

The Group's revenue for the current financial year was RM803.3 million, representing a decrease of approximately RM146.3 million or 15.4% compared to RM949.6 million in the previous year. This change reflects the natural progression of our construction portfolio, with several major projects reaching completion and newly awarded projects entering their early stages.

Nevertheless, the steady progress of ongoing projects continued to generate a reliable income stream, while newly secured projects are expected to contribute positively as they advance. Supported by efficient project execution, disciplined management, and a strong project pipeline, the Group remains well-positioned to sustain performance and capitalise on future growth opportunities.

In FYE 2025, the Group reported a profit before tax ("PBT") of RM67.60 million and a profit after tax ("PAT") of RM51.50 million. Healthy PBT and PAT underscore the Group's resilience in maintaining profitability despite a challenging business environment, reflecting our steadfast commitment to delivering value to stakeholders.

REVIEW OF OPERATIONAL RESULTS

Despite the Group's strong performance in FYE 2025, operational efficiency remains a key focus. This includes optimising the use of construction equipment, such as aluminium formwork systems, scaffolding, and site cabins. These initiatives improve productivity, support timely project completion, reduce costs, and uphold the Group's high-quality standards.

In tandem with initiatives to optimise operational efficiency, the Group continues to maintain robust relationships with suppliers and subcontractors, enabling favourable pricing. Construction materials are strategically procured in phases to align with the progression of ongoing projects.

We are pleased to announce that for FYE 2025, the Group has successfully secured 10 new residential projects and 22 non-residential projects, with a total contract value of RM501.2 million and RM609.5 million, respectively. This represents a record-breaking combined total of approximately RM1.11 billion (FYE 2024 - RM1.06 billion), marking the highest value of contract wins in the Group's history and reinforcing our strong market position and growth momentum.

As of 31 December 2025, Kitacon is managing 53 ongoing building construction projects, with an impressive outstanding order book of approximately RM1.50 billion. This strong portfolio provides the Group with earnings visibility for the next two years, reinforcing Kitacon's position within the construction industry.



Chairperson's Statement (Cont'd)

COMMITMENT TO SUSTAINABILITY

At Kitacon, we are committed to our vision of balancing our environmental, social and corporate governance elements within our business practices. From an environmental standpoint, we have maintained ISO 14001 certification since 2008 and currently hold ISO 14001:2015 accreditation, underscoring our commitment to effective environmental management. In line with our continuous efforts to reduce environmental impact, the Group has progressively implemented aluminium formwork systems as a replacement for traditional timber formwork. This approach helps to minimise construction waste while ensuring the safe and responsible disposal of scheduled hazardous waste.

The Group also places importance on maintaining the employees' wellbeing, where regulatory requirements are adhered strictly and employees are provided with the resources to carry out their work safely. Since 2008, Kitacon has maintained recognised occupational health and safety certification and currently holds ISO 45001:2018 accreditation, demonstrating our commitment to managing risks and enhancing workplace safety performance. As of now, the Group has 56 dedicated health, safety and environmental personnel tasked with mitigating occupational hazards, maintaining safety compliance across project sites, and safeguarding the surrounding environment.

In terms of corporate governance, Kitacon remains committed to upholding the highest standards of integrity and ethical conduct, in line with the principles and best practices outlined in the Malaysian Code on Corporate Governance.

DIVIDEND CAPABILITY

Our robust financial performance has enabled us to continue rewarding shareholders.

On 28 August 2025, the Board of Directors had declared a first interim dividend of 1.0 sen per ordinary share, amounting to approximately RM5 million in respect of FYE 2025. The dividend was paid on 10 October 2025.

On 25 November 2025, the Board of Directors had declared a second interim dividend of 1.0 sen per ordinary share, also amounting to approximately RM5 million. This was paid on 22 December 2025.

On 24 February 2026, the Board of Directors further declared a third interim dividend of 1.0 sen per ordinary share, totaling approximately RM5 million, which was paid on 31 March 2026.

The total dividend payout for FYE 2025 amounted to 3.0 sen per share or approximately RM15.0 million, representing 29.15% of the Group's PAT.

Looking forward, we aim to grow our businesses by actively exploring value-accretive opportunities and pursuing strategic initiatives. It is our commitment to maximise our shareholders' value, as we aim to distribute at least 25% of our audited annual after-tax profit as dividends.





Chairperson's Statement (Cont'd)

FUTURE PROSPECTS

The Malaysian construction sector continued to demonstrate resilience during the financial year, supported by sustained infrastructure spending and ongoing industrial developments. Notwithstanding this positive momentum, the operating environment has become increasingly challenging amid heightened geopolitical tensions globally.

The escalation of geopolitical conflicts, particularly in key energy-producing regions, has led to increased volatility in global commodity and fuel prices. This has increased the cost of key construction materials, as well as transportation and logistics, driven largely by higher fuel prices and supply chain pressures.

Against this backdrop, and barring any unforeseen circumstances, the Board expects market conditions to remain challenging and will continue to adopt a cautious stance on the Group's prospects for the financial year ending 31 December 2026. The Group will continue to monitor market developments closely and adapt its strategies to mitigate cost challenges and sustain operational performance.

Building on our proven track record and strong financial position, the Group is well-positioned to pursue value-accretive opportunities and expand the business sustainably. We will continue to focus on strategic growth, disciplined project selection, and capitalising on emerging opportunities to create long-term value for shareholders.

Looking ahead, Kitaon remains committed to delivering projects with excellence and on schedule. As construction activities accelerate, we will remain mindful of material cost volatility and continue to adopt a strategic and disciplined approach in our bidding processes. Our focus will remain on maintaining high-quality standards, expanding the order book, and building a resilient foundation for sustainable growth.

ACKNOWLEDGEMENTS

On behalf of the Board, I would like to extend our heartfelt appreciation to our shareholders, business partners, clients, suppliers, and employees for their unwavering support and contributions. We remain committed to creating long-term value and sustainable growth for all our stakeholders.

Qua Mu Im

Independent Non-Executive Chairperson



MANAGEMENT DISCUSSION AND ANALYSIS

OPERATIONS OVERVIEW

Kumpulan Kitacon Berhad is an investment holding company listed on the Main Market of Bursa Malaysia Securities Berhad. The Group is principally engaged in the provision of construction services, with a focus on the construction of both residential and non-residential buildings.

Residential buildings comprise a range of property types, including terrace houses, semi-detached houses, detached houses, cluster homes and townhouses. Non-residential buildings include commercial, industrial, purpose-built and institutional buildings. In addition, the Group undertakes related works such as earthworks, roadworks, hoarding, rectification, piling and infrastructure works.



FINANCIAL REVIEW

The Group recorded a strong financial performance in FYE 2025. The Group remains committed to a prudent approach in managing its financial position, notwithstanding the challenges posed by regional uncertainties.

In FYE 2025, the Group generated revenue of RM803.3 million, representing a 15.4% decrease compared to RM949.6 million in FYE 2024. The decline in revenue during the current period reflects lower construction activity, with ongoing projects nearing completion and new projects in their early stages.

During FYE 2025, the Group's gross profit increased marginally by RM2.2 million, or approximately 1.8%, to RM123.3 million from RM121.1 million in FYE 2024, reflecting the Group's resilience in sustaining profitability despite a challenging operating environment.

For FYE 2025, the Group's profit before tax ("PBT") declined by RM2.6 million, or 3.7%, to RM67.6 million compared to RM70.2 million in FYE 2024. The Group's profit after tax ("PAT") decreased to RM51.5 million in FYE 2025. This represents a 2.4% decrease compared to the previous year's RM52.8 million. This was attributable to the recognition of share-based payment expenses amounting to RM3.5 million in relation to employee share option grants during the year.

Despite a challenging environment, the Group continued to maintain a strong financial position, with adequate cash flow to support the progress of its ongoing construction projects. In FYE 2025, the Group's total assets increased by 14.5% to RM775.1 million as compared to RM676.7 million previously, mainly due to higher trade receivables and short-term investments.



Management Discussion and Analysis (Cont'd)

FINANCIAL REVIEW (CONT'D)

The Group's total liabilities in FYE 2025 increased by 17.0% to RM400.0 million as compared to RM341.9 million previously, mainly on higher trade payables.

The Group's shareholders' equity increased by 12.0% to RM375.1 million as compared to RM334.8 million previously, mainly due to increased in retained earnings arising from the Group's PAT in FYE 2025.

The Group's prudent approach enabled the Group to sustain its financial position with a net cash position of RM227.6 million as at 31 December 2025.

The Group's efficient project implementation and operational discipline have contributed to encouraging financial results for FYE 2025. Its growth has been supported by reputable township and residential projects that have effectively met customer demand. This is complemented by prudent financial management, evidenced by the Group's net cash position, reflecting its commitment to financial strength.

RISKS AND UNCERTAINTIES

The Group faces a range of risks and uncertainties that could impact its future financial performance and operational results. Key risks include the following:

i) Unforeseen Delays in Completing Projects

The timely completion of projects may be disrupted by factors beyond the Group's control, including delays in regulatory approvals, subcontractor performance, and constraints in the supply of foreign labour. Such disruptions could adversely affect revenue recognition, billing cycles, and financial performance, leading to cost overruns, liquidated damages, and potential reputational risks, which may in turn hinder the Group's ability to pursue future business opportunities.

ii) Maintaining a Stable Order Book

The Group's business growth and financial performance depend on its ability to continuously secure commercially viable projects and maintain a stable order book. Any failure to do so, or the occurrence of project cancellations, delays, or postponements, may diminish the order book's value and adversely affect the Group's prospects and financial outcomes.

iii) Price Volatility of Construction Materials

The Group is exposed to fluctuations in the prices of key construction materials, including steel and concrete. Such volatility may increase project costs, reduce profitability, and place pressure on margins, potentially affecting the Group's ability to achieve sustainable revenue. The Group therefore maintains vigilant monitoring of market trends and implements proactive cost management measures to mitigate these risks.



Management Discussion and Analysis (Cont'd)

CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to preserve its ability to operate as a going concern, thereby ensuring fair returns to shareholders and benefits to other stakeholders. In pursuit of this objective, the Group seeks to maintain an efficient capital structure to minimise capital costs and sustain long-term business development.

The Group considers its total equity and total interest-bearing debts to be the key components of its capital structure and may, from time to time, adjust the dividend payments to shareholders or issue new shares, where necessary, to maintain an optimal capital structure.

The aforementioned capital management objective, policies and processes have remained unchanged during the financial year ended 31 December 2025.

PROSPECTS FOR GROWTH

Malaysia's economy is projected to expand between 4% and 5% in 2026, supported by resilient domestic demand and sustained investment momentum, according to Bank Negara Malaysia (BNM). Growth is expected to continue being driven by domestic demand, particularly private sector spending, amid steady labour market conditions and rising incomes.

BNM also noted that Malaysia's growth outlook remains exposed to external headwinds, as global economic growth is anticipated to moderate to between 2.7% and 3.2% in 2026, compared with 3.4% in 2025. Key risks include higher tariffs, ongoing trade uncertainties, and geopolitical tensions particularly in the Middle East which could disrupt supply chains and influence investment decisions.

The Group continues to stay prudent by managing risks due to inflation and increase in certain material prices with measures to improve financial performance. The Group recognises that expertise remains a core growth driver. With extensive experience in building construction and township development, we are well-positioned to leverage reference sites and prior projects for future bids. Our strong, long-term customer relationships support a positive outlook.

Through disciplined cost control and responsiveness to market trends, the Group seeks to navigate uncertainties effectively. With an unbilled order book of approximately RM1.50 billion as at 31 December 2025, the Group anticipates this will bolster earnings over the next two years. Taking into account ongoing geopolitical tensions and war-related uncertainties, the Group remains cautious about its performance in 2026.



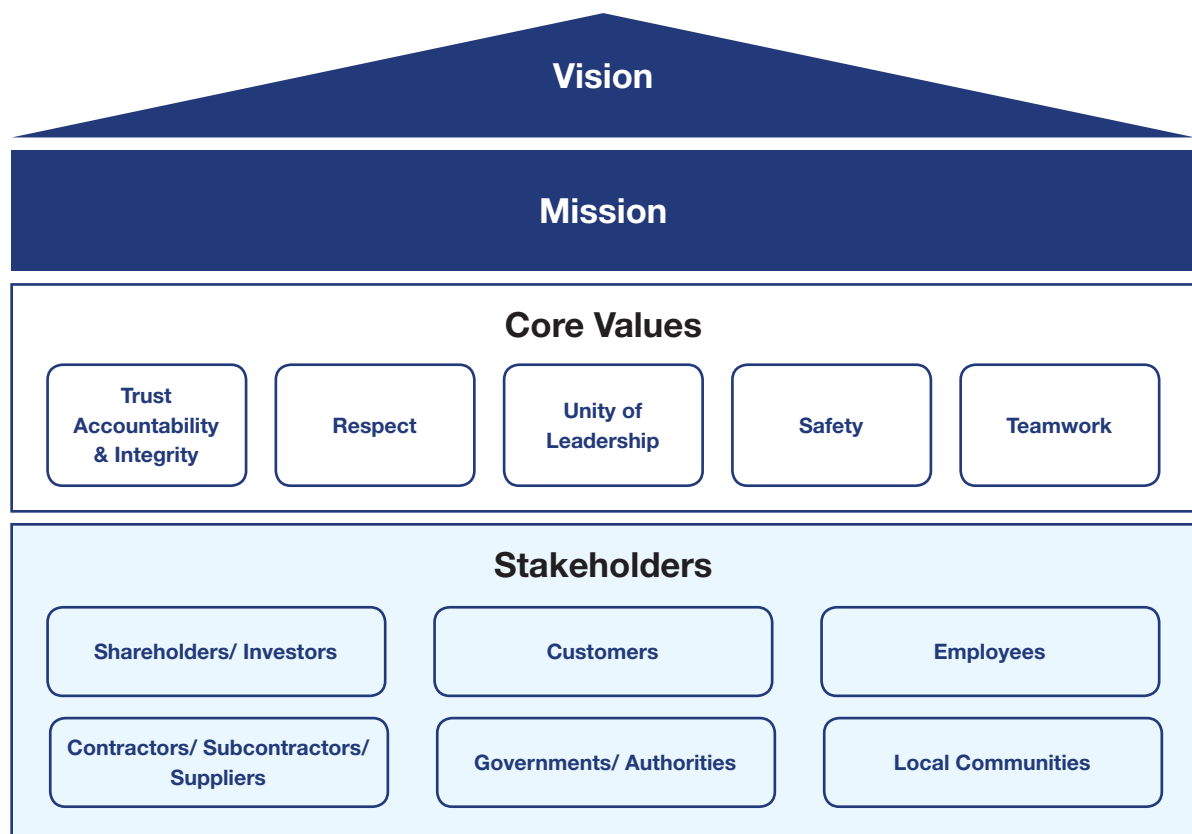
SUSTAINABILITY STATEMENT

1.0 INTRODUCTION

Kumpulan Kitacon Berhad (“Kitacon”) and its subsidiary (“the Group”, “Kitacon Group”, “us” and “we”) recognise the importance of sustainability and have implemented various initiatives related to sustainability efforts particularly in our construction activities. This section outlines our sustainability governance structure including roles and responsibilities, our stakeholders and material sustainability matters, and highlights our sustainability tasks and activities carried out by Kitacon Group.

In line with our Group’s mission, we aim to build long-lasting relationships with our stakeholders and expand our business in a responsible manner by providing value-added and more sustainable services and solutions. With the vision of promising high quality construction services, maintaining transparency to gain trust and confidence of our stakeholders, supporting innovation and creativity of our staff, protecting the environment and our natural resources and contributing to the growth of our community, Kitacon integrates its core values T.R.U.S.T (Trust, Accountability & Integrity, Respect, Unity of Leadership, Safety, Teamwork) into our daily operations to achieve long-term sustainability for all stakeholders.

Our sustainability framework incorporates guidance from Bursa Malaysia and internationally recognised frameworks based on Global Reporting Initiative (“GRI”). We are implementing this framework in stages demonstrating our commitment towards making our business more sustainable.



Sustainability Statement (Cont'd)

1.0 INTRODUCTION (CONT'D)

1.1 Reporting Framework and Scope

This Sustainability Statement is prepared based on the following frameworks and guidelines:

- Bursa Malaysia's Sustainability Reporting Guide 3rd Edition;
- Global Reporting Initiative ("GRI");
- Malaysia's Code on Corporate Governance ("MCCG"); and

This Statement includes Kumpulan Kitacon Berhad ("Kitacon") and its subsidiary and covers financial year 2025 ("FYE 2025") for the period from 1 January 2025 to 31 December 2025.

1.2 Assurance

The information and data provided in this statement have not been subjected to an assurance process. Looking ahead, we will actively consider incorporating an assurance process for our future reports to increase transparency and credibility.

1.3 Membership in Associations

Kitacon is a member of the following professional bodies and industry associations:

- Construction Industry Development Board ("CIDB")
- Master Builders Association Malaysia ("MBAM")

1.4 Feedback

We welcome feedback on our Report and any of the issues discussed herein from all stakeholders. Queries, comments, and suggestions regarding the content of this Report may be emailed to ir@kitacon.com.my.

1.5 Key Sustainability Performance Highlights

Kitacon acknowledges the importance of measuring its performance across governance, economic, environmental, and social aspects to effectively manage and enhance its sustainability initiatives. Our performance highlights in these key performance areas are summarised in the table below.

Theme	Material Matters	Key Performance Areas	FYE 2025 Performance Highlights
Governance	Corporate Governance	Anti-bribery and corruption ("ABAC")	1. Nil (0) ABAC case 2. One (1) ABAC training for employees
		Whistleblowing	1. Nil (0) whistleblowing complaints
Economy	Procurement Practices	Local suppliers	Sourced from 100% local suppliers



Sustainability Statement (Cont'd)

1.0 INTRODUCTION (CONT'D)

1.5 Key Sustainability Performance Highlights (Cont'd)

Theme	Material Matters	Key Performance Areas	FYE 2025 Performance Highlights
Environment	Environmental Compliance	Compliance to environmental laws and regulations	1. Nil (0) environmental incidents 2. 100% compliance to Environmental, Safety and Health (“ESH”) legal requirements / compliance obligations 3. Nil (0) complaints from authority, client or public
		ISO 14001 Environmental Management System	Maintained ISO 14001 certification
Social	Occupational Safety and Health (“OSH”)	Compliance with OSH laws and Regulations	100% compliance to OSH legal requirements / compliance obligations
		ISO 45001 Occupational Health & Safety Management System	Maintained ISO 45001 certification
		Create a safe and healthy workplace	1. Nil (0) case of incident and One (1) of fatality accident 2. Nil (0) high risk identified

1.6 Certification and Awards

Product & Service and Quality Management System (“QMS”)

Kitacon is committed to meeting customers’ business needs by delivering high-quality construction products and services. Since 2007, we have been accredited with the ISO 9001:2015 Quality Management System, providing assurance to our customers on the quality of our services. We place great importance on building strong customer relationships and strive to consistently deliver construction work that meets customer expectations as well as all applicable statutory and regulatory requirements.



Sustainability Statement (Cont'd)

1.0 INTRODUCTION (CONT'D)

1.6 Certification and Awards (Cont'd)

QLASSIC Awards and Certificates

Quality Assessment System in Construction (“QLASSIC”) is a system or method to measure and evaluate the workmanship quality of a building construction work based on Construction Industry Standard (CIS 7:2006). Kitacon places significant emphasis on the quality of construction work and this commitment is demonstrated via the QLASSIC award and thirteen (13) QLASSIC certificates were awarded by Construction Industry Development Board Malaysia (“CIDB”) in FYE 2025.

We aim to score 80% and above for all QLASSIC assessments. In FYE 2025, we achieved twelve (12) out of the thirteen (13) projects being assessed and we are determined to continually improve the performance of upcoming projects. For the complete list of QLASSIC awards and certificates received, kindly refer to our company website, under the Awards & Certificates section.

Our achievements on the QLASSIC certificates are summarised in the table below.



QLASSIC Certificates	FYE 2023	FYE 2024	FYE 2025
	No. of projects		
Number of QLASSIC certificates awarded by CIDB	10	7	13
Number of QLASSIC assessment with score 80% and above	8	3	12

SHASSIC Awards and Certificates

Safety and Health Assessment System in Construction (“SHASSIC”) is an independent method used to assess safety and health at worksites for construction projects. As a responsible contractor and employer, ensuring that construction work is conducted in a safe and healthy manner is our utmost priority. Our commitment to quality construction and a safe working environment is underscored by the SHASSIC awards and certificates bestowed upon the Group. In the financial year 2025, we submitted six (6) projects for SHASSIC assessment, in accordance with the specifications of the contract conditions of which five (5) out of the six (6) projects were awarded a 5-star rating, further proving our dedication to maintaining high standards. For a complete list of SHASSIC awards and certificates received, kindly refer to the Awards & Certificates section on our company website.





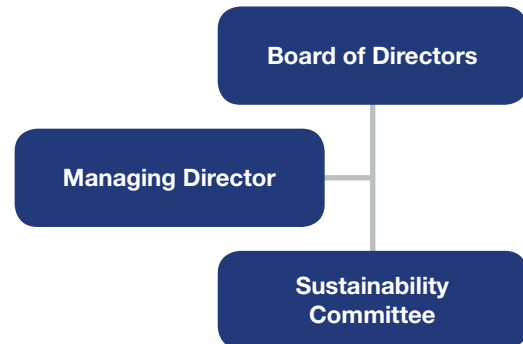
Sustainability Statement (Cont'd)

1.0 INTRODUCTION (CONT'D)

1.7 Sustainability Governance Structure

A good governance is essential to ensure the effectiveness of sustainability strategies and timely achievement of sustainability objectives. The Board of Directors (“the Board”) holds primary responsibility for the Group’s sustainability practices and performance, with the support from the management team.

The Managing Director supports the sustainability aspiration of the Group by integrating sustainability elements into decision-making process. The Sustainability Committee is chaired by Chief Financial Officer and its members consist of a Sustainability Coordinator and Heads of Departments across the Group.



This structure enables the Group to oversee its strategies, policies, initiatives, targets, and performance effectively to ensure that the Group’s business is run in a sustainable manner. The key sustainability matters are monitored, reviewed and discussed in the Sustainability Committee.

1.8 Stakeholder Engagement

We believe in transparency and maintain open communication with our stakeholders across all our business operations. Kitacon engages with its stakeholders through various channels. We identified our key stakeholders through material matters that have a significant impact on the Group’s operations and a large number of stakeholders. This identification process follows the GRI’s AA1000 Stakeholder Engagement Standard.

In our stakeholder engagement, we utilise various approaches to help stakeholders understand our business operations and to obtain their feedback and input on matters of importance to them, as outlined in the table below:

Stakeholder	Stakeholder’s Concern	Engagement Approach	Frequency
Shareholders / Investors	<ul style="list-style-type: none"> Short and long-term business goals and performance Return on Investment (ROI) Corporate governance 	<ul style="list-style-type: none"> Annual general meetings and other shareholders’ meetings Corporate websites Briefings 	<ul style="list-style-type: none"> Ad-hoc Ongoing Quarterly Annually
Customers	<ul style="list-style-type: none"> Reliable and quality construction work Timely delivery Health, safety and environment 	<ul style="list-style-type: none"> Feedback Progress report Project meeting 	<ul style="list-style-type: none"> Ongoing
Employees (both local staffs and foreign workers)	<ul style="list-style-type: none"> Career plan and development Employees’ welfare Occupational safety and health for employees Rewards and recognition 	<ul style="list-style-type: none"> Annual appraisal and feedback from Heads of Departments Training programmes 	<ul style="list-style-type: none"> Ongoing Quarterly Annually

Sustainability Statement (Cont'd)

1.0 INTRODUCTION (CONT'D)

1.8 Stakeholder Engagement (Cont'd)

Stakeholder	Stakeholder's Concern	Engagement Approach	Frequency
Contractors/ Subcontractors/ Suppliers	<ul style="list-style-type: none"> • Payment schedule • Project bidding • Project completion date 	<ul style="list-style-type: none"> • Code of Ethics • Tenders • Supplier performance assessment 	<ul style="list-style-type: none"> • Ongoing • Quarterly • Annually
Governments / Authorities	<ul style="list-style-type: none"> • Acts, regulatory and legal compliance • Local authorities communication 	<ul style="list-style-type: none"> • Compliance with acts and regulatory requirements • Site inspections and visits • Regular reporting 	<ul style="list-style-type: none"> • Ongoing • Quarterly • Annually
Local Community	<ul style="list-style-type: none"> • Community welfare and social development • Environmental impact from operation 	<ul style="list-style-type: none"> • Charitable donations • Collaboration for charity event • Corporate website 	<ul style="list-style-type: none"> • Ad-hoc • Ongoing • Annually

1.9 Materiality Assessment

Based on the discussions amongst committee members, it was unanimously agreed that the prioritisation in the materiality matrix from last year remains unchanged. This is due to no significant alterations to laws, policies or compliance requirements that would cause major shifts within the industry.

Material sustainability matters were identified through a series of discussions among a selected group of Heads of Departments and key management personnel, who reviewed and evaluated the applicability and relevance of these matters.

The materiality assessment process covers an assessment on the impact, to both Kitacon Group and stakeholders and prioritised based on its importance to both the Group and stakeholders as summarised below:





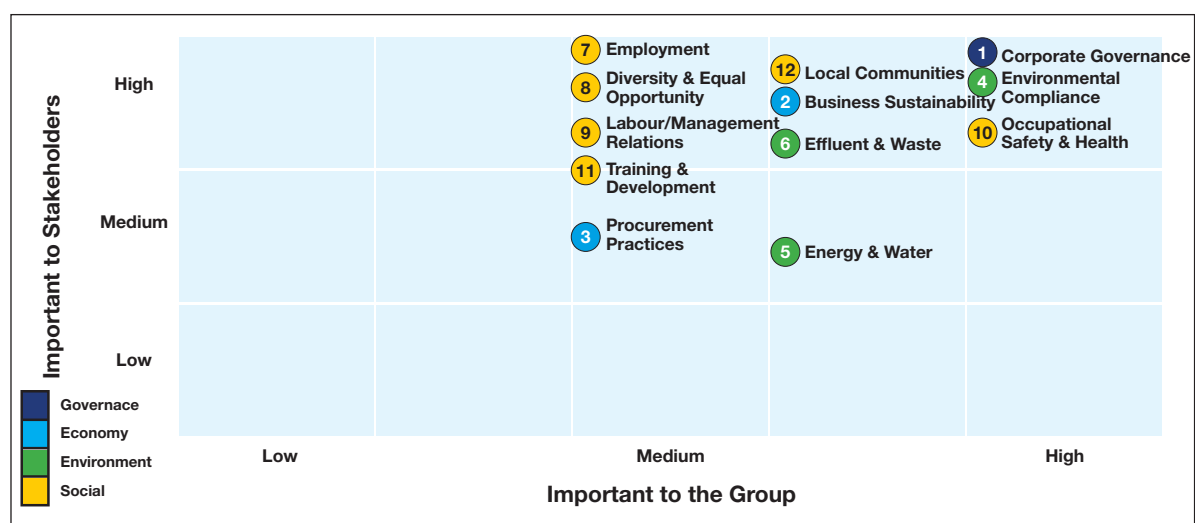
Sustainability Statement (Cont'd)

1.0 INTRODUCTION (CONT'D)

1.9 Materiality Assessment (Cont'd)

Key sustainability matters were classified into four main themes: governance, economic, environmental, and social. Twelve (12) key sustainability matters were identified and evaluated based on their impact to our stakeholders and the Group.

The sustainability matters were then prioritised based on its significance to stakeholders and the Kitacon Group. This prioritisation was depicted in a materiality matrix or profile as summarised in the graph.



2.0 GOVERNANCE

To achieve long-term success and sustainable business growth and to instil trust among shareholders and investors, we are committed to transparency and conducting our business in an ethical and principled manner. Our corporate governance initiatives include policies and guidelines on anti-bribery and anti-corruption, whistleblowing, risk management, as well as quality, health, safety and environment practices.

2.1 Corporate Governance

Why is it important?

We are committed to achieving and maintaining the highest standards of corporate governance and ethical conduct in line with the principles and practices outlined in the MCCG. We believe that strong corporate governance is essential for our Group in fulfilling its responsibilities to protect and enhance our shareholders' value and financial performance, while ensuring accountability, transparency and integrity in all our actions.

Our Approach

In compliance with the relevant laws and regulations in Malaysia, as well as with the principles and practices of corporate governance outlined in the MCCG, we have established Anti-Bribery and Anti-Corruption Policy, Whistleblowing Policy, Proper Conduct and Discipline and Code of Conduct. These policies reflect our beliefs and behaviour, outlining the expected conduct of both our employees and third parties when dealing with us. These guidelines and codes are summarised as follows:

Sustainability Statement (Cont'd)

2.0 GOVERNANCE (CONT'D)

2.1 Corporate Governance (Cont'd)

Our Performance

Anti-Bribery and Anti-Corruption Policy

In June 2020, we established Anti-Bribery and Anti-Corruption (“ABAC”) framework and principles, which were approved and implemented to provide guidance on the expected standard of behaviour for both our staff and external parties which have business dealings with us. This initiative aims to instil a strong anti-bribery and anti-corruption culture across Kitacon Group.



We maintain a zero-tolerance stance against all forms of bribery and corruption. Kitacon fosters a culture of integrity and reinforces the importance of this zero-tolerance approach in all actions and decisions, both within the organisation and in our external dealings.

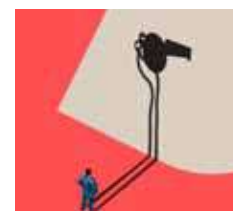
In FYE 2025, there were zero confirmed incidents of corruption. Total 51 employees across the Group attended the training on ABAC Policy in FYE 2025 as disclosed in below table. Training on ABAC Policy will be conducted to all new employees during the induction training by the Human Resources Department.

Employee Categories	FYE 2023	FYE 2024	FYE 2025
	Number of participants		
Management	2 (25%)	3 (38%)	4 (50%)
Executive	63 (25%)	80 (32%)	47 (17%)
Non-executive	19 (2%)	29 (3%)	0 (0%)
Total	84	112	51

Description	FYE 2023	FYE 2024	FYE 2025
Percentage of operations assessed for corruption-related risks	Nil	29%	30%
Number of confirmed incidents of corruption	Nil	Nil	Nil

Whistle Blowing Policy

Employees and third parties who suspect wrongdoing or misconduct are encouraged to report it using the established reporting mechanism outlined in the Whistleblowing Policy & Guidelines, which can be done by writing and emailing whistleblowing@kitacon.com.my. During the financial year, no reports of suspected corruption or unethical behaviour were received.



Description	FYE 2023	FYE 2024	FYE 2025
Number of complaints of suspected corrupt or unethical behaviour reported to us	Nil	Nil	Nil



Sustainability Statement (Cont'd)

2.0 GOVERNANCE (CONT'D)

2.1 Corporate Governance (Cont'd)

Our Performance (Cont'd)

Customer Privacy and Security

We abide by the Malaysian Personal Data Protection Act 2010 (“PDPA”) and all other laws protecting the private data of our customers, partners and other stakeholders. We have built a strong foundation of privacy and security control and protect our customers by adopting a rigorous set of security measures.

Description	FYE 2023	FYE 2024	FYE 2025
Number of reported incidents of breaches of customer privacy	Nil	Nil	Nil

Proper Conduct and Discipline

Employees are guided by the Proper Conduct and Discipline and the Code of Ethics.



Description	FYE 2023	FYE 2024	FYE 2025
Number of misconduct cases reported*	Nil	Nil	Nil

* - Misconduct cases that are significant to the Group

Code of Ethics

The Code of Ethics sets out an Kitacon’s ethical guidelines and best practices to follow for honesty, integrity, and professionalism.



3.0 ECONOMY

Kitacon Group believes that the economic value we generate and distribute is vital for sustaining our business growth, enhancing the nation’s economic performance, and improving the quality of life for our employees and communities. It is our responsibility to manage cash flow, capital, and operating costs effectively, safeguard shareholder wealth, reward our employees, and invest in the community to build sustainable relationships with both our internal and external stakeholders. Kitacon also upholds strong procurement practices to manage our supply chain in a sustainable way.

3.1 Business Sustainability

Why is it important?

Kitacon prioritises the balance of governance, economic, environmental and social performance to safeguard the long-term success of the business. Strong financial performance is essential for sustaining our business over the long term.

Our Approach

Kitacon focuses on sustaining the financial resilience has been evident in our prudent fiscal management practices throughout the past fiscal year in which we have implemented cost-effective measures to enhance profitability and mitigate potential risks.

Sustainability Statement (Cont'd)

3.0 ECONOMY (CONT'D)**3.1 Business Sustainability (Cont'd)****Our Performance**

	Description	FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000
Economic Value Generated (i.e. revenue and other income)	Economic Value	784,142	953,986	813,093
Economic Value Distributed	Operating costs	700,131	843,890	696,490
	Economic value distributed to employees	35,489	39,421	48,363
	Payment to capital providers	5,360	15,354	15,464
	Payment to government	11,705	17,417	16,100
	Investment in community	88	127	190
Economic Value Retained	Economic Value Generated less Economic Value Distributed	31,369	37,777	36,486

A detailed briefing is described in the Management Discussion and Analysis section of this Annual Report, from pages 20 to 22.

3.2 Procurement Practices**Why is it important?**

The construction industry functions within a localised business ecosystem. As all our projects are carried out in Malaysia, our procurement activities are sourced exclusively from local vendors, including construction material suppliers and professional consultants. This practice also helps create local employment opportunities and supports the domestic economy.

Effective procurement practices are vital to Kitacon as they ensure the smooth execution of business operations while also helping to optimise costs, time, and resources. Proper management of procurement activities is essential to ensure that all goods and services are obtained appropriately, enabling projects and processes to be carried out efficiently and successfully.

Our Approach

The procurement practices in Kitacon are guided by a series of operating procedures, which include New Supplier Assessment Procedure; Appointment of Supplier Procedure; Supplier Performance Assessment Procedure; and Supplier Claims and Payment Procedure.

Appointment of the new and existing suppliers are guided by the New Supplier Assessment and Suppliers Performance Assessment Procedures respectively. They outline the procedures by which new and existing suppliers are appointed to supply materials and to ensure compliance to meet Quality, Environmental, Safety and Health ("QESH") requirements. All approved suppliers and subcontractors are subject to annual review.



Sustainability Statement (Cont'd)

3.0 ECONOMY (CONT'D)

3.2 Procurement Practices (Cont'd)

Our Performance

The table below shows the number of local suppliers we sourced and procured construction material, office supplies, subcontractors and other products and services.

Procurement Practices	FYE 2023	FYE 2024	FYE 2025
% of spending on local suppliers	100	100	100
Total number of local suppliers	765	808	843

4.0 ENVIRONMENT

Kitacon recognises that its business activities may have environmental impacts and is committed to carrying out operations in a manner that minimises these effects. We are dedicated to environmental stewardship and undertake comprehensive environmental monitoring to help preserve environmental sustainability despite the nature of our construction site activities.

Climate change is recognised as one of the most significant global threats. Kitacon acknowledges the importance of both mitigating and adapting to its impacts, which may affect the long-term sustainability of all businesses. We prioritise improving operational efficiency while reducing our environmental footprint and climate-related risks across our operations.

4.1 Environmental Compliance

Why is it important?

As a responsible corporate citizen, it is our utmost duty to prevent environmental pollution from happening because of our business activities.

Our Approach

Kitacon has maintained ISO 14001 Environmental Management System certification since 2008, with current accreditation under ISO 14001:2015. This accreditation reflects our commitment to implementing effective environmental management practices that are integrated with other management system requirements to protect the environment. It also demonstrates our capability in managing our environmental responsibilities.



Sustainability Statement (Cont'd)

4.0 ENVIRONMENT (CONT'D)

4.1 Environmental Compliance (Cont'd)

Our Approach (Cont'd)

We monitor the air, noise and water quality of each project site in adherence to the Environmental Quality Act 1974 (Act 127) to minimise adverse impact of our construction works on the environment as well as neighbouring properties and occupants.

We consistently ensure that air humidity, temperature, and wastewater discharged from our construction sites comply with recommended air quality guidelines and the Environmental Quality (Industrial Effluents) Regulations 2009. All discharged water samples are tested by accredited external laboratories, and results confirm that the parameters remain within acceptable limits. In addition, we closely monitor the operation and maintenance of machinery and equipment at our construction sites to ensure that noise levels are kept within permissible limits.

Kitacon's Safety, Health and Environment ("SHE") Department has set objectives and targets in relation to Environmental Compliance (see table below). We work diligently to ensure that our business operations adhere to the environmental compliance standards.

Our Performance

No.	Objectives	Target	FYE 2023	FYE 2024	FYE 2025
1	To prevent environmental pollution	Zero Environmental Incidents	√	√	√
2	To comply ESG legal requirements/ compliance obligations	100% Compliance	√	√	√
3	To avoid complaint from Authority, Client or Public*	Zero Complaint	√	√	√

√ - Kitacon achieved the target and fully complied

* - Complaint cases which resulted in significant fines or penalties

4.2 Energy and Water

Energy and water are essential resources in the construction industry. Contractors depend on energy sources such as diesel and electricity to operate heavy machinery and equipment, while water is used for activities including concrete batching, worker hydration and hygiene, dust suppression, and pond filling, among others. Kitacon recognises that energy and water are finite resources and is committed to managing them in a sustainable manner.

4.2.1 Energy

Why is it important?

Effective and efficient energy management is a key component of environmental sustainability and the protection of natural ecosystems. In this regard, Kitacon recognises energy as a critical resource in its business operations and is committed to managing energy consumption responsibly to help ensure its availability for future generations.



Sustainability Statement (Cont'd)

4.0 ENVIRONMENT (CONT'D)

4.2 Energy and Water (Cont'd)

4.2.1 Energy (Cont'd)

Our Approach

As an effort to reduce energy consumption intensity and conserve natural resources, we continue to monitor and reduce the consumption of diesel and electricity.

Our Performance

The table below shows the diesel and electricity consumption of Kitacon.

Energy		FYE 2023	FYE 2024	FYE 2025
Diesel	Total diesel consumption (MWh)	5,103	4,924	5,464
Petrol	Total petrol consumption (MWh)	266	260	219
Electricity	Total electricity consumption (MWh)	1,557	2,072	1,532
Total energy consumption (MWh)		6,926	7,256	7,215
Consumption intensity (MWh/Revenue in RM'000)		0.009	0.008	0.009

Emissions

Why is it important?

We acknowledge the environmental impact of our Group and are committed to contributing to climate change mitigation in line with the Malaysian Government's goal of significantly reducing national carbon emissions. Reducing greenhouse gas (GHG) emissions and improving energy efficiency are not only environmental priorities but also strategic objectives that support our financial performance, strengthen our corporate reputation, and promote a sustainable future for all.

Our Approach

Kitacon started to track and monitor both its Scope 1 and Scope 2 greenhouse gas ("GHG") emissions in FYE 2022 and limited Scope 3 GHG emission in FYE 2024 in accordance with the world's most widely used greenhouse gas accounting standards, GHG Protocol. We are committed to establish Kitacon's GHG emissions inventory in a systematic manner and eventually set emissions reduction targets, as an effort to support Malaysia's ambition to achieve net zero GHG emissions by 2050.

Sustainability Statement (Cont'd)

4.0 ENVIRONMENT (CONT'D)

4.2 Energy and Water (Cont'd)

4.2.1 Energy (Cont'd)

Emissions (Cont'd)

Our Performance

The table below shows our Scope 1, Scope 2 and Scope 3 carbon dioxide equivalent (“CO2-eq”) emissions of Kitacon.

		CO2-eq Emissions (Quantity in metric tonnes)		
		FYE 2023	FYE 2024	FYE 2025
Scope 1	Diesel	3,461	3,269	3,598
	Fleet vehicle	671	729	784
	Sub Total	4,132	3,998	4,382
Scope 2	Purchased Electricity	1,001	1,333	985
Scope 3*	Employee Commuting	N/A	464	544
Total (Scope 1, 2 and 3)		5,133	5,795	5,911
Intensity (Metric Tonnes/Revenue in RM'000)		0.0066	0.0061	0.0073

* - Started to track and monitor in FYE 2024

N/A - Not available

Aluminium Formwork System

Why is it important?

Kitacon offers aluminium formwork system as a construction material when tendering for a project depending on the parameters such as number of buildings to be constructed as well as the design of the buildings. Application of aluminium formwork is beneficial in terms of overall project efficiency and cost effectiveness, as well as better quality finishes, higher standards of accuracy and lesser environmental impacts.

Our goal is using renewable and recyclable materials when building new structures, as well as reducing energy consumption and waste.

Our Approach

Since 2017, we have been using sustainable materials, such as aluminium alloy formwork, in our construction projects. The aluminium panels are removable, reusable with minimal maintenance, and can be recycled once disposed of, contributing to sustainable construction practices. Typically, the aluminium formwork has a lifespan of up to 10 years and can be used for around 300 cycles, provided proper repair and maintenance are carried out after each use. In contrast, conventional timber formwork can only be used for up to 5 cycles. This advantage helps reduce the consumption of natural resources and minimises waste. Additionally, the aluminium formwork system reduces site labour requirements, as it needs fewer workers for assembly and dismantling.

We will continue to explore and implement construction techniques and systems that enhance productivity, meet project time, cost, and quality standards, and, at the same time, minimise environmental impacts.



Sustainability Statement (Cont'd)

4.0 ENVIRONMENT (CONT'D)

4.2 Energy and Water (Cont'd)

4.2.1 Energy (Cont'd)

Aluminium Formwork System (Cont'd)

Our Performance

The table below shows the number of projects secured from FYE 2019 to FYE 2025 using aluminium formwork and conventional timber formwork. There was progressive increase in the percentage of projects secured using aluminium formwork and we aim to utilise this formwork system in future construction projects, whichever is feasible.

Financial Year Ended (FYE)	Aluminium formwork		Conventional timber formwork		Total	
	No. of projects secured	%	No. of projects secured	%	No. of projects secured	%
FYE 2019	5	26.3	14	73.7	19	100.0
FYE 2020	6	42.9	8	57.1	14	100.0
FYE 2021	5	45.5	6	54.5	11	100.0
FYE 2022	9	60.0	6	40.0	15	100.0
FYE 2023	12	70.6	5	29.4	17	100.0
FYE 2024	13	86.7	2	13.3	15	100.0
FYE 2025	14	43.8	18	56.2	32	100.0

As at 31 December 2025, we had a total of 52,426 sq. m of aluminium formwork systems.

As at 31 December 2024, we had fully utilised the RM18.0 million allocated from our IPO proceeds to purchase approximately 28,000 sq. m of aluminium formwork systems since January 2023. This investment supports the expansion of our construction work using aluminium formwork systems and replaces our existing formwork systems that were damaged due to wear and tear.

We will continue with the implementation of aluminium formwork system because it is fast, simple, high durability, adaptable, time effective, cost effective, conserve natural resources, reduce environmental impacts and produces total quality of work which requires minimum maintenance.

4.2.2 Water Management

Why is it important?

Water is a shared and finite resource, and access to clean water is essential for human health and well-being. As water scarcity becomes an increasingly global concern, Kitacon is mindful of the impact of its water consumption. Water is primarily utilised in our operations for construction activities as well as for the daily needs of employees.

Sustainability Statement (Cont'd)

4.0 ENVIRONMENT (CONT'D)

4.2 Energy and Water (Cont'd)

4.2.2 Water Management (Cont'd)

Our Approach

We consistently encourage our employees to use water responsibly and minimise waste. The Group is committed to improving the monitoring and management of our water consumption through future water-saving initiatives.

Our Performance

The table below shows the municipal water consumption of Kitacon.

Water		FYE 2023	FYE 2024	FYE 2025
Municipal water	Total consumption (megalitres)	243	282	308
	Intensity (megalitres/Revenue in RM'000)	0.0003	0.0003	0.0004

4.3 Effluent and Waste

Why is it important?

At Kitacon, we are adopting a comprehensive waste management approach. We are committed to reducing waste generated at our construction sites by increasing the use of aluminium formwork systems in our projects and decreasing our reliance on conventional timber formwork. In addition to minimising waste from timber debris, the use of aluminium formwork has provided benefits such as reduced site labour, improved quality, a cleaner environment, and a safer workplace.

Our Approach

We are committed to managing waste generated from both our offices and construction sites in a controlled and regulated manner. We continuously monitor and track the type, quantity, and quality of waste and effluent produced to ensure compliance with applicable environmental laws and regulations. We believe that everyone shares the responsibility to protect the environment from irreversible pollution.

3Rs of Sustainability

The 3Rs of sustainability which stands for Reduce, Reuse and Recycle is to prevent and reduce excess waste and conserve natural resources. Kitacon is dedicated to exploring new practices that will help protect and conserve natural resources and materials.

4.3.1 Scheduled Waste

Scheduled waste refers to waste that contains hazardous elements and has the potential to negatively impact public health and the environment. At Kitacon, scheduled waste generated from our project sites is segregated according to its type and collected by regulated waste management facilities for proper treatment before disposal. This process ensures that hazardous waste does not harm public health or the surrounding environment.

Our Performance

In FYE 2025, Kitacon conducted a series of Scheduled Waste Trainings for the construction workers to improve the workers' understanding on storage and handling of scheduled waste.



Sustainability Statement (Cont'd)

4.0 ENVIRONMENT (CONT'D)

4.3 Effluent and Waste (Cont'd)

4.3.1 Scheduled Waste (Cont'd)

Our Performance (Cont'd)

The table below shows the scheduled waste generated from Kitacon's project sites.

Waste Code	Waste Description (Quantity in metric tonnes)	FYE 2023	FYE 2024	FYE 2025
SW305	Spent lubricant	0.25	0.16	0.18
SW306	Spent hydraulic oil	0.00	0.09	0.00
SW307	Spent mineral oil-water emulsion	0.03	0.01	0.00
SW408	Contaminated soil, debris or matter resulting from cleaning-up of a spill of chemical, mineral oil or scheduled wastes	1.63	1.14	2.24
SW410	Rags, plastics, papers or filters contaminated with scheduled wastes	0.05	0.48	0.00
Total scheduled waste generated		1.96	1.88	2.42

4.3.2 Non-scheduled Waste

Non-scheduled waste refers to all types of waste that are not classified as scheduled waste, including but not limited to municipal solid waste. Kitacon actively monitors the proper disposal of non-scheduled waste, such as construction waste, timber waste, and domestic waste. We have appointed sixteen (16) licensed waste management facilities to collect and dispose of waste from our construction sites and Headquarters (HQ). Additionally, we provide recycling bins at project sites and encourage our employees to engage in waste recycling practices to reduce the amount of waste sent to landfills.

Our Performance

The table below shows the non-scheduled waste generated from Kitacon's project sites.

Waste Type (Quantity in metric tonnes)	FYE 2023	FYE 2024	FYE 2025
Construction Waste	16,114	14,333	17,275
Timber Waste	1,632	666	1,684
Domestic Waste	13,226	15,242	14,726
Total non-scheduled waste generated	30,972	30,241	33,685

4.3.3 Effluent

Effluent refers to wastewater generated by factories or industries that can potentially contaminate the environment if not properly treated before being released into surface water. Kitacon has engaged a licensed wastewater treatment facility to manage and treat the effluent produced at our project sites before discharge.

Sustainability Statement (Cont'd)

4.0 ENVIRONMENT (CONT'D)

4.3 Effluent and Waste (Cont'd)

4.3.3 Effluent (Cont'd)

Our Performance

The table below shows the sewerage desludging generated from Kitacon's construction sites. We are keeping close monitoring and check on the effluent generated at our construction sites to ensure that it will not cause harm to both public health and the environment.

Sewerage Desludging (Quantity in litres)	FYE 2023	FYE 2024	FYE 2025
Total sewerage desludging generated	246,100	279,000	290,500

4.3.4 Chemical Awareness and Spill

Chemical spillages are the uncontrolled release of a hazardous substance, either as a solid, liquid or a gas.

Our Performance

In FYE 2025, Kitacon conducted regular Chemical Awareness and Spill Training sessions for construction workers. These trainings focused on safety precautions, appropriate response measures, and proper procedures for managing and containing chemical spills on site.



5.0 SOCIAL

We believe in building strong relationships not only with our employees, but also with our customers, suppliers, and local communities. Strengthening and supporting the community is essential for Kitacon's sustainable growth and for delivering long-term value to our stakeholders.

5.1 Employment

People - Our Employees

Our people are essential to keeping our business relevant by driving the achievement of our strategy and goals. Developing and retaining a skilled, highly motivated, and performance-driven workforce is crucial to our success. During the materiality review process, we identified the following key focus areas for our people:

- Employee diversity and equal opportunities
- Employee engagement and wellness
- Employee compensation and benefits
- Human rights and labour standards



Sustainability Statement (Cont'd)

5.0 SOCIAL (CONT'D)

5.1 Employment (Cont'd)

Talent Attraction and Retention

Kitacon is dedicated to attracting and retaining talented employees by providing exciting career opportunities, training and development, employee engagement activities as well as competitive compensation and remuneration packages.

5.2 Diversity and Equal Opportunity

Why is it important?

The Group values diversity in all aspects of its workforce, including gender, age, background, and experience. We are committed to promoting a fair and equitable working environment for all employees. We believe all employees can thrive in a workplace that is free from harassment and prejudice.

Our Approach

Our recruitment, promotion, rewards processes and career development opportunities are based on merit, without discrimination against age, race, gender, sexual orientation, religion, family or marital status, or any other status protected by the laws or regulations in the locations where we operate.

Our Performance

As at 31 December 2025, Kitacon has a total workforce of 999 employees, of which 85% are male and 15% are female. Being in the construction industry, it is still a challenge to recruit women in the construction sector particularly where it involves site construction. We do encourage female engineers, site supervisors and technicians, where possible, to join us in managing our construction project sites.

The table below shows the workforce of Kitacon by gender.

Percentage of employees by gender for each employee category						
Employee Category	FYE 2023		FYE 2024		FYE 2025	
	Male	Female	Male	Female	Male	Female
Board of Directors ("BOD")	63%	37%	63%	37%	63%	37%
Management	50%	50%	50%	50%	50%	50%
Executive	78%	22%	75%	25%	70%	30%
Non-executive	94%	6%	91%	9%	91%	9%

As of 31 December 2025, 94% of our workforce is under the age of 50. They are guided by more senior employees through sharing of experience and providing trainings to these young employees. We strive to cultivate a culture of knowledge and experience sharing, which serves as part of our effort in supporting the nation's aspiration of building skilled workforce and providing employment opportunities.

Sustainability Statement (Cont'd)

5.0 SOCIAL (CONT'D)

5.2 Diversity and Equal Opportunity (Cont'd)

Our Performance (Cont'd)

The table below shows the workforce of Kitacon by age.

Percentage of employees by age group for each employee category				
Age Group	BOD	Management	Executive	Non-Executive
FYE 2023				
Under 30	0%	0%	31%	37%
Between 30 to 50	37%	37%	58%	60%
Above 50	63%	63%	11%	3%
FYE 2024				
Under 30	0%	0%	29%	37%
Between 30 to 50	37%	37%	62%	60%
Above 50	63%	63%	9%	3%
FYE 2025				
Under 30	0%	0%	34%	34%
Between 30 to 50	37%	37%	57%	63%
Above 50	63%	63%	9%	3%

The table below shows the percentage of employees of Kitacon that are contractors or temporary staff.

Percentage of employees that are contractors or temporary staff			
	FYE 2023	FYE 2024	FYE 2025
Number of temporary staff	17	7	15
% of temporary staff	2%	1%	2%

The table below shows the total number of employee turnover of Kitacon by employee category.

Total number of employee turnover by employee category			
	FYE 2023	FYE 2024	FYE 2025
Management	1	0	0
Executive	41	56	66
Non-Executive	235	93	15



Sustainability Statement (Cont'd)

5.0 SOCIAL (CONT'D)

5.2 Diversity and Equal Opportunity (Cont'd)

Our Performance (Cont'd)

Compensation and Benefits

Employees' contributions to the Group's success were recognised and competitive compensation packages were awarded based on the employees' performance as assessed during their appraisal review. To motivate employees to achieve greater performance, bonuses and annual increments are provided to incentivise them.

Kitacon's employee benefits programmes are designed to meet the needs of a diverse workforce and include competitive remuneration packages such as hospitalisation and surgical plans, personal accident insurance, leave benefits, and travel allowances.

LEAVES	ALLOWANCE/ BENEFIT	MEDICAL/ INSURANCE
<ul style="list-style-type: none"> • Annual leave • Sick leave • Hospitalisation & Prolonged Medical Leave • Maternity Leave • Paternity Leave • Compassionate Leave • Matrimonial Leave 	<ul style="list-style-type: none"> • Mobile Phone • Club Membership • Vehicle Benefit 	<ul style="list-style-type: none"> • Medical Benefits • Group Personal Accident & Hospitalisation Insurance

5.3 Training and Development

Why is it important?

The Group is committed to talent development and provides a platform for employees to continue developing their skills and gaining experience.

Our Approach

Our training programs are designed to align with business strategies and operational needs, ensuring compliance with regulatory requirements while fostering the development of our employees' technical, interpersonal, business, and management skills.

We allocate a training budget and plan courses on various topics, including construction techniques, quality management, health and safety, environmental awareness, anti-bribery and corruption, sustainability, climate change, problem-solving skills, and self-development, among others.

Sustainability Statement (Cont'd)

5.0 SOCIAL (CONT'D)**5.3 Training and Development (Cont'd)****Our Performance**

The table below shows the summary of total external training being held for Kitacon's employees.

Total hours of training by employee category			
	FYE 2023	FYE 2024	FYE 2025
Management	228	170	102
Executive	1,435	529	2,163
Non-Executive	2,534	1,365	660

Number of employees trained on health and safety standards			
	FYE 2023	FYE 2024	FYE 2025
Total employees	1,083	1,139	999
Employees trained	271	202	103
% of employee trained	25%	18%	10%

At Kitacon, we prioritise the development of our employees, focusing on both technical and interpersonal skills. We have a structured appraisal system where employees are evaluated based on their skillsets and capabilities, including job-specific knowledge, quality and quantity of work, soft skills, and workplace behaviour. The annual performance appraisal is conducted on a one-on-one basis, using the metrics outlined in the appraisal form.

We have implemented a data analytics software to establish Key Performance Indicators (KPIs) for our employees. This advanced KPI management tool allows us to track employee performance on a monthly basis, with face-to-face discussions scheduled every three months to review performance and provide feedback for improvement.

Through regular and systematic evaluation of employees' performance against established criteria, we are able to identify their strengths and areas for development, while aligning their personal goals with the Group's vision. This approach is crucial for supporting their future growth and contributing to the long-term success of the Group.

5.4 Labour / Management Relations*Accommodations for Foreign Workers*

We provide accommodation to our foreign construction workers in compliance with the minimum requirements set by the relevant regulations. These accommodations are issued Certificates for Accommodation by the Department of Labour of Peninsular Malaysia, except at certain construction sites where applications for certificates are still in progress. The accommodations are equipped with amenities such as a canteen, prayer room, male/female toilets, kitchen, dining area, and recreational space. Our Safety, Health and Environment Department conducts regular inspections to ensure these facilities are well-maintained, clean, and hygienic. Additionally, we encourage our foreign workers to participate in community activities, such as "gotong-royong," to help maintain the safety and cleanliness of their living environments.



Sustainability Statement (Cont'd)

5.0 SOCIAL (CONT'D)

5.4 Labour / Management Relations (Cont'd)

Grievance Procedure

Kitacon is dedicated to cultivating a supportive and harmonious workplace that prioritises employee health and productivity. To achieve this, we actively listen to employees’ concerns on a regular basis and strive to address grievances fairly and promptly, resolving them at the lowest possible level.

Employees may raise complaints or grievances for matters related to:

- a) Sexual harassment
- b) Work
- c) Working environment
- d) Working relationship
- e) Others

Description	FYE 2023	FYE 2024	FYE 2025
Number of substantiated complaints concerning human rights violations	Nil	Nil	Nil

5.5 Occupational, Safety and Health (“OSH”)

Why is it important?

Kitacon is committed to ensuring a safe and healthy working environment for our employees by preventing injuries and damage to property at both our HQ and project sites. We have established formal control measures and procedures for safety and health functions, including a compliance checklist system and providing employees with knowledge about workplace hazards and emergency response plans. Our track record of workplace safety instills confidence in our customers that their projects will not be significantly impacted by workplace accidents.

Our Approach

Kitacon is committed to fulfil its legal requirements and compliance obligation as well as the protection to all applicable Environmental, Safety and Health legislation and regulation and relevant parties’ requirements. This commitment is demonstrated through Kitacon’s Occupational Health and Safety Management System certification, maintained since 2008 and currently accredited under ISO 45001:2018.



Sustainability Statement (Cont'd)

5.0 SOCIAL (CONT'D)

5.5 Occupational, Safety and Health ("OSH") (Cont'd)

Our Performance

Kitacon's SHE Department has established the objectives and targets for Occupational Safety and Health, as outlined in the table below. We are committed to fostering and maintaining a strong safety culture within the Kitacon Group.

No.	Objectives	Target	FYE 2023	FYE 2024	FYE 2025
1	To prevent incidents and fatality accidents*	Zero Case	N1	√	N2
2	To reduce Risk relevant to organisation	Zero 'H' (High Risk)	√	√	√

- √ - Kitacon achieved the target and fully complied
- N1 - Behind target with one (1) incident
- N2 - Behind target with one (1) fatality accident
- * - Incident cases that are significant to the Group

For each project, there will be a dedicated Environmental, Safety and Health Committee which consists of project manager, site safety supervisor, site engineer, site supervisor, environmental officer, and employee representatives, to enforce safety management at our construction sites. Their duties include minimising occupational hazards, ensuring safety compliance on project sites, and preventing any harm to the surrounding environment.

Safety and Health Committee ("SHC") organises monthly meeting to discuss on the enforcement of Health, Safety, Environment and Security Policy, review incidents and Hazard Identification, Risk Assessment and Risk Control ("HIRARC"), among others. There were 156 SHC meetings conducted in FYE 2025 as disclosed in below table. In addition, toolbox meetings are frequently held on a weekly basis where construction workers gather to gain a strong awareness of health and safety while on the job and to create a safer working environment.

SHC Meetings	FYE 2023	FYE 2024	FYE 2025
Total number of SHC meetings conducted	126	166	156

Additionally, several Environmental, Safety, and Health (ESH) campaigns were conducted at a total cost of RM2,937 (FYE 2025), as outlined in the table below. These campaigns aimed to provide training for employees, construction workers, and the emergency response team (ERT), with the goal of fostering a culture where occupational safety and health are prioritised in all operations.

ESH campaigns	FYE 2023	FYE 2024	FYE 2025
	RM	RM	RM
Total ESH campaigns costs incurred	17,656	10,000	2,937

Throughout 2025, Kitacon achieved a total of 9,489,116 man-hours, including subcontractor workers, with zero fatalities, injuries, incidents, or accidents, as shown in the table below. We remain dedicated to continuously improving our Environmental, Safety, and Health performance through regular monitoring and reviews, while also ensuring the consultation and participation of workers or their representatives.



Sustainability Statement (Cont'd)

5.0 SOCIAL (CONT'D)

5.5 Occupational, Safety and Health (“OSH”) (Cont'd)

Our Performance (Cont'd)

Description	FYE 2023	FYE 2024	FYE 2025
Total man-hours worked inclusive of sub-contractor workers (Hours)	9,314,275	9,711,504	9,489,116
Lost time incident rate (“LTIR”)	0.02 per 100 employees	0.00 per 100 employees	0.02 per 100 employees

5.6 Local Communities

Developing Internal Communities Via Employee Engagement

Why is it important?

Kitacon views employees as a great asset and continuously improves the relationship between our employees and the Group through different employee engagement activities.



Our Approach

Team building activities and human resources practices are important in shaping the workplace culture and they can influence positive business outcomes.

Our Performance

In FYE 2025, we engaged an external training provider to conduct team-building activities for our employees. These activities aimed to strengthen team spirit, improve interpersonal communication skills, and equip employees with stress management techniques applicable both during and after work, among other objectives. Employees participated in outdoor exercises, critical thinking challenges, and competitive games, and successfully achieved the intended outcomes. We remain committed to enhancing employee engagement to foster a more productive, harmonious, and positive workplace.



Sustainability Statement (Cont'd)

5.0 SOCIAL (CONT'D)

5.6 Local Communities (Cont'd)

Our Contribution to External Communities

Why is it important?

We are committed to conducting our business ethically, not only in our interactions with stakeholders but also by giving back to the community. We believe it is our responsibility to enhance the quality of life and create positive impacts in the communities where we operate.

Our Approach

As a socially responsible corporate citizen, we remain mindful of the needs of the local community and actively contribute to improving socio-economic conditions through initiatives such as internship placements, charitable contributions, and support for festival celebrations whenever possible.

Our Performance

In FYE 2025, we provided 39 internship placements for college and university students, offering them valuable opportunities for career exploration and development in the construction industry, as shown in the table below. Additionally, we extended permanent employment opportunities to those who completed their internships and exceeded our expectations.

Internship placements by Kitacon	FYE 2023	FYE 2024	FYE 2025
Total number of students under internship placement	33	11	39

Kitacon sets aside budget each year for charitable donation purpose. We donated funds to charitable organisations and education foundation and other causes, amounting to RM190,476 in FYE 2025.

Through our philanthropic efforts, we aim to enhance the accessibility of underprivileged communities to better education, clean water and sanitation, a peaceful and harmonious society, as well as improved healthcare services.

Donated funds to charitable organisational, education foundation and others	FYE 2023	FYE 2024	FYE 2025
Total funds donated (RM)	88,050	127,360	190,476
Total number of beneficiaries of the investment in communities	11	24	22



Sustainability Statement (Cont'd)

GRI CONTENT INDEX REFERENCE

GRI STANDARD	DISCLOSURE ITEM	DISCLOSURE DESCRIPTION	REFERENCE PAGES(S) IN ANNUAL REPORT
GRI 2: General Disclosures 2021			
1. The organisation and its reporting practice			
2-1	Organisation details	Introduction	2
2-2	Entities included in the organisation's sustainability reporting	Reporting Framework and Scope	24
2-3	Reporting period, frequency and contact point	Reporting Framework and Scope Feedback	24
2. The organisation and its reporting practice			
2-6	Activities, value chain and other business relationship	Management Discussion and Analysis section in the Annual Report	20-22
2-7	Employees	Diversity and Equal Opportunities	41-43
3. Governance			
2-9	Governance structure and composition	Sustainability Governance Structure	27
2-10	Nomination and selection of highest governance body	Sustainability Governance Structure	27
2-11	Chair of the highest governance body	Sustainability Governance Structure	27
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance Structure	27
2-13	Delegation of responsibility for managing impacts	Sustainability Governance Structure	27
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance Structure	27
2-16	Communication of critical concerns	Sustainability Governance Structure Corporate Governance Overview Statement	27 69
2-17	Collective knowledge of the highest governance body	Corporate Governance Overview Statement	61
2-19	Remuneration policies	Corporate Governance Overview Statement	65-66
2-20	Process to determine remuneration	Corporate Governance Overview Statement	65-66

Sustainability Statement (Cont'd)

GRI CONTENT INDEX REFERENCE (CONT'D)

GRI STANDARD	DISCLOSURE ITEM	DISCLOSURE DESCRIPTION	REFERENCE PAGES(S) IN ANNUAL REPORT
4. Strategy, policies and practices			
2-23	Policy commitments	Corporate Governance	29-31
2-24	Embedding policy commitments	Sustainability Governance Structure	27
2-25	Processes to remediate negative impacts	Corporate Governance Labour / Management Relations	29-31 44-45
2-26	Mechanism for seeking advice and raise concerns	Corporate Governance Labour / Management Relations	29-31 44-45
2-27	Compliance with laws and regulations	Corporate Governance Environmental Compliance Labour / Management Relations	29-31 33-34 44-45
5. Stakeholder engagement			
2-29	Approach to stakeholder engagement	Stakeholder Engagement	27-28
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Materiality Assessment	28-29
3-2	List of material topics	Materiality Assessment	28-29
3-3	Management of material topics	Governance Economy Environment Social	29-31 31-33 33-40 40-48
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	Procurement Practices	32-33
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	Corporate Governance	29-30
205-2	Communication and training about anti-corruption policies and procedures	Corporate Governance	29-30
205-3	Confirmed incidents of corruption and actions taken	Corporate Governance	29-30



Sustainability Statement (Cont'd)

GRI CONTENT INDEX REFERENCE (CONT'D)

GRI STANDARD	DISCLOSURE ITEM	DISCLOSURE DESCRIPTION	REFERENCE PAGES(S) IN ANNUAL REPORT
GRI 302: Energy 2016			
302-1	Energy consumption within the organization	Energy	34-37
302-3	Energy intensity	Energy	34-37
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource	Water Management	37-38
303-2	Management of water discharge-related impacts	Environmental Compliance Effluent	33-34 39-40
303-3	Water withdrawal	Water Management	37-38
303-4	Water discharge	Effluent	39-40
303-5	Water consumption	Water Management	37-38
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	Effluent and Waste	38-40
306-2	Management of significant waste-related impacts	Effluent and Waste	38-40
306-3	Waste generated	Effluent and Waste	38-40
306-4	Waste diverted from disposal	Effluent and Waste	38-40
306-5	Waste directed to disposal	Effluent and Waste	38-40
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	Employment	40-43
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Diversity and Equal Opportunity	41-43
401-3	Parental leave	Diversity and Equal Opportunity	41-43

Sustainability Statement (Cont'd)

GRI CONTENT INDEX REFERENCE (CONT'D)

GRI STANDARD	DISCLOSURE ITEM	DISCLOSURE DESCRIPTION	REFERENCE PAGES(S) IN ANNUAL REPORT
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Occupational, Safety and Health ("OSH")	45-47
403-2	Hazard identification, risk assessment, and incident investigation	Occupational, Safety and Health ("OSH")	45-47
403-3	Occupational health services	Occupational, Safety and Health ("OSH")	45-47
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational, Safety and Health ("OSH")	45-47
403-5	Worker training on occupational health and safety	Effluent and Waste Occupational, Safety and Health ("OSH")	38-40 45-47
403-6	Promotion of worker health	Occupational, Safety and Health ("OSH")	45-47
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational, Safety and Health ("OSH")	45-47
403-8	Workers covered by an occupational health and safety management system	Occupational, Safety and Health ("OSH")	45-47
403-9	Work-related injuries	Occupational, Safety and Health ("OSH")	45-47
403-10	Work-related ill health	Occupational, Safety and Health ("OSH")	45-47
GRI 404: Training and Education 2016			
404-2	Programs for upgrading employee skills and transition assistance programs	Training and Development	43-44



Sustainability Statement (Cont'd)

GRI CONTENT INDEX REFERENCE (CONT'D)

GRI STANDARD	DISCLOSURE ITEM	DISCLOSURE DESCRIPTION	REFERENCE PAGES(S) IN ANNUAL REPORT
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Diversity and Equal Opportunities	41-43
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	Local Communities	47-48
413-2	Operations with significant actual and potential negative impacts on local communities	Local Communities	47-48
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Corporate Governance	31

Sustainability Statement (Cont'd)

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FYE 31/12/2025

Kumpulan Kitacon Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Governance	Percentage of Management who have received training on anti-corruption by employee category	Percentage	50	-	No assurance
Governance	Percentage of Executive who have received training on anti-corruption by employee category	Percentage	17	-	No assurance
Governance	Percentage of Non-Executive who have received training on anti-corruption by employee category	Percentage	0	-	No assurance
Governance	Percentage of operations assessed for corruption-related risks	Percentage	30	-	No assurance
Governance	Confirmed incidents of corruption and action taken	Number	0	-	No assurance
Governance	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	-	No assurance
Economy	Proportion of spending on local suppliers	Percentage	100	-	No assurance
Environment	Total energy consumption	Megawatt	7215	-	No assurance
Environment	Scope 1 emissions in tonnes of CO2e	Metric tonnes	4,382	-	No assurance
Environment	Scope 2 emissions in tonnes of CO2e	Metric tonnes	985	-	No assurance
Environment	Scope 3 emissions in tonnes of CO2e	Metric tonnes	544	-	No assurance
Environment	Total volume of water used	Megalitres	308	-	No assurance
Environment	Total waste generated	Metric tonnes	33,687	-	No assurance
Environment	Total waste diverted from disposal	Metric tonnes	0	-	No assurance



Sustainability Statement (Cont'd)

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FYE 31/12/2025

Kumpulan Kitacon Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Environment	Total waste directed to disposal	Metric tonnes	33,687	-	No assurance
Social	Age Group - Management Under 30	Percentage	0	-	No assurance
Social	Age Group - Management Between 30 to 50	Percentage	37	-	No assurance
Social	Age Group - Management Above 50	Percentage	63	-	No assurance
Social	Age Group - Executive Under 30	Percentage	34	-	No assurance
Social	Age Group - Executive Between 30 to 50	Percentage	57	-	No assurance
Social	Age Group - Executive Above 50	Percentage	9	-	No assurance
Social	Age Group - Non-Executive Under 30	Percentage	34	-	No assurance
Social	Age Group - Non-Executive Between 30 to 50	Percentage	63	-	No assurance
Social	Age Group - Non-Executive Above 50	Percentage	3	-	No assurance
Social	Gender Group - Management Male	Percentage	50	-	No assurance
Social	Gender Group - Management Female	Percentage	50	-	No assurance
Social	Gender Group - Executive Male	Percentage	70	-	No assurance
Social	Gender Group - Executive Female	Percentage	30	-	No assurance
Social	Gender Group - Non-Executive Male	Percentage	91	-	No assurance
Social	Gender Group - Non-Executive Female	Percentage	9	-	No assurance
Social	Gender Group - Director Male	Percentage	63	-	No assurance

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Sustainability Statement (Cont'd)

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FYE 31/12/2025

Kumpulan Kitacon Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Social	Gender Group - Director Female	Percentage	37	-	No assurance
Social	Age Group - Director Under 30	Percentage	0	-	No assurance
Social	Age Group - Director Between 30 to 50	Percentage	37	-	No assurance
Social	Age Group - Director Above 50	Percentage	63	-	No assurance
Social	Total hours of training - Management	Hours	102	-	No assurance
Social	Total hours of training - Executive	Hours	2,163	-	No assurance
Social	Total hours of training - Non-Executive	Hours	660	-	No assurance
Social	Percentage of employees that are contractors or temporary staff	Percentage	2	-	No assurance
Social	Total number of employee turnover - Management	Number	0	-	No assurance
Social	Total number of employee turnover - Executive	Number	66	-	No assurance
Social	Total number of employee turnover - Non-Executive	Number	15	-	No assurance
Social	Number of substantiated complaints concerning human rights violations	Number	0	-	No assurance
Social	Number of work-related fatalities	Number	1	Zero case	No assurance
Social	Lost time incident rate ("LTIR")	Rate	0.02	-	No assurance
Social	Number of employees trained on health and safety standards	Number	103	-	No assurance



Kumpulan Kitacon Berhad

BMLR Transition Period

Date & Time: 2026-04-28_17:14:19
FYE: 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Social	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	190,476	-	No assurance
Social	Total number of beneficiaries of the investment in communities	Number	22	-	No assurance

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“the Board”) of Kumpulan Kitacon Berhad (“the Company”) is pleased to present the Corporate Governance (“CG”) Overview Statement of the Company for the financial year ended 31 December 2025 (“FYE2025”). The Board in leading the Company in its CG practices is guided by the principles as set out in the Malaysian Code on Corporate Governance 2021 (“MCCG”).

The CG Overview Statement is prepared in compliance with Paragraph 15.25(1) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the Corporate Governance Guide (4th edition) issued by Bursa Securities.

Details of the application of the MCCG disclosed in the Company’s CG Report which is available on the Company’s website at <https://www.kitacon.com.my> as well as via the Company’s announcement on the website of Bursa Securities.

The CG Overview Statement provides a summary of the Company’s CG practices during the FYE2025 with reference to the following 3 main principles, intended outcomes and practices of the MCCG, having considered the Company’s structure, processes, business environment and industry practices:

- Board leadership and effectiveness;
- Effective audit and risk management; and
- Integrity in corporate reporting and meaningful relationship with stakeholders.

This CG Overview Statement should also be read in conjunction with the other statements in the Annual Report 2025 (such as the Statement on Risk Management and Internal Control, the Audit and Risk Management Committee Report and the Sustainability Statement) as the application of certain governance enumerations may be more evidently expressed in the context of the respective statements.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I Board Responsibilities

1. Establishing clear roles and responsibilities of the Board

The Board assumes overall responsibility in leading the strategic direction, future expansion, CG, risk management, human resource planning and development, investments made by the Company and overseeing the proper conduct of business of the Group.

In ensuring clear leadership and governance structure, the Board has formalised a Board Charter, which sets out the roles and responsibilities of the Board, the roles of the Board Committees established to assist the Board in the discharge of its duties and the fiduciary duties of Directors.

The Board Charter is approved by the Board and is periodically reviewed to ensure its provisions remain relevant and reflect the needs of the Company as well as development in regulatory requirements. The Board Charter is available on the Company’s corporate website.

In order to ensure effective discharge of its stewardship role, the Board delegates some of its responsibilities to the Board Committees, namely the Audit and Risk Management Committee (“ARMC”), the Nomination Committee (“NC”), the Remuneration Committee (“RC”) and the ESOS Committee (“EC”) which operate within defined Terms of Reference (“TOR”). The Chairperson of the respective Board Committees report to the Board on key matters deliberated at the respective Board Committee meetings and make recommendations to the Board for final decisions, where necessary.

Although specific powers are delegated to the Board Committees, the Board keeps itself abreast of the key issues and/or decisions made by each Board Committee through reports made by its respective Chairpersons and the tabling of Board Committee Minutes of the applicable period for notation by the Board. The ultimate responsibility for decision making, however, lies with the Board.



Corporate Governance Overview Statement (Cont'd)

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

I Board Responsibilities (Cont'd)

2. Separation of positions of the Chairperson and Managing Director

The Board is headed by an Independent Non-Executive Chairperson who is responsible for the leadership, integrity, and effectiveness of the governance of the Board. The responsibilities of the Chairperson are set out in the Board Charter.

The Chairperson of the Board is not a member of the ARMC, NC, RC and EC of the Company and does not participate in any of the Board Committees' meetings.

There is a clear division of roles and responsibilities between the Chairperson and Managing Director in ensuring balance of power and authority in the Company. The Chairperson is responsible for leadership of the Board in ensuring the effectiveness of all aspects of its role whilst, the Managing Director is the conduit between the Board and Management in ensuring the success of the Governance and Management functions of the Company.

3. Company Secretaries

The Board has unrestricted access to the advice and services of the Company's two (2) Company Secretaries, who are qualified in accordance with the requirements of the Companies Act 2016 ("the Act") and are members of the Malaysian Institute of Chartered Secretaries and Administrators. The Company Secretaries are equipped with relevant experience and competence on statutory and regulatory requirements.

The Company Secretaries' responsibilities include advising the Board on governance matters, on top of assisting and advising the Board on statutory compliance with the Act and matters pertaining to the discharge of duties by the Board and Board Committees, based on their respective TOR. The Company Secretaries also regularly update the Board on developments on the areas of corporate governance and compliance with regulatory requirements, codes, guidance and legislations. The appointment and removal of the Company Secretaries or Secretaries of the Board Committees shall be the prerogative of the Board as a whole.

The Company Secretaries assist the Board in facilitating its Board procedures including Board meetings which are included in the Board Charter.

In order to discharge the Company Secretaries' role effectively, the Company Secretaries have been continuously attending the necessary training programmes and conferences so as to keep themselves abreast with the latest developments in corporate governance realm and changes in regulatory requirements that are relevant to their profession and enabling them to provide the necessary advisory role to the Board.

4. Access of Information and Advice

In ensuring the effective functioning of the Board, all Directors have individual and independent access to the advice and support services of the Company Secretaries, Internal Auditors and External Auditors and may seek advice from the Management on issues under their respective purview. The Board members have full and timely access to all information within the Group and the Board/Board Committees papers are distributed at least seven (7) days prior to the Board/Board Committees' Meetings to enable the Directors to obtain relevant information and have sufficient time to deliberate on the issues to be raised at the meetings to discharge their duties diligently.

The Board papers which include the agenda and reports cover amongst others, areas of strategic, financial, operational, and regulatory compliance matters that require the Board's approval.

Corporate Governance Overview Statement (Cont'd)

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

I Board Responsibilities (Cont'd)

4. Access of Information and Advice (Cont'd)

All proceedings of the Board meetings are duly minuted and circulated to all Directors for their perusal prior to the confirmation of the minutes by the Chairperson as a correct record. The Company Secretaries record the proceedings of all meetings including pertinent issues, the substance of inquiries, if any, and responses thereto, members' suggestion and the decisions made, as well as the rationale for those decisions. By doing so, the Company Secretaries keep the Board updated on the follow-up actions arising from the Board's decisions and/or requests at subsequent meetings. The Board is therefore able to perform its fiduciary duties and fulfil its oversight role towards instituting a culture of transparency and accountability in the Company.

5. Board Charter

The Board Charter adopted by the Board serves as a source of reference and primary guide to the Board as it sets out the role, functions, composition, operation, and processes of the Board. There is a schedule of matters specifically reserved for the Board's decision set out in the Board Charter.

The Board Charter delineates the duties and responsibilities of the Board, Board Committees and individual Directors, including the following matters that are solely reserved for the Board's decision:-

- (a) Conflict of interest issues relating to a substantial shareholder or a Director including approving related party transactions;
- (b) Material acquisitions and disposition of assets not in the ordinary course of business including significant capital expenditures;
- (c) Strategic investments, mergers and acquisitions and corporate exercises;
- (d) Limits of authority;
- (e) Treasury policies;
- (f) Risk management policies; and
- (g) Key human resource issues.

The Board Charter is available at the Company's website at <https://www.kitacon.com.my>.

6. Code of Ethics and Conduct

The Board has formalised a Code of Ethics and Conduct for the Directors and adheres to the Code of Conduct expected for Directors as set out in the Company's Directors' Code of Ethics promulgated by the Companies Commission of Malaysia which governs the underlying core ethical values and commitment to lay standards of integrity, transparency, accountability, and corporate social responsibility. The Code of Ethics and Conduct of Directors are available at the Company's website at <https://www.kitacon.com.my>.

7. Whistleblowing Policy

The Company has put in place a Whistleblowing Policy to strive to conduct its business relationships and dealings with the highest level of integrity and accountability and adopt zero-tolerance approach towards any misconduct that would jeopardise its good standing and reputation. This policy is intended to encourage and enable the Directors, employees and stakeholders of the Group to raise concerns about suspected and/or known malpractices, misconduct or wrongdoings. The Whistleblowing Policy is available at the Company's website at <https://www.kitacon.com.my>.



Corporate Governance Overview Statement (Cont'd)

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

I Board Responsibilities (Cont'd)

8. Anti-Bribery and Anti-Corruption Policy

The Company has adopted an Anti-Bribery and Anti-Corruption Policy ("ABAC Policy"), which is made available at the Company's website at <https://www.kitacon.com.my>.

The ABAC Policy leverages on the core principles of the Company as set out in the Company's Code of Ethics and Conduct. The ABAC Policy serves as a guideline on how to deal with Bribery and Corruption which may arise in the course of business.

II Board Composition

1. Board Composition and Balance

Currently, the Board has eight (8) members, comprising of four (4) Independent Non-Executive Directors, one (1) Non-Independent Non-Executive Director, one (1) Managing Director and two (2) Executive Directors. This complies with Paragraph 15.02 of the MMLR which requires at least two (2) or one-third (1/3) of the Board of the Company, whichever is higher, are Independent Directors. The composition of the Board is also in line with Practice 5.2 of MCGG 2021 with at least 50% of its composition are Independent Directors.

The Directors bring to the Board a diverse mix of skills and experience, including in the fields of engineering, project management, legal, etc. There are three (3) female Directors on the Board of Kitacon, which meet the target of having 30% women Directors.

A brief profile of each Director is presented in the Profile of Board of Directors section of the Annual Report 2025.

2. Board Independence

The Board recognises that the independence and objective judgement are crucial and imperative in decision making process. The Independent Non-Executive Directors play a significant role in providing unbiased and independent view, advice and judgement considering the interest of relevant stakeholders, including minority shareholders of the Group.

As to-date, the tenures of all the Independent Directors are less than nine (9) years of service. The Board will justify and seek annual shareholders' approval through a two-tier voting process in the event it retains an Independent Director who has served in that capacity for a cumulative period of more than nine (9) years.

3. Boardroom Diversity

The Board acknowledged the importance of boardroom diversity and recognises the importance of providing fair and equal opportunities and fostering diversity within the Group. The Group endeavours to have a balanced representation in terms of mixture of skills, knowledge and experience, background, expertise, age, gender, and ethnicity. The Board acknowledges the diverse Board as an essential element in maintaining competitive advantage in leveraging different perspective to various issues raised and quality decision making, which in return contribute to the development and sustainability of the Company.

At present, the Board has three (3) female Directors, which is 37.5% (i.e., more than 30%) of the Board. The Board, through its NC and RC will continue to consider gender diversity as part of its future selection of Board representation. The Board recognises that a diverse Board in the Group can offer greater depth and breadth of perspectives, and diversity in the Management Team which will lead to better collective decisions. The Board Diversity Policy is available at the Company's website at <https://www.kitacon.com.my>.

Corporate Governance Overview Statement (Cont'd)

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

II Board Composition (Cont'd)

4. Appointment of Directors

The NC and RC are entrusted to develop the policies and procedures in formalising the approach in the recruitment process and annual assessment of Directors, which serve as guides for the NC in discharging its duties in the aspects of nomination, evaluation, selection, and appointment process of new Directors.

The appointment of any additional Director is made as and when it is deemed necessary by the existing Board upon recommendation from the NC. All nominees and candidates to the Board are first considered by the NC taking into consideration, inter-alia, the competency, knowledge, expertise and experience, professionalism, integrity, time commitment of the candidates, including, where appropriate, the criteria on assessing the independence of candidates' appointment as Independent Non-Executive Directors.

In identifying candidates for appointment as Directors, the NC would use a variety of approaches and sources to ensure that it identifies the most suitable candidates and will not limit themselves by solely relying on the recommendations from existing Board members, Management, or major shareholders.

5. Retirement of Directors

In accordance with the Company's Constitution, at every annual general meeting, one-third (1/3) of the Directors who are subject to retirement by rotation for the time being or if their number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3) shall retire from office and be eligible for re-election, provided that all Directors shall retire from office once at least in every three (3) years. A retiring Director shall be eligible for re-election. A Director retiring at an AGM shall retain office until the conclusion of the AGM.

Any directors appointed by the Board to fill a casual vacancy or as an additional to the existing Board shall retire at the next AGM and shall be eligible for re-election but will not be taken into account in determining the Directors who are to retire by rotation at that meeting.

The NC had made recommendations to the Board on re-election of the Directors below, who are subjected to retirement by rotation pursuant to Clause 98 of the Company's Constitution at the 4th AGM:-

- 1) Mr. Tan Ah Kee
- 2) Ms. Chang Sua Yean
- 3) Pn. Nooriah Binti Hassan

6. Directors' Commitment

The Board meets on a quarterly basis with additional meetings convened where necessary to deal with urgent and important matters that require the attention of the Board. All pertinent issues discussed at the Board meetings in arriving at the decisions and conclusions are properly recorded by the Company Secretaries. The Board is satisfied with the level of commitment given by the Directors towards fulfilling their roles and responsibilities as Directors of the Company, as all of the Directors had attended all the Board Meetings during the financial year under review.



Corporate Governance Overview Statement (Cont'd)

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

II Board Composition (Cont'd)

6. Directors' Commitment (Cont'd)

The Board held five (5) meetings during the FYE2025. The details of the Directors' attendance at the Board and Board Committee meetings are set out below:-

Names	Board	ARMC	NC	RC
Ms. Qua Mu Im <i>Independent Non-Executive Chairperson</i>	5/5	–	–	–
Mr. Tah Ah Kee <i>Managing Director</i>	5/5	–	–	–
Mr. Goh Yin Huat <i>Chief Financial Officer</i>	5/5	–	–	–
Mr. Gam Boon Tin <i>Chief Operating Officer</i>	5/5	–	–	–
Mr. Teow Choo Hing <i>Non-Independent Non-Executive Director</i>	5/5	–	1/1	2/2
Mr. Low Chin Ann @ Han Chin Ann <i>Independent Non-Executive Director</i>	5/5	5/5	–	2/2
Ms. Chang Sua Yean <i>Independent Non-Executive Director</i>	5/5	5/5	1/1	2/2
Pn. Nooriah Binti Hassan <i>Independent Non-Executive Director</i>	5/5	5/5	1/1	–

7. Directors' Trainings

The Board acknowledges that continuous education is vital for the Board members to keep abreast with the latest developments in the industry and business environment as well as changes to statutory requirement and regulatory guidelines.

All Directors of the Company have attended the Mandatory Accreditation Programme including the Mandatory Accreditation Programme Part II as prescribed in the Listing Requirements. The Directors will continue to identify and attend other training courses to equip themselves effectively to discharge their duties as Directors on a continuous basis.

8. Board Committees

In discharging its fiduciary duties, the Board has delegated specific tasks to Board Committees. These Board Committees have the authority to examine issues and report to the Board on their proceedings and deliberations together with its recommendations. However, the ultimate responsibility for the final decision on all matters lies with the entire Board as a whole.

Corporate Governance Overview Statement (Cont'd)

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

II Board Composition (Cont'd)

8. Board Committees (Cont'd)

(a) Audit and Risk Management Committee ("ARMC")

The ARMC assists the Board in its oversight of the Company's financial statements and reporting in fulfilling its fiduciary responsibilities relating to the internal controls, financial and accounting records, and policies as well as financial reporting practices of the Group.

A copy of the TOR of the ARMC is available for viewing at the Company's website at <https://www.kitacon.com.my>.

The composition and activities of the ARMC during the financial year under review until to-date are set out in the ARMC Report.

(b) Nomination Committee ("NC")

The NC assists the Board in carrying out the annual assessment of the effectiveness of the Board as a whole, the Board Committees and the contribution or performance of each individual Director. The NC also assists the Board in assessing the level of independence of the Independent Directors annually.

The duties and responsibilities of the NC are set out in the TOR of the NC, which is published and available for viewing at the Company's website at <https://www.kitacon.com.my>.

The composition and activities of the NC during the financial year under review and after listing until to-date are set out in the NC Report.

(c) Remuneration Committee ("RC")

The Board is assisted by the RC which is responsible for making recommendations to the Board on remuneration arrangements for Directors and Key Senior Management. The RC has a TOR which is available on the Company's website at <https://www.kitacon.com.my>.

The Board, assisted by the RC, reviews the remuneration policy for the Directors and Key Senior Management of the Group. The remuneration policy of the Company provides that all Executive Directors and Key Senior Management are remunerated based on the Group and individual's performances, market conditions and their responsibilities, whilst the remuneration of the Non-Executive Directors is determined in accordance with their experiences, level of responsibilities assumed in the Board Committees, their attendances and/or special skills and expertise they bring to the Board.

The remuneration for each Director on a named basis, from the Company and from the Group respectively, broken down into each remuneration component, is published on the Company's corporate website.

(d) ESOS Committee ("EC")

The Board is assisted by the EC which is responsible for making recommendations to the Board on matters pertaining to the Company's Employee Share Option Scheme ("ESOS") criteria, allocation and arrangements in accordance with the Company's ESOS By-Laws. The EC has a TOR which is available on the Company's website at <https://www.kitacon.com.my>.



Corporate Governance Overview Statement (Cont'd)

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

II Board Composition (Cont'd)

9. Annual Assessment on effectiveness of the Board and Individual Directors

The NC has put in place a formal evaluation process to assess the effectiveness of the Board as a whole, the effectiveness of the Board Committees, contribution and performance of each Director and performance of Audit Committee members on an annual basis.

The evaluation process is led by the NC Chairperson, who is an Independent Non-Executive Director and supported by the Company Secretaries. The evaluation process is conducted via questionnaires to review the effectiveness of the Board and its Committees and based on self-review and peer assessment. The NC reviews the outcome of the assessment and reports to the Board, areas for improvement, and is also used as the basis of recommending relevant Directors for re-election at the AGM.

The NC reviews the effectiveness of the Board by considering the composition of the Board, time commitment, boardroom activities and the overall performance of the Board.

The NC undertakes annual assessment on the independence of Directors. When assessing independence, the NC focuses on whether the Independent Directors can bring independent and objective judgement and act in the best interest of the Group.

Upon its annual assessment conducted on effectiveness of the Board and Board Committees; character, experience, integrity, competence and time commitment of each Director and Managing Director, Chief Financial Officer and Chief Operating Officer; mix of skills and experience of the Board; level of independence of the Directors; and term of office and performance of the ARMC and each of its members, the NC had concluded that the Directors have discharged their duties more than satisfactory. The NC was also satisfied with the performance of the Board and Board Committees. As for the balance and composition of the Board, the NC concluded that the Directors have the appropriate mix of skills, experience, knowledge, and professional qualifications which will contribute positively to the Board Committees and the Board as a whole.

III Remuneration

The RC has established a Remuneration Policy for Directors and Key Senior Management which provides a guidance to determine the level of composition of remuneration of Directors and Key Senior Management to attract, retain and motivate the right candidates which consider the demands, complexities, and performance of the Group as well as skills and experience required. Level of remuneration should be sufficient to attract and retain the Directors and Key Senior Management needed to run the Group successfully.

The Remuneration Policy of Directors and Senior Management is available for reference at the Company's website at <https://www.kitacon.com.my>.

The remuneration of the Executive Directors is reviewed and recommended by the RC to the Board for approval. The Independent Non-Executive Directors are remunerated with Directors' fees are subject to shareholders' approval at the AGM annually in accordance with the Company's Constitution and Section 230(1) of the Companies Act 2016. Therefore, in terms of recommending the proposed Directors' fees, the RC takes into consideration the qualification, duty and responsibility, and contribution required from a Director in view of the Group's complexity, and also the market rate in the industry. The Board then collectively determines the remuneration for the Independent Non-Executive Directors based on the RC's recommendation. All Directors shall abstain from discussion and decisions on their own remuneration.

The Company also provides Directors' and Officers' Liability Insurance which may provide an indemnity to the fullest extent permitted by the Companies Act 2016 and against any liability incurred by them in the discharge of their duties while holding office as Directors and Officers.

Corporate Governance Overview Statement (Cont'd)

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

III Remuneration (Cont'd)

In regards to the remuneration of the Senior Management's remuneration, the Company notes that such disclosure may give rise to recruitment and talent retention challenges. Hence, the Company has departed from Practice 8.2 and not adopted the Step-Up Practice 8.3 of the MCGG which requires disclosure of the remuneration of the top five (5) Senior Management personnel on a named basis in bands of RM50,000 as the Board is of the view that such information, if disclosed, raises personal security concerns on the part of the Senior Management personnel and could result in employee poaching by competitors.

Detailed information on the Directors' remuneration for the FYE2025 on a named basis are disclosed under Practice 8.1 of the CG Report.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I ARMC

1. Composition

The ARMC is responsible for assisting the Board in fulfilling its statutory and fiduciary responsibilities of monitoring the Group's management of its financial risk processes, accounting, and financial reporting practices, ensuring the efficacy of the Group's system of internal control and in maintaining oversight of both the internal and external audit functions.

The ARMC comprises three (3) members, all of whom are Independent Non-Executive Directors. The ARMC Chairperson, Mr. Low Chin Ann @ Han Chin Ann, is an Independent Non-Executive Director and is not the Chairperson of the Board. He is also a member of the Malaysian Institute of Accountants ("MIA"). Ms. Chang Sua Yean and Pn. Nooriah Binti Hassan both are the Independent Non-Executive Directors.

The independence, objectivity, and integrity of the members of the ARMC are the key requirements which the Board of the Company recognises as essential for an effective and independent ARMC. None of the members of the ARMC is a former key audit partner. The ARMC has instituted a policy by way of inclusion in the TOR of the ARMC that requires a former key audit partner to observe a cooling-off year of at least three (3) years before being appointed as a member of the ARMC.

2. Financial Reporting

The Board is responsible for keeping proper accounting records, which discloses with reasonable accuracy at any time the financial position of the Group and ensures that the financial statements of the Group comply with the Companies Act 2016 and applicable approved financial reporting standards in Malaysia.

The ARMC assists the Board in discharging its fiduciary duties by ensuring that the audited financial statements and quarterly financial reports are prepared in accordance with the Malaysian Financial Reporting Standards and Main Market Listing Requirements of Bursa Securities. In presenting the annual audited financial statements and quarterly announcements of results to shareholders, the Board aims to present a balance and fair assessment of the Company's financial position and prospects. The ARMC reviews the Company's quarterly financial results and annual audited financial statements to ensure accuracy adequacy and completeness prior to presentation to the Board for its approval.



Corporate Governance Overview Statement

(Cont'd)

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

I ARMC (Cont'd)

3. Suitability and Independence of External Auditors

The Board maintains a good professional relationship with the external auditors through the ARMC in discussing with them their audit plans, audit findings and financial statements. The ARMC invites the External Auditors at least twice a year to discuss their findings and audited financial statements of the Group. In addition, the ARMC also met with the External Auditors during the FYE2025 without the presence of the Executive Directors, Managing Director, and Key Senior Management of the Company.

The ARMC is responsible for the recommendation on the appointment and re-appointment of the Company's External Auditors and the audit fees. The ARMC carried out an assessment of the performance and suitability of the External Auditors based on the quality of services, sufficiency of resources, communication and interaction and independence and objectivity.

Crowe Malaysia PLT, the External Auditors of the Company have confirmed to the ARMC that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the independence criteria set out by the Malaysian Institute of Accountants.

The ARMC is satisfied with the suitability and independence of Crowe Malaysia PLT based on the quality and competency of services delivered, sufficiency of the firm and professional staff assigned to the annual audit as well as the non-audit services performed.

Details of the audit and non-audit fees paid or payable to the Group and the Company's External Auditors, Crowe Malaysia PLT for the FYE2025 are set out as below:

Type of fees	The Company (RM)	The Group (RM)
Audit fees	50,000	145,000
Non-Audit fees ⁽¹⁾	10,000	10,000
Total	60,000	155,000

⁽¹⁾ The non-audit fees of the Company were incurred mainly for the annual review of the Statement on Risk Management and Internal Control.

II Risk Management and Internal Control Framework

1. Risk Management and Internal Controls

The ARMC assists the Board on the Group's risk management matters, including overseeing the overall effectiveness of the risk management framework, the adequacy and effectiveness of internal controls, and reviewing the Group's risks including in the areas of cybersecurity, anti-corruption, and business contingency planning matter. Management implements risk management strategies based on the risk appetite approved by the Board and reports regularly to the ARMC.

The Board reviews the adequacy and operating effectiveness of the Group's risk management and internal control framework on an annual basis, based on, amongst others, the audit activities overseen by the ARMC, the assurance from the Managing Director and the Executive Directors' responsible for the Company's financial affairs, and input from other parties and processes. Details of the features of the Group's risk management and internal control framework and the Board's commentary on its adequacy and effectiveness are disclosed in the Statement on Risk Management and Internal Control.

Corporate Governance Overview Statement (Cont'd)

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

II Risk Management and Internal Control Framework (Cont'd)

1. Risk Management and Internal Controls (Cont'd)

The Board acknowledges that the internal control system is devised to cater for needs of the Company and risk management is to provide reasonable assurance against material misstatements or loss.

The Statement on Risk Management and Internal Control as set out in the Annual Report 2025 provides an overview of the state of risk management and internal controls within the Group.

2. Internal Audit Function

The Board acknowledges the significance of a sound system of risk management and internal control to manage the overall risk exposure of the Group.

The Group has an internal audit function which is outsourced to Resolve IR Sdn Bhd during the FYE2025.

Details on the person responsible for the internal audit are set out below:-

Name of Internal Auditors	:	Mr. Choo Seng Choon
Qualification	:	He is a Chartered Member of the Institute of Internal Auditors Malaysia, a Chartered Accountant of the Malaysian Institute of Accountants, a Certified Public Accountant of the Malaysian Institute of Certified Public Accountants and a Fellow Member of the Association of Chartered Certified Accountants (UK). He is also a Certified Internal Auditor.
Independence	:	Does not have any family relationship with any director and/or major shareholder of the Company.
Public Sanction or penalty	:	Has no convictions for any offences within the past five (5) years, other than traffic offences, if any and has not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year.

The ARMC meets regularly to review the risks identified, discuss on mitigation actions in place and report to the Board on a quarterly basis. Details of the internal audit function are set out in the Statement on Risk Management and Internal Control and the ARMC Report.

The Board affirms its overall responsibility with established and clear functional responsibilities and accountabilities which are carried out and monitored by the ARMC. The adequacy and effectiveness of the internal controls and risk management framework were reviewed by the ARMC.



Corporate Governance Overview Statement (Cont'd)

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

I Communication with Stakeholders

The Group recognises the value of transparent, consistent, and coherent communications with the investment community consistent with commercial confidentiality and regulatory considerations.

The Board has established a dedicated section for corporate information on the Company's website at <https://www.kitacon.com.my>, where information on the Company's announcements and financial information may be accessed. It also contains all announcements made to Bursa Securities as well as the contact details of a designated person to address any queries.

It has always been the Company's practice to maintain good relationship with its shareholders. Major corporate developments and happenings in the Group have always been duly and promptly announced to all shareholders, in line with Bursa Securities' objectives of ensuring transparency and good corporate governance practices.

The Group's financial performance, major corporate developments and other relevant information are promptly disseminated to shareholders and investors via announcements of its quarterly results, Annual Report, corporate announcements to Bursa Securities and press conferences.

II Conduct of General Meetings

The general meetings ("AGM/EGM") serve as an important and effective platform for our Directors and Key Senior Management to communicate with our shareholders. Shareholders will be given the opportunity to seek clarification on any issue on the resolutions being proposed as well as the matter relating to the performance, developments and future direction of our Group.

In line with good corporate governance practice, the notice of the 4th AGM together with the Annual Report 2025 is issued to shareholders more than 28 days from the AGM to allow sufficient time for the shareholders to go through the Annual Report 2025 and consider the proposed resolutions to be tabled at the AGM.

The Notice of AGM was also accompanied by explanatory notes which provides further explanation on each resolution proposed to facilitate informed decision-making by the shareholders. Barring unforeseen circumstances, all our Directors as well as the Chairperson shall be present at the forthcoming AGM of our Company to enable our shareholders to raise questions and concerns directly to those responsible.

This CG Overview Statement was approved by the Board of Directors of the Company on 28 April 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

OBJECTIVES

The principal objectives of the Audit and Risk Management Committee (“ARMC”) is to assist the Board of Directors (“the Board”) in fulfilling its statutory and fiduciary responsibilities relating to the financial reporting process, internal controls, risk management of Kumpulan Kitacon Berhad and its subsidiary (collectively “the Group”).

COMPOSITION OF THE ARMC

The ARMC consists of three (3) members, all of whom are Independent Non-Executive Directors, who are qualified individuals with the required skills and expertise to discharge the ARMC’s functions and duties. Each Committee member satisfies the independence requirements contained in the Listing Requirements of Bursa Securities.

The composition of the ARMC are as follows:

Names	Designation	Directorship
Mr. Low Chin Ann @ Han Chin Ann	Chairperson	Independent Non-Executive Director
Ms. Chang Sua Yean	Member	Independent Non-Executive Director
Puan Nooriah Binti Hassan	Member	Independent Non-Executive Director

This meets the requirements of Paragraph 15.09 of the Listing Requirements of Bursa Securities and Step-Up Practice 9.4 under Principle B of the Malaysian Code on Corporate Governance 2021 (“MCCG”).

The Chairperson of the ARMC, Mr. Low Chin Ann @ Han Chin Ann is a member and Fellow Member of the Association of Chartered Certified Accountants (“ACCA”) since 2005 and 2010 respectively, and a member of the Malaysian Institute of Accountants (“MIA”). He is not the Chairperson of the Board. In this respect, the Company complies with Practice 9.1 under Principle B of the MCCG.

TERMS OF REFERENCE OF THE ARMC

The ARMC is guided by its Terms of Reference (“TOR”), which is available on the Company’s website at www.kitacon.com.my. The TOR shall be assessed, reviewed and updated when necessary.

MEETINGS AND ATTENDANCE

During the financial year ended 31 December 2025 (“FYE2025”), the ARMC convened a total of five (5) meetings.

The details of attendance of each member of the ARMC were as follows:

Names	Designation	Attendance
Mr. Low Chin Ann @ Han Chin Ann	Chairperson	5/5
Ms. Chang Sua Yean	Member	5/5
Puan Nooriah Binti Hassan	Member	5/5

Minutes of each ARMC Meeting were recorded by the Company Secretary and tabled for confirmation and adoption at the next ARMC Meeting and subsequently presented to the Board for notation. The Chairperson of the ARMC shall report on each meeting to the Board.

The External Auditors, Internal Auditors, Chief Operating Officer and Chief Financial Officer have attended the ARMC Meetings at the ARMC’s invitation to facilitate direct communication and to provide clarification on audit issues, area of concerns, business risks, and operational matters as well as to brief the ARMC on specific issues arising from the internal audit report in respect of the internal controls of the Group and recommendations to mitigate risks exposures of the Group. The ARMC shall meet at least twice a year with the External Auditors without the Executive Directors and Management being present.



Audit And Risk Management Committee Report (Cont'd)

SUMMARY OF ACTIVITIES OF THE ARMC

The ARMC carried out its duties and responsibilities in accordance with its TOR.

The following summarises the works carried out by the ARMC:

1. Financial Reporting

- Reviewed the Group's unaudited quarterly results prior to recommending it to the Board for approval and releasing it to Bursa Securities.
- Reviewed the Group's audited financial statements for FYE2025 prior to recommending it to the Board for consideration and approval, to ensure that statements and disclosures presented the true and fair view of the Group's financial performance in accordance with the Malaysian Financial Reporting Standard as well as the applicable disclosure provisions of Listing Requirements of Bursa Securities.
- Received and reviewed regular updates from the Management on the status and implication of major accounting policies and financial reporting standards of the Group. There were no new or revised MFRS in FYE2025 that had a material effect on the financial performance or position of the Group.

2. External Auditors

- Reviewed the external audit plan with the External Auditors, audit strategy and scope of works.
- Reviewed the competency, efficiency and independence of External Auditors prior to recommending them to the Board for approval on the reappointment of the External Auditors and their audit fees of the Group.
- Reviewed and discussed with the External Auditors on the audit planning memorandum covering the audit objectives and approach, audit plan, key audit areas and relevant technical pronouncements and accounting standards issued by MASB and regulating the requirements applicable to the Group; and the processes and controls in place to ensure effective and efficient financial reporting and disclosures under the financial reporting standards.
- Reviewed and approved the non-audit services provided by the External Auditors and/or its network firms to the Group for the financial year, including the nature of the non-audit services, fee of the non-audit services, individually and in aggregate, relative to the external audit fees and safeguards deployed to eliminate or reduce the threat to objectivity and independence in the conduct of the external audit resulting from the non-audit services provided.
- Held private sessions on 28 April 2025 and 25 November 2025 with the External Auditors without the presence of the Management personnel (including the Managing Director and Executive Directors) during which the External Auditors provided its comments on the assistance and cooperation provided by the employees of the Group during audit.

3. Internal Audit Function

- Reviewed and approved the appointment of Resolve IR Sdn Bhd ("Resolve IR") as the outsourced Internal Auditors of the Group, considering, amongst others, its independence, resources, competency and qualification and internal audit fee.
- Reviewed and approved the risk based internal audit plan for FYE2026 to FYE2028 presented by Resolve IR, considering amongst others, the adequacy of scope and coverage, the Group's risk profile and reporting timeline.
- Reviewed and approved the FYE2025 internal audit reports and recommendations made by Resolve IR and the corresponding corrective actions taken by the Management including follow-up reviews to ensure satisfactory actions have been taken to address previously reported internal audit findings.

Audit And Risk Management Committee Report (Cont'd)

SUMMARY OF ACTIVITIES OF THE ARMC (CONT'D)

4. Risk Management & Internal Control

- Reviewed the risk profile of the Group (including risk registers) and the Risk Management team's plans to mitigate business risks as identified from time to time.
- Reviewed the functions related to Risk Management and report directly to the Board.

5. Related Party Transaction

- Reviewed details of the Group's related party transactions (including recurrent related party transactions) based on the Company's Related Party Transaction Policy and recommended to the Board.
- Reviewed related party transactions (including recurrent related party transactions) during each quarter of the financial year, ensuring they are at arm's length basis, are based on normal commercial terms not more favourable to the related party than those generally available to third parties, are not determined to minority shareholders, and are in the best interest of the Group.

6. Conflict of Interest

- Reviewed the disclosure of any actual or potential Conflict of Interest ("COI") based on the COI policy which outlined how the Group identifies and manages COI to avoid any conflict or potential conflict between personal interests of the Directors/key senior management and the Group's interest. The Directors and key senior management of the Group were required to submit their COI Declaration Form on a yearly basis and any COI were to be reported to the ARMC for review and to ensure that actual or potential COI are identified, resolved, mitigated and/or eliminated effectively.

SUMMARY OF THE WORKS OF THE INTERNAL AUDIT FUNCTIONS

The Group recognised that the internal audit function is an independent and objective assurance activity designed to add value and improve the operations of the Group. The internal audit function for our Group has been outsourced to a professional service firm, Resolve IR who conducts an independent review of our Group's key processes and control systems. Our Board had via the ARMC evaluated their effectiveness by reviewing the results of the work done in ARMC meetings.

The team from Resolve IR is led by Mr. Choo Seng Choon ("Mr. Choo"). Mr. Choo is a Certified Internal Auditor and Chartered Member of the Institute of Internal Auditors Malaysia ("IIA"). He is a Fellow Member of the Association of Chartered Certified Accountants (UK), a Chartered Accountant of the Malaysian Institute of Accountants and a Certified Public Accountant of the Malaysian Institute of Certified Public Accountants. Mr. Choo has a diverse professional experience in internal audits, risk management, and corporate governance advisory.

The number of staff deployed for the internal audit reviews is ranging from 3 to 4 staffs per visit. The staff involved in the internal audit reviews possesses professional qualifications and/or a university degree. Certain staff are members of the Institute of Internal Auditors Malaysia. The internal audit staff on the engagement are free from any relationships or conflict of interest, which could impair their objectivity and independence. The internal audit was conducted using a risk-based approach and was guided by the International Professional Practice Framework ("IPPF").

The Internal Auditor reports directly to the ARMC and is independent of the activities it audits. The objective of the internal audit is to assist the ARMC by independently assessing and evaluating the adequacy and effectiveness of the internal controls system and is the primary responsibility of the Management which includes the on-going monitoring of its implementation and continuing improvement in responding to the risks involved.



Audit And Risk Management Committee Report (Cont'd)

SUMMARY OF THE WORKS OF THE INTERNAL AUDIT FUNCTIONS (CONT'D)

The primary responsibility of the Internal Auditor is to provide the services under the Term of Reference:

- a) To prepare a risk-based internal audit strategy document;
- b) To perform two (2) cycles of risk-based internal audit per annum based on the internal audit strategy document as approved by the ARMC for FYE2025; and
- c) To conduct follow-up assessment on implementation status of prior internal audit recommendations.

The Internal Auditor had attended two (2) ARMC meetings during the financial year. The functional areas and operating processes reviewed by the Internal Auditors were as follows:

- Project Management;
- Health, Safety and Environment;
- Human Resources Management; and
- Foreign Worker Management.

The results of the audit reviews and the recommendations for improvement were discussed with Senior Management and subsequently presented to the ARMC at their scheduled meetings. In addition, follow-up visits were also conducted to ascertain the status of implementation of agreed management action plans. The results of the follow-up reviews were also reported to the ARMC. Based on the results of the internal audits conducted, none of the weaknesses noted have resulted in any material losses, contingencies or uncertainties that would require a separate disclosure in this annual report.

The total professional fees paid for the outsourcing of internal audit function for the year ended 31 December 2025 amounted to RM38,000 (excluding disbursement costs).

This report was approved by the Board of Directors on 28 April 2026.

NOMINATION COMMITTEE REPORT

The Nomination Committee (“NC”) is responsible for the managing and oversight of recruitment, evaluation and retention of the Board and the Board committees.

The NC comprises of the following members, who are a majority of Independent Non-Executive Directors:-

Names	Designation	Directorship
Pn. Nooriah Binti Hassan	Chairperson	Independent Non-Executive Director
Mr. Teow Choo Hing	Member	Non-Independent Non-Executive Director
Ms. Chang Sua Yean	Member	Independent Non-Executive Director

TERMS OF REFERENCE OF THE NC

The NC is guided by its Terms of Reference (“TOR”), which is available on the Company’s website at www.kitacon.com.my. The TOR shall be assessed, reviewed and updated when necessary.

MEETINGS AND ATTENDANCE

During the financial year ended 31 December 2025 (“FYE2025”), the NC convened one (1) meeting on 20 February 2025.

The details of attendance of each member of the NC were as follows:-

Names	Designation	Attendance (For FYE2025)
Pn. Nooriah Binti Hassan	Chairperson	1/1
Mr. Teow Choo Hing	Member	1/1
Ms. Chang Sua Yean	Member	1/1

Minutes of the NC was recorded by the Company Secretary and tabled for confirmation and adoption at the next NC Meeting and subsequently presented to the Board for notation.

SUMMARY OF ACTIVITIES OF THE NC

The NC carried out the following works in discharging its functions and duties during the FYE2025, which are in line with its responsibilities as set out in its TOR:-

- (i) Considered and recommended to the Board for the re-election of the three (3) Directors who retire by rotation pursuant to Clause 98; and
- (ii) Assessed the annual effectiveness of the Board and individual Directors.

The NC upon its annual assessment carried out was satisfied that the Directors have discharged their duties more than satisfactorily. The NC was also satisfied with the performance of the Board and the Board committees.

This report was approved by the Board of Directors on 28 April 2026.



STATEMENT OF RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors (“the Board”) of Kumpulan Kitacon Berhad (“KITACON”) is pleased to present its Statement on Risk Management and Internal Control (“Statement”) which outlines the nature and scope of risk management and internal control system of KITACON and its subsidiary (“the Group”) for the financial year ended 31 December 2025. This Statement has been prepared pursuant to Rule 15.26(b) of the Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the Malaysian Code on Corporate Governance 2021, as guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers (“the Guidelines”).

BOARD RESPONSIBILITIES

The Board acknowledges its responsibility and reaffirms its commitments for maintaining an effective internal control and risk management systems within the group, including reviewing their adequacy and effectiveness, in order to protect shareholders’ interest and the Group’s assets.

In view of the limitations that are inherent in any internal control and risk management system, the Board recognises that such system is designed to manage rather than eliminate the risk of failure to achieve the Group’s business objectives and strategies. Accordingly, it can only provide reasonable but not absolute assurance against material misstatement, loss or fraud.

RISK MANAGEMENT

The Board is assisted by the Audit and Risk Management Committee (“ARMC”) to provide an oversight on the Group’s risk management process by identifying and assessing risks, and making recommendations to monitor, evaluate, manage and mitigate such risks throughout the Group, especially on key risks areas such as business and strategic risks, financial risks, operational risks and regulatory or compliance risk.

The Group’s risk management framework is guided by the principles set out in ISO31000 - Risk Management which outlines the risk governance and structure, risk management policies, risk management process and integration of risk management into significant activities and functions.

The Group has a robust risk management process for timely identification, assessment of identified risks, development of relevant risk action plans and continuous monitoring of key risks associated with functions, processes and activities to enable the Group to minimise losses and optimise opportunities.

During the financial year under review, an annual risk assessment on 14 July 2025 was undertaken with key senior management to update the Group’s risk profiles for the Group in terms of the controls and the risk ratings for each risk. All risks identified were individually assessed and ranked, having regard to the impact of the identified risk, likelihood or frequency of risk occurring, and effectiveness of the internal control systems currently in place to manage these key risks. Risk management activities are reported to the ARMC to keep the ARMC informed and advised of key risks and risk trends.

INTERNAL AUDIT FUNCTION

The Group has outsourced its internal audit function to an independent professional service provider, Resolve IR Sdn. Bhd., which reports directly to the ARMC by independently reviewing the adequacy and effectiveness of the internal control system established by the Management. Further details of the Internal Audit Function are set out in ARMC Report on page 72 of this Annual Report.

Statement Of Risk Management And Internal Control (Cont'd)

OTHER KEY ELEMENTS OF RISK MANAGEMENT AND INTERNAL CONTROL

The other key elements of the Group's internal control system include:-

- i) Well-defined management organisation structure on the management responsibilities and hierarchical structure for directing, planning, executing, controlling and monitoring the business operations;
- ii) Clearly defined terms of reference, authorities and responsibilities of the ARMC, Nomination Committee, Remuneration Committee and ESOS Committee;
- iii) Quarterly financial results were presented to the ARMC and Board for approval;
- iv) The establishment and implementation of the Anti-Bribery and Anti-Corruption Policy, Code of Conduct and Ethics, and Whistleblowing Policy;
- v) Clearly documented operational processes as set out in the Quality Management System, Occupational Health and Safety Management System and Environmental Management System;
- vi) Employee handbook outlines the employment terms and conditions, including compensation, leaves, benefits and other matters related to their employment; and
- vii) The Management meetings were held every two months to identify, discuss and resolve key operational and management issues.

REVIEW THE STATEMENT BY EXTERNAL AUDITORS

The external auditors have reviewed this Statement on Risk Management and Internal Control for the inclusion in the Annual Report of the Group for the financial year ended 31 December 2025, in compliance with the Rule 15.23 of the Listing Requirements of Bursa Securities. Their review was conducted in accordance with Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised), Assurance Engagement other than Audits or Reviews of Historical Financial Information, and with Audit and Assurance Practice Guide 3 ("AAPG 3"), Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control, issued by the Malaysian Institute of Accountants ("MIA"). AAPG 3 does not require the External Auditors to consider whether this Statement 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.

Based on the review by the External Auditor, nothing has come to their attention that causes them to believe that this Statement is not prepared, in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Controls: Guidelines for Directors of Listed Issuers, nor is factually inaccurate.

CONCLUSION

The Board had received assurance from the Managing Director and the Chief Financial Officer that the internal control and risk management system of the Group are adequate and operating effectively, in all materials aspects. This review was supported by, among others, internal audit reviews performed based on the approved internal audit plan, periodic risk assessments conducted by management and regular reporting on key risk and control measures.

The Board is of the view that the internal control and risk management system is satisfactory and has no material internal control failures nor have any of the reported weaknesses resulted in material losses or contingencies during the financial year under review.

The Board is committed towards maintaining a sound internal control system and an effective risk management throughout the Group and reaffirms its commitment to continuously review and where necessary, enhance further the risk management and internal control systems.

This statement was approved by the Board of Directors on 28 April 2026.



ADDITIONAL COMPLIANCE INFORMATION

1. UTILISATION OF PROCEEDS RAISED FROM PUBLIC ISSUE (“IPO PROCEEDS”)

The status of the utilisation of the IPO Proceeds as at 31 December 2025 is as follows:-

Details of Use of Proceeds	Proposed Utilisation RM'000	Actual Utilisation RM'000	Deviation ⁽¹⁾ RM'000	Balance Unutilised RM'000	Estimated time frame for use of proceeds from the Listing date)
Purchase of construction equipment					
- Aluminium formwork systems	18,000	(18,000)	-	-	Within 36 months
- Scaffoldings and cabins	6,000	(6,000)	-	-	Within 36 months
Purchase of land and construction of warehouse building for leasing purpose ⁽²⁾	20,000	(12,237)	-	7,763	Within 60 months ⁽²⁾
Working capital	3,280	(3,328)	48	-	Within 24 months
Estimated listing expenses	4,460	(4,412)	(48)	-	Within 1 month
Total	51,740	(43,977)	-	7,763	

⁽¹⁾ The actual listing expenses are lower than the estimated amount, hence the excess of approximately RM48,000 was re-allocated for working capital purpose.

⁽²⁾ Obtained shareholders' approval in the 3rd AGM on the proposed variation. Please refer to Circular to Shareholders dated 30 April 2025 for further information.

2. AUDIT AND NON-AUDIT FEES

Details of the audit and non-audit fees paid or payable to the Company's External Auditors, Crowe Malaysia PLT, during the financial year ended 31 December 2025 are set out as below:

Type of fees	The Company (RM)	The Group (RM)
Audit fees	50,000	145,000
Non-audit fees ⁽³⁾	10,000	10,000
Total	60,000	155,000

⁽³⁾ The non-audit fees of the Company were incurred mainly for the annual review of the Statement of Risk Management and Internal Control.

3. EMPLOYEES' SHARE OPTION SCHEME (“ESOS”)

Upon Listing, the Company has established an ESOS which involves the granting of ESOS Options to the eligible Directors and employees of the Group who fulfil the conditions of eligibility as stipulated in the By-Laws.

The Company has implemented the ESOS to its employees on 2 January 2025. The ESOS is granted to the employees of the Company based on the criteria as set out in the By-Laws and approved by the ESOS Committee.

The Company also implemented the ESOS to its Executive Directors and persons connected on 1 July 2025 after shareholders' approved the granting of ESOS to the Executive Directors and persons connected at the 3rd AGM held on 24 June 2025.

The ESOS options granted on 2 January 2025 and 1 July 2025 shall expire on 31 December 2028 and have an exercise price of RM0.68.

Additional Compliance Information

(Cont'd)

3. EMPLOYEES' SHARE OPTION SCHEME ("ESOS") (CONT'D)

Information in relation to ESOS are illustrated in the tables below:

i) Total number of options granted, exercised and outstanding/unexercised

	Since commencement of ESOS	During FYE 2025
Total number of options granted	42,780,000	42,780,000
Total number of options exercised	340,000	340,000
Total number of options forfeited	1,420,000	1,420,000
Total number of options outstanding/unexercised	41,020,000	41,020,000

ii) Total number of options granted and exercised during the financial year

Category of Participants	Grant date	No. of Participants	No. of options granted during FYE 2025	Percentage
Directors	1 July 2025	3	14,000,000	33%
Senior Management ⁽⁴⁾	1 July 2025	1	1,500,000	4%
Senior Management	2 January 2025	4	7,000,000	16%
Other eligible employees ⁽⁴⁾	1 July 2025	1	750,000	2%
Other eligible employees	2 January 2025	133	19,530,000	45%

⁽⁴⁾ A person who is connected to a director of the Company

Category of Participants	Exercise price (RM)	No. of Participants	No. of options exercised during FYE 2025	Percentage
Directors	0.68	–	–	–
Senior Management	0.68	–	–	–
Other eligible employees	0.68	2	340,000	100%

iii) Total number of options outstanding/unexercised at the beginning and at the end of the financial year

Category of Participants	No. of options outstanding/unexercised	
	1 January 2025	31 December 2025
Directors	–	14,000,000
Senior Management	–	8,500,000
Other eligible employees	–	18,520,000



Additional Compliance Information (Cont'd)

3. EMPLOYEES' SHARE OPTION SCHEME ("ESOS") (CONT'D)

iv) Options granted to Directors and Senior Management

	Since commencement of ESOS	During FYE 2025
Actual percentage granted	52.59%	52.59%

The maximum allocation of ESOS options to Directors and Senior Management shall not exceed seventy percent (70%) in accordance with the ESOS By-Laws.

There was no ESOS option offered to the Non-Executive Directors of the Company pursuant to the ESOS in respect of the FYE 2025.

4. MATERIAL CONTRACTS

There were no material contracts entered into by the Company and its subsidiary involving the interests of the Directors or Major Shareholders of the Company, either still subsisting at the end of the financial year.

5. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING IN NATURE ("RRPT")

The Company was given the shareholders' mandate to enter into recurrent related party transactions for the provision of construction services with related parties ("Recurrent Transactions") at the 3rd Annual General Meeting held on 24 June 2025.

The details of the Proposed Shareholders' Mandate for RRPT to be entered by the Group with the related parties ("Proposed Shareholders' Mandate") are disclosed in the Circular to Shareholders dated 30 April 2026 together with this Annual Report 2025.

The recurrent related party transactions of a revenue or trading nature of the Group conducted pursuant to the shareholders' mandate during the financial year ended 31 December 2025 are disclosed in Note 27 to the financial statements.

6. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

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

(a) Group Total Income and Total Assets

Total Income	Group	
	2025 (RM)	2024 (RM)
Revenue	803,315,662	949,623,121
Other income	8,799,461	3,131,117
Interest income	977,805	1,231,991
Total	813,092,928	953,986,229
Total Assets	775,088,953	676,719,860

Additional Compliance Information

(Cont'd)

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

(b) Business Activities

Shariah Non-Compliant Activities	Group	
	2025 (RM)	2024 (RM)
Gain on disposal of short-term investments	9,329	–
Interest income	534,748	867,127
Insurance income	–	373,485
Total	544,077	1,240,612

(c) Component of Financial Position

(i) Cash Component

Islamic Account/Instruments	Group	
	2025 (RM)	2024 (RM)
Cash in hand	333,705	335,401
Short-term investments	198,071,254	124,942,342
Cash and bank balances (exclude cash in hand)	19,854,025	11,333,152
Total Cash	218,258,984	136,610,895

Conventional Account/Instruments	Group	
	2025 (RM)	2024 (RM)
Cash and bank balances (exclude cash in hand)	19,426,490	27,036,179
Short-term investments	–	2,313,073
Term deposits with licensed banks	–	4,432,258
Total Cash	19,426,490	33,781,510

(ii) Debt Component

Islamic Financing	Group	
	2025 (RM)	2024 (RM)
Current	–	–
Non-Current	–	–
Total Financing	–	–

Conventional Borrowing	Group	
	2025 (RM)	2024 (RM)
Current		
Bills payable	10,115,000	–
Non-Current	–	–
Total Financing	10,115,000	–



STATEMENT OF **DIRECTORS' RESPONSIBILITIES**

The Directors are required to prepare the financial statements for each financial year in accordance with the Malaysian Financial Reporting Standards ("MFRS") and the provisions of the Companies Act 2016 in Malaysia.

The Directors are responsible to ensure that financial statements of the Group and of the Company give a true and fair view of the financial position of the Group and of the Company as at the financial year and of the financial performance and cash flows for the financial year. In preparing the financial statements, the Directors have:-

- Adopted appropriate accounting policies in accordance with applicable approved accounting standards and ensured that the accounting standards have been followed and applied consistently;
- Made judgements and estimates that are reasonable and prudent; and
- Prepared the financial statements on going-concern basis.

The Directors also have the general responsibility to keep the accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy to ensure compliance with the provisions of the Companies Act 2016 as well as take reasonable steps to safeguard assets of the Group and of the Company to prevent and detect fraud and other irregularities.

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DIRECTORS' REPORT

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

PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding.

The information on the name, place of incorporation, principal activities, and percentage of issued share capital held by the holding company in the subsidiary company are set out in the "Subsidiary" section of this report.

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

RESULTS

	The Group RM	The Company RM
Profit for the financial year	51,495,723	16,468,952

DIVIDENDS

Dividends paid or declared by the Company since 31 December 2024 are as follows:-

	RM
Ordinary Shares	
<u>In respect of the financial year ended 31 December 2024</u>	
A third interim dividend of 1 sen per ordinary share, paid on 27 March 2025	5,003,000
<u>In respect of the financial year ended 31 December 2025</u>	
A first interim dividend of 1 sen per ordinary share, paid on 10 October 2025	5,003,400
A second interim dividend of 1 sen per ordinary share, paid on 22 December 2025	5,003,400
	15,009,800

On 24 February 2026, the Company declared a third interim single tier dividend of 1 sen per ordinary share amounting to RM5,003,400 in respect of the financial year ended 31 December 2025, to shareholders whose names appeared in the record of depositors on 11 March 2026. The financial statements for the current financial year do not reflect this interim dividend. Such dividend will be accounted for in equity as an appropriation of retained profits in the financial year ending 31 December 2026.

RESERVES AND PROVISIONS

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

Directors' Report

(Cont'd)

ISSUE OF SHARES AND DEBENTURES

During the financial year:-

- (a) the Company increased its issued and paid-up share capital from RM235,374,436 to RM235,625,424 by way of issuance of 340,000 new ordinary shares from the exercise of options under the Company's Employee Share Option Scheme at an exercise price as disclosed in the Company's Employee Share Option Scheme below which amounted to RM231,200; and
- (b) there were no issues of debentures by the Company.

OPTIONS GRANTED OVER UNISSUED SHARES

During the financial year, no options were granted by the Company to any person to take up any unissued shares in the Company except for the share options granted pursuant to the Company's Employee Share Option Scheme below.

EMPLOYEE SHARE OPTION SCHEME

The Employee Share Option Scheme of the Company ("ESOS") is governed by the ESOS By-Laws and was approved by shareholders on 11 November 2022. The ESOS is to be in force for a period of 10 years effective from 17 January 2023. The salient features of the ESOS are as follows:-

- (a) Eligible persons are employees and/or directors of the Group, who have been confirmed in the employment of the Group and have served for at least 1 year before the date of the offer.
- (b) The maximum number of new ordinary shares of the Company, which may be available under the scheme, shall not exceed in aggregate 15%, or any such amount or percentage as may be permitted by the relevant authorities of the issued and paid-up share capital of the Company at any one time during the existence of the ESOS.
- (c) The option price shall be determined by the ESOS Committee based on the 5-day weighted average market price of ordinary shares of the Company immediately preceding the offer date of the option, with a discount of not more than 10%.
- (d) The option may be exercised by the grantee by notice in writing to the Company in the prescribed form during the option period in respect of all or any part of the new ordinary shares of the Company comprised in the ESOS.
- (e) All new ordinary shares issued upon exercise of the options granted under the ESOS will rank pari passu in all respects with the existing ordinary shares of the Company, provided always that new ordinary shares so allotted and issued, will not be entitled to any dividends, rights, allotments and/or other distributions declared, where the entitlement date of which is prior to date of allotment and issuance of the new ordinary shares.

On 2 January 2025 and 1 July 2025, the Company granted 42,780,000 share options under the ESOS plan and subject to the terms and conditions of the By-Laws.

The options offered for the subscription of unissued ordinary shares, the exercise price and the number of share options exercisable as at end of the reporting period are as follows:-

Grant Date	Expiry Date	Exercise Price RM	Number of Options under ESOS ('000)					Exercisable	
			At 1.1.2025	Granted	Exercised	Forfeited	At 31.12.2025	At 31.12.2025	
02.01.2025	31.12.2028	0.68	–	26,530	(340)	(1,420)	24,770	9,908	
01.07.2025	31.12.2028	0.68	–	16,250	–	–	16,250	6,500	



BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that all known bad debts had been written off and that no allowance for impairment losses on receivables is required.

At the date of this report, the directors are not aware of any circumstances that would require the further writing off of bad debts, or the additional allowance for impairment losses on receivables in the financial statements of the Group and of the Company.

CURRENT ASSETS

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

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

VALUATION METHODS

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

CONTINGENT AND OTHER LIABILITIES

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

- (a) any charge on the assets of the Group and of the Company that has arisen since the end of the financial year which secures the liabilities of any other person; or
- (b) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

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

CHANGE OF CIRCUMSTANCES

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

ITEMS OF AN UNUSUAL NATURE

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

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

Directors' Report

(Cont'd)

DIRECTORS

The names of directors of the Company who served during the financial year and up to the date of this report are as follows:-

Tan Ah Kee
Teow Choo Hing
Qua Mu Im
Gam Boon Tin
Goh Yin Huat
Low Chin Ann @ Han Chin Ann
Chang Sua Yean
Nooriah Binti Hassan

The names of directors of the Company's subsidiary who served during the financial year and up to the date of this report are as follows:-

Tan Ah Kee
Teow Choo Hing (Resigned on 1 March 2026)
Gam Boon Tin
Chooi Kuen Wah (Appointed on 1 March 2026)

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors holding office at the end of the financial year in shares and options over unissued shares of the Company and its related corporations during the financial year are as follows:-

Name of Director	Number of Ordinary Shares			At 31.12.2025
	At 1.1.2025	Bought	Sold	
<i>Direct Interests</i>				
Tan Ah Kee	41,846,900	–	–	41,846,900
Teow Choo Hing	70,564,600	–	(10,529,000)	60,035,600
Qua Mu Im	368,000	–	–	368,000
Gam Boon Tin	1,000,000	–	–	1,000,000
Goh Yin Huat	400,000	–	–	400,000
Low Chin Ann @ Han Chin Ann	75,000	–	–	75,000
Chang Sua Yean	50,000	–	–	50,000
Nooriah Binti Hassan	50,000	–	–	50,000
<i>Indirect Interests</i>				
Tan Ah Kee ⁽¹⁾	184,820,500	915,000	–	185,735,500
Teow Choo Hing ⁽²⁾	–	5,000,000	–	5,000,000
Low Chin Ann @ Han Chin Ann ⁽³⁾	15,000	–	–	15,000

⁽¹⁾ Deemed interested by virtue of his direct substantial shareholdings in Suan Neo Capital Sdn. Bhd. and Lembah Reka Sdn. Bhd.

⁽²⁾ Deemed interested by virtue of his spouse's shareholding in the Company.

⁽³⁾ Deemed interested by virtue of his son's shareholding in the Company.



Directors' Report

(Cont'd)

DIRECTORS' INTERESTS (CONT'D)

According to the register of directors' shareholdings, the interests of directors holding office at the end of the financial year in shares and options over unissued shares of the Company and its related corporations during the financial year are as follows :- (Cont'd)

Name of Director	Number of Options under ESOS			At 31.12.2025
	At 1.1.2025	Granted	Exercised	
<i>Direct Interests</i>				
Tan Ah Kee	–	4,000,000	–	4,000,000
Gam Boon Tin	–	6,000,000	–	6,000,000
Goh Yin Huat	–	4,000,000	–	4,000,000

By virtue of his shareholdings in the Company, Tan Ah Kee is deemed to have interests in shares in its subsidiary during the financial year to the extent of the Company's interests, in accordance with Section 8 of the Companies Act 2016.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" section of this report) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except for any benefits which may be deemed to arise from the following transactions:-

	The Group 2025 RM	The Company 2025 RM
Progress billings raised on contract services provided to related parties ^(a)	4,348,536	–

^(a) *Being companies in which certain directors of the Company have substantial financial interests.*

Neither during nor at the end of the financial year was the Group and the Company a party to any arrangements whose object is to enable the directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate other than the share options granted to certain directors pursuant to the ESOS of the Company.

DIRECTORS' REMUNERATION

The details of the directors' remuneration paid or payable to the directors of the Company during the financial year are as follows:-

	From the Company RM	From the Subsidiary RM
Fees	288,000	360,000
Salaries, bonuses and allowances	32,000	9,947,699
Defined contribution plans	–	1,192,323
Share option expenses	–	908,320
	320,000	12,408,342

The estimated monetary value of benefits-in-kind provided by the Group to the directors of the Company was RM115,631 (2024 - RM43,250).

Directors' Report

(Cont'd)

INDEMNITY AND INSURANCE COST

The Company maintains a Directors' and Officers' Liability Insurance Policy on a group basis. During the financial year, the amount of indemnity coverage and insurance premium paid for the directors and certain officers of the Group were RM5,000,000 and RM22,690 respectively.

SUBSIDIARY

(a) The details of the Company's subsidiary are as follows:-

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025 %	2024 %	
Kitacon Sdn. Bhd. ("KSB")	Malaysia	100	100	Provision of construction services and trading of construction materials

(b) The available auditors' report on the financial statements of the subsidiary did not contain any qualification.

AUDITORS

The auditors, Crowe Malaysia PLT, have expressed their willingness to continue in office. The details of the auditors' remuneration for the financial year are as follows:-

	The Group RM	The Company RM
Audit fee	145,000	50,000
Non-audit fees	10,000	10,000
	155,000	60,000

**SIGNED IN ACCORDANCE WITH A RESOLUTION OF THE DIRECTORS
DATED 28 APRIL 2026**

Tan Ah Kee

Gam Boon Tin



STATEMENT BY **DIRECTORS**

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

We, Tan Ah Kee and Gam Boon Tin, being two of the directors of Kumpulan Kitacon Berhad, state that, in the opinion of the directors, the financial statements set out on pages 94 to 129 are drawn up in accordance with Malaysian Financial Reporting 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 of 31 December 2025 and of their financial performance and cash flows for the financial year ended on that date.

**SIGNED IN ACCORDANCE WITH A RESOLUTION OF THE DIRECTORS
DATED 28 APRIL 2026**

Tan Ah Kee

Gam Boon Tin

STATUTORY **DECLARATION**

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

I, Goh Yin Huat, (MIA Membership Number: 28791), being the director primarily responsible for the financial management of Kumpulan Kitacon Berhad, do solemnly and sincerely declare that the financial statements set out on pages 94 to 129 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned
Goh Yin Huat, at Klang
in the State of Selangor Darul Ehsan
on this 28 April 2026

Goh Yin Huat

Before me

INDEPENDENT AUDITORS' REPORT

To the members of Kumpulan Kitacon Berhad

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Kumpulan Kitacon Berhad, which comprise the statements of financial position of the Group and of the Company as at 31 December 2025, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 94 to 129.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting 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 opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code") as applicable to audit of financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matters	How our audit addressed the key audit matters
<p><u>Revenue and profit recognition from construction contracts (Refer to Notes 2.10, 3 and 20 to the financial statements)</u></p> <p>The recognition of revenue on contracts is based on the percentage of completion method. The determination of the construction progress requires the management to exercise significant judgement in estimating the total costs to complete the contracts.</p> <p>Changes in judgement and the related estimates throughout a contract period could result in a material variance in the revenue and profits recognised on contracts to date and in the current year.</p> <p>The key judgements over construction contract accounting arise from the following areas:</p> <ul style="list-style-type: none"> • Estimated costs to complete the contracts; and • The ability to deliver the contract within the contractual timelines and whether there is any exposure to liquidated and ascertained damages. 	<p>Our audit procedures included, among others:</p> <ul style="list-style-type: none"> • Reviewing the group policy on revenue recognition in order to ascertain that the revenue recognition policy meets the requirements of MFRS 15 <i>Revenue from Contracts with Customers</i>; • Assessing the design and implementation of key controls over revenue recognition; • Checking the estimated costs to complete to supporting documentation such as approved budgets, contracts and variation orders with sub-contractors; • Comparing budgeted costs to actual results to assess the reasonableness of assumptions used in the budgeted costs; • Performing verification on the actual progress billings issued and actual costs incurred for the financial year; and • Evaluating the merits of extension of time application submitted to the contract customers to assess the exposure to liquidated and ascertained damages by inspecting relevant correspondences, including on-going negotiations with contract customers and contract terms.



Independent Auditors' Report (Cont'd)

Key Audit Matters (Cont'd)

Key audit matters	How our audit addressed the key audit matters
<p><u>Impairment of receivables (Refer to Notes 3 and 9 to the financial statements)</u></p> <p>The Group carries significant receivables and is subject to major credit risk exposure. The Group recognises loss allowance for expected credit losses on receivables based on an assessment of credit risk. Such assessment involves judgements and estimation uncertainty in analysing information about past events, current conditions and forecast of future economic conditions.</p>	<p>Our audit procedures included, among others:</p> <ul style="list-style-type: none"> • Obtaining an understanding of: <ul style="list-style-type: none"> • the Group's control over the receivable collection process; • how the Group identifies and assesses the impairment of receivables; and • how the Group makes the accounting estimates for impairment. • Reviewing the ageing analysis and past due status of receivables and testing the reliability thereof; • Reviewing the subsequent cash collections for major receivables and overdue amounts; • Making inquiries of management regarding the action plans to recover overdue amounts; • Comparing and challenging management's view on the recoverability of overdue amounts to historical patterns of collections; • Reviewing the computation of historical observed default rates and adjustment for forward-looking estimates used to develop the provision matrix for expected credit losses assessment; and • Evaluating the reasonableness and adequacy of the resulting loss allowance recognised.

There are no key audit matters to report for the Company.

Information Other than the Financial Statements and Auditors' Report Thereon

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, 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.

Independent Auditors' Report

(Cont'd)

Responsibilities of the Directors for the Financial Statements (Cont'd)

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 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.
- 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 and 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 and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for 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.



Independent Auditors' Report (Cont'd)

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

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

Other Matters

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

Crowe Malaysia PLT

201906000005 (LLP0018817-LCA) & AF 1018
Chartered Accountants

Shah Alam

28 April 2026

Cheah Siong Hon

03538/11/2026 J
Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

As At 31 December 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
ASSETS					
NON-CURRENT ASSETS					
Investment in a subsidiary	4	–	–	227,939,895	224,401,459
Equipment	5	30,269,797	33,995,672	–	–
Investment properties	6	22,109,813	6,959,220	–	–
Right-of-use assets	7	2,259,477	2,100,606	54,291	27,147
Investment in club membership, at cost		85,003	85,003	–	–
Deferred tax assets	8	8,434,000	4,086,000	–	–
		63,158,090	47,226,501	227,994,186	224,428,606
CURRENT ASSETS					
Receivables	9	218,463,952	191,197,734	20,500	20,500
Prepayments		–	5,603	–	960
Contract costs	10	1,134,692	916,365	–	–
Contract assets	11	254,643,194	266,976,921	–	–
Current tax assets		3,551	4,331	3,551	4,331
Short-term investments	12	198,071,254	127,255,415	7,410,172	10,521,850
Cash and cash equivalents	13	39,614,220	43,136,990	6,940,122	2,135,286
		711,930,863	629,493,359	14,374,345	12,682,927
TOTAL ASSETS		775,088,953	676,719,860	242,368,531	237,111,533

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



Statements of Financial Position

(Cont'd)

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
EQUITY AND LIABILITIES					
EQUITY					
Share capital	14	235,625,424	235,374,436	235,625,424	235,374,436
Merger deficit	15	(154,401,459)	(154,401,459)	–	–
Employee share option reserve	16	3,385,033	–	3,385,033	–
Retained profits		290,473,179	253,853,641	3,236,123	1,643,356
TOTAL EQUITY		375,082,177	334,826,618	242,246,580	237,017,792
NON-CURRENT LIABILITIES					
Lease liabilities	17	182,510	–	27,588	–
Deferred tax liability	8	2,548,000	2,816,000	–	–
		2,730,510	2,816,000	27,588	–
CURRENT LIABILITIES					
Payables	18	382,343,476	336,918,824	67,660	66,152
Lease liabilities	17	176,648	182,512	26,703	27,589
Bills payable	19	10,115,000	–	–	–
Current tax liabilities		4,641,142	1,975,906	–	–
		397,276,266	339,077,242	94,363	93,741
TOTAL LIABILITIES		400,006,776	341,893,242	121,951	93,741
TOTAL EQUITY AND LIABILITIES		775,088,953	676,719,860	242,368,531	237,111,533

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

STATEMENTS OF COMPREHENSIVE INCOME

For The Financial Year Ended 31 December 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Revenue	20	803,315,662	949,623,121	16,800,000	16,800,000
Cost of sales		(680,048,482)	(828,507,344)	–	–
Gross profit		123,267,180	121,115,777	16,800,000	16,800,000
Other income		9,777,266	4,363,108	410,882	366,923
Administrative and other operating expenses		(64,994,637)	(54,930,462)	(736,458)	(751,006)
Finance costs		(453,997)	(354,106)	(491)	(1,378)
Profit before taxation	21	67,595,812	70,194,317	16,473,933	16,414,539
Income tax expense	23	(16,100,089)	(17,417,283)	(4,981)	(901)
Profit for the financial year		51,495,723	52,777,034	16,468,952	16,413,638
Other comprehensive income for the financial year		–	–	–	–
Total comprehensive income for the financial year		51,495,723	52,777,034	16,468,952	16,413,638
Earnings per share					
- Basic (sen)	24	10.29	10.56	–	–
- Diluted (sen)	24	10.27	10.56	–	–

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



STATEMENTS OF CHANGES IN EQUITY

For The Financial Year Ended 31 December 2025

The Group	Note	Non-distributable			Distributable		Total equity RM
		Share capital RM	Merger deficit RM	Employee share option reserve RM	Retained profits RM		
Balance at 1.1.2024		235,374,436	(154,401,459)	–	216,076,607	297,049,584	
Profit (representing total comprehensive income) for the financial year		–	–	–	52,777,034	52,777,034	
Dividends	25	–	–	–	(15,000,000)	(15,000,000)	
<hr/>							
Balance at 31.12.2024/ 1.1.2025		235,374,436	(154,401,459)	–	253,853,641	334,826,618	
Profit (representing total comprehensive income) for the financial year		–	–	–	51,495,723	51,495,723	
Share options to employees		–	–	3,538,436	–	3,538,436	
Employees' share option exercised		250,988	–	(19,788)	–	231,200	
Employees' share option forfeited		–	–	(133,615)	133,615	–	
Dividends	25	–	–	–	(15,009,800)	(15,009,800)	
Total transactions with owners		250,988	–	3,385,033	(14,876,185)	(11,240,164)	
<hr/>							
Balance at 31.12.2025		235,625,424	(154,401,459)	3,385,033	290,473,179	375,082,177	

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

Statements of Changes in Equity
(Cont'd)

The Company	Note	Non-distributable		Distributable	Total equity RM
		Share capital RM	Employee share option reserve RM	Retained profits RM	
Balance at 1.1.2024		235,374,436	–	229,718	235,604,154
Profit (representing total comprehensive income) for the financial year		–	–	16,413,638	16,413,638
Dividends	25	–	–	(15,000,000)	(15,000,000)
Balance at 31.12.2024/1.1.2025		235,374,436	–	1,643,356	237,017,792
Profit (representing total comprehensive income) for the financial year		–	–	16,468,952	16,468,952
Share options to employees		–	3,538,436	–	3,538,436
Employees' share option exercised		250,988	(19,788)	–	231,200
Employees' share option forfeited		–	(133,615)	133,615	–
Dividends	25	–	–	(15,009,800)	(15,009,800)
Total transactions with owners		250,988	3,385,033	(14,876,185)	(11,240,164)
Balance at 31.12.2025		235,625,424	3,385,033	3,236,123	242,246,580

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



STATEMENTS OF CASH FLOWS

For The Financial Year Ended 31 December 2025

Note	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM/(FOR)				
OPERATING ACTIVITIES				
Profit before taxation	67,595,812	70,194,317	16,473,933	16,414,539
Adjustments for:-				
Depreciation of equipment	11,212,946	10,010,644	-	-
Depreciation of investment properties	97,629	97,041	-	-
Depreciation of right-of-use assets	200,287	193,125	27,147	27,144
Bad debts written off	41,500	-	-	-
Interest expense for financial liabilities measured at amortised cost	450,749	345,410	-	-
Interest expense of lease liabilities	3,248	8,696	491	1,378
Share options to employees	3,538,436	-	-	-
Dividend income	-	-	(16,800,000)	(16,800,000)
Fair value gain on financial instruments mandatorily measured at fair value through profit or loss	(5,330,114)	(2,007,055)	(378,667)	(343,322)
Gain on modification of leases	-	(2,203)	-	-
Gain on disposal of equipment	(130,293)	(213,667)	-	-
Gain on disposal of short-term investments	(9,329)	(1,979)	-	-
Interest income	(977,805)	(1,231,991)	(32,073)	(23,601)
Operating profit/(loss) before working capital changes	76,693,066	77,392,338	(709,169)	(723,862)
Changes in:-				
Contract assets	12,333,727	(9,622,008)	-	-
Contract costs	(218,327)	3,405,438	-	-
Receivables and prepayments	(27,302,115)	(24,836,723)	960	(16,960)
Payables	45,424,652	76,424,038	1,508	9,470
Cash from/(for) operations	106,931,003	122,763,083	(706,701)	(731,352)
Interest paid	(453,997)	(354,106)	(491)	(1,378)
Tax paid	(18,050,073)	(15,785,981)	(4,201)	(8,982)
Net cash from/(for) operating activities	88,426,933	106,622,996	(711,393)	(741,712)
CASH FLOWS (FOR)/FROM				
INVESTING ACTIVITIES				
Dividend received	-	-	16,800,000	16,800,000
Interest received	977,805	1,231,991	32,073	23,601
Purchase of equipment	(7,487,078)	(11,306,693)	-	-
Purchase of investment properties	(15,248,222)	(1,983,327)	-	-
Purchase of short-term investments	(150,890,697)	(145,335,443)	(1,509,655)	(10,464)
Proceeds from disposal of short-term investments	85,414,301	48,046,873	5,000,000	-
Proceeds from disposal of equipment	130,300	253,076	-	-
Net cash (for)/from investing activities	(87,103,591)	(109,093,523)	20,322,418	16,813,137
Balance carried forward	1,323,342	(2,470,527)	19,611,025	16,071,425

Statements of Cash Flows
(Cont'd)

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Balance brought forward		1,323,342	(2,470,527)	19,611,025	16,071,425
CASH FLOWS (FOR)/FROM FINANCING ACTIVITIES					
Dividends paid		(15,009,800)	(15,000,000)	(15,009,800)	(15,000,000)
Drawdown/(Repayment) of bills payable		10,115,000	(5,256,000)	–	–
Net proceeds from issuance of ordinary shares	14	231,200	–	231,200	–
Repayment of lease liabilities	26	(182,512)	(246,717)	(27,589)	(26,702)
Net cash for financing activities		(4,846,112)	(20,502,717)	(14,806,189)	(15,026,702)
Net (decrease)/increase in cash and cash equivalents		(3,522,770)	(22,973,244)	4,804,836	1,044,723
Cash and cash equivalents brought forward		43,136,990	66,110,234	2,135,286	1,090,563
Cash and cash equivalents carried forward	13	39,614,220	43,136,990	6,940,122	2,135,286

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



NOTES TO THE FINANCIAL STATEMENTS

For The Financial Year Ended 31 December 2025

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and listed on the Main Board of Bursa Malaysia Securities Berhad. The registered office and principal place of business are as follows:-

Registered office	:	52A, Lebuhr Enggang 41150 Klang Selangor Darul Ehsan
Principal place of business	:	24, Jalan Rengas Taman Selatan 41200 Klang Selangor Darul Ehsan

These financial statements comprise both separate and consolidated financial statements. The financial statements of the Company are separate financial statements, while the financial statements of the Group are consolidated financial statements that include those of the Company and its subsidiary as of the end of the reporting period. The Company and its subsidiary are collectively referred to as “the Group”.

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiary is set out in Note 4 to the financial statements.

The financial statements of the Company and of the Group are presented in Ringgit Malaysia (“RM”), which is the Company’s functional and presentation currency.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 28 April 2026.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of Preparation of Financial Statements

The financial statements of the Group and of the Company are prepared under the historical cost convention and modified to include other bases of valuation as disclosed in other sections under material accounting policy information, and in compliance with Malaysian Financial Reporting Standards (“MFRSs”), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

During the current financial year, the Group and of the Company have adopted the following new accounting standards and/or interpretations (including the consequential amendments, if any):-

MFRSs and/or IC Interpretations (Including The Consequential Amendments)

Amendments to MFRS 121: Lack of Exchangeability

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) did not have any material impact on the financial statements of the Group and of the Company.

Notes to the Financial Statements

(Cont'd)

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**2.1 Basis of Preparation of Financial Statements (Cont'd)**

The Group and the Company have not applied in advance the following accounting standards and/or interpretations (including the consequential amendments, if any) that have been issued by the Malaysian Accounting Standards Board (MASB) but are not yet effective for the current financial year:-

MFRSs and/or IC Interpretations (Including The Consequential Amendments)	Effective Date
MFRS 18: Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 9 and MFRS 7: 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
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred
Amendments to MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121: Translation to a Hyperinflationary Presentation Currency	1 January 2027
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) is expected to have no material impact on the financial statements of the Group and of the Company upon their initial application.

2.2 Basis of Consolidation

The Group applies the acquisition method of accounting for all business combinations except for those involving entities under common control which are accounted for applying the merger method of accounting.

Under the merger method of accounting, the assets and liabilities of the merger entities are reflected in the financial statements of the Group at their carrying amounts reported in the individual financial statements. The consolidated statement of comprehensive income reflects the results of the merger entities for the full reporting period (irrespective of when the combination takes place) and comparatives are presented as if the entities had always been combined since the date for which the entities had come under common control.

The difference between the cost of the merger and the share capital of the merger entities is reflected within equity as merger reserve or merger deficit, as appropriate.

2.3 Equipment

Equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any.

Depreciation on equipment is calculated using the straight-line method to allocate their depreciable amounts over the estimated useful lives. The principal annual depreciation rates are:-

Furniture, fittings and office equipment	20%
Motor vehicles	20%
Tools and equipment/Cabins	20%
Renovation	20%
Aluminium formwork	20%
Scaffolding	20%



Notes to the Financial Statements

(Cont'd)

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.3 Equipment (Cont'd)

The residual value, useful life and depreciation method of an asset are reviewed at least at the end of each reporting period and any changes in expectations from previous estimates are accounted for prospectively as changes in accounting estimates.

2.4 Investment Properties

Investment properties are initially measured at cost. Subsequent to the initial recognition, the investment properties are stated at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land is not depreciated. Depreciation on other investment properties is calculated using the straight-line method to allocate the depreciable amounts over the estimated useful lives. The principal annual depreciation and rates is:-

Buildings	2%
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Property under construction namely capital work-in-progress is not depreciated until such time when the asset is available for use.

2.5 Investment in a Subsidiary

Investment in a subsidiary which are eliminated on consolidation, are stated in the financial statements of the Company at cost less impairment losses, if any.

2.6 Investment in Club Membership

Investment in club membership is stated at cost less impairment losses, if any.

2.7 Financial Assets

(i) Amortised Cost

The financial assets are initially measured at fair value plus transaction costs except for trade receivables without significant financing component which are measured at transaction price only. Subsequent to the initial recognition, all financial assets are measured at amortised cost less any impairment losses.

(ii) Fair Value Through Profit or Loss

The financial assets are initially measured at fair value. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest and dividend income.

2.8 Financial Liabilities

Amortised Cost

The financial liabilities are initially measured at fair value less transaction costs. Subsequent to the initial recognition, the financial liabilities are measured at amortised cost.

Notes to the Financial Statements

(Cont'd)

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.9 Right-of-use-Assets and Lease Liabilities

(a) Right-of-use-Assets

Right-of-use assets are initially measured at cost. Subsequent to the initial recognition, the right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.

The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term.

(b) Lease Liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, the lease liabilities are measured at amortised cost and adjusted for any lease reassessment or modifications.

2.10 Revenue from Contracts with Customers

The Group and the Company recognise revenue (by applying the following steps) to depict the transfer of promised goods or services to customers at the transaction price.

- (i) Step 1: Identify contract - A contract is an agreement between two or more parties that creates enforceable rights and obligations.
- (ii) Step 2: Identify performance obligations - Each promise to transfer distinct goods or services is identified as a performance obligation and accounted for separately.
- (iii) Step 3: Determine transaction price - The transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. It is adjusted for the effects of variable consideration (e.g. discounts, rebates, incentives or penalties), significant financing component, non-cash consideration and consideration payable to customer.
- (iv) Step 4: Allocate transaction price to performance obligations - The transaction price is allocated to each performance obligation on the basis of the relative (estimated) stand-alone selling prices of each distinct good or service promised in the contract.
- (v) Step 5: Recognise revenue - Revenue is recognised when (or as) the entity satisfies a performance obligation by transferring a promised good or service to a customer (which is when the customer obtains control of that good or service). Revenue is recognised either over time or at a point in time depending on the timing of transfer of control.

Construction Contracts

The Group determines that the transfer of control of promised services generally coincides with the Group's performance as the performance creates or enhances an asset that the customer controls as the asset is created or enhanced. The revenue from construction services is recognised over time based on percentage of completion method.

Dividend Income

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



Notes to the Financial Statements

(Cont'd)

3. JUDGEMENTS AND ESTIMATION UNCERTAINTY

Judgements Made in Applying Accounting Policies

In the process of applying the accounting policies of the Group and the Company, management is not aware of any judgements, apart from those involving estimations, that can significantly affect the amounts recognised in the financial statements.

Sources of Estimation Uncertainty

The key assumptions about the future, and other major sources of estimation uncertainty at the end of the reporting period, that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:-

Construction contracts

The Group considers the effects of variable consideration in determining the transaction price of a performance obligation satisfied over time, and recognises revenue accordingly by measuring the progress towards complete satisfaction of the performance obligation. These procedures involve judgements and estimation uncertainty in predicting the outcome of the performance obligation based on past experience, work of experts and continuous monitoring mechanism. Any changes in these accounting estimates will affect the carrying amount of contract assets (Note 11).

Impairment of contract assets and receivables

The Group and the Company recognise loss allowance for expected credit losses on contract assets and receivables based on an assessment of credit risk. Such assessment involves judgements and estimation uncertainty in analysing information about past events, current conditions and forecasts of future economic conditions. Any changes in these accounting estimates will affect the carrying amounts of contract assets (Note 11) and receivables (Note 9).

4. INVESTMENT IN A SUBSIDIARY

	The Company	
	2025	2024
	RM	RM
Unquoted shares, at cost	224,401,459	224,401,459
Share options granted to employees of a subsidiary	3,538,436	-
	227,939,895	224,401,459

The details of the subsidiary are as follows:-

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025	2024	
		%	%	
Kitacon Sdn. Bhd. ("KSB")	Malaysia	100	100	Provision of construction services and trading of construction materials

Notes to the Financial Statements

(Cont'd)

5. EQUIPMENT

The Group	At 1.1.2025 RM	Additions RM	Disposal RM	Depreciation RM	At 31.12.2025 RM
<u>Carrying Amount</u>					
Furniture, fittings and office equipment	661,865	241,799	–	(239,713)	663,951
Motor vehicles	4,246,284	2,947,486	(7)	(1,460,421)	5,733,342
Tools and equipment/Cabins	2,433,471	226,920		(813,116)	1,847,275
Renovation	104,406	134,000	–	(36,400)	202,006
Aluminium formwork	21,897,154	3,815,273	–	(7,377,066)	18,335,361
Scaffolding	4,652,492	121,600	–	(1,286,230)	3,487,862
	33,995,672	7,487,078	(7)	(11,212,946)	30,269,797

The Group	At 1.1.2024 RM	Additions RM	Disposals RM	Depreciation RM	At 31.12.2024 RM
<u>Carrying Amount</u>					
Furniture, fittings and office equipment	504,117	366,887	–	(209,139)	661,865
Motor vehicles	2,469,675	2,727,301	(11)	(950,681)	4,246,284
Tools and equipment/Cabins	2,748,009	569,725	(39,398)	(844,865)	2,433,471
Renovation	6	108,000	–	(3,600)	104,406
Aluminium formwork	21,756,173	6,921,591	–	(6,780,610)	21,897,154
Scaffolding	5,261,052	613,189	–	(1,221,749)	4,652,492
	32,739,032	11,306,693	(39,409)	(10,010,644)	33,995,672

The Group	At cost RM	Accumulated depreciation RM	Carrying amount RM
2025			
Furniture, fittings and office equipment	2,444,574	(1,780,623)	663,951
Motor vehicles	16,463,291	(10,729,949)	5,733,342
Tools and equipment/Cabins	5,607,934	(3,760,659)	1,847,275
Renovation	297,153	(95,147)	202,006
Aluminium formwork	44,259,431	(25,924,070)	18,335,361
Scaffolding	6,496,499	(3,008,637)	3,487,862
	75,568,882	(45,299,085)	30,269,797
2024			
Furniture, fittings and office equipment	2,202,775	(1,540,910)	661,865
Motor vehicles	14,339,080	(10,092,796)	4,246,284
Tools and equipment/Cabins	5,381,014	(2,947,543)	2,433,471
Renovation	163,153	(58,747)	104,406
Aluminium formwork	40,444,158	(18,547,004)	21,897,154
Scaffolding	6,374,899	(1,722,407)	4,652,492
	68,905,079	(34,909,407)	33,995,672



Notes to the Financial Statements

(Cont'd)

6. INVESTMENT PROPERTIES

The Group	At 1.1.2025 RM	Additions RM	Depreciation RM	At 31.12.2025 RM
<u>Carrying Amount</u>				
Freehold land and buildings	1,359,515	–	(18,412)	1,341,103
Leasehold buildings	3,786,945	3,013,125	(79,217)	6,720,853
Capital work-in-progress	1,812,760	12,235,097	–	14,047,857
	6,959,220	15,248,222	(97,629)	22,109,813

The Group	At 1.1.2024 RM	Additions RM	Depreciation RM	At 31.12.2024 RM
<u>Carrying Amount</u>				
Freehold land and buildings	1,360,992	16,860	(18,337)	1,359,515
Leasehold buildings	3,711,942	153,707	(78,704)	3,786,945
Capital work-in-progress	–	1,812,760	–	1,812,760
	5,072,934	1,983,327	(97,041)	6,959,220

The Group	At cost RM	Accumulated depreciation RM	Carrying amount RM
2025			
Freehold land and buildings	1,380,883	(39,780)	1,341,103
Leasehold buildings	6,973,952	(253,099)	6,720,853
Capital work-in-progress	14,047,857	–	14,047,857
	22,402,692	(292,879)	22,109,813
2024			
Freehold land and buildings	1,380,883	(21,368)	1,359,515
Leasehold buildings	3,960,827	(173,882)	3,786,945
Capital work-in-progress	1,812,760	–	1,812,760
	7,154,470	(195,250)	6,959,220

Notes to the Financial Statements

(Cont'd)

6. INVESTMENT PROPERTIES (CONT'D)

	The Group	
	Estimated fair value at 2025 RM	2024 RM
Freehold land and buildings	1,579,000	1,502,660
Leasehold buildings	7,547,124	4,376,000
	9,126,124	5,878,660

The fair values of the investment properties of the Group are within level 2 of the fair value hierarchy and are arrived at by reference to market evidence of transaction prices for similar properties, location and category of properties. The most significant input into this valuation approach is the price per square foot of comparable properties.

The investment properties of the Group were leased to customers under operating leases with rentals payable monthly. The leases contain an option that is exercisable by the customers to extend their leases for a period of 1 to 2 years. The leases do not include residual value guarantee and variable lease payments that depend on an index or rate.

The aggregate lease income and direct operating expenses arising from investment properties of the Group that generated lease income which was recognised during the financial year amounted to RM223,300 and RM134,742 (2024 - RM279,767 and RM137,920) respectively.

The direct operating expenses incurred from investment properties of the Group which did not generate lease income during the financial year amounted to RM32,021 (2024 - RM22,652).

7. RIGHT-OF-USE ASSETS

The Group	At 1.1.2025 RM	Modification of lease liabilities RM	Depreciation RM	At 31.12.2025 RM
<u>Carrying Amount</u>				
Office buildings	175,219	359,158	(175,219)	359,158
Leasehold land	1,925,387	–	(25,068)	1,900,319
	2,100,606	359,158	(200,287)	2,259,477

	At 1.1.2024 RM	Additions RM	Derecognition due to lease modification RM	Depreciation RM	At 31.12.2024 RM
<u>Carrying Amount</u>					
Office buildings	314,607	80,919	(52,088)	(168,219)	175,219
Leasehold land	1,873,440	76,853	–	(24,906)	1,925,387
	2,188,047	157,772	(52,088)	(193,125)	2,100,606



Notes to the Financial Statements

(Cont'd)

7. RIGHT-OF-USE ASSETS (CONT'D)

The Group	At cost RM	Accumulated depreciation RM	Carrying amount RM
2025			
Office buildings	975,984	(616,826)	359,158
Leasehold land	1,980,413	(80,094)	1,900,319
	2,956,397	(696,920)	2,259,477
2024			
Office buildings	616,826	(441,607)	175,219
Leasehold land	1,980,413	(55,026)	1,925,387
	2,597,239	(496,633)	2,100,606

The Company	At 1.1.2025 RM	Modification of lease liabilities RM	Depreciation RM	At 31.12.2025 RM
<u>Carrying Amount</u>				
Office building	27,147	54,291	(27,147)	54,291

The Company	At 1.1.2024 RM	Addition RM	Depreciation RM	At 31.12.2024 RM
<u>Carrying Amount</u>				
Office building	–	54,291	(27,144)	27,147

The Company	At cost RM	Accumulated depreciation RM	Carrying amount RM
2025			
Office building	108,582	(54,291)	54,291
2024			
Office building	54,291	(27,144)	27,147

The Group and the Company lease certain office buildings as its principal place of business for 1 to 2 years with an option to renew the lease after the expiry date. It also acquired the right to use the leasehold land for 79 years.

Notes to the Financial Statements

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7. RIGHT-OF-USE ASSETS (CONT'D)

The Group and the Company will reassess whether it is reasonably certain to exercise the options granted in the lease contracts if there is a significant change in circumstances within its control. During the financial year, the Group have performed a reassessment and the financial effect of revising the lease terms to reflect the effect of exercising the extension has resulted a change in recognised lease liabilities and right-of-use assets of RM359,158 and RM359,158 (2024 - RM54,291 and RM52,088) respectively.

8. DEFERRED TAX ASSETS/LIABILITY

	The Group	
	2025	2024
	RM	RM
At 1 January	1,270,000	387,000
Deferred tax recognised in profit or loss (Note 23)	4,560,000	1,739,000
Deferred tax over/(under)provided in prior year (Note 23)	56,000	(856,000)
At 31 December	5,886,000	1,270,000
Disclosed as:		
- Deferred tax assets	8,434,000	4,086,000
- Deferred tax liability	(2,548,000)	(2,816,000)
	5,886,000	1,270,000

	The Group	
	2025	2024
	RM	RM
In respect of deductible/(taxable) temporary differences on:		
- Provision of contract cost (material)	2,354,000	1,014,000
- Provision of contract cost (labour)	5,384,000	2,376,000
- Provision of liquidated ascertained damages	329,000	329,000
- Financial instruments	367,000	367,000
- Equipment	(2,548,000)	(2,816,000)
	5,886,000	1,270,000



Notes to the Financial Statements

(Cont'd)

8. DEFERRED TAX ASSETS/LIABILITY (CONT'D)

	At 1.1.2025 RM	Recognised in Profit or Loss (Note 23) RM	At 31.12.2025 RM
The Group			
2025			
<u>Deferred Tax Liability</u>			
Equipment	(2,816,000)	268,000	(2,548,000)
<u>Deferred Tax Assets</u>			
Provision of contract cost (material)	1,014,000	1,340,000	2,354,000
Provision of contract cost (labour)	2,376,000	3,008,000	5,384,000
Provision of liquidated ascertained damages	329,000	–	329,000
Financial instruments	367,000	–	367,000
	4,086,000	4,348,000	8,434,000
	1,270,000	4,616,000	5,886,000

	At 1.1.2024 RM	Recognised in Profit or Loss (Note 23) RM	At 31.12.2024 RM
The Group			
2024			
<u>Deferred Tax Liability</u>			
Equipment	(1,968,000)	(848,000)	(2,816,000)
<u>Deferred Tax Assets</u>			
Provision of contract cost (material)	310,000	704,000	1,014,000
Provision of contract cost (labour)	1,225,000	1,151,000	2,376,000
Provision of liquidated ascertained damages	329,000	–	329,000
Financial instruments	491,000	(124,000)	367,000
	2,355,000	1,731,000	4,086,000
	387,000	883,000	1,270,000

Notes to the Financial Statements

(Cont'd)

9. RECEIVABLES

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade receivables:				
- Unrelated parties	211,581,763	177,593,307	-	-
- Loss allowances	(1,529,172)	(1,529,172)	-	-
	210,052,591	176,064,135	-	-
Other receivables	8,411,361	15,133,599	20,500	20,500
Total receivables	218,463,952	191,197,734	20,500	20,500

Trade Receivables

The Group determines credit risk concentrations in terms of counterparties. As at 31 December 2025, there were 2 (2024 - 3) major customers that accounted for 10% or more of the Group's trade receivables and the total outstanding balances due from these major customers amounting to RM98,499,480 (2024 - RM79,629,782).

The Group's normal trade term is generally on 30 days term. Late interest is charged at 5.9% (2024 - Nil) per annum on the overdue balance.

The Group uses past due information to assess the credit risk of trade receivables. The analysis by past due status (stated at gross) is as follows:-

	The Group	
	2025 RM	2024 RM
Not past due	66,278,572	79,074,347
1 to 30 days past due	31,863,569	28,588,399
31 to 60 days past due	36,077,372	30,643,560
61 to 90 days past due	17,754,639	15,510,402
More than 90 days past due	59,607,611	23,776,599
	211,581,763	177,593,307

The Group determines that a trade receivable is credit-impaired when the customer is experiencing significant financial difficulty and has defaulted in payments. The Group uses a more lagging past due criterion for certain trade receivables when it is more appropriate to reflect their past trends of payments. The gross carrying amount of a credit-impaired trade receivable is directly written off when there is no reasonable expectation of recovery. This normally occurs when there is reasonable proof of customer insolvency.



Notes to the Financial Statements
(Cont'd)

9. RECEIVABLES (CONT'D)

Trade Receivables (Cont'd)

The Group	Not past due RM	1 to 30 days past due RM	31 to 60 days past due RM	61 to 90 days past due RM	More than 90 days past due RM	Credit- impaired RM	Total RM
2025							
Gross carrying amount	66,278,572	31,863,569	36,077,372	17,754,639	58,078,439	1,529,172	211,581,763
Average credit loss rate	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.72%
Loss allowance	-	-	-	-	-	1,529,172	1,529,172
2024							
Gross carrying amount	79,074,347	28,588,399	30,643,560	15,510,402	22,247,427	1,529,172	177,593,307
Average credit loss rate	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.86%
Loss allowance	-	-	-	-	-	1,529,172	1,529,172

Notes to the Financial Statements

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9. RECEIVABLES (CONT'D)

Trade Receivables (Cont'd)

The Group measures the loss allowances for trade receivables at an amount equal to lifetime expected credit losses using the simplified approach in accordance with MFRS 9. The changes in the loss allowances are as follows:-

	The Group	
	2025	2024
	RM	RM
At 1 January/31 December	1,529,172	1,529,172

The above loss allowances is in respect of individually assessed credit-impaired trade receivables. Based on the low historical observed default rates (adjusted for forward-looking estimates), the expected credit losses on trade receivables that are not credit-impaired are not considered to be material and hence, have not been recognised.

Other Receivables

Other receivables are unsecured and non-interest bearing. The amount owing by unrelated parties mainly consists of advances and refundable deposits which have no fixed repayment terms.

Included in other receivables as at 31 December 2025 are advances paid to sub-contractors of RM1,871,347 (2024 - RM1,150,928) for construction works which would be recouped from subsequent progress payments.

10. CONTRACT COSTS

	The Group	
	2025	2024
	RM	RM
Costs in fulfilling contracts	1,134,692	916,365

The costs to fulfil a contract represent cost incurred in construction of several projects that is used to fulfil the contract in future that is in respect of future performance obligations.

11. CONTRACT ASSETS

	The Group	
	2025	2024
	RM	RM
Contract Assets		
Construction contracts	254,643,194	266,976,921



Notes to the Financial Statements

(Cont'd)

11. CONTRACT ASSETS (CONT'D)

Contract Assets from Construction Contracts

	The Group	
	2025 RM	2024 RM
At 1 January	266,976,921	257,354,913
Revenue recognised during the financial year	803,315,662	949,623,121
Progress billings raised during the financial year	(815,649,389)	(940,001,113)
At 31 December	254,643,194	266,976,921

Included in contract assets are retention sums for contract work totalling RM134,569,903 (2024 - RM115,180,305).

As disclosed in Note 2.10, the Group generally satisfies its performance obligations over time during the construction period. Any excess of revenue recognised over progress billings raised is presented as contract asset, whereas any deficit is presented as contract liability.

The Group measures the loss allowance for contract assets at an amount equal to lifetime expected credit losses using the simplified approach in accordance with MFRS 9. Based on the low historical observed default rates (adjusted for forward-looking estimates), the expected credit losses on contract assets are not considered to be material and hence, have not been recognised.

Remaining Performance Obligations

As at 31 December 2025, the aggregate transaction price allocated to the remaining performance obligations amounted to RM1,499,228,241 (2024 - RM1,191,944,808) and the Group expects to recognise this revenue when the projects are completed over the next 1 to 2 (2024 - 1 to 2) years.

12. SHORT-TERM INVESTMENTS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Unit trust, at fair value	198,071,254	127,255,415	7,410,172	10,521,850

The fair value of unit trust are directly measured using its unadjusted closing price in active market (i.e. Level 1).

Notes to the Financial Statements

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13. CASH AND CASH EQUIVALENTS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash and bank balances	39,614,220	38,704,732	6,940,122	2,135,286
Term deposits with licensed banks (fixed rate)	–	4,432,258	–	–
	39,614,220	43,136,990	6,940,122	2,135,286

Cash and cash equivalents are placed with reputable financial institutions with low credit risk. Accordingly, their expected credit losses are not considered to be material and hence, have not been recognised.

14. SHARE CAPITAL

	The Group/The Company			
	2025 Number of Shares	2024	2025 RM	2024 RM
<u>Issued and Fully Paid-Up:-</u>				
Ordinary Shares				
At 1 January	500,000,000	500,000,000	235,374,436	235,374,436
New shares issued under the employee share option scheme for cash (Note 16)	340,000	–	250,988	–
At 31 December	500,340,000	500,000,000	235,625,424	235,374,436

- (a) The holders of ordinary shares are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.
- (b) During the financial year, the Company increased its issued and paid-up share capital from RM235,374,436 to RM235,625,424 by way of issuance of 340,000 new ordinary shares from the exercise of options under the Company's Employee Share Option Scheme at an exercise price amounted to RM231,200; and

The new ordinary shares issued rank equally in all respects with the existing ordinary shares of the Company.

15. MERGER DEFICIT

The merger deficit arose from the difference between the carrying value of the investment and the nominal value of shares of the subsidiary upon consolidation under the merger accounting principles.



Notes to the Financial Statements

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16. EMPLOYEE SHARE OPTION RESERVE

The employee share option reserve represents the equity-settled share options granted by the holding company to employees of the Group. The reserve is made up of the cumulative value of services received from employees recorded over the vesting period commencing from the grant date of equity-settled share options and is reduced by the expiry or exercise of the share options.

The Employee Share Option Scheme of the Company ("ESOS") is governed by the ESOS By- Laws and was approved by shareholders on 11 November 2022. The ESOS is to be in force for a period of 10 years effective from 17 January 2023.

The main features of the ESOS are as follows:-

- (a) Eligible persons are employees and/or directors of the Group, who have been confirmed in the employment of the Group and have served for at least 1 years before the date of the offer.
- (b) The maximum number of new ordinary shares of the Company, which may be available under the scheme, shall not exceed in aggregate 15%, or any such amount or percentage as may be permitted by the relevant authorities of the issued and paid-up share capital of the Company at any one time during the existence of the ESOS.
- (c) The option price shall be determined by the ESOS Committee based on the 5-day weighted average market price of ordinary shares of the Company immediately preceding the offer date of the option, with a discount of not more than 10%.
- (d) The option may be exercised by the grantee by notice in writing to the Company in the prescribed form during the option period in respect of all or any part of the new ordinary shares of the Company comprised in the ESOS.
- (e) All new ordinary shares issued upon exercise of the options granted under the ESOS will rank pari passu in all respects with the existing ordinary shares of the Company, provided always that new ordinary shares so allotted and issued, will not be entitled to any dividends, rights, allotments and/or other distributions declared, where the entitlement date of which is prior to date of allotment and issuance of the new ordinary shares.

All options granted under the ESOS are to be settled by physical delivery of ordinary shares of the Company. Their terms and conditions are as follows:-

Grant Date/ Employees Entitled	Number of Options	Vesting Conditions	Contractual Life of Options
Options granted to eligible employees of subsidiary on 2 January 2025	26,530,000	2 years' service from the grant date	4 years
Options granted to eligible directors and persons connected to the director of the Group on 1 July 2025	16,250,000	1.5 years' service from the grant date	3.5 years

No person to whom the share option has been granted above has any right to participate by virtue of the option in any share issue of any other company within the Group.

Notes to the Financial Statements

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16. EMPLOYEE SHARE OPTION RESERVE (CONT'D)

The option prices and the details in the movement of the options granted are as follows:-

Grant Date	Exercise Price RM	Remaining Contractual Life of Options	Number of Options under ESOS ('000)					
			At 1.1.2025	Granted	Exercised	Forfeited	At 31.12.2025	Exercisable At 31.12.2025
02.01.2025	0.68	3	–	26,530	(340)	(1,420)	24,770	9,908
01.07.2025	0.68	3	–	16,250	–	–	16,250	6,500

The options that forfeited during the financial year were due to the resignation of employees.

For options exercised during the financial year, the weighted average share price at the date of exercise was RM0.75 (2024 - Nil).

The number of options vested and exercisable as at 31 December 2025 was 16,408,000 (2024 - Nil) and have an exercise price of RM0.68 (2024 - Nil) and a weighted average contractual life of 3.8 (2024 - Nil) years.

The fair values of the share options granted were estimated using the average value derived from both the Black-Scholes Merton Model and American Binomial-Tree Valuation Model, taking into account the terms and conditions upon which the options were granted.

The inputs used in the measurement of the fair value at grant date were as follows:-

Grant date	First Grant 2.1.2025	Second Grant 1.7.2025
Fair value of share options at the grant date (RM)	0.1107	0.0811
Weighted average ordinary share price (RM)	0.74	0.74
Exercise price of share option (RM)	0.68	0.68
Expected volatility (%)	23.58	23.95
Option life (years)	4.00	2.90
Risk free rate (%)	3.35	3.07
Expected dividend yield (%)	2.70	2.70

The expected volatility reflects the assumption that historical volatility is indicative of future trends but may not necessarily be the actual outcome. No other features of the share options granted were incorporated into the measurement of fair value.



Notes to the Financial Statements

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17. LEASE LIABILITIES

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Gross lease liabilities:-				
- Within 1 year	185,760	185,761	28,080	28,080
- Later than 1 year and not later than 5 years	185,760	-	28,080	-
Total contractual undiscounted cash flows	371,520	185,761	56,160	28,080
Future interest charges	(12,362)	(3,249)	(1,869)	(491)
Present value of lease liabilities	359,158	182,512	54,291	27,589
Disclosed as:-				
- Current liabilities	176,648	182,512	26,703	27,589
- Non-current liabilities	182,510	-	27,588	-
	359,158	182,512	54,291	27,589

The incremental borrowing rate applied to lease liabilities of the Group and the Company as at 31 December 2025 was 3.3% (2024 - 3.3%) per annum.

18. PAYABLES

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade payables	336,364,125	313,278,076	-	-
Provision of contract cost (material)	9,806,895	4,225,092	-	-
Provision of contract cost (labour)	22,435,377	9,898,464	-	-
Other payables	13,737,079	9,517,192	67,660	66,152
	382,343,476	336,918,824	67,660	66,152

Trade and other payables are generally short-term in nature or repayable on demand and their carrying amounts will approximate to the remaining contractual undiscounted cash flows.

Trade Payables

Included in trade payables of the Group are retention sums for contract work totalling RM18,818,572 (2024 - RM22,554,651).

Included in trade payables of the Group is an amount of RM285,751,141 (2024 - RM173,412,533) representing accrued contract costs.

Trade payables are unsecured, non-interest bearing and generally on 30 to 120 days terms.

Notes to the Financial Statements

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18. PAYABLES (CONT'D)**Trade Payables (Cont'd)**

Provision of contract cost for material and labour of the Group are in respect of estimated cost to be incurred during the defect liability period for completed projects.

Movement of provision is as follows:

The Group	Contract Cost (Material)		Contract Cost (Labour)	
	2025 RM	2024 RM	2025 RM	2024 RM
At 1 January	4,225,092	1,053,564	9,898,464	5,105,725
Provision made during the financial year	7,905,139	4,384,576	15,274,167	8,984,798
Provision used during the financial year	(2,323,336)	(1,213,048)	(2,737,254)	(4,192,059)
At 31 December	9,806,895	4,225,092	22,435,377	9,898,464

Other Payables

Other payables are unsecured and non-interest bearing which mainly consist of sundry payables and accruals for operating expenses which are generally due within 30 to 90 days.

19. BILLS PAYABLE

- (a) The bills payable are secured by a corporate guarantee by the holding company.
- (b) The bills payable at the end of the reporting period bore fixed interest rates ranging from 4.1% to 4.5% (2024 - Nil) per annum.

20. REVENUE

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Revenue from contracts with customers:				
- Construction contracts	803,315,662	949,623,121	-	-
Timing of revenue recognition:				
- Over-time	803,315,662	949,623,121	-	-
Revenue from other sources:				
- Dividend income	-	-	16,800,000	16,800,000

- (a) Information about disaggregation of revenue have not been disclosed as the Group generates revenue principally from construction of residential, industrial and commercial properties within Malaysia.



Notes to the Financial Statements

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20. REVENUE (CONT'D)

(b) The information about the performance obligations in contracts with customers is summarised belows:-

The construction contracts include multiple distinct promises to customers and therefore accounted for as separate performance obligations. In this case, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices.

The construction contracts contain a late penalty charge at on the contract sum, calculated daily. Revenue from construction contracts is measured at the fixed transaction price agreed under the agreement after considering the estimated late penalty charges which are immaterial.

Revenue from construction contracts is recognised over time in the period when the services are rendered using the percentage of completion method by reference to the progress towards complete satisfaction of that performance obligation if control of the asset transfers over time.

Billings to customers are based on agreed milestones under the agreement, certified by architects. The credit period is generally on 30 days from the invoice date. There is no significant financing component in the selling price as the billings are made on the normal credit terms not exceeding 12 months.

A defect liability period within a range from 24 to 36 months is given to the customers.

(c) Dividend Income

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

21. PROFIT BEFORE TAXATION

Profit before taxation is arrived at after charging/(crediting):-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Auditors' remuneration:				
- audit fee	145,000	145,000	50,000	50,000
- non-audit fees	10,000	10,000	10,000	10,000
Depreciation of equipment	11,212,946	10,010,644	-	-
Depreciation of investment properties	97,629	97,041	-	-
Depreciation of right-of-use assets	200,287	193,125	27,147	27,144
Employee benefits expense (Note 22)	48,362,592	39,421,266	320,000	344,000
Bad debts written off	41,500	-	-	-
Interest expense for financial liabilities measured at amortised cost	450,749	345,410	-	-
Interest expense of lease liabilities	3,248	8,696	491	1,378
Lease expense	1,380,791	535,035	-	-
Dividend income from a subsidiary	-	-	(16,800,000)	(16,800,000)
Fair value gain on financial instruments mandatorily measured at fair value through profit or loss	(5,330,114)	(2,007,055)	(378,667)	(343,322)
Gain on modification of leases	-	(2,203)	-	-
Gain on disposal of equipment	(130,293)	(213,667)	-	-
Gain on disposal of short-term investments	(9,329)	(1,979)	-	-
Interest income for financial assets measured at amortised cost	(656,484)	(826,547)	(22,418)	(13,137)
Interest income for financial assets measured at fair value through profit or loss	(321,321)	(405,444)	(9,655)	(10,464)
Operating lease income from investment properties	(223,300)	(279,767)	-	-

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22. EMPLOYEE BENEFITS EXPENSE

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Directors:				
- fees	648,000	672,000	288,000	312,000
- salaries, bonuses and allowances	9,979,699	8,485,214	32,000	32,000
- defined contribution plans	1,192,323	1,013,040	-	-
- share option expenses	908,320	-	-	-
	12,728,342	10,170,254	320,000	344,000
Other employees:				
- short-term employee benefits	29,695,971	26,244,073	-	-
- defined contribution plans	3,308,163	3,006,939	-	-
- share option expenses	2,630,116	-	-	-
	35,634,250	29,251,012	-	-
	48,362,592	39,421,266	320,000	344,000

The estimated monetary value of benefits received or receivable by the directors otherwise than in cash from the Group amounted to approximately RM115,631 (2024 - RM43,250).

23. INCOME TAX EXPENSE

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Tax based on results for the year:				
- Current tax	21,134,000	18,871,000	5,000	3,000
- Deferred tax (Note 8)	(4,560,000)	(1,739,000)	-	-
	16,574,000	17,132,000	5,000	3,000
Tax (over)/underprovided in prior years:				
- Current tax	(71,076)	(570,717)	(19)	(2,099)
- Deferred tax (Note 8)	(56,000)	856,000	-	-
- Real Property Gains Tax	(346,835)	-	-	-
	(473,911)	285,283	(19)	(2,099)
Income tax expense	16,100,089	17,417,283	4,981	901



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23. INCOME TAX EXPENSE (CONT'D)

A reconciliation of income tax expense applicable to the profit before taxation at the statutory tax rate to income tax expense at the effective tax rate of the Group and of the Company is as follows:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before taxation	67,595,812	70,194,317	16,473,933	16,414,539
Tax at the statutory tax rate of 24%	16,222,995	16,846,636	3,953,744	3,939,489
Non-deductible expenses	1,740,859	916,648	176,453	180,420
Non-taxable income	(1,389,854)	(631,284)	(4,125,197)	(4,116,909)
Tax (over)/underprovided in prior years:				
- Current tax	(71,076)	(570,717)	(19)	(2,099)
- Deferred tax	(56,000)	856,000	-	-
- Real Property Gains Tax	(346,835)	-	-	-
Income tax expense	16,100,089	17,417,283	4,981	901

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024 - 24%) of the estimated assessable profit for the financial year.

24. EARNINGS PER SHARE

24.1 Basic Earnings Per Share

	The Group	
	2025 RM	2024 RM
Profit for the financial year	51,495,723	52,777,034
	2025 Units	2024 Units
Weighted average number of ordinary shares in issue	500,278,356	500,000,000
Basic earnings per ordinary share (sen)	10.29	10.56

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24. EARNINGS PER SHARE (CONT'D)**24.2 Diluted Earnings Per Share**

The diluted earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year after adjusted for the effects of dilutive potential ordinary shares.

	The Group	
	2025	2024
	RM	RM
Profit for the financial year	51,495,723	52,777,034
	2025	2024
	Units	Units
Weighted average number of ordinary shares in issue (Basic)	500,278,356	500,000,000
Effect of dilution due to conversion of ESOS	942,099	–
Weighted average number of ordinary shares in issue (Diluted)	501,220,455	500,000,000
Diluted earnings per ordinary share (sen)	10.27	10.56

25. DIVIDENDS

	The Company	
	2025	2024
	RM	RM
<u>In respect of the financial year ended 31 December 2023</u>		
Second interim single tier dividend of 1 sen per ordinary share	–	5,000,000
<u>In respect of the financial year ended 31 December 2024</u>		
First interim single tier dividend of 1 sen per ordinary share	–	5,000,000
Second interim single tier dividend of 1 sen per ordinary share	–	5,000,000
Third interim single tier dividend of 1 sen per ordinary share	5,003,000	–
<u>In respect of the financial year ended 31 December 2025</u>		
First interim single tier dividend of 1 sen per ordinary share	5,003,400	–
Second interim single tier dividend of 1 sen per ordinary share	5,003,400	–
	15,009,800	15,000,000

Subsequent to the end of the financial year, the Company has declared a third interim single tier dividend of 1 sen per ordinary share in respect of the financial year ended 31 December 2025 and was paid on 31 March 2026. The financial statements for the current financial year do not reflect this interim dividend. Such dividend will be accounted for in equity as an appropriation of retained profits in the financial year ending 31 December 2026.



Notes to the Financial Statements

(Cont'd)

26. NOTES TO STATEMENTS OF CASH FLOWS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Lease Liabilities				
At 1 January	182,512	325,748	27,589	–
Additions	–	157,772	–	54,291
Changes due to lease modification	359,158	–	54,291	–
Derecognition due to lease modification	–	(54,291)	–	–
Repayments	(182,512)	(246,717)	(27,589)	(26,702)
At 31 December	359,158	182,512	54,291	27,589

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
The total cash outflow for leases is as follows:				
Operating activities				
Interest portion of lease liabilities (Note 21)	3,248	8,696	491	1,378
Lease expense recognised in profit or loss (Note 21)	1,380,791	535,035	–	–
	1,384,039	543,731	491	1,378
Financing activities				
Principal portion of lease liabilities	182,512	246,717	27,589	26,702
	1,566,551	790,448	28,080	28,080

27. RELATED PARTY DISCLOSURES

Significant transactions with related parties during the financial year other than those disclosed elsewhere in the financial statements are as follows:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Progress billings raised on contract services provided to related parties ^(a)	4,348,536	23,243,795	–	–

^(a) Being companies in which certain directors of the Company have substantial financial interests.

Notes to the Financial Statements

(Cont'd)

28. OPERATING SEGMENTS

28.1 Business Segment and Geographical Information

The Group operates predominantly in one business segment in Malaysia. Accordingly, the information by business and geographical segments is not presented.

28.2 Major Customers

The following are major customers with revenue equal to or more than 10% of the Group's total revenue.

	Revenue	
	2025 RM	2024 RM
Customer A	196,418,441	184,162,984
Customer B	Not applicable	128,629,265
Customer C	Not applicable	123,662,954
Customer D	127,156,895	Not applicable

29. CAPITAL COMMITMENTS

	The Group	
	2025 RM	2024 RM
Purchase of freehold land	781,073	3,905,366
Purchase of investment properties	3,417,145	4,387,761
	4,198,218	8,293,127

30. CONTINGENT LIABILITIES

No provisions are recognised on the following matters as it is not probable that a future sacrifice of economic benefits will be required or the amount is not capable of reliable measurement:-

	The Group	
	2025 RM	2024 RM
Performance and tender bonds granted to contract customers	160,999,293	150,292,291

At the end of the reporting period, no values are ascribed on these guarantees provided by the Group for the purpose described above as the directors regard the value of the credit enhancement provided by these guarantees as minimal and the probability of default, based on historical track records of the parties receiving the guarantees are remote.



Notes to the Financial Statements

(Cont'd)

31. FINANCIAL INSTRUMENTS

The activities of the Group and of the Company are exposed to a variety of market risk (including foreign currency risk, interest rate risk and equity price risk), credit risk and liquidity risk. The overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and of the Company.

31.1 Financial Risk Management Policies

The policies in respect of the major areas of treasury activity are as follows:-

(a) Market Risk

(i) Foreign Currency Risk

The Group and the Company do not have any transactions or balances denominated in foreign currencies and hence, are not exposed to foreign currency risk.

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The exposure to interest rate risk arises mainly from interest-bearing financial instruments, namely lease liabilities. The Group and the Company adopt a policy of obtaining the most favourable interest rates available and by maintaining a balanced portfolio mix of fixed and floating rate borrowings.

Interest Rate Risk Sensitivity Analysis

The sensitivity analysis for fixed rate lease liabilities at the end of the reporting period is not presented as change in interest rate would not have impact to the profit or loss and equity.

(iii) Equity Price Risk

The exposure to equity price risk arises mainly from changes in investment of unit trusts of the Group. The Group manages its exposure to equity price risk by maintaining a portfolio of equities with different risk profiles.

Any reasonably possible change in the prices of investments in unit trusts classified as fair value through profit or loss at the end of the reporting period does not have a material impact on the profit after taxation of the Group and of the Company and hence, no sensitivity analysis is presented. There is no impact on the equity of the Group and of the Company.

(b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from receivables and deposits placed with financial institutions. The maximum credit risk exposure of these financial assets is best represented by their respective carrying amounts in the statements of financial position.

As the Group only deals with reputable financial institutions, the credit risk associated with deposits placed with them is minimal. The Group manages its credit risk exposure of receivables by assessing counterparties financial standings on an on-going basis, setting and monitoring counterparties limits and credit terms. The quantitative information about such credit risk exposure is disclosed in Note 9.

The Company's exposure to credit risk arises principally from corporate guarantee given to financial institutions for credit facilities granted to a subsidiary. The Company monitors the results of this subsidiary regularly and repayments made by the subsidiary.

Notes to the Financial Statements

(Cont'd)

31. FINANCIAL INSTRUMENTS (CONT'D)

31.1 Financial Risk Management Policies (Cont'd)

The policies in respect of the major areas of treasury activity are as follows:- (Cont'd)

(b) Credit Risk (Cont'd)

The Company's maximum exposure to credit risk also includes corporate guarantees provided to its subsidiary of RM171,114,293 (2024 - RM150,292,291), representing the outstanding banking facilities of the subsidiary as at the end of the reporting period. These corporate guarantees have not been recognised in the Company's financial statements since their fair value on initial recognition were not material.

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practise prudent risk management by maintaining sufficient cash balances and the availability of funding through standby credit facilities.

31.2 Capital Risk Management

Capital structure is a combination of equity and debt used by an entity to finance its overall operations and growth. The objective of the capital management of the Group and of the Company is to maintain an optimal capital structure and ensuring availability of funds in order to support its businesses and related shareholders value. To achieve this objective, the Group and the Company may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group and the Company monitor and maintain a prudent level of total debt to total equity ratio to optimise shareholders value and to ensure compliance with debt covenants and regulatory, if any.

The Group and the Company manage their capital based on debt-to-equity ratio. The debt-to-equity ratio of the Group and the Company at the end of the reporting period is not presented as its cash and cash equivalents exceeded the total external borrowings.

There was no change in the approach to capital management during the financial year.



Notes to the Financial Statements

(Cont'd)

31. FINANCIAL INSTRUMENTS (CONT'D)

31.3 Classification of Financial Instruments

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial Assets				
<u>Amortised Cost</u>				
Receivables (Note 9)	218,463,952	191,197,734	20,500	20,500
Cash and cash equivalents (Note 13)	39,614,220	43,136,990	6,940,122	2,135,286
	258,078,172	234,334,724	6,960,622	2,155,786
<u>Fair Value Through Profit or Loss</u>				
Short-term investments (Note 12)	198,071,254	127,255,415	7,410,172	10,521,850
Financial Liabilities				
<u>Amortised Cost</u>				
Payables (Note 18)	350,101,204	322,795,268	67,660	66,152
Bills payable (Note 19)	10,115,000	–	–	–
	360,216,204	322,795,268	67,660	66,152

31.4 Gains or Losses Arising From Financial Instruments

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial Assets				
<u>Amortised Cost</u>				
Net gains recognised in profit or loss	656,484	826,547	22,418	13,137
<u>Fair Value Through Profit or Loss</u>				
Net gains recognised in profit or loss by:				
- mandatorily required by MFRS 9	5,660,764	2,414,478	388,322	353,786
Financial Liabilities				
<u>Amortised Cost</u>				
Net losses recognised in profit or loss	(450,749)	(345,410)	–	–

31.5 Fair Value Information

The methods used in determining the fair values of financial instruments recognised on the statements of financial position are disclosed in their respective notes to the financial statements.

LIST OF PROPERTIES

as at 31 December 2025

No.	Location	Description/ Existing use/ Intended use	Tenure/ Expiry of Lease	Approximately Age of Building	Land area/ Built-up area (sq feet)	Date of acquisition/ Date of CCC ⁽¹⁾	Net carrying amount (RM'000)
1	13, Jalan Eco Perindustrian 1/5D, Eco Perindustrian 5, 42300 Bandar Puncak Alam, Selangor Title details HS(D) 299928, PT 45051, Mukim Ijok, District of Kuala Selangor, State of Selangor	<u>Description</u> Double-storey semi-detached factory <u>Existing use</u> Investment purpose (vacant)	Leasehold expiring on 13 January 2101	3 years	<u>Land area</u> 10,872 <u>Gross built-up area</u> 4,936	<u>Date of acquisition</u> 30 November 2020 <u>Date of CCC</u> 7 September 2022	2,804
2	15, Jalan Eco Perindustrian 1/5D, Eco Perindustrian 5, 42300 Bandar Puncak Alam, Selangor Title details HS(D) 299927, PT 45050, Mukim Ijok, District of Kuala Selangor, State of Selangor	<u>Description</u> Double-storey semi-detached factory <u>Existing use</u> Investment purpose (tenanted)	Leasehold expiring on 13 January 2101	3 years	<u>Land area</u> 10,872 <u>Gross built-up area</u> 4,936	<u>Date of acquisition</u> 30 November 2020 <u>Date of CCC</u> 7 September 2022	2,804
3	43, Jalan Elmina Ilham 3, Elmina East, 40160 Shah Alam, Selangor Title details Geran 340956, Lot 94355, Mukim Sungai Buloh, District of Petaling, State of Selangor	<u>Description</u> Double-storey terrace house <u>Existing use</u> Investment purpose (vacant)	Freehold	2 years	<u>Land area</u> 1,206 <u>Gross built-up area</u> 2,403	<u>Date of acquisition</u> 13 March 2020 <u>Date of CCC</u> 30 September 2023	659
4	5, Jalan Dahlia 2, Dahlia Taman Sari, 48000 Rawang, Selangor Title details Geran 341744, Lot 95908 Mukim Rawang District of Gombak State of Selangor	<u>Description</u> Double-storey terrace house <u>Existing use</u> Investment purpose (vacant)	Freehold	2 years	<u>Land area</u> 1,302 <u>Gross built-up area</u> 1,570	<u>Date of acquisition</u> 21 May 2021 <u>Date of CCC</u> 16 October 2023	682

Note:

⁽¹⁾ CCC refers to the Certificate of Completion and Compliance



List of Properties

(Cont'd)

No.	Location	Description/ Existing use/ Intended use	Tenure/ Expiry of Lease	Approximately Age of Building	Land area/ Built-up area (sq feet)	Date of acquisition/ Date of CCC ⁽¹⁾	Net carrying amount (RM'000)
5	TA1A-260, Mukim Ijok District of Kuala Selangor State of Selangor Master title details PN103059 Lot 33962 Mukim Ijok District of Kuala Selangor State of Selangor	<u>Description</u> Double-storey terrace house <u>Existing use</u> Under construction <u>Intended use</u> Investment purpose	Leasehold expiring on 27 May 2103	Not applicable	<u>Land area</u> 1,399 <u>Gross built-up area</u> 1,917	<u>Date of acquisition</u> 10 May 2024 <u>Date of CCC</u> Not applicable	309
6	Lot 149, Mukim Rawang District of Gombak State of Selangor Master title details PM6839 Lot 23538 and PM6840 Lot 23539 Mukim Rawang District of Gombak State of Selangor	<u>Description</u> 5-storey shopoffice building <u>Existing use</u> Investment purpose (vacant)	Leasehold expiring on 25 February 2113	1 year	<u>Land area</u> 1,948 <u>Gross built-up area</u> 9,750	<u>Date of acquisition</u> 20 July 2024 <u>Date of CCC</u> 24 July 2024	3,013
7	TA16-105 Mukim Tanjong Duabelas District of Kuala Langat State of Selangor Master title details PN 112503 Lot 73393 Mukim Tanjong Duabelas District of Kuala Langat State of Selangor	<u>Description</u> 3-storey shop office building <u>Existing use</u> Under construction <u>Intended use</u> Investment purpose	Leasehold expiring on 9 November 2110	Not applicable	<u>Land area</u> 1,679 <u>Gross built-up area</u> 5,040	<u>Date of acquisition</u> 26 June 2024 <u>Date of CCC</u> Not applicable	1,502
8	2A, Jalan Anding 5/KU5 Bandar Bukit Raja Mukim Kapar District of Klang State of Selangor Title details HSD 168670, Lot 86378 Mukim Kapar District of Klang State of Selangor	<u>Description</u> Industrial Land <u>Existing use</u> Under construction <u>Intended use</u> Investment purpose	Freehold	Not applicable	<u>Land area</u> 98,619 <u>Gross built-up area</u> Not applicable	<u>Date of acquisition</u> 28 April 2023 <u>Date of CCC</u> Not applicable	12,237

Note:

⁽¹⁾ CCC refers to the Certificate of Completion and Compliance

ANALYSIS OF SHAREHOLDINGS

as at 31 March 2026

Issued Share capital	:	500,340,000
Class of shares	:	Ordinary shares
Voting Rights	:	One vote per ordinary share held

ANALYSIS BY SIZE OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	%	No. of Shares held	%
1 - 99	4	0.406	69	0.000
100 - 1,000	220	22.335	98,501	0.020
1,001 - 10,000	443	44.975	2,457,000	0.491
10,001 - 100,000	227	23.046	8,412,200	1.681
100,001 - 25,016,999 (*)	87	8.832	184,989,730	36.973
25,017,000 and above (**)	4	0.406	304,382,500	60.835
TOTAL	985	100.00	500,340,000	100.00

Notes:

- * - Less than 5% of Issued Holdings
- ** - 5% and above of Issued Holdings

SUBSTANTIAL SHAREHOLDERS

(Based on the Register of Substantial Shareholders' Shareholdings)

Name of Substantial Shareholder	Direct	No. of Ordinary Shares Held		%
		%	Indirect	
Suan Neo Capital Sdn Bhd	175,000,000	34.976	—	—
Tan Ah Kee	41,846,900	8.364	186,435,500 ⁽¹⁾	37.262
Teow Choo Hing	60,035,600	11.999	5,000,000 ⁽²⁾	0.999
Cheah Bee Tin	5,000,000	0.999	60,035,600 ⁽³⁾	11.999
Datuk Phua Sin Mo	50,000,000	9.993	20,665,000 ⁽⁴⁾	4.130
Curtis Phua Ti Tsen	10,665,000	2.132	60,000,000 ⁽⁵⁾⁽⁶⁾	11.992
Wilfred Phua Ti Liang	10,000,000	1.999	60,665,000 ⁽⁵⁾⁽⁶⁾	12.125

Notes:

- ⁽¹⁾ Deemed interested by virtue of his shareholding in Suan Neo Capital Sdn Bhd and Lembah Reka Sdn Bhd pursuant to Section 8 of the Companies Act 2016 ("the Act").
- ⁽²⁾ Deemed interested by virtue of his wife's shareholding pursuant to Section 8 of the Act.
- ⁽³⁾ Deemed interested by virtue of her husband's pursuant to Section 8 of the Act.
- ⁽⁴⁾ Deemed interested by virtue of his sons' shareholding pursuant to Section 8 of the Act.
- ⁽⁵⁾ Deemed interested by virtue of his father's pursuant to Section 8 of the Act.
- ⁽⁶⁾ Deemed interested by virtue of his brother's pursuant to Section 8 of the Act.



Analysis of Shareholdings

(Cont'd)

STATEMENT OF DIRECTORS' SHAREHOLDINGS

(Based on the Register of Directors' Shareholdings)

Name of Directors	Direct	No. of Ordinary Shares Held		%
		%	Indirect	
Qua Mu Im	368,000	0.074	–	–
Tan Ah Kee	41,846,900	8.364	186,435,500 ⁽⁷⁾	37.262
Teow Choo Hing	60,035,600	11.999	5,000,000 ⁽⁸⁾	0.999
Gam Boon Tin	1,000,000	0.200	–	–
Goh Yin Huat	400,000	0.080	–	–
Low Chin Ann @ Han Chin Ann	75,000	0.015	15,000 ⁽⁹⁾	0.003
Chang Sua Yearn	50,000	0.010	–	–
Nooriah Binti Hassan	50,000	0.010	–	–

Notes:

⁽⁷⁾ Deemed interested by virtue of his shareholding in Suan Neo Capital Sdn Bhd and Lembah Reka Sdn Bhd pursuant to Section 8 of the Act.

⁽⁸⁾ Deemed interested by virtue of his wife's shareholding pursuant to Section 8 of the Act.

⁽⁹⁾ Deemed interested by virtue of his son's shareholding pursuant to Section 8 of the Act.

LIST OF THIRTY (30) LARGEST SHAREHOLDERS

As per Records of Depositors as at 31 March 2026

No.	Name of Shareholders	No. of Shares Held	Percentage (%)
1.	SUAN NEO CAPITAL SDN BHD	175,000,000	34.976
2.	TEOW CHOO HING	60,035,600	11.999
3.	TAN AH KEE	41,846,900	8.364
4.	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD PHUA SIN MO	27,500,000	5.496
5.	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR PHUA SIN MO	20,000,000	3.997
6.	DELLOYD VENTURES SDN. BHD.	17,148,600	3.427
7.	UNIVERSAL TRUSTEE (MALAYSIA) BERHAD KAF CORE INCOME FUND	16,862,100	3.370
8.	CARTABAN NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR SCBMB TRUSTEE BERHAD (CGS INT WMY AC2)	13,370,000	2.672
9.	LEMBAH REKA SDN BHD	11,435,500	2.286
10.	MAYBANK NOMINEES (TEMPATAN) SDN BHD NATIONAL TRUST FUND (IFM KAF) (446190)	10,909,600	2.180
11.	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD CURTIS PHUA TI TSEN	10,665,000	2.132
12.	WILFRED PHUA TI LIANG	10,000,000	1.999
13.	LEE LI CHOO	8,336,000	1.666

Analysis of Shareholdings (Cont'd)

LIST OF THIRTY (30) LARGEST SHAREHOLDERS (CONT'D)

As per Records of Depositors as at 31 March 2026

No.	Name of Shareholders	No. of Shares Held	Percentage (%)
14.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD URUSHARTA JAMAAH SDN. BHD. (2)	6,653,000	1.330
15.	LIM PENG HONG	6,625,000	1.324
16.	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR MANULIFE INVESTMENT-HW SHARIAH FLEXI FUND	6,100,000	1.219
17.	CHEAH BEE TIN	5,000,000	0.999
18.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TANG VEE MUN (DATUK)	4,269,900	0.853
19.	CHUNG GEOK SIEW	3,577,000	0.715
20.	TEE BOON KEE	3,477,000	0.695
21.	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR PHUA SIN MO	2,500,000	0.500
22.	FOO JIN PING	2,230,600	0.446
23.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LGF)	1,672,900	0.334
24.	NOR SHAMSIAH BINTI ABDUL LATIFF	1,104,000	0.221
25.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR METTIZ CAPITAL SDN. BHD.	1,000,000	0.200
26.	GAM BOON TIN	1,000,000	0.200
27.	MOOMOO NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LOH JIA MIN	761,300	0.152
28.	LEE SWEE	736,000	0.147
29.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ONG JU YAN	671,600	0.134
30.	EOW KWAN HOONG	615,900	0.123
TOTAL		471,103,500	94.157



NOTICE OF FOURTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Fourth Annual General Meeting (“4th AGM”) of Kumpulan Kitacon Berhad (“Kitacon” or “the Company”) will be held at Mauna Lani I, Hilton Shah Alam Glenmarie, No. 1, Jalan Usahawan U1/8, Seksyen U1, 40250 Shah Alam, Selangor Darul Ehsan, Malaysia on Tuesday, 23 June 2026 at 11.00 a.m. or any adjournment thereof, for the following purposes:

AS ORDINARY BUSINESS

- | | | |
|----|--|---|
| 1. | To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Directors’ and Auditors’ Reports thereon. | (Please refer to Explanatory Note 1 to the Agenda) |
| 2. | To re-elect the following Directors who retire by rotation pursuant to Clause 98 of the Company’s Constitution and who, being eligible, offer themselves for re-election: | |
| | (a) Mr. Tan Ah Kee | Ordinary Resolution 1 |
| | (b) Ms. Chang Sua Yean | Ordinary Resolution 2 |
| | (c) Pn. Nooriah Binti Hassan | Ordinary Resolution 3 |
| 3. | To approve the payment of Directors’ fees of RM648,000 to the Independent Non-Executive Directors and the Non-Independent Non-Executive Director for the financial year ending 31 December 2026. | Ordinary Resolution 4 |
| 4. | To approve the payment of Directors’ benefits (other than Directors’ fees) up to an amount RM65,000 for the period from the conclusion of the 4 th AGM until the next AGM to be held in 2027. | Ordinary Resolution 5 |
| 5. | To re-appoint Crowe Malaysia PLT as Auditors for the ensuing year and to authorise the Directors to fix their remuneration. | Ordinary Resolution 6 |

AS SPECIAL BUSINESS

To consider and if thought fit, to pass, with or without modifications, the following resolutions:

- | | | |
|----|--|------------------------------|
| 6. | AUTHORITY UNDER SECTION 75 AND 76 OF THE COMPANIES ACT 2016 (“THE ACT”) FOR THE DIRECTORS TO ISSUE AND ALLOT SHARES | Ordinary Resolution 7 |
|----|--|------------------------------|

“THAT pursuant to Section 75 and 76 of the Act, the Directors be and are hereby authorised to allot and issue shares in the Company at any time until the conclusion of the next AGM and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares to be issued does not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being, subject always to the approval of all relevant regulatory bodies being obtained for such allotment and issuance.

THAT in connection with the above, pursuant to Section 85 of the Act and Clause 10(4) of the Constitution of the Company, the shareholders do hereby waive the statutory pre-emptive rights of the offered shares in proportion of their holdings at such price and at such terms to be offered arising from any issuance of new shares above by the Company.

AND THAT the new shares to be issued shall, upon allotment and issuance, rank equally in all respects with the existing shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or any other forms of distribution that which may be declared, made or paid before the date of allotment of such new shares.”

Notice of Fourth Annual General Meeting

(Cont'd)

7. **PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF REVENUE OR TRADING NATURE**

Ordinary Resolution 8

“**THAT** approval be and is hereby given to the Company and its subsidiary (“the Group”) to enter into and give effect to the recurrent related party transactions of a revenue or trading nature with the specified classes of related parties as specified in Section 2.5 of the Circular to Shareholders dated 30 April 2026, provided that:

- (a) such arrangements and/or transactions are necessary for the Group’s day-to-day operations;
- (b) such arrangements and/or transactions undertaken are in the ordinary course of business, at arm’s length basis and on normally commercial terms which are not more favourable to the related parties than those generally available to third party;
- (c) such arrangements and/or transactions are not detrimental to the minority shareholders of the Company; and
- (d) the disclosure is made in the Annual Report on the aggregate value of transactions conducted pursuant to the shareholders’ mandate during the financial year in relation to:
 - (i) the related transacting parties and their respective relationship with the Company; and
 - (ii) the nature of the recurrent transactions.

AND THAT such authority shall continue to be in force until:-

- a) the conclusion of the next AGM of the Company, unless the authority is renewed by a resolution passed at the next AGM; or
- b) the expiration of the period within which the next AGM is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
- c) revoked or varied by an ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever is the earliest.

AND THAT the Directors of the Company be and are hereby authorised to do all such acts and things as they may consider necessary or expedite to give effect to transactions contemplated and/or authorised by this Ordinary Resolution.”

8. **PROPOSED AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN ORDINARY SHARES**

Ordinary Resolution 9

“**THAT** subject to the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Securities and the approvals of all relevant governmental and/or regulatory authorities (if any), the Company be and is hereby authorised to utilise an amount not exceeding the audited retained profits as at 31 December 2025 to purchase such amount of ordinary shares in the Company (“Proposed Share Buy-Back Authority”) as may be determined by Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company provided that the aggregate number of ordinary shares purchased and/or held pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares of the Company.



Notice of Fourth Annual General Meeting (Cont'd)

THAT an amount not exceeding the Company's retained profits be allocated by the Company for the Proposed Share Buy-Back Authority.

THAT authority be and is hereby given to the Directors of the Company to decide at their absolute discretion to either retain the shares so purchased as treasury shares (as defined in Section 127 of the Act) and/or to cancel the shares so purchased and if retained as treasury shares, may resell treasury shares and/or to distribute them as share dividend and/or subsequently cancel them.

THAT the authority conferred by this resolution will be effective immediately upon the passing of this resolution and will expire at:-

- i. the conclusion of the next AGM of the Company, at which time the said authority will lapse unless by an ordinary resolution passed at a general meeting of the Company, the authority is renewed, either unconditionally or subject to conditions;
- ii. the expiration of the period within which the next AGM of the Company is required by law to be held; or
- iii. revoked or varied by an ordinary resolution passed by the shareholders in a general meeting;

whichever occurs first, but not so as to prejudice the completion of the purchase(s) by the Company before the aforesaid expiry date and in any event, in accordance with the Listing Requirements and/or any other relevant governmental and/or regulatory authorities (if any).

AND THAT the Directors of the Company be authorised to take all steps necessary to implement, 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 Share Buy-Back Authority as may be agreed or allowed by any relevant governmental and/or regulatory authority."

9. To transact any other business for which due notice shall have been given in accordance with the Company's Constitution and the Act.

BY ORDER OF THE BOARD

NG HAO ERN (MAICSA 7072518)
(SSM PC No. 201908003771)
YEW ING CHUO (MAICSA 7003806)
(SSM PC No. 201908003659)
Company Secretaries

Selangor Darul Ehsan
30 April 2026

NOTES:

- 1) A member entitled to attend and vote at the meeting is entitled to appoint a proxy/proxies to attend and vote for him but his attendance shall automatically revoke the proxy's authority. A proxy may but need not be a member of the Company but must be of full age of eighteen (18) years and above. There shall be no restriction as to the qualification of the proxy.
- 2) A member may appoint not more than two (2) proxies to attend and vote at the same meeting. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.

Notice of Fourth Annual General Meeting

(Cont'd)

NOTES: (Cont'd)

- 3) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories Act), 1991, it may appoint not more than (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. 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 Authorised Nominee may appoint in respect of each omnibus account it holds.
- 4) The instrument appointing a proxy shall be in writing under the hand of the Member or of his attorney duly authorised in writing or if the Member is a corporation, shall be executed under its common seal or under the hand of an officer or attorney duly authorised in writing.
- 5) The Directors may, but shall not be bound to require evidence of the authority of any such attorney or officer. A proxy appointed to attend and vote at a meeting of the Company shall have the same rights as the Member to speak at the meeting. The instrument appointing a proxy shall be deemed to confer authority on the appointed proxy to demand or join in demanding a poll.
- 6) The instrument appointing a proxy, and the power of attorney or other authority (if any) under which it is signed or a notarially certified copy thereof, shall be deposited with the Company's Share Registrar, Boardroom Share Registrars Sdn. Bhd. at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, Malaysia or via email at bsr.proxy@boardroomlimited.com, at least forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in such instrument proposes to vote, or, in the case of a poll, not less than twenty-four (24) hours before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid.
- 7) In respect of deposited securities, only members whose names appear on the Record of Depositors as at 12 June 2026 shall be eligible to attend the meeting or appoint proxy(ies) to attend and/or vote on his behalf.

Explanatory Notes to Agenda/Special Business

- 1) Item 1 of the Agenda

Audited Financial Statements for the financial year ended 31 December 2025

This Item of the Agenda is meant for discussion only and does not require formal approval of the Shareholders, as the provision of Section 340(1)(a) of the Act only requires the Directors to table the Audited Financial Statements at its AGM. Hence, this item of the Agenda is not put forward for voting.

- 2) Item 2 of the Agenda - Ordinary Resolutions 1, 2 and 3

Pursuant to Clause 98 of the Company's Constitution, Mr. Tan Ah Kee, Ms. Chang Sua Yean and Pn. Nooriah Binti Hassan are standing for re-election at the 4th AGM and being eligible, have offered themselves for re-election as Directors of the Company.

The Board of Directors has through the Nomination Committee carried out the necessary assessment on the aforesaid Directors and concluded that they met the criteria as prescribed under Paragraph 2.20A of the Main Market Listing Requirements on character, experience, integrity, competence, and time commitment to effectively discharged the roles as Directors.

The Profile of the Board of Directors standing for re-election are provided on pages 5, 10 and 11 in the Annual Report 2025.

- 3) Item 3 of the Agenda – Ordinary Resolution 4

The Proposed Ordinary Resolution 4 is to facilitate the payment of Directors' Fees for the year from 1 January 2026 up to 31 December 2026.

Pursuant to Section 230(1) of the Act, the Company shall at every AGM approve the fees of the Directors of the Company and its subsidiary. The Directors' fees payable to the Directors have been reviewed by the Remuneration Committee and the Board of Directors of the Company.



Notice of Fourth Annual General Meeting (Cont'd)

Explanatory Notes to Agenda/Special Business (Cont'd)

4) Item 4 of the Agenda – Ordinary Resolution 5

In compliance with Section 230(1) of the Act, the Company is seeking shareholders' approval for payment of Directors' benefits (other than Directors' fees) up to an amount RM65,000 for the period from the conclusion of the 4th AGM until the next AGM to be held in 2027 to the Non-Executive Directors.

The aforesaid Directors' benefits are for payment of meeting attendance allowance per meeting, which is computed based on the estimated number of scheduled meetings and/or unscheduled meetings (where necessary) for Board and Board Committees meetings and general meetings, assuming full attendance by all the Non-Executive Directors and all of them will remain in office until the next AGM and the Directors' and Officers' Liability Insurance fee of approximately RM25,000.

5) Item 5 of the Agenda – Ordinary Resolution 6

The Audit and Risk Management Committee ("ARMC") had, at the meeting held on 28 April 2026, assessed the suitability, objectivity and independence of the External Auditors of the Company, Messrs. Crowe Malaysia PLT for the financial year ending 31 December 2026 and recommended the reappointment of Messrs. Crowe Malaysia PLT. The Board had in turn reviewed the recommendation of the ARMC and recommended the same be tabled to the shareholders for approval of the forthcoming AGM of the Company.

6) Item 6 of the Agenda - Ordinary Resolution 7

The Ordinary Resolution 7 is to obtain a general mandate for issuance of shares by the Company under Section 75 and 76 of the Act.

The Ordinary Resolution 7, if passed, serves as a measure to meet the Company's immediate working capital needs in the short term without relying on conventional debt financing (which will result in higher finance costs to be incurred) for the purpose of funding investment project(s), working capital and/ or acquisition(s). This authority, unless revoked or varied by the Company at a general meeting, will expire at the next AGM.

The waiver of pre-emptive rights pursuant to Section 85 of the Act and Clause 10(4) of the Constitution will allow the Directors of the Company to issue new shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer the new shares to all existing shareholders of the Company prior to issuance of new shares in the Company under the General Mandate.

As at the date of this Notice, there were no new shares issued pursuant to the mandate granted to the Directors since last AGM.

7) Item 7 of the Agenda – Ordinary Resolution 8

The proposed Ordinary Resolution 8, if passed, will allow the Company and its subsidiary to continue to enter into RRPTs in accordance with Paragraph 10.09 of the Main Market Listing Requirements of Bursa Securities without the necessity to convene separate general meetings from time to time to seek shareholders' approval as and when such RRPTs occur. This would reduce substantial administrative time, inconvenience and resources associated with the convening of such meetings without compromising the corporate objectives of the Group or affecting the business opportunities available to the Group. The shareholders' mandate is subject to renewal on an annual basis.

Please refer to the Circular to Shareholders dated 30 April 2026 for further information.

8) Item 8 of the Agenda – Ordinary Resolution 9

The proposed Ordinary Resolution 9, if passed, will empower the Company to purchase its own shares of up to 10% of the total number of issued shares (excluding treasury shares) of the Company at any point in time, by utilising the funds allocated which shall not exceed the total retained profits of the Company. The authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM.

Please refer to the Statement to Shareholders dated 30 April 2026 for further information.

Notice of Fourth Annual General Meeting

(Cont'd)

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements")

1. Details of Individuals who are standing for election as Directors

There is no individual standing for election as Director (other than those Directors who are standing for re-election as Directors) at the 4th AGM of the Company.

2. General Mandate for issue of securities in accordance with Paragraph 6.03(3) of the Listing Requirements

The details of the general mandate are set out in the Notice of AGM dated 30 April 2026 under item (6) of the Explanatory Notes to the Agenda/Special Business.

Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to participate, speak and vote at the AGM and/or any adjournment thereof, a member of the Company: (i) consents to the processing of the members' personal data by the Company (or its agents) for the AGM and matters related thereto, including but not limited to: (a) for the purpose of the processing and administration of proxies and representatives appointed for the AGM; (b) for preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof); and (c) for the Company (or its agents) compliance with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) undertakes and warrants that he/she has obtained such proxy(ies)' and/or representative(s)' prior consent for the Company (or its agents) processing of such proxy(ies)' and/or representative(s)' personal data for the Purposes, and (iii) agrees that the member will fully indemnify the Company for any penalties, liabilities, legal suits, claims, demands, losses and damages as a result of the member's failure to provide accurate and correct information of the personal data or breach of the member's undertaking and/or warranty as set out herein.

KUMPULAN KITACON BERHAD
 [Registration No. 202201006838 (1452535-V)]
 (Incorporated in Malaysia)

FORM OF PROXY

No. of ordinary shares held	CDS account no. of holder

I/We (Full Name in Block Letters)NRIC No./

Passport No./Company No.of

.....(full address and email address)

being a *member/members of **KUMPULAN KITACON BERHAD** hereby appoint:

Proxy 1	No. of Shares	%
Full Name of Proxy as per NRIC/Passport		
NRIC / Passport No.		
Full Address		
Email address		
Contact No		

and/or failing him/her,

Proxy 2	No. of Shares	%
Full Name of Proxy as per NRIC/Passport		
NRIC / Passport No.		
Full Address		
Email address		
Contact No		

or failing him/her, the Chairperson of the Meeting as my/our proxy to vote for me/us on my/our behalf at the **Fourth Annual General Meeting ("4th AGM")** of the Company to be held at Mauna Lani I, Hilton Shah Alam Glenmarie, No. 1, Jalan Usahawan U1/8, Seksyen U1, 40250 Shah Alam, Selangor Darul Ehsan, Malaysia on Tuesday, 23 June 2026 at 11.00 a.m. or at any adjournment thereof, in the manner indicated below:

RESOLUTIONS	AGENDA	FOR	AGAINST
Ordinary Resolution 1	Re-election of Mr. Tan Ah Kee as Director		
Ordinary Resolution 2	Re-election of Ms. Chang Sua Yean as Director		
Ordinary Resolution 3	Re-election of Pn. Nooriah Binti Hassan as Director		
Ordinary Resolution 4	Directors' fees for the financial year ending 31 December 2026		
Ordinary Resolution 5	Directors' benefits (other than Directors' fees) for the period from the conclusion of the 4 th AGM until the next AGM to be held in 2027		
Ordinary Resolution 6	Re-appointment of Crowe Malaysia PLT as Auditors		
Ordinary Resolution 7	Authority under Sections 75 and 76 of the Companies Act 2016 for Directors to issue and allot shares		
Ordinary Resolution 8	Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions		
Ordinary Resolution 9	Proposed Share Buy-Back Authority		

Please indicate with an "X" in the appropriate box against the resolution on how you wish your proxy to vote. The proxy is to vote on the resolutions set out in the Notice of Meeting as you have indicated. If no specific instruction as to voting is given, this form will be taken to authorize the proxy to vote at his/her discretion.

Dated this _____ day of _____, 2026

 Signature/Common Seal of Shareholder



NOTES:

- 1) A member entitled to attend and vote at the meeting is entitled to appoint a proxy/proxies to attend and vote for him but his attendance shall automatically revoke the proxy's authority. A proxy may but need not be a member of the Company but must be of full age of eighteen (18) years and above. There shall be no restriction as to the qualification of the proxy.
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- 3) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories Act), 1991, it may appoint not more than (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. 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 Authorised Nominee may appoint in respect of each omnibus account it holds.
- 4) The instrument appointing a proxy shall be in writing under the hand of the Member or of his attorney duly authorised in writing or if the Member is a corporation, shall be executed under its common seal or under the hand of an officer or attorney duly authorised in writing.
- 5) The Directors may, but shall not be bound to require evidence of the authority of any such attorney or officer. A proxy appointed to attend and vote at a meeting of the Company shall have the same rights as the Member to speak at the meeting. The instrument appointing a proxy shall be deemed to confer authority on the appointed proxy to demand or join in demanding a poll.
- 6) The instrument appointing a proxy, and the power of attorney or other authority (if any) under which it is signed or a notarially certified copy thereof, shall be deposited with the Company's Share Registrar, Boardroom Share Registrars Sdn. Bhd. at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, Malaysia or via email at bsr.proxy@boardroomlimited.com, at least forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in such instrument proposes to vote, or, in the case of a poll, not less than twenty-four (24) hours before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid.
- 7) In respect of deposited securities, only members whose names appear on the Record of Depositors as at 12 June 2026 shall be eligible to attend the meeting or appoint proxy(ies) to attend and/or vote on his behalf.

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AFFIX
STAMP

KUMPULAN KITACON BERHAD
c/o Boardroom Share Registrars Sdn. Bhd.
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

2nd Fold Here

Fold This Flap For Sealing



**KUMPULAN
KITACON BERHAD**

(Registration No. 202201006838 (1452535-V))

NO 24, JALAN RENGAS, TAMAN SELATAN,
41200 KLANG, SELANGOR

TEL : 03-3372 4162

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