

PLB ENGINEERING BERHAD

PLB國雲集團有限公司

Company No.: 199701002728 (418224-X)

annual report 2025



www.plb.com.my

www.plbhomes.com.my

Vision & Mission

CORPORATE VISION

To be a progressive and technology-driven global conglomerate by capitalising on our core business, while seeking new opportunities to constantly enhance the economic value for our stakeholders.

CORPORATE MISSION



Focusing on customer needs which meet their requirements and drive their success.



Applying Information Technology to enhance our business efficiency and Supply Chain Management.



Monitor continued improvement and upgrade our operation technologies, facilities and Human Resource capabilities.



Inculcate a passion for excellence and commitment while contributing towards nation building and welfare of society.



Supporting our enterprising employees through "Intrapreneurship" schemes.



Identifying new ventures for growth.

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Corporate Information

BOARD OF DIRECTORS

Dato' Seri Ong Choo Hoon
(Group Executive Chairman)

Madam Wein Siew Fen
(Independent Non-Executive Director)

Dato' Ong Guat Beng
(Executive Director)

Mr. Lee Khai
(Independent Non-Executive Director)

Dato' Ong Seng Chye
(Executive Director)

Madam Koay San San
(Independent Non-Executive Director)

GROUP CHIEF OPERATING OFFICER

Dato' Siow Kok Yong, JP

REMUNERATION COMMITTEE

Chairman
Madam Wein Siew Fen

SHARE REGISTRAR

Braxton Consulting Sdn Bhd
51-8-A Menara BHL
Jalan Sultan Ahmad Shah
10050 George Town, Penang
Tel: 04-373 6616
Email: sharereg@braxton.com.my

REGISTERED OFFICE

51-8-A Menara BHL
Jalan Sultan Ahmad Shah
10050 George Town, Penang
Tel: 04-373 6616
Email: enquiry@braxton.com.my

Members

Mr. Lee Khai
Madam Koay San San

PRINCIPAL BANKERS

Amlslamic Bank Berhad
United Overseas Bank (Malaysia) Berhad
Affin Bank Berhad
Hong Leong Bank Berhad
RHB Bank Berhad

COMPANY SECRETARIES

Madam Hing Poe Pyng
(MAICSA 7053526)
SSM PC NO. 202008001322

NOMINATION COMMITTEE

Chairman
Madam Wein Siew Fen

Members

Mr. Lee Khai
Madam Koay San San

PRINCIPAL SOLICITORS

Messrs. B.C. Teh & Yeoh
Messrs. Ghazi & Lim
Messrs. Ong and Manecksha

Madam Wong Yee Lin (MIA 15898)
SSM PC NO. 201908001793

RISK MANAGEMENT COMMITTEE

Chairman
Mr. Lee Khai

Members

Dato' Ong Guat Beng
Madam Koay San San

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad
Stock Short Name : PLB
Stock Code : 7055

AUDIT COMMITTEE

Chairman
Madam Koay San San

Members

Madam Wein Siew Fen
Mr. Lee Khai

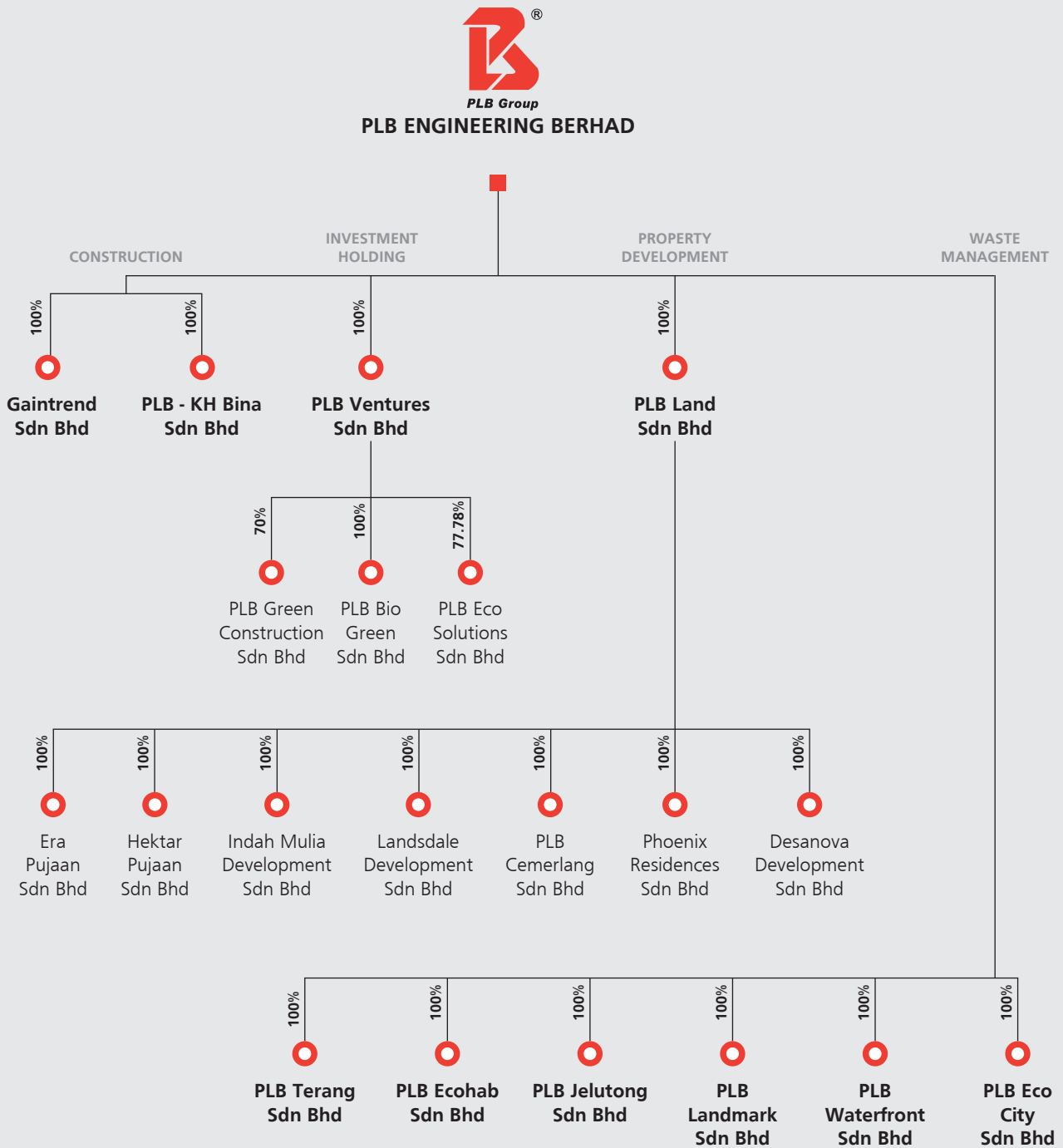
AUDITORS

Messrs Grant Thornton Malaysia PLT
Level 5 Menara BHL
Jalan Sultan Ahmad Shah
10050 George Town, Penang
Tel: 04-228 7828
Fax: 04-227 9828

WEBSITE

www.plb.com.my

Corporate Structure



○ Subsidiary

Directors' Profile

Dato' Seri Ong Choo Hoon

Group Executive Chairman

Dato' Seri Ong Choo Hoon (male), a Malaysian aged 86, was appointed to the Board of the Company on 11 October 1997 as the Group Executive Chairman. Dato' Seri Ong is the founder of the PLB Group with more than 50 years of experience in machinery, engineering and construction industry. After having been actively involved in machinery engineering contracts and provision of maintenance services from 1962 to 1975, Dato' Seri Ong subsequently ventured into the construction business in 1976 and was the primary moving force behind a number of the Group's successful property development projects over the years. He is responsible for the overall management and strategic planning of the PLB Group.

Dato' Seri Ong is also a member of The People's Volunteer Corps (RELA), holding the position of Senior Assistant Commissioner of RELA (Assc).

Dato' Seri Ong represents PLB-KH Bina Sdn Bhd ("PKH"), a wholly owned subsidiary of the Company, as the Honorary Advisor of the Penang State Foundry and Engineering Industries Association.

Dato' Seri Ong does not hold any other directorships in other public companies.

Dato' Seri Ong is the father of Dato' Ong Guat Beng and Dato' Ong Seng Chye who are also Executive Directors of the Company. He is a director and major shareholder of Leading Builders Sdn. Bhd., which is a major shareholder of the Company. He has no conflict of interest with the Company. He had on 18 August 2022 received a compound from Companies Commission of Malaysia for non-compliance of section 138(1)(a) of the Companies Act, 2016.

Dato' Ong Guat Beng

Executive Director

Member of the Corporate Governance Committee
Member of the Risk Management Committee

Dato' Ong Guat Beng (female), a Malaysian aged 67, was appointed as an Executive Director of the Company on 11 October 1997. After completing high school in 1976, Dato' Ong joined PKH to assist Dato' Seri Ong Choo Hoon to oversee the overall operation of PKH. She has more than 40 years of working experience in purchasing, accounting and office administration. She oversees the Finance, Human Resources and Administration departments as well as the Procurement department of the Company. Dato' Ong also assists the Group Executive Chairman in the overall operations and management of the Company on site management, financial management and human resources management.

On 9 July 2016, Dato' Ong Guat Beng was conferred Darjah Setia Pangkuan Negeri by the Penang State Government which carries the honorific title Dato'.

Dato' Ong does not hold any other directorships in other public companies.

Dato' Ong is the daughter of Dato' Seri Ong Choo Hoon and the sister of Dato' Ong Seng Chye. She is a director and shareholder of Leading Builders Sdn. Bhd., which is a major shareholder of the Company. She has no conflict of interest with the Company and has no convictions for offences within the past five years other than traffic offences, if any.

Directors' Profile (Cont'd)

Dato' Ong Seng Chye

Executive Director

Chairman of the Corporate Governance Committee

Dato' Ong Seng Chye (male), a Malaysian aged 58, was appointed as an Executive Director of the Company on 11 October 1997. He completed his high school education in 1985 and joined PKH in 1987 to assume various responsibilities for plant and machinery scheduling, security maintenance and site management. Currently, he oversees the Property Development operations of the PLB Group and represents the PLB Group by being actively involved in the public and social responsibilities of PLB Group. He has been appointed as 'Mejar Bersekutu Angkatan Pertahanan Awam Malaysia', Area Vice President St John Ambulance of Malaysia State of Penang Province Wellesly Area, Vice Chairman of SJK (C) Kwang Hwa Butterworth, he is in the committee of Kongsi Thye Guan Tong Ong Seberang Perai, a Board of Director and Chartered Treasurer as well as Past Secretary and Past President of the Lions Club of Perai. He is also a Certified Professional Alternative Dispute Resolution Practitioner. He represents PKH as a Committee Member and Past President of Penang Master Builders. Dato' Ong has attended numerous seminars to supplement his on-the job experience.

On 12 July 2025, Dato' Ong Seng Chye was conferred Darjah Setia Pangkuan Negeri by the Penang State Government which carries the honorific title Dato'.

Dato' Ong does not hold any other directorships in other public companies.

Dato' Ong is the son of Dato' Seri Ong Choo Hoon and the brother of Dato' Ong Guat Beng. He is a director and shareholder of Leading Builders Sdn. Bhd., which is a major shareholder of the Company. He has no conflict of interest with the Company and has no convictions for offences within the past five years other than traffic offences, if any.

Madam Wein Siew Fen

Independent Non-Executive Director

*Chairman of the Nomination Committee
Chairman of the Remuneration Committee
Member of the Audit Committee*

Madam Wein Siew Fen (female), a Malaysian aged 55, was appointed as an Independent Non-Executive Director of the Company on 11 September 2017. She graduated with Bachelor of Science (Housing, Building and Planning) with Honours and Bachelor of Architecture from Universiti Sains Malaysia in 1995 and 1996 respectively.

She started her work experience thereafter with a local architectural practice. Currently, she is practicing under Messrs. Habitat Design Architects Sdn Bhd. Madam Wein is a member of Board of Architects Malaysia and The Malaysian Institute of Architects.

Madam Wein does not hold any other directorships in other public companies.

Madam Wein Siew Fen is not related to any Director and/or major shareholder of the Company. She has no conflict of interest with the Company and has not been convicted of any offences within the past five years other than traffic offences, if any.

Directors' Profile (Cont'd)

Mr. Lee Khai

Independent Non-Executive Director

Chairman of the Risk Management Committee

Member of the Audit Committee

Member of the Remuneration Committee

Member of the Nomination Committee

Mr. Lee Khai (male), a Malaysian aged 57, was appointed as an Independent Non-Executive Director of the Company on 5 October 2022. He graduated with a Bachelor of Laws Degree from the University of Nottingham, England in 1992 and is a Barrister of the Lincoln's Inn as well as a member of the Malaysian Bar.

He has been in legal practice since 1994, primarily in corporate, real property, intellectual property matters and related civil litigation works. He frequently conducts seminars on various legal subjects and is a legal advisor to several organisations, including Charis Hospice, D'Home Mental Health Association, the Malaysian Buddhist Association and the Penang State Government owned Harmonico. He is also an advisor to the Penang Art District and the Chairman of the Penang State Art Gallery.

Mr. Lee Khai holds directorship in one other public company, Charis Hospice Berhad.

Mr. Lee Khai is not related to any Director and/or major shareholder of the Company. He has no conflict of interest with the Company and has not been convicted of any offences within the past five years other than traffic offences, if any.

Madam Koay San San

Independent Non-Executive Director

Chairman of the Audit Committee

Member of the Remuneration Committee

Member of the Nomination Committee

Member of the Risk Management Committee

Madam Koay San San (female), a Malaysian aged 42, was appointed as an Independent Non-Executive Director of the Company on 1 November 2024.

A Bachelor of Accounting graduate of the University of Hertfordshire, Madam Koay had also obtained her Master Degree in International Business from the University of Sunderland. Madam Koay is a Chartered Accountant of Malaysian Institute of Accountants and a member of Association of Chartered Certified Accountants.

Madam Koay started her career in June 2005 as an Auditor in an audit firm before leaving the firm to pursue her masters degree in the United Kingdom. Upon completion of her studies, she returned to Malaysia and joined a public listed company as an Accountant, following which she also had a short stint in a multi-national company.

During her career, she was involved in cost and financial analysis, internal control including numerous corporate exercises as well as provision of outsourced services in accounting, tax planning, and other business advisory services. Most recently, Madam Koay was appointed as Chief Financial Officer of Harvest Palm Holding Sdn. Bhd., further broadening her management leadership skills and business awareness.

Madam Koay holds directorship in two (2) other public companies, P.I.E. Industrial Berhad and Butterfield FB Berhad.

Madam Koay is not related to any Director and/or major shareholder of the company. She has no conflict of interest with the company and has not been convicted of any offences within the past five years other than traffic offences, if any.

Corporate Key Management Profile

Dato' Siow Kok Yong, JP

Group Chief Operating Officer

Dato' Siow Kok Yong, JP (male), a Malaysian aged 66, was appointed as Chief Operating Officer of the Group on 6 November 2020. He is responsible for the Group's daily operations and the implementation of business strategies, investments and management of subsidiaries. He is also appointed as the Risk Management Steering Committee Chairman which oversees all risk management activities within the Group.

Dato' Siow graduated with Bachelor of Applied Sciences (Civil Engineering) with Honours from the University of Ottawa, Canada. He has been involved in the construction industry for a total of 39 years, with experience in civil engineering and general construction. Dato' Siow has a combined experience of more than 5 years in design and consultation works in the civil engineering industry and more than 34 years in general construction and turnkey projects. General construction works include housing projects and high-rise residential and commercial buildings, multi-national industrial factories, bridges and highway, reservoirs and offshore structures, irrigations and water supply.

In June 2009, Dato' Siow was appointed as a Justice of Peace by Sultan Tuanku Ja'afar ibni Almarhum Tuanku Abdul Rahman of Negeri Sembilan. Dato' Siow was conferred with Darjah Setia Pangkuan Negeri (D.S.P.N.) by the Yang Di-Pertua of Penang, His Excellency Tun Dato' Seri Utama (Dr) Haji Abdul Rahman Bin Haji Abbas State Governor in July 2014, which carries the honorific title of Dato'.

Dato' Siow does not hold any other directorships in other public companies.

Dato' Siow is the son-in-law of Dato' Seri Ong Choo Hoon, the Group Executive Chairman, and brother-in-law of Dato' Ong Guat Beng and Dato' Ong Seng Chye who are both Executive Directors of the Company.

Madam Phee Poh Suan

Senior Finance Manager

Madam Phee Poh Suan (female), a Malaysian aged 57, was appointed as the Senior Accountant of the Group on 23 June 2003 before being promoted to Finance Manager shortly after. Her areas of responsibility include corporate finance, investor relations, mergers and acquisitions, financial management, compliance and reporting and overall finance operations of the Group.

She started her career in the construction and development industry. Ms Phee is an associate member of Chartered Institute of Management Accountant (CIMA), England. In 2007, she was promoted as the Group's Senior Finance Manager due to her excellent achievement and contribution to the organisation.

Madam Phee is not related to any other Director and/or major shareholder of the Company.

None of the key senior management persons have any conflict of interest with the Company.

None of the key senior management persons have been convicted for any offences within the past 5 years and have not been imposed with any public sanction or penalty by the relevant bodies during the financial year other than traffic offences, if any.

Chairman's Statement

Dear Valued Shareholders,

On behalf of the Board of Directors of **PLB ENGINEERING BERHAD** ("PLB" or "the Company"), it is my pleasure to present the Annual Report and Audited Financial Statements of the Company for the financial year ended 31 August 2025.

Economic Overview

The Malaysian economy expanded by 4.4% in the first half of 2025, underpinned by sustained consumer spending and investment activities, and is on track to achieve full-year growth between 4% and 4.8%. Moving into 2026, growth will continue to be supported by resilient domestic demand, supported by healthy employment levels, wage growth and income-related policy measures that underpin household spending. Investment activity is expected to be strengthened further, propelled by the progress of multi-year projects in both the private and public sectors, the continued realization of approved investments and the ongoing implementation of catalytic initiatives under the national master plans and the Thirteenth Malaysia Plan (RMK13).

However, this outlook remains subject to global uncertainties. Downside risks include slower international trade, weaker business sentiment as well as lower-than-expected commodity output. Conversely, favourable developments such as positive outcomes from US trade negotiations, pro-growth policies in major economies, sustained demand for electrical and electronic goods and robust tourism activity may enhance Malaysia's export and growth prospects. *(Source: Bank Negara Malaysia Monetary Policy Statement 4 September 2025)*

Industry Review

The property development sector continued to face a challenging environment in FY2025. Market sentiment softened, with developers adopting a more cautious approach and indicators of a cooling market heading into 2026.

The sector continued to face multiple headwinds, including:-

- Rising material and labour costs;
- Broader economic uncertainties;
- The impact of the Sales and Service Tax (SST);
- Intensified market competition;
- End-financing difficulties stemming from stringent lending guidelines; and
- Minimum wage policy.

Despite these prevailing challenges, PLB Group remains resilient and forward-looking. Leveraging on its experience and established presence in the Northern Region of Malaysia, the Group continues to explore strategic partnership and new business collaborations to identify sustainable growth opportunities.

For the financial year under review, the revenue contributions were as follows:-

- Construction – 43%
- Property Development – 44%
- Other Incomes – 13%

Operational Highlights

The Group's performance remains closely linked to the construction and property development sectors.

- During the financial year under review, PLB Group successfully completed an external construction project valued at RM38 million.
- The Group continues to pursue opportunities for additional external contracts to sustain earnings and enhance recurring revenue. As of post-2025, the Group has secured new external projects amounting to RM9 million.

In the property development segment, key highlights include:-

- **The Skyline**
A newly launched mixed development comprising of 216 condominium units and 74 affordable homes. To date, piling works have been completed and 28 condominium units have been sold, with the respective Sale and Purchase Agreements executed.
- **The Dew**
This affordable housing development featuring 281 affordable housing units has achieved 95% sales (based on signed SPAs) and reached 76% physical completion. This reflects PLB's ongoing support of the Government's affordable housing initiatives while delivering sustainable value to stakeholders.

Chairman's Statement (Cont'd)

Operational Highlights (CONT'D)

During the year, PLB also completed the share sale transaction with Koperasi Sahabat Amanah Ikhtiar Malaysia (Koop Sahabat) Berhad for the disposal of PLB Terang Sdn Bhd's equity interest in PLB Green Solar Sdn Bhd thereby improving the Group's gearing level.

In addition, the Group's wholly-owned subsidiary, PLB Land Sdn Bhd, entered into a Sale and Purchase Agreement on 2 May 2025 with Telaga Raya Sdn Bhd for the disposal of land located at Jarak Atas, Tasek Gelugor, Mukim 13, Seberang Perai Utara, Penang, for a total consideration of RM48 million. This strategic disposal forms part of PLB's ongoing efforts to monetise and crystallise the value of its landbank. Proceeds will be utilised to repay bank borrowings, thereby further reducing gearing, enhancing liquidity and strengthening the Group's financial position through improved current ratio and lower interest expenses.

Jelutong Project

The Company entered into a Joint Development Agreement (JDA) with the Government of the State of Penang and the Penang Development Corporation (PDC) to undertake the implementation and completion of the rehabilitation works on the land located in Jelutong, Penang, new integrated recycling centre and development under the JDA.

The revised EIA (First Schedule) was submitted on 17 October 2025 and pending approval.

Financial Performance

For the year ended 31 August 2025, the Group recorded a total revenue of RM102.19 million compared to RM134.43 million in the preceding financial year. The higher revenue in FY2024 was mainly attributed to vacant land disposals at Zoo Road, Tanjung Bungah and Bakar Arang which contributed approximately RM42.1 million.

The Group recorded a profit before tax (PBT) of RM8.16 million for the year ended 31 August 2025 as compared to loss before tax of RM7.69 million for preceding year corresponding period. The Group recorded higher profit before tax in current year mainly due to completion of share sale transaction for disposal of equity interest in PLB Green Solar Sdn Bhd.

Dividend

No dividend was declared by the Board for financial year ended 31 August 2025 and the Group continues to prioritise prudent capital management and balance sheet strengthening.

Prospects

Sustainability continues to guide the Group's strategic direction and long-term value creation. The Board recognises the growing importance of environmental, social and governance considerations in shaping business resilience, regulatory compliance and investor confidence.

PLB will enhance its sustainability and climate-related disclosures in alignment with IFRS S1 and IFRS S2 progressively, reflecting our commitment to transparent and decision-useful reporting. We remain focused on delivering affordable, quality developments while embedding responsible practices across our operations to support sustainable growth and long-term shareholder value.

Looking ahead, the Group will remain focused on strengthening and expanding its core business segments, namely construction and property development, with emphasis on:-

- Securing external construction contracts; and
- Advancing affordable housing schemes aligned with national priorities.

The Board recognises the importance of establishing recurring and sustainable revenue streams to support long-term growth and operational stability.

Barring any unforeseen circumstances, the Group anticipates a positive financial performance in FY2026, supported by the progress of ongoing projects and new property launches under planning. The Group remains steadfast in its commitment to prudent cost management, efficient project execution and value creation for shareholders.

Appreciation

On behalf of the Board, I wish to express my sincere appreciation and gratitude to my fellow Board members, the Management team, employees and business partners for their dedication, commitment, and valuable contributions throughout the year.

The Board also extends its heartfelt appreciation to the Malaysian Government, its agencies, the Penang State Government, local authorities and our valued stakeholders for their continued support, trust and cooperation. Their contributions have been instrumental in enabling PLB to navigate challenges and pursue its growth objectives.

DATO' SERI ONG CHOO HOON

Group Executive Chairman

Management Discussion and Analysis

Overview

PLB Engineering Berhad and its subsidiaries (“PLB” or “the Group”) continued to focus on its core business segments of construction and property development during the financial year.

The Group’s primary emphasis remained on the construction sector, while actively exploring opportunities to secure additional external construction contracts to sustain and enhance its earnings base. The construction industry continued to face a challenging operating environment, characterized by rising in material and labour costs plus supply chain disruptions, all of which have exerted pressure on project margins. Despite these headwinds, the Group demonstrated resilience and adaptability through the implementation of prudent cost management, value engineering and operational efficiency measures, enabling it to navigate market volatility and maintain project delivery standards.

Over the years, PLB has established a strong reputation as a trusted property developer in both Mainland Penang and Penang Island. With a proven track record in delivering a diverse portfolio of developments encompassing landed residential homes, high-rise condominiums, commercial premises and industrial factories, the Group remains committed to building affordable homes that promote sustainable communities.

In addition, the Group remains vigilant in managing its working capital, with continuous efforts directed towards reducing borrowings, enhancing inventory realisation, and optimising cash flow, thereby strengthening its overall financial position and balance sheet resilience.

FINANCIAL REVIEW

For the year ended 31 August 2025, the Group recorded a total revenue of RM102.19 million as compared to total revenue of RM134.43 million in the corresponding preceding year. The higher revenue in preceeding year mainly derived from the disposal of vacant lands at Zoo Road, Tanjung Bungah and Bakar Arang contributed to the revenue RM42.1 million.

A profit before tax of RM8.16 million for the year ended 31 August 2025 was recorded which consists of loss before tax RM3.34 million from continuing operations and profit before tax of RM11.50 million from discontinued operations. Completion of share sales transaction for disposal of equity interests in PLB Green Solar Sdn Bhd contributed to the discontinued operations.

Statement of Financial Position

Non-current Assets

- During the financial year, the non-current assets has been reduced to RM150 million as compared to RM256 million in FY2024. It was mainly due to reduction on property, plant and equipment after the disposal of its equity interest in PLB Green Solar Sdn. Bhd. through a share sale transaction with Koperasi Sahabat Amanah Ikhtiar Malaysia Berhad.

Current Assets

- During the financial year, there was a increase in current assets from RM125 million in FY2024 to RM135 million. This was mainly due to increase in contract assets derived from on-going property development project, The Dew.

Current Liabilities

- Current Liabilities reduced to RM161 million compared to RM180 million in FY2024. It was mainly due to a reduction in current bank borrowings and trade and other payables. The Group’s gearing ratio has dropped from previous FY2024 of 1.94 times to 0.77 times in this FY2025.

Non-current Liabilities

- Non-current liabilities reduced to RM46 million compared to RM137 million in FY2024. It was mainly due to reduction in bank borrowings after the disposal of its equity interest in PLB Green Solar Sdn. Bhd. through a share sale transaction with Koperasi Sahabat Amanah Ikhtiar Malaysia Berhad.

Dividend

- No dividend has been declared by the Board for the financial year ended 31 August 2025.

Management Discussion and Analysis (Cont'd)

OPERATIONS REVIEW

Sustainability considerations are increasingly embedded into the Group's strategic planning and operational execution. Management recognises that climate-related and broader ESG factors may influence project costs, regulatory compliance, operational continuity and long-term financial performance. PLB will enhance the integration of sustainability and climate considerations into its risk management framework and strengthened related disclosures in alignment with IFRS S1 and IFRS S2 progressively. These efforts support operational resilience, prudent capital management and sustainable value creation.

Property Development

During the financial year, PLB Land Sdn. Bhd. ("PLB Land") focused on the completion of ongoing developments and the realisation of existing inventories, in line with the Group's strategy to strengthen cash flow and reduce gearing. Project launches were carefully planned and managed, taking into account prevailing market uncertainties and evolving economic conditions to ensure sustainable delivery and demand alignment.

The Group's current affordable housing development, The Dew, comprises 281 units of affordable homes with total saleable area of approximately 281,000 square feet. The project has achieved 95% sales, with Sale and Purchase Agreements (SPAs) executed, and physical completion progress reaching 76%. As at the end of the financial year, the project recorded unbilled sales of RM39.34 million, reflecting robust demand for well-located and affordable residential offerings.

The Group's latest launched development, The Skyline, consists of 216 condominium units and 74 affordable homes, with a combined saleable area of approximately 322,200 square feet. To date, piling works have been completed and 28 condominium units have been sold, with the respective SPAs executed. The project currently carries unbilled sales of RM16.05 million, underpinning steady revenue visibility for the next financial period.

In addition, PLB Land is actively engaged in strategic planning for its remaining landbanks in Paya Terubong, earmarked for the development of approximately 5,600 affordable housing units as part of its long-term commitment to social housing. Progress highlights include:

- Plot 8 (Lot 9830): Comprising two apartment blocks with 800 affordable housing units with a total saleable area of approximately 710,000 square feet. The Development Order has been approved, and sales launch preparation is targeted in calendar year 2026.
- Plot 10 (Lot 9812): Comprising two apartment blocks with 1,592 affordable housing units and 8 units of shop lots with a total saleable area of approximately 1,194,000 square feet. The Development Order application has been submitted and sales launch preparation targeted by end of calendar year 2026.

The Group's ongoing commitment to affordable housing development continues to strengthen its market position and provide a sustainable medium to long-term growth trajectory within the property development sector.

In addition, the Group's wholly-owned subsidiary, PLB Land Sdn Bhd, entered into a Sale and Purchase Agreement on 2 May 2025 with Telaga Raya Sdn Bhd for the disposal of land located at Jarak Atas, Tasek Gelugor, Mukim 13, Seberang Perai Utara, Penang, for a total consideration of RM48 million. This strategic disposal forms part of PLB's ongoing efforts to monetise and crystallise the value of its landbank. The proceeds from this transaction will be utilised to repay bank borrowings, thereby further reducing the Group's gearing level, enhancing liquidity, and strengthening the overall financial position through improved current ratio and reduced interest expenses.

Construction

During the financial year under review, the Construction Division successfully completed an external construction project valued at RM38 million. The Group continues to actively pursue new external construction contracts to diversify its income base and enhance recurring revenue streams. Subsequent to the financial year, the Group has been awarded with new external construction projects which amounts to RM9 million which will contribute positively to future revenue visibility.

Management Discussion and Analysis (Cont'd)

OPERATIONS REVIEW (CONT'D)

Sales of Electricity from Solar Plant

During the year, the Group completed the disposal of its equity interest in PLB Green Solar Sdn. Bhd. through a share sale transaction with Koperasi Sahabat Amanah Ikhtiar Malaysia Berhad, via its wholly-owned subsidiary PLB Terang Sdn. Bhd. The disposal has contributed to a reduction in the Group's gearing level, thereby strengthening the balance sheet and enabling better resource allocation toward its core business activities of construction and property development.

Summary

Overall, the Group's performance during the financial year reflected a strategic focus on strengthening core competencies, particularly in affordable housing development and external construction projects. Through prudent financial management, careful project execution and strategic realignment of resources, PLB is well-positioned to capitalise on emerging opportunities and achieve sustainable growth in the forthcoming financial year and beyond.

Jelutong Project

The Company entered into a Joint Development Agreement (JDA) with the Government of the State of Penang and the Penang Development Corporation (PDC) to undertake the implementation and completion of the rehabilitation works on the land located in Jelutong, Penang, new integrated recycling centre and development under the JDA. The revised EIA (First Schedule) was submitted on 17 October 2025 and pending approval.

FORWARD LOOKING STATEMENT

Looking ahead, the operating environment is expected to remain challenging yet filled with opportunities, underpinned by the Malaysian Government's continued emphasis on infrastructure development, affordable housing and urban renewal initiatives under the Twelfth Malaysia Plan (12MP). These initiatives are anticipated to provide a steady pipeline of construction and development opportunities for industry players, particularly those with established track records and financial discipline.

The Group will continue to leverage its core strengths in construction and property development while seeking strategic partnerships and joint ventures to enhance project delivery and expand market presence. In the construction segment, PLB will remain focused on securing external contracts and strengthening operational efficiency to sustain profitability amid fluctuating input costs and tightening margins.

Within the property development segment, the Group will prioritise the progression of its affordable housing projects, particularly in Paya Terubong, to meet the growing demand for quality and accessible homes in Penang.

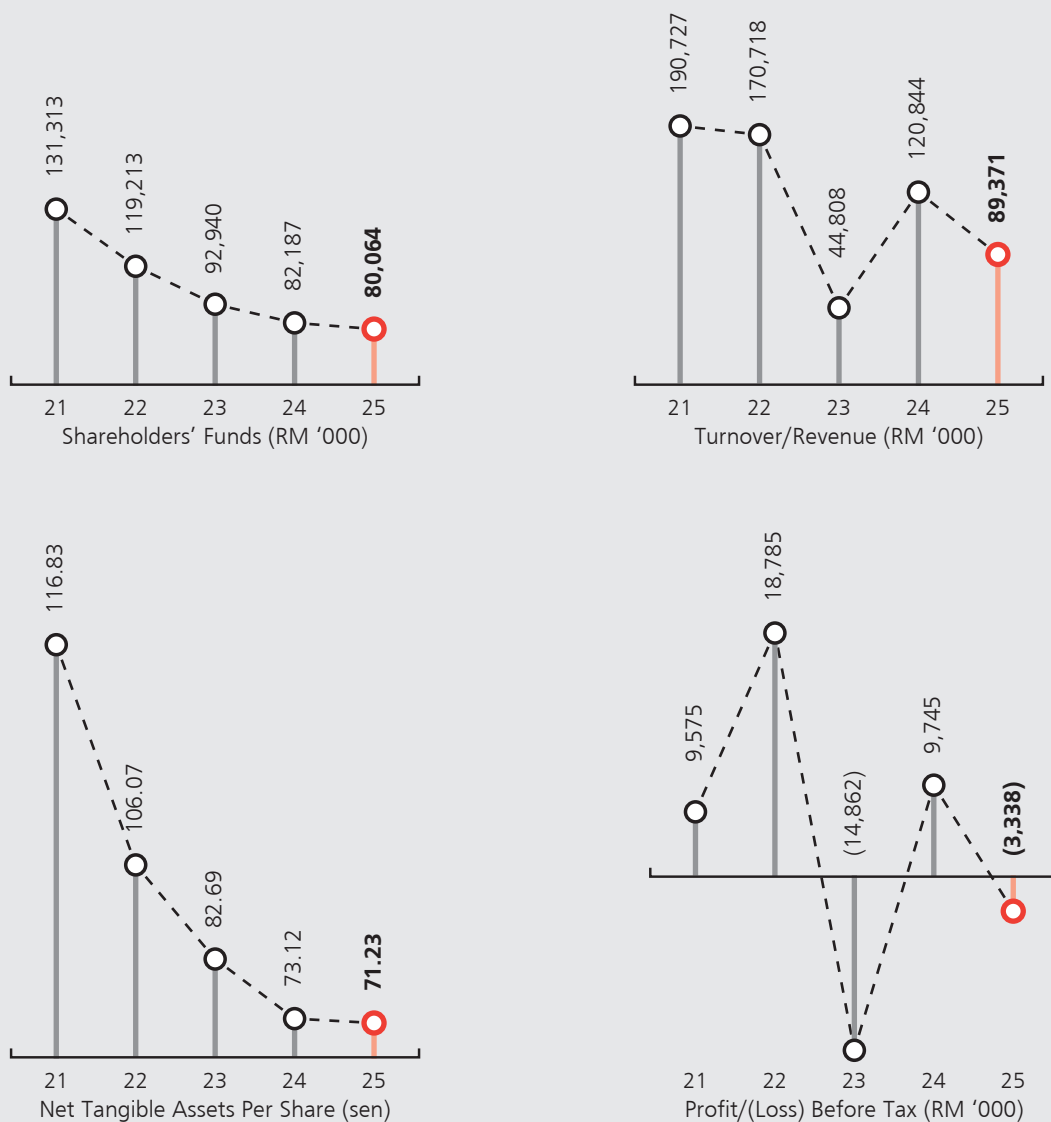
From a financial perspective, PLB remains committed to preserving balance sheet strength, optimising cash flow and practising prudent capital management, ensuring adequate liquidity to support its operational and development activities.

The Board and Management will continue to closely monitor market conditions, enhance operational efficiency and pursue sustainable growth opportunities in line with the Group's long-term objectives and commitment to shareholder value creation.

Financial Highlights

Audited (RM'000)					
	2021	2022	2023	2024	2025
Turnover/Revenue	190,727	170,718	44,808	120,844	89,371
Profit/(Loss) Before Tax	9,575	18,785	(14,862)	9,745	(3,338)
Profit/(Loss) For The Year @	2,010	(12,099)	(26,273)	(10,753)	5,277
Paid Up Capital	112,395	112,395	112,395	112,395	112,395
Shareholders' Funds	131,313	119,213	92,940	82,187	80,064
Earnings/(Loss) Per Share (sen)	1.79	(10.77)	(23.37)	(9.57)	4.69
Net Tangible Assets Per Share (sen)	116.83	106.07	82.69	73.12	71.23
Total Assets	539,423	454,556	438,717	380,872	285,645

@ Profit for the year represents Profit after taxation and non-controlling interests.
The above results excluded discontinued operations results.



Sustainability Statement

Dear Shareholders,

This Sustainability Statement has been prepared in alignment with IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 – Climate-related Disclosures, reflecting PLB Engineering Berhad’s commitment to investor-focused, decision-useful reporting. It presents sustainability and climate-related risks and opportunities that could reasonably be expected to influence the Group’s enterprise value, financial position, performance, business model or long-term resilience.

The Statement should be read together with the Financial Statements, Management Discussion & Analysis (MDA) and Corporate Governance Overview Statement, as required by IFRS S1 for integrated interpretation.

Statement Overview

At PLB, the Company strives to create lasting value for stakeholders while prioritizing social and environmental responsibility. Sustainability has been a central tenet of PLB’s business philosophy since our establishment and continues to underpin our long-term vision. As we navigate the evolving dynamics of Malaysia’s property and construction sector, PLB remains committed to aligning our developments with emerging trends, with particular emphasis on energy efficiency, integrated green spaces and the deployment of smart technologies.

Amid global economic fluctuations, escalating material costs and shifting consumer expectations, together with the ongoing challenges of housing affordability and urban density, PLB remains steadfast in its commitment to creating enduring value. Our developments are designed to address both societal and environmental needs, providing spaces where communities and ecosystems can coexist and prosper.

At PLB, we recognise the responsibility we bear towards both the planet and its people. Guided by our vision of building sustainable communities, we seek to create a future that generates shared benefits for the environment and humanity alike. PLB will continue to review its sustainability approach from time to time to ensure that PLB’s strategy remains relevant to the best practices in order to actively mitigate risk and identify opportunities.

Reporting Period and Scope

Consistent with our prior reporting practice, unless otherwise stated, this Statement covers PLB Engineering Berhad and subsidiaries under its operational control for the period 1 September 2024 to 31 August 2025.

Reporting Standards

This Statement aligns with the Bursa Malaysia Sustainability Reporting Guide (3rd Edition), GRI Standards 2021, and relevant UN Sustainable Development Goals (UNSDGs) (in full or partial adoption).

Statement Quality and Data Assurance

The principle of materiality, as set out by the GRI Standards, has guided the selection of topics and disclosures in this Statement.

Sustainability data is internally compiled, validated by the Sustainability Steering Committee and reviewed by an independent Internal Auditor. Based on the verification procedures undertaken, the Internal Auditor has concluded that PLB has established effective processes for data collection, calculation, aggregation and analysis, ensuring reasonable accuracy and completeness.

No material discrepancies were identified in FY2025.

Sustainability Statement (Cont'd)

Forward-Looking Statements Disclaimer

This Statement includes forward-looking perspectives on PLB's operations and future plans, forward-looking disclosures on climate strategy, transition activities and emission reduction plans.

These perspectives are based on reasonable assumptions and the best information available to the Group at the time of reporting. Nonetheless, we acknowledge that the business environment is dynamic and emerging risks, regulatory changes or market developments, climate impacts and technological changes may cause actual outcomes to differ from those anticipated.

Accordingly, the forward-looking statements contained in this report should not be interpreted as assurances of future performance. Rather, they represent PLB's current outlook and intentions which will continue to evolve in response to changing circumstances.

Feedback

We greatly value the feedback of our stakeholders as it plays an important role in helping us strengthen our sustainability practices and reporting. Your comments and suggestions enable us to continuously improve our policies, processes and overall performance.

Together, we can build a more sustainable future.

PLB encourages digital access to this Statement to reduce environmental impact. Simply scan the QR code to be directed to PLB Group's corporate website.

Feedback may be directed to corp@plbgroup.com.my



Membership of Association

PLB is an active member of several industry bodies and associations relevant to its business sectors. In the construction industry, the Group is a member of the Penang Master Builders and Building Materials Dealers Association ("PMBBMDA"). Within the property development industry, PLB is a member of the Real Estate and Housing Developers' Association ("REHDA").

PLB's site personnel are registered with the Construction Industry Development Board ("CIDB"), ensuring compliance with its regulations and standards. In addition, PLB-KH Bina Sdn Bhd is a registered member of the National Institute of Occupational Safety and Health ("NIOSH").

These memberships and affiliations are considered strategic to PLB's operations, reflecting the Group's commitment to good governance, regulatory compliance and the promotion of industry best practices across all construction and property development activities.

Sustainability Statement (Cont'd)

Certifications & Licenses

PLB's business divisions and subsidiaries maintain all necessary statutory registrations to operate in compliance with Malaysian laws and industry regulations. These include registrations with the Construction Industry Development Board ("CIDB") under Category 'G7' and the Sijil Perolehan Kerja Kerajaan ("SPKK") Grade G7 Contractor licence, enabling participation in government and large-scale construction projects.

In addition to meeting regulatory requirements, PLB's subsidiaries have obtained internationally recognised certifications to demonstrate their commitment to quality, operational excellence and customer satisfaction. Key certifications and awards include:

Subsidiary	Licenses & Awards
PLB-KH Bina Sdn Bhd	<ul style="list-style-type: none"> ➤ Register with CIDB Sijil Perolehan Kerja Kerajaan ("SPKK") Grade G7 Contractor ➤ Registered with CIDB under Category 'G7' ➤ Awarded the SIRIM ISO 9001:2015 Certification for Provision of Construction Services in Building and Civil Engineering Works and Design, Coordination and Management of Turnkey Project
Gaintrend Sdn Bhd	<ul style="list-style-type: none"> ➤ Registered with CIDB under Category 'G7' ➤ Awarded the SIRIM ISO 9001:2015 certification for:- <ol style="list-style-type: none"> 1) Development of Residential & Commercial Properties; 2) Provision of Construction Services in Building and Civil Engineering Works Including Design & Build or Turnkey Project
PLB Green Construction Sdn Bhd	<ul style="list-style-type: none"> ➤ Registered with CIDB under Category 'G7' ➤ Awarded the ISO 9001:2015 certification for Provision Building and Related Infrastructure Construction Services (Excluding Design)

*SIRIM - Standard and Industrial Research Institute of Malaysia

These registrations and certifications underscore PLB's compliance with statutory obligations, while also reflecting its dedication to industry best practices, quality management and continuous improvement across all operations.

Our Core Values

PLB's commitment to sustainability is underpinned by three Core Values – Safety and Health, Respect for People and Ethical Behaviour. These values represent our overarching policy commitments and serve as the foundation for how we conduct our business, engage with stakeholders and contribute to the communities in which we operate. They guide decision-making across all operations, products and services, ensuring that our actions support long-term value creation and responsible business conduct.

Our Core Values are embedded into our corporate culture, management systems and operational practices. They are integrated into strategic planning, employee engagement, supplier relationships and community initiatives. This approach ensures that all employees, contractors and partners align with our principles and contribute to our sustainability objectives.

Sustainability Statement (Cont'd)

Our Core Values (cont'd)



Safety and Health

We prioritise the safety, health and well-being of employees, contractors, customers and the communities where we operate. Through a comprehensive occupational health and safety management system, we implement robust policies, training programmes and workplace practices to create a safe environment and prevent work-related injuries and illnesses



Respect for People

We are committed to fostering an inclusive and supportive culture that values diversity, upholds human rights and empowers individuals to reach their potential. Open engagement with employees, customers and communities helps us build relationships based on trust, mutual respect and collaboration.



Ethical Behaviour

We conduct business with integrity, transparency and accountability, ensuring compliance with applicable laws and regulations. Our governance framework upholds the highest standards of ethical conduct, guiding fair, honest and responsible decision-making across all levels of the organisation.



GOVERNANCE

GOVERNANCE STRUCTURE

PLB has established a comprehensive sustainability governance framework designed to ensure effective oversight, strategic direction and accountability in achieving the Group's Environmental, Social and Governance ("ESG") objectives. This framework clearly defines the roles, responsibilities and reporting lines of the Board of Directors, Senior Management and relevant committees involved in sustainability matters.

The Board of Directors holds ultimate responsibility for overseeing the management of ESG-related impacts, risks and opportunities. It provides strategic guidance, approves sustainability policies and monitors performance against defined objectives to ensure the Group's ESG approach remains meaningful and relevant.

Day-to-day management of sustainability initiatives is delegated to designated committees and operational teams, in accordance with the governance framework. These teams are tasked with implementing Board-approved strategies, monitoring progress and reporting outcomes to the Board and Senior Management for review.

As a public-listed corporation, PLB is committed to conducting its operations with integrity, transparency and full compliance with applicable laws and regulations. These commitments underpin our approach to governance, drive ethical business conduct and support the creation of long-term value for stakeholders.

Robust governance practices are in place to safeguard stakeholder trust and ensure compliance with statutory and regulatory requirements. By maintaining high standards of governance, we mitigate the risks of fines, penalties and operational inefficiencies that may arise from inadequate oversight or non-compliance.

Sustainability Statement (Cont'd)

GOVERNANCE (CONT'D)

BOARD OVERSIGHT OF SUSTAINABILITY AND CLIMATE

The Board reviews and approves PLB’s sustainability disclosures prior to publication, ensuring that the information is complete, accurate and reflective of the Group’s performance and commitments.

Through this governance structure, PLB embeds sustainability considerations into its strategic and operational decision-making, driving continuous improvement in ESG performance and reinforcing the Group’s commitment to responsible and transparent business practices.

Board of Directors (“BOD”)	<ul style="list-style-type: none"> Reviews and approves the Sustainability Statement, Climate Transition Plan and all IFRS S1/S2 disclosures. Evaluates how sustainability factors—including climate-related physical and transition risks—affect PLB’s strategy, capital allocation, cost structure, liquidity and long-term enterprise value. Ensures alignment between ESG priorities and organisational strategy, risk appetite and performance targets. Receives bi-annual updates from Management, with additional updates when emerging risks arise.
Board Committees	<ul style="list-style-type: none"> Risk Management Committee (RMC): Integrates sustainability & climate risks into ERM, reviews mitigation actions and risk velocity. Audit Committee: Ensures accuracy of sustainability data, internal controls, and disclosure integrity. Remuneration Committee: Progressively integrates ESG KPIs into leadership performance evaluation.

MANAGEMENT’S ROLE

Group Chief Operating Officer (“GCOO”)	<p>Leads operational execution of sustainability and climate strategies. Responsibilities include:</p> <ul style="list-style-type: none"> Implementing the Climate Transition Plan Overseeing GHG accounting, internal controls, reporting and scenario analysis Leading cross-departmental coordination via the Sustainability Steering Committee (SSC)
Sustainability Steering Committee (“SSC”)	<ul style="list-style-type: none"> The SSC coordinates ESG strategy, data governance, target setting and reporting.
Risk Management Steering Committee (“RMSC”)	<ul style="list-style-type: none"> The RMSC embeds sustainability and climate risks into the enterprise risk management (ERM) cycle, validating likelihood, severity, financial impact and mitigation measures.

BOARD COMPETENCY AND CONTINUOUS EDUCATION

PLB is enhancing the ESG and climate competence of its Board and senior management.

The Board and Senior Management will receive ongoing training on IFRS S1/S2 disclosure requirements, evolving climate regulations, GHG emissions, transition risk, physical climate modelling and sector-specific ESG developments. These programmes aim to strengthen oversight and ensure informed decision-making across PLB’s property development and construction portfolio.

Sustainability Statement (Cont'd)

GOVERNANCE (CONT'D)

ESG AND RISK MANAGEMENT

PLB has established a clear governance structure to oversee and manage risks associated with material ESG topics. The Board of Directors and Senior Management recognise that effective management of ESG-related risks—such as environmental management, labour and human rights and anti-bribery and anti-corruption—is critical to safeguarding long-term value creation.

The Board provides strategic oversight of the Group’s sustainability agenda and ESG-related risk management. It reviews and approves relevant policies, ensuring alignment with corporate objectives and stakeholder expectations.

Responsibility for monitoring sustainability and ESG-related risks is delegated to the RMSC led by the Group Chief Operating Officer. The RMSC comprises senior representatives from Sales Administration and Marketing, Property Development, Contract Management, Project, Management Information System, Finance and Human Resources. Any material changes to the Group’s Risk Profile or Risk Register are reported directly to the Board’s Risk Management Committee.

Risk mitigation measures are embedded within PLB’s ESG framework which defines specific goals, key performance indicators (“KPIs”) and targets to monitor progress. This ensures that ESG considerations are systematically integrated into the Group’s enterprise risk management process and strategic decision-making.

SUSTAINABILITY AND CLIMATE RISK AND OPPORTUNITIES

Physical Climate Risks

<u>Physical Risk</u>	<u>Areas Impacted</u>	<u>Potential Financial effects</u>
Higher rainfall and flooding	Project delays, cost overruns	Increased construction costs, margin compression
Heatwaves	Worker safety, productivity	Higher OSH costs, delays
Water stress	Construction activities	Cost increases due to water supply constraints

Transition Climate Risks

<u>Transition Risk</u>	<u>Areas Impacted</u>	<u>Potential Financial effects</u>
Carbon pricing	Construction materials, fuel	Increased operating expenses
Stricter energy codes	New developments	Higher capex for compliance
Market shift towards green properties	Sales demand	Revenue uplift for compliant projects; risk of stranded assets otherwise

EFFECTS ON BUSINESS MODEL AND VALUE CHAIN

PLB’s value chain includes:-

Upstream: Building materials, subcontractors, consultants

Operations: Land development, construction, project management

Downstream: Sales, property handover, customer care, defects management

Climate risks affect all stages, especially material sourcing and construction scheduling.

Sustainability Statement (Cont'd)

GOVERNANCE (CONT'D)

RISK MANAGEMENT

Processes for identifying and assessing Sustainability and Climate Risks

PLB uses:-

- Site inspections
- Regulatory scanning
- Materiality analysis
- Supplier and contractor assessment
- Stakeholder feedback
- Internal audit assessments

Climate-related risks will be assessed using PLB's risk matrix (likelihood x impact x financial effect).

Integration with ERM

All climate and sustainability risks feed into the corporate Risk Register, reviewed:-

- Half-yearly or earlier if triggered
- Through RMSC and escalated to the RMC and Board

Looking ahead, PLB remains committed to further strengthening the integration between ESG risks and business impacts. This includes enhancing risk assessment methodologies, deepening cross-functional collaboration and ensuring that sustainability considerations remain an integral part of operational and strategic planning.

BOARD DIVERSITY AND INDEPENDENCE

PLB's Board Charter, which is fully aligned with Bursa Malaysia Securities Berhad's Listing Requirements and the principles of the Malaysian Code on Corporate Governance ("MCCG"), clearly defines the roles and responsibilities of the Board, its Committees, individual Directors and Management. Serving as a cornerstone of the Group's corporate governance framework, the Charter supports transparency, integrity and sustainability in Board oversight and decision-making.

In accordance with the MCCG's recommendation that women comprise at least 30% of the Board, PLB has consistently exceeded this threshold for the past three consecutive years. We have adopted an internal target to maintain a minimum of 50% female representation on the Board, recognising that gender diversity enhances governance quality, broadens perspectives and strengthens decision-making effectiveness.

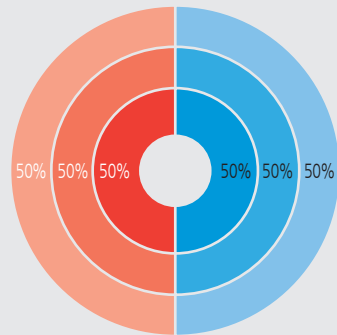
The Board's composition also meets the MCCG requirement that at least half of its members be Independent Directors. PLB has set a target to maintain a minimum of 50% Board independence to safeguard objectivity, impartiality and effective checks and balances. This structure ensures that independent judgement is applied in the best interests of the Group and its stakeholders.

As at 31 August 2025, women represent 50% of PLB's Board, exceeding both the MCCG's recommended threshold and our internal target. Independent Directors comprise 50% of the Board, meeting our commitment to maintain at least 50% independence. These diversity and independence metrics are reviewed annually to ensure alignment with governance best practices and stakeholder expectations.

Sustainability Statement (Cont'd)

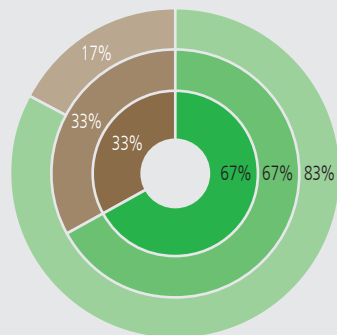
GOVERNANCE (CONT'D)

BOARD DIVERSITY AND INDEPENDENCE (CONT'D)



Board Gender Diversity

	Male	Female
FY2025	●	●
FY2024	●	●
FY2023	●	●



Board Age Diversity

	40 - 65 years	Above 65 years
FY2025	●	●
FY2024	●	●
FY2023	●	●

ETHICAL GOVERNANCE COMPLIANCE SUMMARY

PLB’s Directors and Senior Management operate within a robust governance framework designed to uphold the highest standards of integrity, transparency and accountability. This framework includes a Board Charter, Codes and policies that set clear expectations for conduct, reinforce ethical leadership and ensure responsible stewardship across the Group.

The Board provides strategic oversight of all ethics and compliance matters, reviewing and approving key governance policies and monitoring performance against established KPIs. The Board ensures that the Group’s zero-tolerance stance towards corruption, fraud and unethical behaviour is consistently upheld.

Operational responsibility for implementing governance policies is delegated to Senior Management. For example, the Executive Director is responsible for reviewing whistleblowing reports, overseeing investigations and ensuring appropriate actions are taken.

The Group’s governance framework incorporates the following key policies, all of which are publicly available on the Company’s website to promote transparency and stakeholder access:

- Board Charter and Terms of Reference**
 Defines the fiduciary duties of Directors, reinforcing integrity, professionalism and accountability in all Board deliberations and decisions.
- Code of Conduct and Ethics**
 Applies to all Directors, employees, contractors and associated parties, setting professional and ethical principles in alignment with the Anti-Bribery and Anti-Corruption (ABC) Policy, Whistleblowing Policy, and other governance policies.

Sustainability Statement (Cont'd)

GOVERNANCE (CONT'D)

ETHICAL GOVERNANCE COMPLIANCE SUMMARY (CONT'D)

- Directors' Fit and Proper Policy**

Ensures that Board appointments, re-appointments and re-elections are based on integrity, competence, experience and time commitment.

- Whistleblowing Policy**

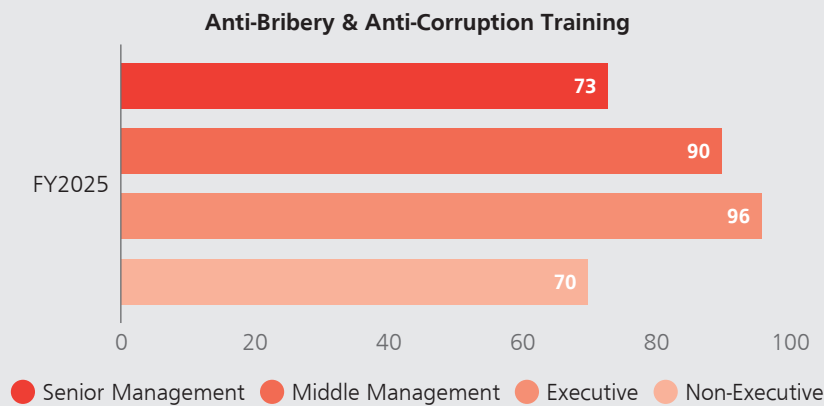
In line with the Whistleblower Protection Act 2010, provides secure, confidential and anonymous channels for reporting misconduct, including corruption and unethical behaviour. Reports are reviewed by the Executive Director and outcomes are communicated to the Board or Audit Committee.

The Whistleblowing mechanism provides employees and stakeholders with protection from reprisals and guarantees confidentiality when making good faith disclosures. All reports are investigated promptly and corrective or disciplinary measures are implemented where necessary.

- Anti-Bribery and Anti-Corruption Policy**

Developed in alignment with the Malaysian Anti-Corruption Commission Act 2009 (revised 2018), this policy sets out clear guidelines to prevent, detect and address bribery and corruption in all business dealings, applying equally to employees, suppliers and contractors.

All employees undergo annual anti-bribery and anti-corruption training, with a KPI target of 100% coverage. In FY2025, 87.5% of staff participated in the ABC Policy assessment, with completion rates monitored and tracked to ensure compliance.



These policies are publicly available on the Company's website at <https://plb.com.my/investor-updates/>, ensuring transparency and accessibility for all stakeholders.

CONFLICT OF INTEREST

A conflict of interest arises when an individual's personal interests interfere or appear to interfere with their professional duties and responsibilities to the Company. Such situations may compromise impartiality, objectivity and sound decision-making.

To uphold the highest standards of transparency and integrity, PLB requires all Directors to complete a formal declaration of interest. This process is designed to:

- Identify, manage and mitigate actual, potential or perceived conflicts of interest.
- Provide clear guidance on how such situations should be disclosed and addressed.
- Safeguard the Company's decision-making processes from undue influence.

By instituting this declaration, PLB reinforces its commitment to accountability, good governance and ethical conduct across all levels of the organisation.

Sustainability Statement (Cont'd)

GOVERNANCE (CONT'D)

CONFLICT OF INTEREST (CONT'D)

In FY2025, PLB recorded zero confirmed incidents of corruption. Risk assessments conducted during the year confirmed that existing controls effectively mitigate high-risk exposure in identified departments.

In FY2025, PLB recorded no fines, penalties, settlements or legal proceedings related to breaches of professional integrity, corporate governance or regulatory compliance.

Through the integration of these governance measures, policies and training programmes, PLB continues to strengthen stakeholder trust, uphold the highest ethical standards and safeguard the Group's long-term sustainability.

PLB maintains a strong governance foundation through:-

- ABC Policy aligned with the MACC Act.
- Whistleblowing Policy with confidential reporting channels.
- Zero incidents of corruption, bribery or regulatory non-compliance in FY2025.



Operations assessed for bribery and corruption-related risks

100%

FY2025 : 100%
FY2024 : 100%
FY2023 : 100%



Reported or confirmed incidences of bribery and corruption

0%

FY2025 : 0%
FY2024 : 0%
FY2023 : 0%



Reported whistleblowing incidents

0%

FY2025 : 0%
FY2024 : 0%
FY2023 : 0%

POLITICAL VIEWS AND CONTRIBUTIONS

PLB maintains a strictly neutral position in political matters and is not affiliated with, nor does it favour, promote or support the agenda of any political party or organisation.

While the Group may participate in charitable or nation-building initiatives organised by the Government, its ministries or agencies, these Corporate Social Responsibility ("CSR") activities are undertaken solely for the benefit of the community. On occasion, such events may involve the presence or participation of political parties or politicians; however, these engagements are not intended to convey any form of political alignment or endorsement.

For the reporting period, PLB made no monetary or in-kind contributions to political parties, politicians or related organisations.

STRENGTHENING DATA CONFIDENTIALITY

As PLB's data footprint expands, so does the exposure to cybersecurity and privacy risks. The Group manages these risks through a comprehensive data protection and cybersecurity framework designed to safeguard sensitive information including customer data and to ensure compliance with all applicable laws and regulations.

We strictly adhere to the provisions of our Privacy Notice, ensuring full compliance with the Personal Data Protection Act 2010 ("PDPA"). Our data handling processes are transparent and our cybersecurity protocols are structured to maintain confidentiality, integrity and availability of information assets.

Sustainability Statement (Cont'd)

GOVERNANCE (CONT'D)

STRENGTHENING DATA CONFIDENTIALITY (CONT'D)

Key measures implemented to protect data privacy and strengthen cybersecurity include:

- Secure servers with backup protocols, supported by reputable cloud service providers for data storage and processing.
- Employee awareness programmes to enable staff to identify phishing attempts, malicious links and other cyber threats.
- Conducting all communications and activities within secure server environments.
- Ongoing risk register reviews to identify, assess and address data privacy and cybersecurity risks and opportunities.

In FY2025, PLB recorded zero substantiated complaints concerning breaches of customer privacy and zero incidents of data loss, maintaining a strong track record of protecting stakeholder information, particularly that of our customers.

Stakeholder Engagement

PLB recognises that active ongoing engagement with stakeholders is essential to achieving our sustainability goals, strengthening relationships and ensuring long-term business resilience. We define stakeholders as individuals, groups or organisations that may be affected by our activities, products, or services, or whose actions could reasonably be expected to influence our ability to implement strategies and achieve objectives.

Stakeholder groups are identified and prioritised based on:

- The degree of influence they have over our operations or outcomes;
- The extent to which they are impacted by our business activities; and
- Their potential to affect our reputation, regulatory licence or social licence to operate.

Prioritisation is reviewed periodically by the SSC, with input from departments that engage regularly with stakeholders. This process ensures that engagement focuses on stakeholder groups and issues most critical to our operations and aligned with our material sustainability matters.

Feedback from stakeholder engagement directly supports our materiality assessment, shaping our Environmental, Economic, Social and Governance (“EESG”) priorities. Actions taken in response to stakeholder concerns are integrated into our management approach for each material topic, ensuring responsiveness and alignment with business strategy.

Summary of Stakeholder Engagement in FY2025

Customers		
<p>The ongoing support of our customers is instrumental to PLB’s long-term success and sustainable growth. As key stakeholders, their satisfaction and expectations significantly influence our operational priorities and product offerings.</p>		
Topics and Concerns	Engagement Methods and Frequency	PLB’s Response / Actions
<ul style="list-style-type: none"> • Pricing • Quality and workmanship • Property design features • Product safety • Defect rectification • Customer care management • Data privacy and security 	AD Corporate website and social media platform	<ul style="list-style-type: none"> • Enhanced customer service channels
	TH Advertisements and marketing promotions	<ul style="list-style-type: none"> • Addressed defects promptly
	TH New product launches and property roadshows/fairs	<ul style="list-style-type: none"> • Ensured data protection compliance

Legend

- AD** Ad-hoc
- Q** Quarterly
- A** Annually
- TH** Throughout

Sustainability Statement (Cont'd)

GOVERNANCE (CONT'D)

Summary of Stakeholder Engagement in FY2025 (CONT'D)

Investors and Shareholders

Consistent and transparent communication with our investors and shareholders is vital in building trust, credibility and long-term relationships. By actively addressing their concerns and aligning their interests with our business strategies, we foster confidence in PLB's governance, financial resilience and ESG performance.

Topics and Concerns	Engagement Methods and Frequency	PLB's Response / Actions
<ul style="list-style-type: none"> Corporate governance Social responsibility ESG Performance Risk Management Acquisitions and expansions Climate change 	A Annual general meeting	<ul style="list-style-type: none"> Comprehensive corporate governance policies ie. the ABC policy and whistleblowing policy
	A Annual report	
	Q Quarterly reports	<ul style="list-style-type: none"> Communicated business outlook
	AD Extraordinary general meeting	
	TH Investor relations website	

Government and Regulators

Engaging proactively with government bodies and regulators is essential to ensuring compliance with legal, environmental and industry requirements. This engagement not only helps us stay aligned with evolving regulatory expectations but also reinforces our commitment to ethical conduct, occupational safety, environmental stewardship and anti-corruption practices.

Topics and Concerns	Engagement Methods and Frequency	PLB's Response / Actions
<ul style="list-style-type: none"> Legal compliance Labour practices Data privacy and security Environmental management Anti-bribery and anti-corruption 	A Tax filing	<ul style="list-style-type: none"> Complied with regulatory filings
	A Annual report	<ul style="list-style-type: none"> Participated in industry dialogues
	Q Quarterly reports	<ul style="list-style-type: none"> Passed site inspections
	AD Extraordinary general meeting	
	TH Site inspections	

Legend

- AD** Ad-hoc
- Q** Quarterly
- A** Annually
- TH** Throughout

Sustainability Statement (Cont'd)

GOVERNANCE (CONT'D)

Summary of Stakeholder Engagement in FY2025 (CONT'D)

Employees

Employees are a vital pillar of PLB's success. We recognise that their performance, well-being and engagement directly influence our operational excellence and long-term growth. We are committed to fostering a supportive and inclusive work environment that encourages learning, recognises contributions and promotes work-life balance.

Topics and Concerns	Engagement Methods and Frequency	PLB's Response / Actions
<ul style="list-style-type: none"> Corporate direction and growth plans Job Security Remuneration and benefits Occupational safety and health (OSH) Labour standards Work-life balance Community 	A Performance appraisal	<ul style="list-style-type: none"> Introduced new training modules
	TH Email / memos	<ul style="list-style-type: none"> Enforced OSH protocols
	AD Staff engagement events	<ul style="list-style-type: none"> Conducted team building events
	AD Leadership and skills training	
	AD Management meetings with employees	

Suppliers, Vendors and Contractors

We work closely with our suppliers, vendors and contractors to build strong, transparent partnerships that uphold quality, compliance and shared responsibility. These collaborations are critical in ensuring timely delivery, cost efficiency and product integrity.

Topics and Concerns	Engagement Methods and Frequency	PLB's Response / Actions
<ul style="list-style-type: none"> Legal compliance Procurement practices Pricing Product quality Supply commitment 	AD Contract negotiation	<ul style="list-style-type: none"> Conducted evaluations of suppliers and vendors
	A Supplier assessments	<ul style="list-style-type: none"> Maintained a fair and transparent tender process
	AD Vendor registration	<ul style="list-style-type: none"> Held dialogues with sub-contractors, consultants and suppliers
	AD Tender discussions	

Legend

- AD** Ad-hoc
- Q** Quarterly
- A** Annually
- TH** Throughout

Sustainability Statement (Cont'd)

GOVERNANCE (CONT'D)

Summary of Stakeholder Engagement in FY2025 (CONT'D)

Local Communities

We are committed to being a responsible neighbour by supporting the well-being and development of local communities.

Topics and Concerns	Engagement Methods and Frequency	PLB's Response / Actions
<ul style="list-style-type: none"> Environmental and social issues in relation to business operations Contributions to surrounding communities 	 CSR Programs	<ul style="list-style-type: none"> Promoted environmental awareness among employees Investing in infrastructure such as Paya Terubong Paired Road to enhance accessibility or the community
	 Corporate website and social media platform	
	 Dialogues with Resident Associations and Local Authorities	

Media

The media plays a vital role in communicating our initiatives, achievements and corporate developments to the wider public. A constructive relationship with the media helps amplify our sustainability messages and promotes greater awareness of our business values.

Topics and Concerns	Engagement Methods and Frequency	PLB's Response / Actions
<ul style="list-style-type: none"> Economic performance Corporate reputation Community development 	 CSR Programs	<ul style="list-style-type: none"> Cultivated positive relationships with the media
	 Corporate website and social media platform	
	 Press Releases	
	 Events	

Legend

-  Ad-hoc
-  Quarterly
-  Annually
-  Throughout

By focusing on material issues and maintaining transparent, two-way communication, PLB ensures that stakeholder engagement is both strategic and impactful, supporting sustainable value creation for all parties.

Sustainability Statement (Cont'd)

GOVERNANCE (CONT'D)

SUSTAINABILITY AND CLIMATE STRATEGY

STRATEGIC SUSTAINABILITY COMMITMENT

Our strategy is guided by three Core Values — Safety & Health, Respect for People and Ethical Behaviour — and aims to create sustainable value by focusing on:

- Product and service quality
- Environmental management
- Employee well-being and capability building
- Responsible supply chain practices
- Community development

PLB’s developments incorporate affordability, green design, safety and resilience to support community well-being while addressing evolving market expectations.

MATERIAL SUSTAINABILITY MATTERS

Materiality assessments are a cornerstone of PLB’s value creation process, enabling us to identify, prioritise and manage sustainability topics most relevant to our business operations and stakeholders. The outcomes guide our strategic direction, decision-making and resource allocation, thereby strengthening long-term business resilience and stakeholder trust.

Our materiality process follows four stages:



Material topics are reviewed periodically to ensure they remain relevant in light of evolving stakeholder priorities, business developments and changes in the broader environmental, economic and social landscape. A full-scale review is carried out every three years or earlier if significant changes occur in our business model or operating context.

In FY2023, a structured materiality assessment identified 12 key sustainability topics forming the foundation of our EESG focus and reporting.

In FY2024, the SSC conducted a comprehensive review aligned with PLB’s EESG commitments and Bursa Malaysia’s Common Sustainability Matters. The review resulted in:

- Removal of one topic from the previous list;
- Refinement and renaming of existing topics for improved clarity and alignment; and
- Introduction of three new topics.

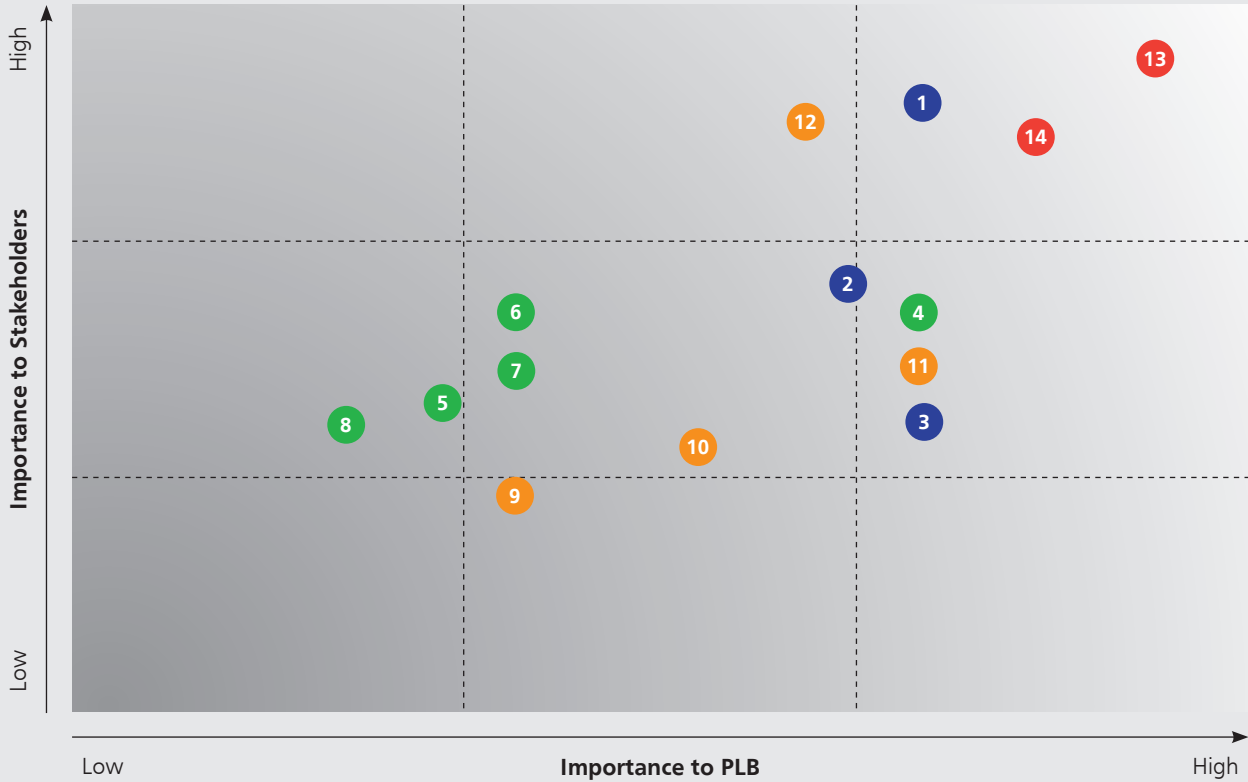
This brought the total to 14 prioritised material topics, which have been retained for FY2025.

The 14 material topics underpin our sustainability strategy, ensuring that business priorities are aligned with stakeholder expectations and that resources are focused on managing the most significant impacts and opportunities across our value chain. These topics guide resource allocation, risk mitigation and long-term planning.

Sustainability Statement (Cont'd)

GOVERNANCE (CONT'D)

MATERIAL SUSTAINABILITY MATTERS (CONT'D)



From the assessment, the top material matters deemed critical to PLB were:-

Economic	Environmental	Social	Governance
1 Product and Service Quality	4 Construction Materials	9 Training and Development	13 Compliance to Government Policies and Corporate Governance
2 Customer Engagement and Satisfaction	5 Waste Management	10 Diverse and Equal Opportunity	14 Data Privacy and Cybersecurity
3 Sustainable Supply Chain Engagement	6 Energy Management	11 Occupational Safety and Health	
	7 Water and Effluents	12 Public/Community Engagement and Initiatives	
	8 Emissions		

Sustainability Statement (Cont'd)

GOVERNANCE (CONT'D)

SHORT-, MEDIUM- AND LONG-TERM SUSTAINABILITY PRIORITIES

Horizon	Timeframe	Priorities
Short-term	1-3 years	Energy efficiency, emissions tracking, Scope 3 preparation, training, data governance
Medium-term	3-7 years	Integration of low-carbon designs, EV-ready developments, waste reduction, digitalisation
Long-term	7+ years	Alignment with Malaysia's Net Zero 2050 pathway, decarbonisation of construction activities

Sustainability Risks and Opportunities

Opportunities

- Energy savings via LEDs, efficient office utilisation
- Renewable energy integration (planned solar adoption post-plant disposal)
- EV charging infrastructure in new developments
- Waste minimisation through system formwork
- Strong local procurement ecosystem supporting local economy

Risks

- Regulatory tightening (environmental, climate, safety)
- Construction-related environmental impacts
- Rising material prices and supply disruptions
- Climate-related risks (heat, extreme weather, flooding) affecting construction sites and project timelines

Financial Effects of Sustainability and Climate Risks

Sustainability and climate-related risks may influence PLB's financial position in areas such as:

- Increased compliance and safety costs
- Higher insurance premiums
- Construction delays due to weather events
- Cost volatility from low-carbon materials in future

The Group is in preparation to quantify financial impacts as part of IFRS adoption.

CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

PLB is committed to advancing the United Nations Sustainable Development Goals ("UNSDGs") as part of our broader sustainability strategy. Our 14 material sustainability matters have been mapped to eight priority UNSDGs where we can make the most meaningful contributions, supporting global efforts to promote prosperity, protect the planet and foster peace — now and for future generations.

This alignment ensures that our material topics not only address stakeholder expectations and business priorities but also contribute to internationally recognised sustainable development objectives. By linking key sustainability outcomes to specific UNSDG targets, we create measurable pathways to track progress and demonstrate impact.

Our UNSDG alignment reflects PLB's policy commitment to integrating sustainable development principles into strategic planning, operational practices and community engagement. This approach reinforces our role as a responsible corporate citizen and strengthens our contribution to shared global goals.

Sustainability Statement (Cont'd)

GOVERNANCE (CONT'D)

UNSDG Alignment Overview

Material Topics	Link to UNSDGs	Results
<ul style="list-style-type: none"> • Training and Development • Occupational Safety & Health 	<p>3 GOOD HEALTH AND WELL-BEING</p> 	<ul style="list-style-type: none"> ➤ Maintain a conducive work environment through employee engagement activities ➤ Health benefits are offered to employees, including medical coverage and insurance ➤ Zero incidents of health and safety non-compliances ➤ Zero fatalities
<ul style="list-style-type: none"> • Diverse and Equal Opportunity 	<p>5 GENDER EQUALITY</p> 	<ul style="list-style-type: none"> ➤ Strong female presents in the Board at 50%. ➤ Workforce with male/female composition of 53%/47%
<ul style="list-style-type: none"> • Product and Service Quality • Training and Development • Sustainable Supply Chain Engagement 	<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	<ul style="list-style-type: none"> ➤ Ethnically diverse workforce ➤ Zero human rights violations or labour-related non-compliance ➤ A total of 2,076.75 training hours ➤ 100% local procurement
<ul style="list-style-type: none"> • Public/Community Engagement & Initiatives • Customer Engagement and Satisfaction • Waste Management • Energy Management • Water & Effluents • Construction Materials 	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> 	<ul style="list-style-type: none"> ➤ Contributing to safe, inclusive and affordable urban living spaces ➤ EV charging stations will be installed at our development projects to provide low carbon infrastructure for EVs ➤ Supported diverse societal causes
<ul style="list-style-type: none"> • Waste Management • Energy Management • Water & Effluents • Public/Community Engagement & Initiatives • Construction Materials 	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>  <p>13 CLIMATE ACTION</p>  <p>15 LIFE ON LAND</p> 	<ul style="list-style-type: none"> ➤ Scope 1, 2 and 3 emissions disclosed ➤ Published annual Sustainability Report to transparently share our progress and commitment ➤ Ongoing planning to incorporate renewable energy into project development
<ul style="list-style-type: none"> • Compliance to Government Policies and Corporate Governance • Data Privacy and Cybersecurity 	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> 	<ul style="list-style-type: none"> ➤ Zero cases of corruption, non-compliance or unethical conduct ➤ Zero cases of data breaches ➤ Safe and secure work environment maintained

Sustainability Statement (Cont'd)



ECONOMIC

Effective governance is fundamental to PLB's ability to deliver sustainable economic growth while meeting our environmental responsibilities and social commitments. Guided by strong governance principles, we integrate financial and non-financial considerations into our decision-making to ensure long-term value creation for stakeholders.

We remain firmly committed to legal compliance, ethical conduct and robust corporate governance across all operations. By upholding the highest standards of integrity, we safeguard stakeholder trust and protect our licence to operate.

An important part of our governance framework is the safeguarding of data privacy and information security. In an increasingly interconnected environment, we have implemented stringent cybersecurity measures to protect sensitive information, reduce the risk of data breaches and ensure compliance with the Personal Data Protection Act 2010. These measures include secure servers, regular system backups and employee training on cyber threat awareness.

PLB's direct economic contributions are primarily derived from property development and the sale of completed properties. These earnings form the foundation of our long-term sustainability and support the delivery of our broader EESG commitments.

Our financial performance enables value creation for a wide range of stakeholders through:

- Loan repayments to financiers
- Tax contributions to government
- Creation of employment and business opportunities
- Support for local suppliers and vendors

In FY2025, PLB recorded zero substantiated complaints concerning breaches of customer privacy or losses of customer data, maintaining a strong track record in safeguarding stakeholder information.

Through this holistic approach, PLB strives to balance profitability with responsible business practices, creating attractive, safe and inclusive living environments that contribute to community well-being and national development.

Key financial indicators reflecting PLB's operational performance for FY2025 are disclosed in the Financial Statements section of this Report.

PRODUCT AND SERVICE QUALITY

Product quality and customer satisfaction are critical success factors for any business especially in property development where customers have numerous choices and are increasingly discerning and price sensitive.

At PLB, we are firmly committed to delivering high-quality products and services at affordable prices. Our solid reputation as a reliable developer is built on consistent performance in property development and management. This commitment to quality is central to our mission of meeting and exceeding customer expectations while upholding high standards of excellence.

Our Project Team collaborates closely with the Sales, Admin and Marketing Team, as well as appointed contractors, architects and engineers, to ensure our properties meet both functional and aesthetic expectations while maintaining cost efficiency. Project quality is overseen by the Group Chief Operating Officer, who reports directly to the Executive Chairman, ensuring top-level accountability. Responsibility for product and service quality lies with the Management Team, particularly the functions of Sales % Marketing and Property Management and Maintenance. Internal quality assurance is enforced through detailed checklists and regular on-site inspections, ensuring all developments adhere to the highest standards.

Recognising the importance of continuous improvement, we collect, analyse and act on customer feedback from multiple sources, including direct communication, social media and email correspondence. All feedback and complaints are managed by the Marketing Department and reviewed at monthly Management Meetings to ensure timely and effective resolution.

Sustainability Statement (Cont'd)

ECONOMIC (CONT'D)

PRODUCT AND SERVICE QUALITY (CONT'D)

Customer satisfaction is measured through surveys at three key touchpoints:

1. Upon sales reservation
2. Upon delivery of vacant possession
3. Upon completion of defect rectification works

These surveys assess factors such as workmanship quality and building material specifications. Our goal is to achieve a minimum average customer satisfaction rate of 80% across all projects.

Accessibility is also a priority in our developments. All PLB projects are built with features that accommodate persons with disabilities (PWDs), including wheelchair ramps, accessible lift buttons, designated parking bays and user-friendly toilet facilities—ensuring inclusivity for all.

In FY2025, PLB achieved the following:

- No additional complaints for completed projects
- 100% resolution of previous year's complaints
- Zero complaints from regulatory authorities

These outcomes reinforce our commitment to delivering value through quality, service, and integrity.

SUSTAINABLE SUPPLY CHAIN ENGAGEMENT

As a responsible property developer, PLB recognises that a sustainable supply chain is integral to delivering quality outcomes and supporting broader environmental and socio-economic development.

We conduct annual assessments on suppliers and vendors, which include evaluations of internal procurement processes and engagement protocols for onboarding new suppliers. These assessments are designed to ensure alignment with PLB's standards and expectations on quality, safety, integrity and sustainability.

Our expectations for contractors and suppliers extend beyond pricing. We assess performance based on a range of criteria including:

- Product and workmanship quality
- Occupational safety and health (OSH) track record
- Financial stability and operational capacity
- Reputation and compliance history

By enforcing stringent qualification standards, PLB aims to elevate the quality of local goods and services and promote accountability across the value chain.

We also place strong emphasis on local procurement, defined as sourcing goods and services from within the regions where we operate. Our local procurement strategy supports the Group's sustainability objectives by reducing transportation distances and associated emissions thereby minimising environmental impact and supporting climate action.

This approach delivers broader economic and social value through:

- Supporting local businesses and service providers
- Creating employment opportunities within communities
- Encouraging technology and knowledge transfer
- Strengthening the local supply ecosystem

The Procurement Department is responsible for managing supplier engagement, assessing compliance with procurement requirements and ensuring timely delivery of materials and services that meet project specifications.

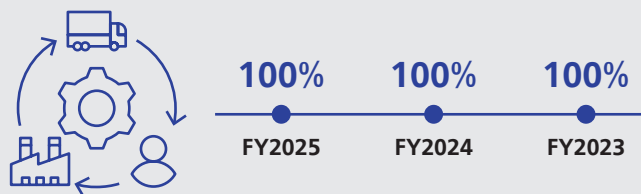
Sustainability Statement (Cont'd)

ECONOMIC (CONT'D)

SUSTAINABLE SUPPLY CHAIN ENGAGEMENT (CONT'D)

Guided by our principle of creating positive multiplier effects, PLB continues to prioritise local sourcing, provided vendors meet the required quality standards, specifications and timelines. This strategy reinforces our commitment to economic inclusivity, supply chain resilience and environmental responsibility.

Over the past three financial years, 100% of PLB’s procurement budget has been allocated to local suppliers and vendors. This approach strengthens regional business growth, supports the local economy and reduces environmental impacts associated with long-distance transportation.



RESPONSIBLE PROCUREMENT

PLB is committed to upholding high standards of governance, transparency and sustainability in its procurement practices. We apply stringent selection criteria for contractors and suppliers, assessing quality and workmanship, reputation, occupational health and safety performance, financial stability and other relevant factors. These requirements not only safeguard performance standards but also contribute to the continuous improvement of local goods and services.

We conduct competitive bidding processes for tenders in an open and structured manner, with shortlisting, evaluation and selection subjected to multiple levels of scrutiny. Contracts are awarded to the most competitive bid based on pre-defined technical, commercial and compliance criteria. This process is meticulously overseen by the Contract Department to ensure fairness, accountability and alignment with PLB’s ethical business conduct commitments.

Ongoing monitoring of supplier and contractor performance is carried out to ensure compliance with applicable laws, industry standards and ethical business practices. In support of our environmental commitments, suppliers and contractors are encouraged to adopt waste reduction measures during project execution.

Project performance is tracked through weekly site meetings, while quarterly cost updates, budget reviews and variation order assessments are undertaken to maintain cost efficiency and operational accountability.



ENVIRONMENTAL

In line with Malaysia’s Twelfth Malaysia Plan, the nation is committed to reducing up to 45% of greenhouse gas (“GHG”) emissions intensity to GDP by 2030 (based on 2005 levels) and aspires to achieve net-zero GHG emissions as early as 2050. This ambition is supported by the National Policy on Climate Change, which promotes renewable energy and sectoral emission controls.

As a responsible property developer, PLB recognises the environmental impacts of property development, particularly during the construction phase. We are committed to overcoming these industry challenges by building ecologically sensitive properties, maintaining stringent environmental management systems and prioritising ecological sustainability across our operations.

We take proactive measures to mitigate our climate footprint and build a resilient, future-ready business model. These include:

- Adopting eco-friendly practices
- Using sustainable building materials
- Incorporating energy-efficient technologies into developments

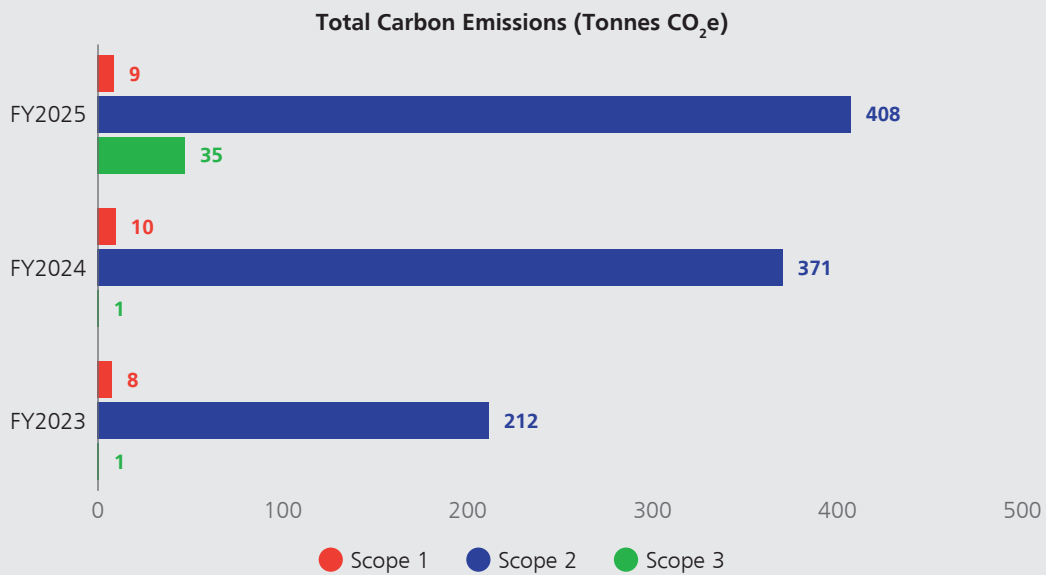
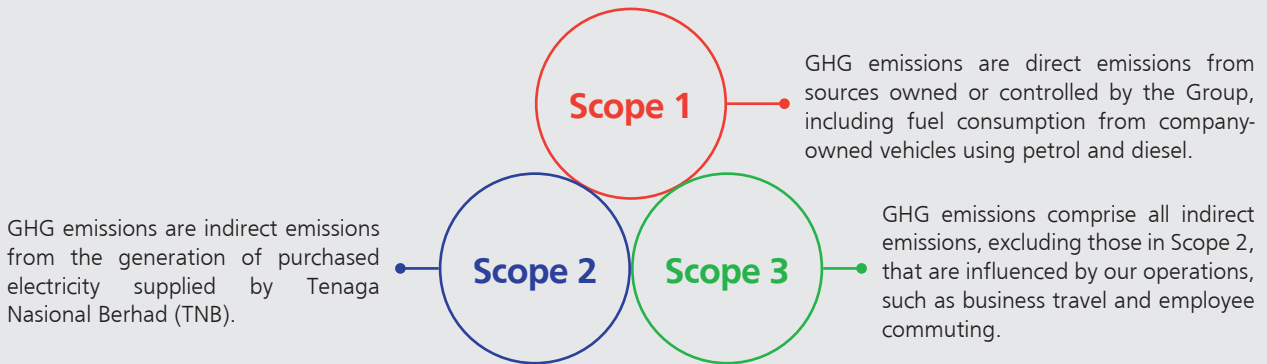
These initiatives contribute to environmental preservation while positioning the Group for long-term success.

Sustainability Statement (Cont'd)

ENVIRONMENTAL (CONT'D)

Carbon Emissions and Scope

Energy is a critical component of PLB’s operations. Our greenhouse gas (GHG) emissions are categorised as follows:



Carbon Intensity (FY2025)

In FY2024, we began tracking the intensity of our carbon emissions relative to both our operational area and total revenue, providing a more detailed measure of our environmental performance.

For FY2025, the Group’s carbon emissions intensity was **420 tonnes CO₂e/m²**. This metrics will serve as key performance indicators to monitor progress, identify reduction opportunities and support our commitment to minimising our carbon footprint in line with our ESG objectives and Malaysia’s national climate targets.

Sustainability Statement (Cont'd)

ENVIRONMENTAL (CONT'D)

Energy Management

Our energy consumption primarily comes from purchased electricity for our corporate office and sales galleries. In line with PLB’s commitment to reducing greenhouse gas emissions and supporting Malaysia’s national climate targets, we have implemented measures to improve energy efficiency and reduce our carbon footprint.

Key initiatives include:

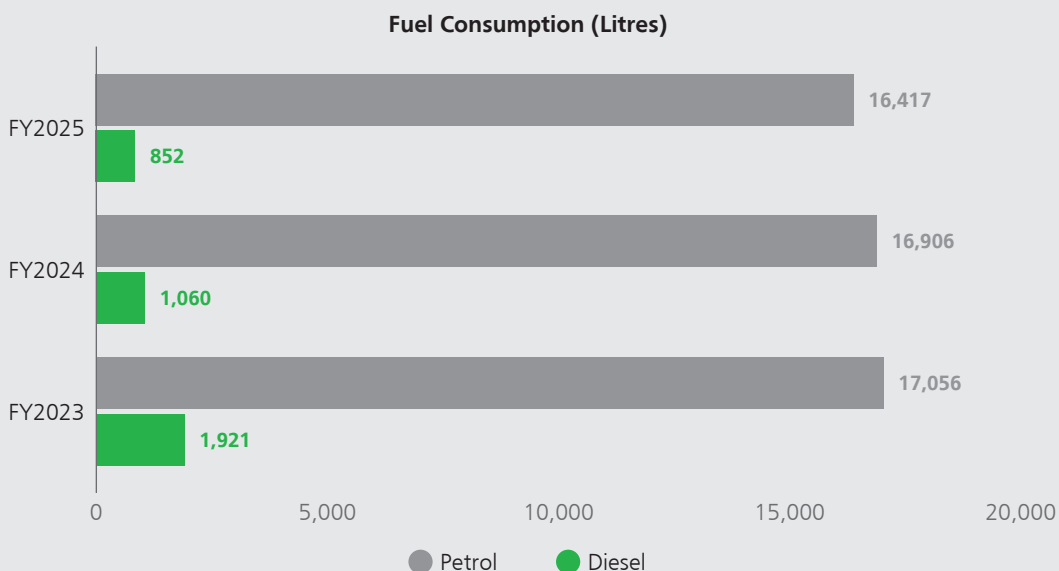
- Optimising space utilisation within our head office building to reduce overall energy demand.
- Installing LED lighting in office spaces and surrounding compound areas to replace conventional lighting, delivering long-term energy savings.
- Planning the integration of solar panels and maximisation of natural lighting in our FY2025 developments to harness renewable energy and further reduce reliance on grid electricity.

These actions form part of our broader ESG strategy, which prioritises resource efficiency, renewable energy adoption and sustainable building design, thereby contributing to our goal of building resilient, low-carbon developments for the future. The reduction in electricity consumption also supports the Group’s efforts to lower Scope 2 greenhouse gas emissions.

Fuel Consumption

PLB’s operational vehicles rely on diesel and petrol to support day-to-day activities and fulfil transportation requirements across our projects and offices. These fuels remain essential for business mobility including site visits, material deliveries and administrative travel. The reported fuel consumption data covers only the usage from company-owned vehicles, excluding fuel used by contractors, suppliers or other third parties.

As fuel combustion is a direct source of GHG emissions, this category falls under Scope 1 emissions in our carbon accounting. We continuously monitor fuel usage to identify efficiency opportunities, reduce operational costs and minimise our environmental impact.



Note:

- The fuel consumption data only accounts for fuel used by company-owned vehicles.

Sustainability Statement (Cont'd)

ENVIRONMENTAL (CONT'D)

Electricity Consumption

The Group's primary energy source is electricity supplied by Tenaga Nasional Berhad (TNB) which powers PLB's head office and sales gallery for core administrative functions such as lighting, air-conditioning and office equipment. Recognising that electricity consumption is a significant contributor to our operational GHG emissions, we are committed to managing our energy use responsibly in line with our ESG commitments and Malaysia's national climate targets.

To reduce energy intensity and minimise our carbon footprint, we have implemented a series of energy efficiency and renewable energy initiatives. These include the installation of energy-efficient LED lighting within office spaces and compound areas and the integration of solar-powered compound lighting to harness renewable energy. These measures not only lower operational costs but also contribute to the national agenda of increasing renewable energy adoption and reducing reliance on grid electricity.

Looking ahead, we are exploring the allocation of dedicated parking bays equipped for electric vehicle (EV) charging to support the transition towards low-emission mobility. This forward-looking initiative complements our broader ESG strategy which focuses on resource efficiency, renewable energy integration and sustainable building design to deliver long-term environmental benefits and resilient developments.

Electricity Consumption (kWh)	FY2025	FY2024	FY2023
	522,751	475,428	271,559

GHG Displacement from Power Purchase Agreement

During FY2025, the total clean energy generated from our own solar PV Plant was 31,595.20 MWh, equivalent to 113,742.80 GJ of power generation. This green energy has displaced an estimated 1,571.36 tCO₂e of carbon emissions that would have otherwise been produced from grid electricity consumption. The solar PV Plant was disposed off as at 29 August 2025.

(Emission displacement estimated using Peninsular Malaysia's grid emission factor of 0.584 tCO₂e/MWh as published by Suruhanjaya Tenaga's National Grid Emission Factor 2023.)

Green Energy Generated (MWh)	FY2025	FY2024	FY2023
	31,595	33,299	33,315

Total Energy Consumption

The Group's total energy consumption, encompassing both fuel and electricity usage, is summarised as follows:

Total Energy Consumption	FY2025		FY2024		FY2023	
	GJ	MWh	GJ	MWh	GJ	MWh
Electricity	1,882	523	1,712	476	978	272
Petrol	858	238	725	201	686	191
Diesel	31	9	49	14	77	21
Total	2,771	770	2,486	691	1,741	484

Note:

- Total energy consumption is calculated based on the conversion of total electricity consumption using 1kWh = 0.0036 GJ, alongside petrol using 1L = 0.033 GJ and diesel using 1L = 0.036 GJ.
- 1GJ = 0.277778MWh.

Sustainability Statement (Cont'd)

ENVIRONMENTAL (CONT'D)

Energy Intensity (FY2025)

As part of our commitment to responsible energy management, the Group continuously monitors energy intensity across our office spaces and sales gallery to track efficiency improvements over time.

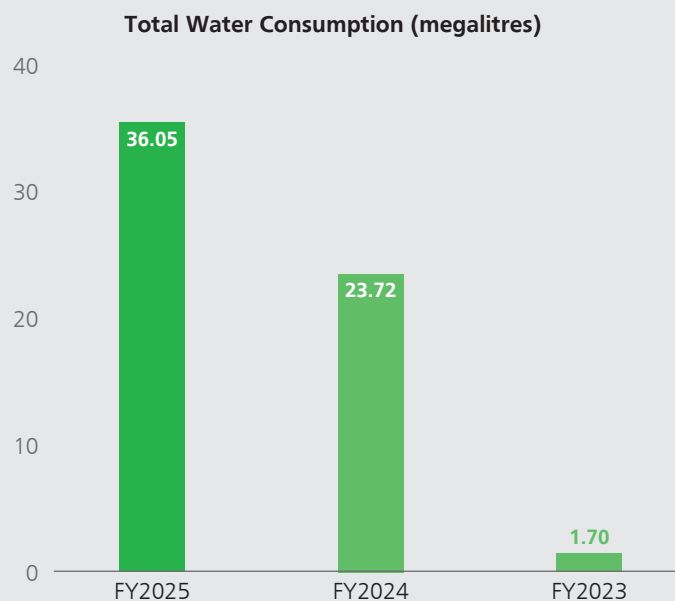
In FY2025, the Group recorded an energy intensity of 6.07 GJ/m², representing a 42.46% reduction from 10.55 GJ/m² in FY2024 and significantly surpassing our target to maintain or reduce energy consumption intensity by 1% per annum for our own premises. This notable improvement was largely attributed to enhanced energy-saving measures, including the non-usage of air-conditioning at the guard posts located at the Solar Plant, alongside ongoing efforts to optimise lighting systems and reduce overall energy consumption.

Water Management

PLB recognises water as a critical and finite resource and upholds the fundamental human right to safe and clean water.

Our main source of water withdrawal is from the local treated water service provider, Perbadanan Bekalan Air Pulau Pinang (“PBA”), supplying our corporate headquarters and sales gallery. Water consumption data reported herein excludes usage at construction sites, as such consumption is managed directly by third-party contractors.

The Group actively monitors water usage at its facilities to promote efficiency, reduce wastage and contribute towards sustainable water management. Our water consumption over the past three financial years is summarised below:



Water Intensity (FY2025)

By monitoring water intensity, PLB can evaluate the efficiency of its water consumption and identify opportunities for improvement, particularly within office operations.

In FY2025, the water intensity per operational area was 0.0030 megalitres/m², representing a 52% increase from 0.0020 megalitres/m² in FY2024. The significant increase in water intensity in FY2025 was primarily attributed to a rise in operational water usage following the resumption of full on-site activities and maintenance works throughout the year. In comparison, FY2024 recorded exceptionally low consumption levels due to reduced operational occupancy and limited site activities, resulting in a lower baseline figure.

Sustainability Statement (Cont'd)

ENVIRONMENTAL (CONT'D)

Effluent Management

All projects comply with Indah Water Konsortium (IWK) and SPAN requirements. Effluent is treated in approved sewerage treatment plants before discharge.

FY2024 Result: Zero incidents of non-compliance with water quality standards.

Waste Management



Aligned with the National Policy on Solid Waste Management 2007, PLB focuses on waste reduction, recycling and proper disposal. Initiatives include:

- Adoption of system formwork for reinforced concrete in high-rise projects, reducing construction waste at source.
- Ensuring all waste is handled by licensed collectors and disposed at approved facilities.
- Employee-led initiatives such as using reusable containers and utensils for office events.

The amount of waste diverted from disposal at our offices over the past three financial years is presented below:



FY2025 Result: 48.20 tonnes of non-scheduled waste disposed reflecting increased construction activity.

	<p>Construction Waste Directed from Disposal</p> <p>FY2025: 11.70 tonnes FY2024: 0.00 tonnes</p>		<p>Construction Waste Directed to Disposal</p> <p>FY2025: 48.20 tonnes FY2024: 21.77 tonnes</p>
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Sustainability Statement (Cont'd)

ENVIRONMENTAL (CONT'D)

Construction Materials

Construction materials represent a significant portion of our expenditure. PLB is enhancing resource efficiency by:

- Tracking material usage during construction.
- Expanding system formwork use to reduce waste and control costs.

Steel Bar (Tonne)		FY2025 FY2024	48.20 tonnes 21.77 tonnes
Steel Fabric Mesh (M ²) [British Reinforced Concrete (BRC)]		FY2025 FY2024	137,311.00 31,260.00
Bricks (Piece)		FY2025 FY2024	35,000.00 40,000.00
Concrete (M ³)		FY2025 FY2024	12,385.50 7,369.50
Metal Door Frame (Numbers)		FY2025	500

Compliance with Environmental Regulations

We adhere strictly to environmental regulations set by local authorities, including Majlis Bandaraya Pulau Pinang, Department of Environment, Jabatan Pengairan & Saliran, State Health Department, Department of Safety & Health and CIDB. Requirements—such as operating hours, site cleanliness, erosion control and sedimentation measures—are stipulated in our Letters of Award.

Compliance is monitored by Project Architects or Professional Engineers, with site representatives ensuring adherence and reporting any breaches.

FY2025 Result: Zero incidents of non-compliance.

Sustainability Statement (Cont'd)

ENVIRONMENTAL (CONT'D)

CLIMATE-RELATED DISCLOSURES

CLIMATE GOVERNANCE

Climate is overseen through the same governance structure described in Governance – Oversight and Governance of ESG Topics, with direct Board accountability and SSC operational leadership.

CLIMATE AND SUSTAINABILITY TARGETS

PLB has established the following commitments:-

Target Category	Commitment	Baseline	Notes
GHG Emissions	Establish Scope 1+2 reduction target in FY2026	FY2024	In progress
Energy Efficiency	≤1% annual reduction	FY2024	Achieved in FY2025
Solar Integration	Solar readiness for new developments	FY2026	Medium-term
EV Infrastructure	EV chargers in new projects	FY2026	Medium-term

CLIMATE TRANSITION PLAN

Short-Term Actions (2025–2027)

- Scope 3 baseline development
- Energy efficiency adoption
- Climate and ESG training for Board and management
- Initiate scenario analysis

Medium-Term Actions (2028–2035)

- 10–20% emissions intensity reduction
- Solar readiness in developments
- EV charging infrastructure
- Low-carbon material evaluation

Long-Term Actions (2036–2050)

- Alignment with Malaysia’s Net Zero 2050
- Advanced low-carbon technologies
- Supply chain decarbonisation

Sustainability Statement (Cont'd)



SOCIAL

PLB places strong emphasis on the social dimension of sustainability as a foundation for a sustainable future. We prioritise the well-being of our employees, embrace diversity in talent management and uphold ethical labour practices.

Robust policies are in place to address grievances, enable effective whistleblowing mechanisms and prevent sexual harassment—fostering a safe and respectful workplace for all. The Group condemns all forms of child exploitation and forced labour. To date, there have been no reported incidents of child or forced labour at PLB.

The Group observes a minimum notice period for any operational changes that may affect employees, allowing them adequate time to prepare, minimising uncertainty and helping to maintain productivity during transitions. This practice safeguards employee well-being while promoting organisational stability.

Fair employment and decent working conditions are central to protecting fundamental rights. We are committed to fostering a culture of equity and inclusion where the rights, dignity and well-being of our workforce are upheld. By ensuring compliance with safety, health and employment standards, we create conducive workplaces that empower our people. Through promoting diversity and encouraging external CSR initiatives, we reaffirm our pledge to build prosperous communities for a better future.

GRIEVANCE MECHANISM

PLB has established a secure grievance mechanism, providing staff with a formal channel for reporting critical issues, such as harassment or duress. This ensures employees feel safe and supported when raising concerns.

Employees can report grievances directly to the Human Resources Department (HR) or through the Whistleblowing channel. All reports are promptly addressed, investigated and acted upon. Identities of complainants are kept confidential unless disclosure is required by law and employees are never censured or discouraged from voicing concerns—individually or collectively.

This process reinforces our culture of trust and accountability, underpinning our commitment to a respectful and inclusive workplace.

In FY2025, there were no instances of labour standards non-compliance within the Group.

DIVERSITY AND EQUAL OPPORTUNITIES

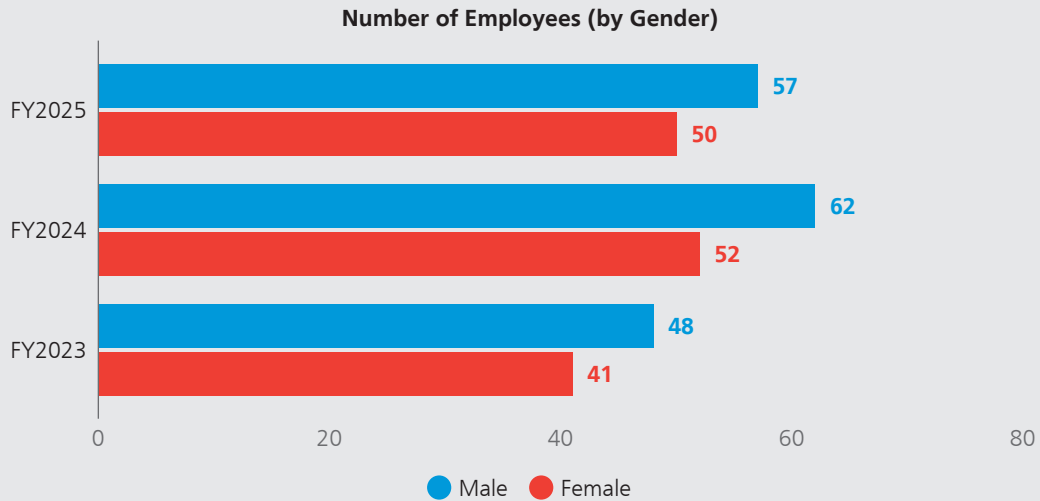
Effective talent management is critical to sustaining our operations and growth. PLB maintains a strict zero-tolerance policy towards discrimination, bullying or harassment. We ensure equal access to skills development, resources and career advancement, while encouraging respectful communication and cooperation between employees and stakeholders.

Our workforce predominantly comprises individuals aged 30–60 across all levels. Most employees aged 50 and above hold senior management positions, while non-executives form the majority of employees under 30.

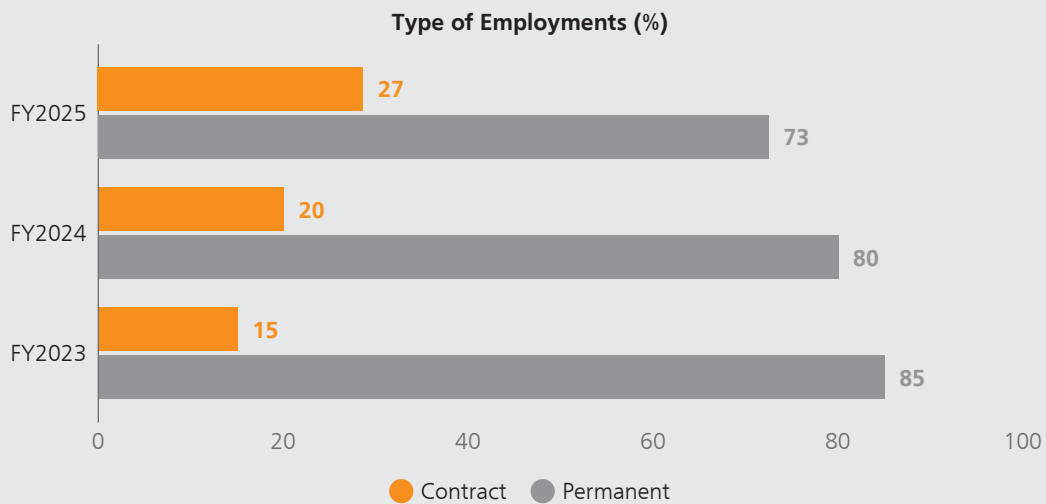
Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

DIVERSITY AND EQUAL OPPORTUNITIES (CONT'D)



Gender	FY2025	FY2024	FY2023
Male	57	62	48
Female	50	52	41
Total	107	114	89

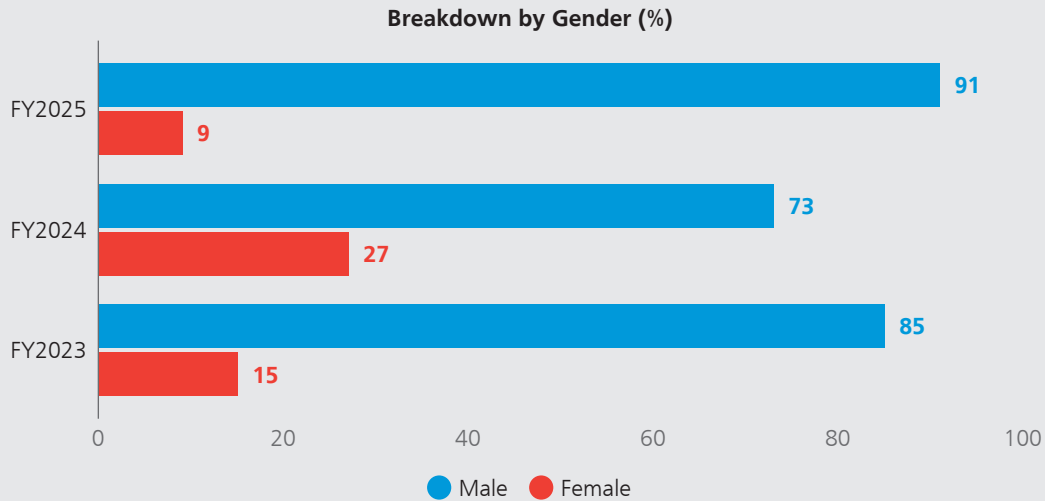


Type of Employments	FY2025 (%)	FY2024 (%)	FY2023 (%)
Contract	27	20	15
Permanent	73	80	85

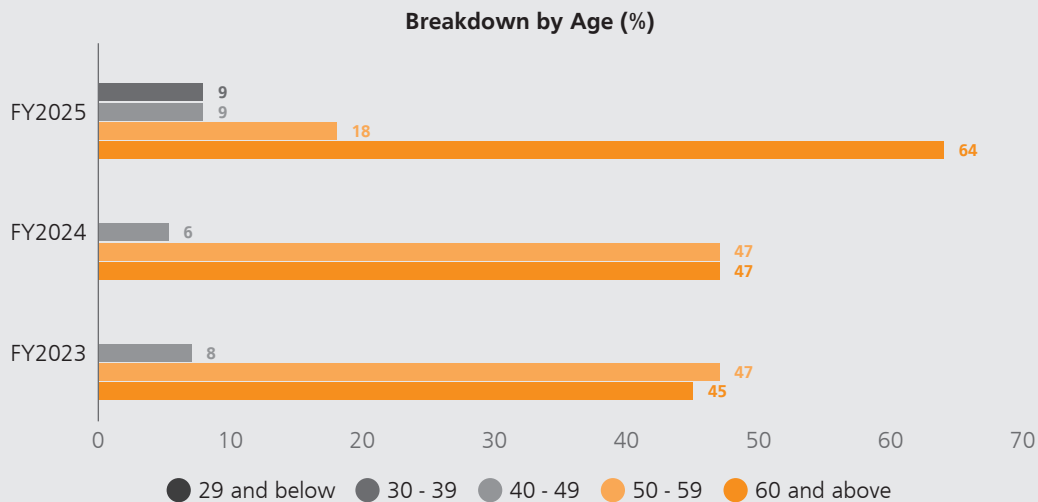
Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

SENIOR MANAGEMENT PROFILE



Gender	FY2025 (%)	FY2024 (%)	FY2023 (%)
Male	91	73	85
Female	9	27	15



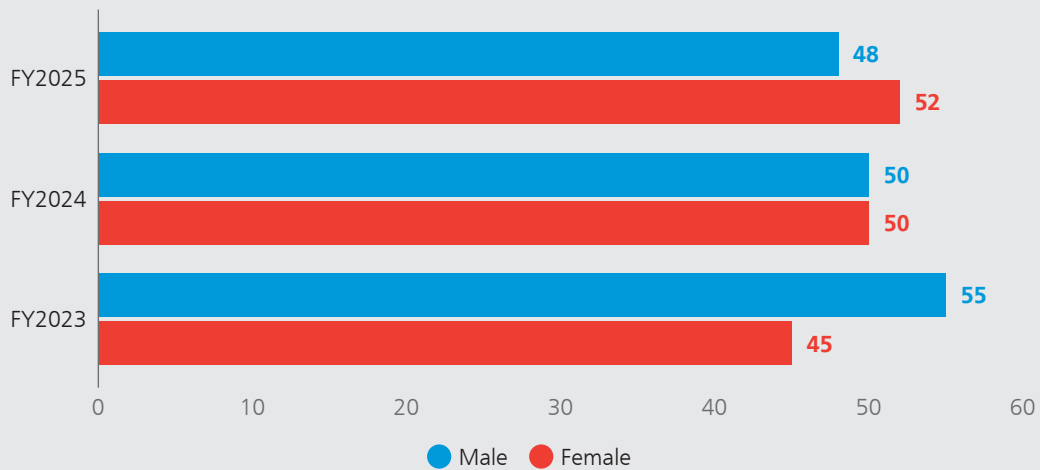
Age Group	FY2025 (%)	FY2024 (%)	FY2023 (%)
29 and below	0	0	0
30 - 39	9	0	0
40 - 49	9	6	8
50 - 59	18	47	47
60 and above	64	47	45

Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

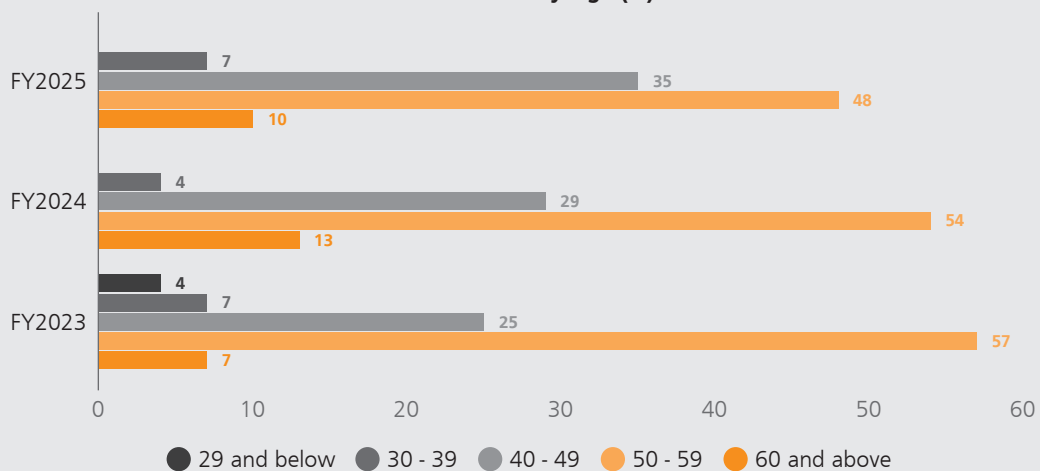
MIDDLE MANAGEMENT PROFILE

Breakdown by Gender (%)



Gender	FY2025 (%)	FY2024 (%)	FY2023 (%)
Male	48	50	55
Female	52	50	45

Breakdown by Age (%)

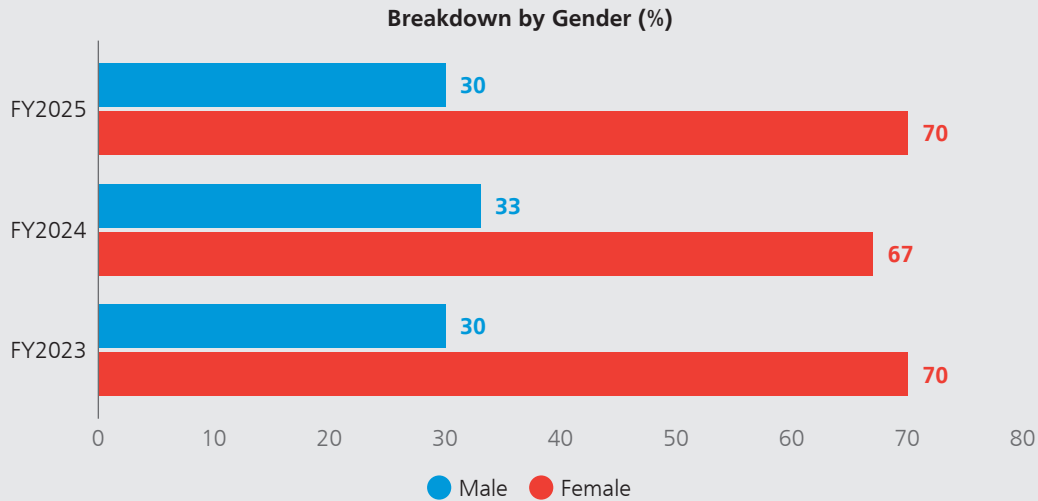


Age Group	FY2025 (%)	FY2024 (%)	FY2023 (%)
29 and below	0	0	4
30 - 39	7	4	7
40 - 49	35	29	25
50 - 59	48	54	57
60 and above	10	13	7

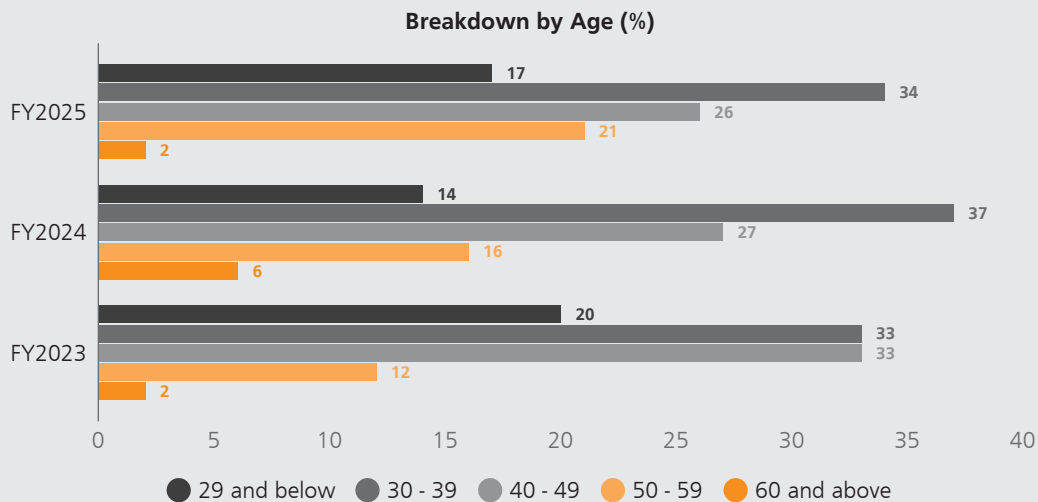
Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

EXECUTIVE PROFILE



Gender	FY2025 (%)	FY2024 (%)	FY2023 (%)
Male	30	33	30
Female	70	67	70

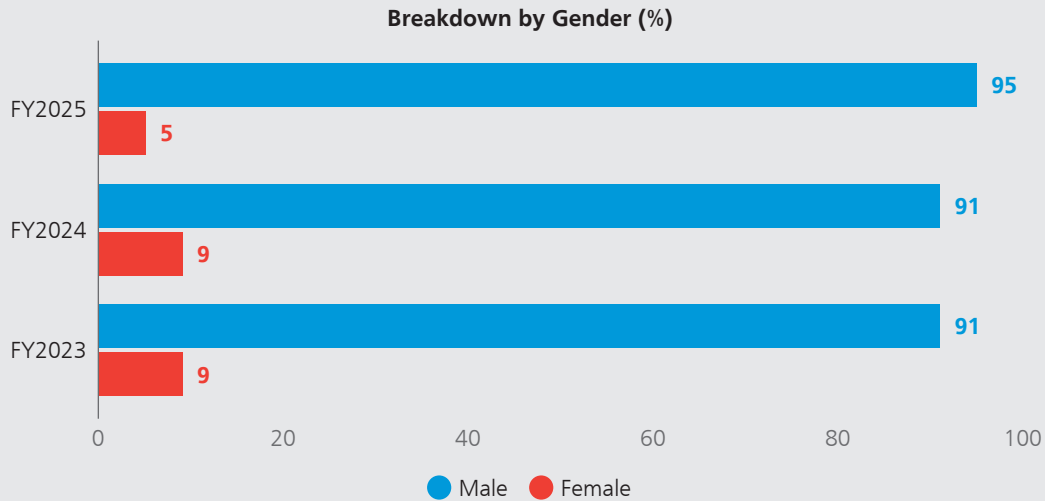


Age Group	FY2025 (%)	FY2024 (%)	FY2023 (%)
29 and below	17	14	20
30 - 39	34	37	33
40 - 49	26	27	33
50 - 59	21	16	12
60 and above	2	6	2

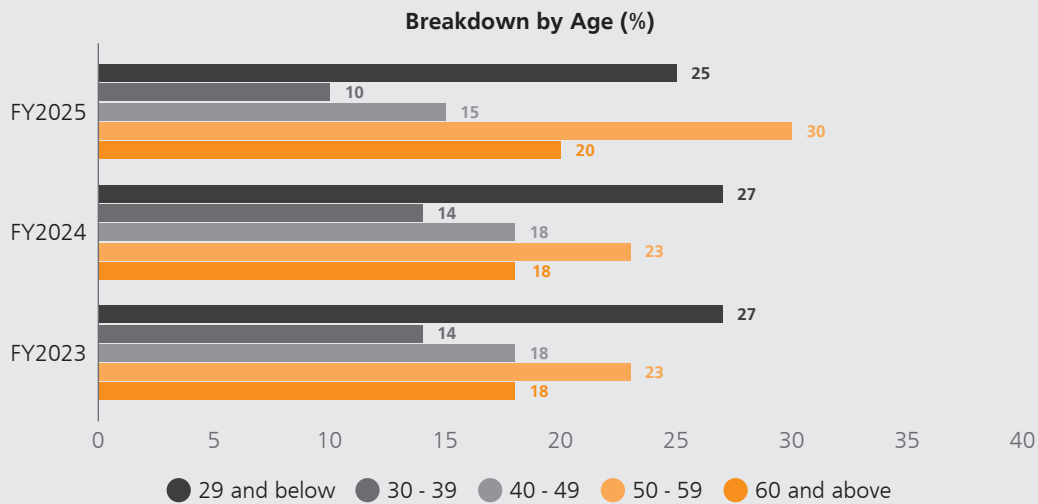
Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

NON-EXECUTIVE PROFILE



Gender	FY2025 (%)	FY2024 (%)	FY2023 (%)
Male	95	91	91
Female	5	9	9



Age Group	FY2025 (%)	FY2024 (%)	FY2023 (%)
29 and below	25	27	27
30 - 39	10	14	14
40 - 49	15	18	18
50 - 59	30	23	23
60 and above	20	18	18

Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

TALENT MANAGEMENT

Our recruitment process emphasises skills and experience while ensuring fairness and inclusivity. We actively encourage diversity and remove barriers for individuals with disabilities, fostering a safe, welcoming and accessible workplace.

PLB is deeply connected to the local community, with 100% of our workforce composed of local talent. The HR team collaborates with Heads of Department to champion talent development, including allocating funds for departmental gatherings to strengthen collaboration and inclusion. Our strong retention rate and low turnover reflect a workplace where employees feel valued.

In FY2025, funds for employee engagement activities increased significantly compared to FY2024.

	FY2025		FY2024		FY2023	
	No.	%	No.	%	No.	%
New Hires (by Gender)						
Male	8	53%	10	43%	7	64%
Female	7	47%	13	57%	4	36%
New Hires (by Age)						
Under 29	7	47%	10	43%	7	64%
30 – 39	3	20%	6	27%	1	9%
40 – 49	3	20%	3	13%	2	18%
50 – 59	2	13%	4	17%	1	9%
Above 60	0	0%	0	0%	0	0%
Employee Turnover (by Gender)						
Male	7	54%	9	41%	6	55%
Female	6	46%	13	59%	5	45%
Employee Turnover (by Age)						
Under 29	1	8%	5	23%	2	18%
30 – 39	6	46%	6	27%	7	64%
40 – 49	3	23%	7	32%	1	9%
50 – 59	3	23%	2	9%	1	9%
Above 60	0	0%	2	9%	0	0%
Employee Turnover (by Employee Category)						
Senior Management	2	10%	0	0%	0	0%
Middle Management	3	15%	2	9%	0	0%
Executives	9	45%	5	23%	1	9%
Non-Executives	6	30%	15	68%	10	91%

Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

TRAINING AND DEVELOPMENT

HR oversees workforce development, monitors training hours and ensures adherence to policy and budget. Leveraging mandatory contributions to the Human Resource Development Corporation (HRD Corp), PLB provides training in areas such as finance, communication and technical skills.

Training needs are identified through discussions between employees and superiors, initiated via a Training Request Form. Effectiveness is measured through Training Evaluation Forms to ensure continuous improvement. Beyond our employees, we support community talent development by hosting interns and trainees, nurturing young talent and addressing youth unemployment.

In FY2025, training hours increased compared to FY2024, underscoring our commitment to workforce development.

Key programmes included:-

Team Building covering:

- Creating team efficiency
- Effective communication skills
- Overcoming challenges

Sustainability and ESG Awareness covering:

- What is Sustainability
- What is ESG
- Interrelation and importance to the Group

Quality and Safety Awareness covering:

- Introduction of QLASSIC practices at project site
- Awareness of safety practices at project site

TRAINING DETAILS	FY2025	FY2024	FY2023
Total training hours as a Group	2,076.75	714.75	887.50
Total training spent as a Group (RM)	RM48,112.00	RM33,722.00	RM7,182.00
Average training hours per employee	23.60	10.83	11.23
Average training days per employee	3	1	1
Average training spend per employee (RM)	547	581	266

Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

Team Building



Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

Sustainability and ESG Awareness



Quality and Safety Awareness



Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

INTERNSHIP

In FY2025, 4 interns joined the Group, with a total internship expenditure of RM7,903.14.

PARENTAL LEAVE

Our parental leave policy supports gender equality and employee well-being. Male employees receive 7 days' paid leave and female employees 98 days, in line with regulations.

In FY2025, 1 male employee took parental leave and remained in employment.

Employees who have taken parental leave	FY2025	FY2024	FY2023
Maternity Leave	0	3	1
Paternity Leave	1	0	1

EMPLOYEE INDUCTION AND EXIT

New hires participate in a structured induction programme introducing the company's background, culture, benefits and HR systems. Exit interviews are conducted to capture feedback for workplace improvements, reviewed by Department Heads as part of continuous improvement.

OCCUPATIONAL SAFETY AND HEALTH AT THE WORKPLACE

PLB believes that a healthy and safe environment is fundamental to the wellbeing of the workforce and society. It promotes confidence in the Group and strengthens its reputation as a responsible business. It also reduces disruptive incidents that would affect the progress of construction works on sites that would impact business and operational performance.

The Group's exposure to workplace accidents or risks is primarily at construction sites. These include working at height, heavy lifting, confined space, electrical tasks and the use of heavy machinery such as forklifts and cranes.

Safety is a key priority due to the inherent risks of construction work such as machinery operation and other site hazards. We provide regular safety and health training to ensure all employees adhere to established protocols.

MANAGING OSH

Our OSH management aligns with the Occupational Safety and Health Act 1994 (OSHA) for office premises. Site operations and outsourced to contractors are supervised for OSH compliance in line with legal requirements.

Following the OSHA Act, PLB established a Safety Committee with representatives from various departments. Safety standards are communicated through briefings and emails by Site Safety Officers or Supervisors. Office safety non-compliance is addressed immediately, with employees encouraged to report hazards to HR or relevant HODs.

These steps, aligned with the Business Continuity Plan, aim to prevent recurrence and uphold a safe environment at the workplace.

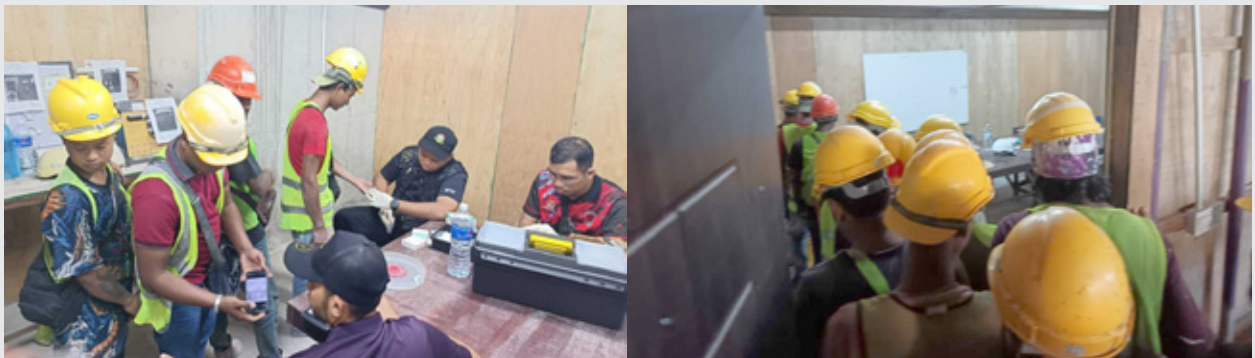
Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

Toolbox Meeting / Safety Briefing



Malaria Testing by Kementerian Kesehatan Pulau Pinang



Fogging at Project Site



Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

Tower Crane Inspection by Jabatan Keselamatan & Kesihatan Pekerjaan Pulau Pinang (JKKPP)



MITIGATING OSH RISKS

The Safety Committee identifies and mitigates risks in offices and project sites, supported by safety training, incident reporting and corrective actions. Performance is monitored through customised tracking mechanisms.

We maintain a zero-accident policy and invest in OSH training, including emergency preparedness, fire prevention, first aid and cardiopulmonary resuscitation (“CPR”) techniques. Site staff are required to obtain and renew CIDB green cards for compliance.

In FY2025, 52 employees participated in CPR training.

OSH Site Data	FY2025	FY2024	FY2023
Number of work-related fatalities	0	0	0
Number of recordable work-related injuries	0	0	0
Lost Time Incident Rate (“LTIR”)	0	0	0

PLB is committed to minimising OSH risks by enforcing a zero-accident policy and maintaining a safe, healthy workplace at all times.

First Aid and CPR at Head Office



Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

COMPLIANCE WITH LABOUR LAW

PLB complies fully with the Malaysian Employment Act 1955, covering child and forced labour, employment terms, wage regulations, working hours, termination and women’s employment guidelines.

EMPLOYEE AND COMMUNITY ENGAGEMENT

PLB is committed to fostering an engaging, supportive and socially responsible workplace where employees are encouraged to participate in activities that benefit both the company and the wider community.

- **Recycle, Recycle, Recycle:** This waste management initiative reinforces our commitment to environmental stewardship through active recycling efforts, creating benefits for both PLB and the surrounding community.
- **Giving Back to Society:** As part of our ongoing commitment to support and uplift local communities, PLB organised a donation drive to collect pre-loved items from staff. The collected items were donated to Pertubuhan Pengurusan Rumah Warga Tua “Anning” in Ipoh, Perak, to assist in meeting the needs of the elderly residents. This initiative not only extended practical support to the home but also encouraged a culture of compassion, sharing and sustainability among employees. Through such acts of giving, PLB continues to strengthen its community ties and promote social responsibility across the organisation.



- **Festive Gatherings:** Celebrations such as Chinese New Year and Hari Raya bring staff together, strengthening interdepartmental relationships and fostering cross-cultural understanding within the workplace community.

Sustainability Statement (Cont'd)

SOCIAL (CONT'D)

EMPLOYEE AND COMMUNITY ENGAGEMENT (CONT'D)

- Biodiversity Conservation (Go Green):** Recognising that healthy biodiversity is vital to resilient communities and ecosystems, PLB supported the municipal council’s greening programme in Penang State by contributing resources to maintain public cleanliness and enhance local green spaces.

In FY2025, we planted 23 flowering plants, 30 shrubs, and 4 vegetable plants along the Jalan Baru public area to improve ecological health, provide habitats for pollinators, enrich soil quality and increase community access to nature. These efforts contribute to Malaysia’s National Policy on Biological Diversity 2016–2025 and align with the United Nations Sustainable Development Goals.



At PLB, we view corporate social responsibility (CSR) as a commitment to contributing to Malaysia’s economic development and improving quality of life. In FY2025, our team conducted a clean-up at the Rest and Recreation (R&R) area in Bagan Ajam, collecting and properly disposing of paper, plastics and green waste.

In total, **256.6 kg of waste** was collected.



Sustainability Statement (Cont'd)

CONCLUSION

This IFRS-aligned Sustainability Statement reflects PLB's commitment to transparency, resilience and proactive climate action. As regulations evolve, PLB will continue strengthening disclosure quality and climate strategy execution.

Sustainability is embedded in our identity, driving our growth and guiding our ESG agenda with a clear focus on creating a lasting positive impact. In 2025, we maintain a forward-thinking perspective—proactively seizing opportunities to shape a sustainable future while remaining resilient to emerging climate risks.

Our commitment extends beyond integrating ESG principles into our operations. Through our property development projects, we prioritise the communities we serve by consistently incorporating green design concepts into our blueprints. These spaces foster ecological health while providing inviting communal areas that connect people with nature.

Together, these efforts lay the groundwork for a sustainable legacy—supporting the well-being of future generations and staying true to our vision of *Comfort Assured*. As we move forward, we remain alert to evolving environmental practices and technological advancements, ensuring adaptability and continuous improvement in pursuit of a sustainable future for all.

Sustainability Statement (Cont'd)

PERFORMANCE DATA
PLB Engineering Berhad

BMLR Transition Period

Date & Time: 2025-12-22_11:24:23

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Senior Management	Percentage	72.70	100.00	Internal	Anti-bribery and anti-corruption training conducted yearly for employees; participation tracked by Human Resources.
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Middle Management	Percentage	89.70	100.00	Internal	Anti-bribery and anti-corruption training conducted yearly for employees; participation tracked by Human Resources.
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage	95.70	100.00	Internal	Anti-bribery and anti-corruption training conducted yearly for employees; participation tracked by Human Resources.
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Non-Executive	Percentage	70.00	100.00	Internal	Anti-bribery and anti-corruption training conducted yearly for employees; participation tracked by Human Resources.
Bursa (Anti-corruption)	Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	0.00	100.00	Internal	Progressively rolled out via the Risk Management Steering Committee
Bursa (Anti-corruption)	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0.00	0.00	Internal	No confirmed incidents of corruption reported during the financial year.
Bursa (Community/Society)	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	70,838.00	-	Internal	Ongoing community investments in education, environmental awareness and local welfare initiatives.
Bursa (Community/Society)	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	15	-	Internal	Community initiatives to reach more beneficiaries through collaborative programmes and CSR outreach.

PERFORMANCE DATA (CONT'D)
PLB Engineering Berhad
 BMLR Transition Period

Date & Time: 2025-12-22_11:24:23

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Senior Management 29 and below	Percentage	0.00	-	Internal	Maintain gender and age diversity across management levels
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Senior Management between 30-39	Percentage	9.00	-	Internal	Maintain gender and age diversity across management levels
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Senior Management between 40-49	Percentage	9.00	-	Internal	Maintain gender and age diversity across management levels
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Senior Management between 50-59	Percentage	18.00	-	Internal	Maintain gender and age diversity across management levels
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Senior Management 60 and above	Percentage	64.00	-	Internal	Maintain gender and age diversity across management levels
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Middle Management 29 and below	Percentage	0.00	-	Internal	Maintain gender and age diversity across management levels
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Middle Management between 30-39	Percentage	7.00	-	Internal	Maintain gender and age diversity across management levels

Sustainability Statement (Cont'd)

PERFORMANCE DATA (CONT'D)

PLB Engineering Berhad BMLR Transition Period

Date & Time: 2025-12-22_11:24:23

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Middle Management between 40-49	Percentage	35.00	-	Internal	Maintain gender and age diversity across management levels
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Middle Management between 50-59	Percentage	48.00	-	Internal	Maintain gender and age diversity across management levels
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Middle Management 60 and above	Percentage	10.00	-	Internal	Maintain gender and age diversity across management levels

Sustainability Statement (Cont'd)

PERFORMANCE DATA (CONT'D)

PLB Engineering Berhad BMLR Transition Period

Date & Time: 2025-12-22_11:24:23

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Executive 29 and below	Percentage	17.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Executive between 30-39	Percentage	34.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Executive between 40-49	Percentage	26.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Executive between 50-59	Percentage	21.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Executive 60 and above	Percentage	2.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Non-Executive 29 and below	Percentage	25.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Non-Executive between 30-39	Percentage	10.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Non-Executive between 40-49	Percentage	15.00	-	Internal	

Sustainability Statement (Cont'd)

PERFORMANCE DATA (CONT'D)

PLB Engineering Berhad BMLR Transition Period

Date & Time: 2025-12-22_11:24:23

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Non-Executive between 50-59	Percentage	30.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group, for each employee category - Non-Executive 60 and above	Percentage	20.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Senior Management Male	Percentage	91.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Senior Management Female	Percentage	9.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Middle Management Male	Percentage	48.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Middle Management Female	Percentage	52.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Executive Male	Percentage	30.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Executive Female	Percentage	70.00	-	Internal	

Sustainability Statement (Cont'd)

PERFORMANCE DATA (CONT'D)

PLB Engineering Berhad BMLR Transition Period

Date & Time: 2025-12-22_11:24:23

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Non-Executive Male	Percentage	95.00	-	Internal	
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender group, for each employee category - Non-Executive Female	Percentage	5.00	-	Internal	

Sustainability Statement (Cont'd)

PERFORMANCE DATA (CONT'D)

PLB Engineering Berhad BMLR Transition Period

Date & Time: 2025-12-22_11:24:23

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender group - Male	Percentage	50.00	-	Internal	Maintain Board gender composition with balanced experience and age diversity in line with MCCG guidance.
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender group - Female	Percentage	50.00	-	Internal	Maintain Board gender composition with balanced experience and age diversity in line with MCCG guidance.
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group - between 31-49	Percentage	16.70	-	Internal	Maintain Board gender composition with balanced experience and age diversity in line with MCCG guidance.
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group - between 50-65	Percentage	50.00	-	Internal	Maintain Board gender composition with balanced experience and age diversity in line with MCCG guidance.
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group - above 65	Percentage	33.30	-	Internal	Maintain Board gender composition with balanced experience and age diversity in line with MCCG guidance.
Bursa (Energy management)	Bursa C4(a) Total energy consumption	Megawatt	522.75	500.00	Internal	Total energy consumption comprises electricity and fuel usage for corporate office and operational activities during the financial year.
Bursa (Health and safety)	Bursa C5(a) Number of work-related fatalities	Number	0.00	0.00	Internal	No work-related fatalities were recorded during the financial year.
Bursa (Health and safety)	Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	0.00	Internal	Maintain zero lost-time incidents through proactive safety awareness and risk assessments.

PERFORMANCE DATA (CONT'D)
PLB Engineering Berhad

BMLR Transition Period

Date & Time: 2025-12-22_11:24:23

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Health and safety)	Bursa C5(c) Number of employees trained on health and safety standards	Number	52,00	60,00	Internal	Safety programmes expanded to include more site personnel and refreshers on emergency preparedness.
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category - Senior Management	Hours	11700	5%-10% increase	Internal	5% to 10% increase in training targets FY2026 aimed to strengthen managerial and technical competencies while promoting safety and ESG awareness
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category - Middle Management	Hours	684,00	5%-10% increase	Internal	5% to 10% increase in training targets FY2026 aimed to strengthen managerial and technical competencies while promoting safety and ESG awareness
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category - Executive	Hours	1113,00	5%-10% increase	Internal	5% to 10% increase in training targets FY2026 aimed to strengthen managerial and technical competencies while promoting safety and ESG awareness
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category - Non-Executive	Hours	89,00	5%-10% increase	Internal	5% to 10% increase in training targets FY2026 aimed to strengthen managerial and technical competencies while promoting safety and ESG awareness
Bursa (Labour practices and standards)	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	2700	-	Internal	Efforts ongoing to optimise manpower planning and reduce reliance on short-term contract staff.
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category - Senior Management	Number	2,00	-	Internal	Retention initiatives implemented through employee engagement recognition and career development opportunities.

PERFORMANCE DATA (CONT'D)
PLB Engineering Berhad
 BMLR Transition Period

Date & Time: 2025-12-22_11:24:23

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category - Middle Management	Number	2.00	-	Internal	Retention initiatives implemented through employee engagement recognition and career development opportunities.
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category - Executive	Number	10.00	-	Internal	Retention initiatives implemented through employee engagement recognition and career development opportunities.
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category - Non-Executive	Number	6.00	-	Internal	Retention initiatives implemented through employee engagement recognition and career development opportunities.

PERFORMANCE DATA (CONT'D)
PLB Engineering Berhad
 BMLR Transition Period

Date & Time: 2025-12-22_11:24:23

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Labour practices and standards)	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0.00	0.00	Internal	No complaints regarding human rights violations were reported during the financial year.
Bursa (Supply chain management)	Bursa C7(a) Proportion of spending on local suppliers	Percentage	100.00	100.00	Internal	Local suppliers refer to vendors and contractors sourced within the regions where the Group operates.
Bursa (Data privacy and security)	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0.00	0.00	Internal	No substantiated complaints concerning breaches of customer privacy were reported during the financial year.
Bursa (Water)	Bursa C9(a) Total volume of water used	Megalitres	36.05	34.00	Internal	Water usage relates to corporate office, project sites and sales gallery operations supplied by the local water service provider.
Bursa (Waste management)	Bursa C10(e) Total waste generated	Metric tonnes	59.90	55.00	Internal	Waste generated relates primarily to non-scheduled waste arising from operational activities during the financial year.
Bursa (Waste management)	Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	11.70	15.00	Internal	Waste diverted from disposal includes non-scheduled waste reused or recycled during the financial year.
Bursa (Waste management)	Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	48.20	40.00	Internal	Waste directed to disposal refers to non-scheduled waste disposed of through licensed waste contractors during the financial year.

PERFORMANCE DATA (CONT'D)

PLB Engineering Berhad
BMLR Transition Period

Date & Time: 2025-12-22_11:24:23

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Bursa (Emissions management)	Bursa CT1(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	8,96	700	Internal	Scope 1 emissions represent direct greenhouse gas emissions from fuel consumption in owned or controlled sources during the financial year. Continue monitoring petrol and diesel usage
Bursa (Emissions management)	Bursa CT1(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	40,775	390,00	Internal	Scope 2 emissions represent indirect greenhouse gas emissions from purchased electricity consumed during the financial year. Continue monitoring electricity consumption
Bursa (Emissions management)	Bursa CT1(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	35.24	-	Internal	Measurement of Scope 3 emissions is currently in progress, focusing on identifying relevant categories and improving data availability across the value chain. Aim to reduce unnecessary travel.

Sustainability Statement (Cont'd)

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE REFERENCE		
GRI 2 – General Disclosures 2021	2-1	Organisational details	Page 3 – Corporate Information	
	2-2	Entities included in the organisation’s sustainability reporting	Page 15 – Scope and Boundary Page 4 - Corporate Structure	
	2-3	Reporting period, frequency and contact point	Page 15 to 16 – About this Statement	
	2-5	External assurance	Page 15 – Statement Quality and Data Assurance	
	2-6	Activities, value chain and other business relationships	Page 11 to 13 – Management Discussion and Analysis	
	2-7	Employees	Page 43 to 44 – Diversity and Equal Opportunities	
	2-9	Governance structure and composition	Page 18 to 22 – Governance Section and Board Structure	
	2-10	Nomination and selection of the highest governance body		
	2-11	Chair of the highest governance body		
	2-12	Role of the highest governance body in overseeing the management of impacts		
	2-13	Delegation of responsibility for managing impacts		
	2-14	Role of the highest governance body in sustainability reporting		
	2-15	Conflicts of interest	Page 23 to 24 – Conflict of Interest	
	2-16	Communication of critical concerns	Page 23 – Whistleblowing Policy Page 43 – Grievance Mechanism	
	2-17	Collective knowledge of the highest governance body	Page 21 to 22 – Board Diversity and Independence	
	2-18	Evaluation of the performance of the highest governance body	Page 64 to 71 – Corporate Governance	
	2-19	Remuneration policies		
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	2-22	Statement on sustainable development strategy	Page 9 to 10 – Chairman’s Statement	
	2-23	Policy commitments	Page 41 – Compliance with Environmental Regulations	
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	2-25	Processes to remediate negative impacts	Page 23 – Whistleblowing Policy Page 43 – Grievance Mechanism	
	2-26	Mechanisms for seeking advice and raising concerns	Page 23 – Whistleblowing Policy	
	2-27	Compliance with laws and regulations	Page 41 – Compliance with Environmental Regulations	
	2-28	Membership associations	Page 16 – Membership of Association	
	2-29	Approach to stakeholder engagement	Page 25 to 28 – Stakeholder Engagement	
	GRI 3: Material Topics 2021	3-1	Process to determine material topics	Page 29 to 30 – Material Sustainability Matters
		3-2	List of material topics	
		3-3	Management of material topics	

Sustainability Statement (Cont'd)

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GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed
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PROCUREMENT PRACTICES		
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers
		Page 34 to 35 – Sustainable Supply Chain Engagement / Responsible Procurement
ANTI-CORRUPTION		
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption
	205-2	Communication and training about anti-corruption policies and procedures
	205-3	Confirmed incidents of corruption and actions taken
		Page 24 – Operations with Possible higher risk for corruption
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WASTE		
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts
	306-2	Management of significant waste-related impacts
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Sustainability Statement (Cont'd)

GRI CONTENT INDEX (CONT'D)

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GRI 402: Labour and Management Relations 2016	402-1	Minimum notice periods regarding operational changes
		Page 43 – Ethical Labour Practices
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GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system
	403-2	Hazard identification, risk assessment and incident investigation
	403-4	Worker participation, consultation and communication on occupational health and safety
	403-5	Worker training on occupational health and safety
	403-6	Promotion of worker health
	403-7	Prevention and mitigation of occupational health and safety impacts linked by business relationships
	403-8	Workers covered by an occupational health and safety management system
	403-9	Work-related injuries
TRAINING AND EDUCATION		
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee
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GRI 405: Diversity and Equal Opportunity 2016		
NON-DISCRIMINATION GRI 406: Non-Discrimination 2016	405-1	Diversity of governance bodies and employees
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Corporate Governance Overview Statement

The Board of PLB Engineering Berhad (“the Board”) recognises the importance of upholding strong good corporate governance and is committed to ensuring that the highest standards of corporate governance are implemented and maintained across the Company and its subsidiaries (“the Group”) as a fundamental part of discharging its responsibilities to protect and enhance shareholders’ value.

This Corporate Governance Overview Statement (“CG Overview Statement”) is prepared pursuant to Paragraph 15.25(1) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Malaysia”) and takes guidance from the key corporate governance (“CG”) principles as set out in the Malaysian Code on Corporate Governance 2021 (“MCCG”) issued by the Securities Commission Malaysia specifically by Practice Note 9 of the Listing Requirements and the Corporate Governance Guide (4th Edition).

This CG Overview Statement provides an overview of the corporate governance practices of the Company under the leadership of the Board during the financial year ended 31 August 2025. It is to be read in conjunction with the Corporate Governance Report (“CG Report”), which is made available online at www.plb.com.my. The CG Report provides the details on how the Company has applied each Practice as set out in the MCCG during the financial year 2025.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

PART 1 : BOARD RESPONSIBILITIES

1. BOARD OF DIRECTORS

The Board comprises six (6) members of which three (3) are Executive Directors who are actively engaged in the day-to-day management and operations of the Company, while the remaining three (3) are Independent Non-Executive Directors. Each member brings with them a diversity in experience, expertise and perspective of the Group’s business operations.

The Board meets at least 4 times annually, with the meetings scheduled well in advance at the beginning of each financial year to facilitate the Directors in managing their meeting plans. Additional meetings are convened when urgent and important decisions need to be made between scheduled meetings. The Board Committee met 4 times during the financial year ended 31 August 2025.

At the quarterly Board meetings, the Board reviews the business performance of the Group and discusses major operational and financial issues. All pertinent issues discussed at Board meetings in arriving at decisions and conclusions are properly recorded by the Company Secretary by way of minutes of meetings. During the financial year under review, the number of Board of Directors’ meeting attended by each Director is as follows:-

<u>Name of Director</u>	<u>No of meetings attended</u>
Dato’ Seri Ong Choo Hoon	4/4
Dato’ Ong Guat Beng	4/4
Dato’ Ong Seng Chye	4/4
Madam Wein Siew Fen	4/4
Mr. Lee Khai	4/4
Madam Koay San San	3/3

1.1 Strategic aims, values and standards

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

- reviewing, approving and monitoring the overall strategies and direction of the Group, including sustainability of the Group’s businesses;
- overseeing and evaluating the conduct and performance of the Group’s businesses;
- identifying and managing principal risks facing the Group and ensuring the implementation of appropriate systems to manage these risks;
- reviewing the adequacy of the Group’s internal control policy and safeguarding assets of the Company;
- ensuring appropriate corporate disclosure policy and procedures are in place for effective dissemination of information which is comprehensive, accurate and timely, and leverage on information technology, where applicable;
- reviewing and monitoring the systems of risk management and internal controls, continuous disclosure, legal and regulatory compliance and other significant corporate policies; and
- succession planning, including appointing, training, fixing the compensation of and, where appropriate, replacing members of the Board.

Corporate Governance Overview Statement (Cont'd)

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

PART 1 : BOARD RESPONSIBILITIES (CONT'D)

1. BOARD OF DIRECTORS (CONT'D)

1.2 Chairman of Board

The Board is led and managed by experienced Board members with a wide range of expertise. It is collectively responsible for promoting the success of the Company and the Group by directing and supervising its business and affairs. The Board's principal responsibilities are as prescribed under the best practices of the Code. These include: charting and reviewing the strategic direction for the Company and the Group; overseeing its business operations thereof; evaluating whether these are being properly managed; and providing leadership to enable the achievement of the Group's business objectives.

The Board has a formal schedule of matters reserved to itself for decisions, including the overall Group strategy and direction, acquisition policy, approval of major capital expenditure projects and significant financial matters.

1.3 Separation of Position of Chairman and Managing Director

The Board Charter provides that the roles of the Chairman and the Managing Director shall be separate. Currently, there is no Managing Director appointed, pending a suitable candidate. However, there is a Chief Operating Officer who is appointed to oversee the day-to-day running of the affairs of the Group.

1.4 The Chairman of the Board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee.

The Chairman is not a member of any Audit Committee, Nomination Committee or Remuneration Committee as stated in the terms of reference of each of the committees.

1.5 Suitably Qualified and Competent Company Secretary

The Board is supported by suitably qualified and competent Company Secretaries who are members of the relevant professional bodies. The appointment of Company Secretaries is based on the capability and proficiency determined by the Board. All members of the Board, whether as a whole or in their individual capacity, have access to the advice and services of the Company Secretaries on all matters relating to the Group to assist them in the furtherance of their duties. The Board is regularly updated and kept informed by the Company Secretaries and the management of requirements such as restriction in dealing with the securities of the Company and updates as issued by the various regulatory authorities including the latest developments in legislations and regulatory framework affecting the Group.

1.6 Timely Access to Information and Advice

To ensure effective conduct of board meetings, a structured formal agenda and board meeting papers relating to the agenda are circulated to all Directors prior to each board meeting. Senior management are invited to attend board meetings to furnish details or clarifications on matters tabled for the Board's consideration.

Where necessary, the Directors may, whether collectively as a Board or in their individual capacities, seek external and independent professional advice from experts on any matter in furtherance of their duties as they may deem necessary and appropriate at the Company's expense.

2. BOARD CHARTER

On 28 October 2013, the Company's Board Charter set out the duties, responsibilities and functions of the Board in accordance with the principles of good corporate governance. The Board Charter was reviewed on 29 October 2024. The Board charter will be periodically reviewed and published on the Company's corporate website <http://www.plb.com.my>.

Corporate Governance Overview Statement (Cont'd)

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

PART 1 : BOARD RESPONSIBILITIES (CONT'D)

3. GOOD BUSINESS CONDUCT AND HEALTHY CORPORATE CULTURE

3.1 Code of Conduct & Ethics & Whistle-Blowing Policy

On 28 October 2013, the Board has adopted a Code of Conduct & Ethics for its Directors ("Code") and a Whistle Blowing Policy ("Policy"). The Code and Policy were formulated to enhance the standard of corporate governance and promote ethical conduct of the Directors as well as develop channels and procedures for reporting improper conduct involving the employees of the Group and the protection accorded to whistleblowers. The Code was reviewed on 9 December 2022.

Details of both the Code and Policy can be found in the Company's corporate website <http://www.plb.com.my>.

3.2 Directors' Fit and Proper Policy

The Company had on 27 June 2022 adopted a Directors' Fit and Proper Policy to ensure that individual who possesses the right qualification, expertise, competence and integrity is appointed as Director in the Group. All candidates to be appointed and seeking for re-election as Directors in the Group, shall undergo a fit and proper review accordance with the Directors' Fit and Proper Policy. The policy is available on the Company's website. The Board is committed towards establishing a corporate culture to nurture a high standard of ethical conduct throughout the Group and to promote ethical corporate environment in the country.

The Board further commits towards establishing a corporate culture to nurture a high standard of ethical conduct throughout the Group and to promote ethical corporate environment in the country.

4. SUSTAINABILITY PRACTICE

4.1 Governance of sustainability

The Board recognises that sustainable development is an important and integral part of the Group's pursuit of its long-term business success. The Board is responsible for the development of the Group's sustainability strategies.

4.2 Communication of Sustainability Practice

The management continues to engage with stakeholders to seek feedback and viewpoints that would be useful to the Group in developing sustainability targets and implementation strategies. The Board will meet and discuss key sustainability matter at least twice a year.

4.3 Periodic Updates

The Directors have been and will continue to attend training to keep abreast of development on sustainability as well as regulations and guidance on current and emerging environmental problems that may affect the Group.

4.4 Performance Evaluation

The Board recognises the importance of sustainability in all its business operation and had included sustainability as one of the criteria in the performance evaluations of board members. The annual evaluation of the Directors, the Board and Board Committees for financial year 2025 included assessment on Board's understanding of sustainability issues.

4.5 Sustainability Leadership

The Group Chief Operating Officer is the designated person leading the Group's sustainability initiatives.

Corporate Governance Overview Statement (Cont'd)

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

PART 1 : BOARD RESPONSIBILITIES (CONT'D)

5. BOARD COMPOSITION

5.1 Composition of Board

The six-member Board brings with each of them a diversity in experience, expertise and perspective of the Group's business operations.

The Board practices a clear division of responsibilities between the Chairman, Executive Directors and Independent Non-Executive Directors. The Chairman and the Executive Directors are primarily responsible for the orderly conduct and function of the Board, the day to day running of the Group's business, implementation of the Board's policies and the overall operational and management decisions.

On the other hand, the Independent Non-Executive Directors ensure that the strategies proposed by the Management are fully deliberated and examined, taking into account the long term interest of the stakeholders including contributing to the formulation of policy and other decision-making process through their expertise and experience. As they are independent of the Management, it is ensured that no single individual or group dominates the Board's decision-making process.

Nomination Committee

The Nomination Committee of the Company was established by the Board on 29 October 2002 comprising entirely Independent Directors to assist the Board in carrying out the following duties. The terms of reference of the Nomination Committee is available for viewing on the Company's corporate website <http://www.plb.com.my>. The terms of reference of the Nomination Committee was reviewed on 29 October 2024.

- a. To review, from time to time, the Policy Framework on the nomination and recommendation of candidates to be members of the Board. In making its recommendations, the Nomination Committee shall take into consideration candidates proposed by the Board of Directors and, within the bounds of practicability, by any shareholder. The Nomination Committee shall evaluate candidates on the aspect of their:
 - skills, knowledge, expertise and experiences;
 - professionalism;
 - integrity; and
 - for position of independent non-executive director, the candidates' abilities to discharge such responsibilities/functions independently as expected from the independent non-executive director.
- b. To review annually the Board's required mix of skills, experience and other qualities including the core competencies which Non-Executive Directors should bring to the Board;
- c. To assess annually the effectiveness of the Board as a whole and the Audit Committee;
- d. To identify suitable training programmes for the Directors for each financial year end.

In line with the Code, the Nomination Committee carries out annual evaluations on the effectiveness of the Board as a whole and the Audit Committee to review the effectiveness of the decision-making process of the Board and the Audit Committee. All assessments and evaluations carried out by the Nomination Committee are properly documented. The Nomination Committee, in assessing the performances of the Audit Committee and the Board as a whole on an annual basis, also considers the succession planning for Principal Officers of the Company.

Corporate Governance Overview Statement (Cont'd)

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

PART 1 : BOARD RESPONSIBILITIES (CONT'D)

5. BOARD COMPOSITION (CONT'D)

5.1 Composition of Board (cont'd)

Nomination Committee (cont'd)

A summary of the activities undertaken by the Nomination Committee in the discharge of its duty for the financial year ended 31 August 2025 is as follows:

- a. Re-election and retirement by rotation of Directors at the 29th AGM;
- b. Annual Board Assessment;
- c. Annual Audit Committee Self-Assessment; and
- d. Annual Independent Directors' Assessment.

In respect of the assessment for the financial year ended 31 August 2025, the Board was satisfied that the Board and Board Committees have discharged their duties and responsibilities effectively. The Board was also satisfied that the Board composition in terms of size, the balance between executive, non-executive and independent Directors and mix of skills and experience was adequate. The Board acknowledges the recommendation of MCCG on the establishment of boardroom gender diversity policy and has met the requirement of at least 30% of female directors on the board. In the election for Board appointment, the Board believes in and provides equal opportunity to candidates who have the skills, experience, core competencies and other qualities regardless of gender, ethnicity and age. The current Board composition has three female board members, constituting 50% of its members.

Annual Evaluation

The Nomination Committee assesses the effectiveness of the Board as a whole and the contribution of each individual director including the Independent Non-Executive Directors. All assessments and evaluations carried out by the Nomination Committee in discharging its functions have been documented.

The performances of the Board as a whole as well as the Board Committees are assessed annually via an assessment's questionnaires which are guided by the Corporate Governance Guide issued by Bursa Malaysia.

In respect of the assessment for the financial year ended 31 August 2025, the Board was satisfied that the Board and Board Committees have discharged their duties and responsibilities effectively. The Board was also satisfied that the Board composition in terms of size, the balance between executive, non-executive and independent Directors and mix of skills and experience was adequate.

5.2 Independent Directors

The Board believes that the current Independent Non-Executive Directors are able to fulfill their duties in a well balanced manner as:-

- they fulfilled the criteria under the definition on Independent Directors as stated in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements") and, therefore, are able to bring independent and objective judgment to the Board;
- their experience in the relevant industries enable them to provide the Board and the Audit Committee, as the case may be, with pertinent expertise, skills and competence; and
- they have been dealing with public listed companies and bring in vast experience which enables them to contribute actively during deliberations or discussions at the Audit Committee and Board Meeting.

Corporate Governance Overview Statement (Cont'd)

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

PART 1 : BOARD RESPONSIBILITIES (CONT'D)

5. BOARD COMPOSITION (CONT'D)

5.3 Tenure of Independent Director

The current composition of the Independent Non-Executive Directors (INEDs) consists of Madam Wien Siew Fen who has served eight (8) years and three (3) months while the remaining two INEDs Mr. Lee Khai who has been appointed three (3) years ago while Madam Koay San San was appointed in November 2024.

5.4 Policy on Tenure of Independent Directors

The Board takes cognizance the recommendation of Practice 5.3 of the MCCG that the tenure of an independent director should not exceed a cumulative term of nine (9) years. Upon completion of the nine (9) years, an independent director may continue to serve on the Board as a non-independent director. If the Board intends to retain an independent director beyond nine (9) years, it should justify and seek annual shareholders' approval through a two-tier voting process at the Annual General Meeting of the Company ("AGM").

5.5 Diversity of Board and Senior Management

The Board is supportive of diversity on the Board and in the Senior Management team.

Appointment of members of the Board and the Senior Management team are based on objective criteria, merit and also due regard for diversity in experience, skills set, age and cultural background. The Directors, with their diverse background and professional specialisation, collectively, bring with them a wealth of experience and expertise in areas such as general management and operations, commercial, finance and accounting, corporate affairs, construction and development, sales and marketing, business, tax and legal among others.

The Board acknowledges the importance of diversity to ensure the mix and profiles of the Board members, in terms of age, ethnicity and gender, ability to provide the necessary range of perspectives, experiences and expertise required are well balanced in order to achieve effective board stewardship.

5.6 Independent Sources to Identify Suitably Qualified Candidates

The Board is responsible for the appointment of new candidates to the Board or Board Committees upon the recommendation of the Nomination Committee. The Nomination Committee generally relies mainly on recommendations from existing Board members or major shareholders.

The Board is committed to ensure that the Board consists of Directors who have the necessary skills, competencies, commitment and experience to complement the efficiency and effectiveness of the Board as a whole.

The Board's Nomination Committee is entrusted with the responsibility to review, propose and recommend the appointment of potential new Directors after taking into consideration the current and future needs of the Company.

5.7 Directors Information

The profiles of the Directors are included in the Annual Report which information includes age, gender, tenure of service, directorship in other companies, working experience and any conflict of interest as well as shareholding in the Company.

5.8 Chairman of NC

The Nomination Committee is currently chaired by Madam Wein Siew Fen, an Independent Non-Executive Director.

Corporate Governance Overview Statement (Cont'd)

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

PART 1 : BOARD RESPONSIBILITIES (CONT'D)

5. BOARD COMPOSITION (CONT'D)

5.9 Female Representation & Gender Diversity

The Board has always considered gender and workplace diversity set out under the Recommendation 4.5 of the MCCG emphasising on supporting the representation of women at senior level of the Group and on the Group's respective subsidiary boards.

Currently, there are three (3) female Directors on the Board which accounts for 50% of the Board Structure.

The Senior Management comprises 11.54% of women employees.

6. BOARD EFFECTIVENESS

6.1 Effectiveness of the Board and individual Directors

The Board has adopted a Directors' Assessment Policy which sets out the criteria and procedures for the Board performance assessment. The Nomination Committee conducts annual review of the effectiveness of the Board and Board Committees as well as performance of each individual Director. The assessment is administered via customised questionnaires, on self-assessment basis, for continuous improvement.

The Nomination Committee also reviews annually the required mix of skills, experience and other qualities, including core competencies of the members in discharging their duties. The skills and experience of each Director is analysed, inter-alia, in the areas of business operations technical and governmental affairs and legislation. Furthermore, the Nomination Committee reviews size and composition of the Board with consideration on the impact to the effective functioning of the Board.

The INEDs are assessed annually by the Nomination Committee on behalf of the Board. Following an assessment carried out for the financial year 2025, the Board is satisfied with the level of independence demonstrated by the INEDs and their ability to provide unbiased impartial and objective opinion during meetings and act in the best interest of the Company and the Group.

Based on the outcome of evaluation for the financial year under review, the Nomination Committee and the Board are satisfied that the Board and Board Committees have discharged their duties and responsibilities effectively and the contribution and performance of each individual Director is satisfactory. The Nomination Committee believes that the current Board composition is well balanced with the right mix of high-calibre individuals with the necessary skills, qualification, experience, knowledge, credibility, independence and core competencies.

6.2 Training and Development of Directors

All the Directors have completed the Mandatory Accreditation Programme Part 1 described by Bursa Malaysia Securities Berhad. The Board acknowledges the importance of constantly updating itself on the industry's direction and development. They are provided with the opportunity for training and update from time to time, particularly on relevant new laws and regulations, financial reporting, risk management and investor relations to equip themselves with the knowledge to effectively discharge their duties as Directors.

The Board identifies the training needs of each Director via the performance evaluation for the individual Directors. During the financial year, all Directors of the Company have attended relevant conferences, seminars and briefings in areas of leadership, corporate governance, finance and competitive strategies organised by the Regulatory Authorities and members of professional bodies, in order to broaden their knowledge and perspectives and to keep abreast with developments in the market place and with new statutory and regulatory requirements to better enable them to fulfill their responsibilities.

Corporate Governance Overview Statement (Cont'd)

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

PART 1 : BOARD RESPONSIBILITIES (CONT'D)

6. BOARD EFFECTIVENESS (CONT'D)

6.2 Training and Development of Directors (Cont'd)

<i>Director</i>	<i>Training</i>	<i>Date</i>
Dato' Seri Ong Choo Hoon	Mandatory Accreditation Programme Part II : Leading For Impact (Lip)	23-24/06/2025
Dato' Ong Guat Beng	Mandatory Accreditation Programme Part II : Leading For Impact (Lip)	23-24/06/2025
	Sustainability for You & Me	25-26/07/2025
	First Aid and CPR at Workplace	21/08/2025
Dato' Ong Seng Chye	C4.0 Road Tour Constructing The Future: The Revolution is Here	03/12/2024
	How to Handle Disputes Relating to Construction Contracts	17/12/2024
	Mandatory Accreditation Programme Part II : Leading For Impact (Lip)	23-24/06/2025
	ESG Awareness Briefing	24/07/2025
	eSpa, eSignature and eStamping Related to HIMS by KPKT	28/08/2025
Madam Wein Siew Fen	The Impact Of Energy Efficiency and Conservation Act (Eeca) And Bursa Carbon Exchange (Bcx) In Architecture	15/03/2025
	Mandatory Accreditation Programme Part II : Leading For Impact (Lip)	07-08/07/2025
Mr. Lee Khai	Mandatory Accreditation Programme Part II : Leading For Impact (Lip)	07-08/07/2025
Madam Koay San San	Mandatory Accreditation Programme Part II : Leading For Impact (Lip)	24-25/02/2025
	Exploring AI's Economic Potential-In Conversation with Simon Johson	15/07/2025
	Ethical Integrity in an Age of AI	16/07/2025
	Managing TP For Financial Transactions & Loans Post Budget 2026	14/10/2025 04/11/2025

7. LEVEL AND COMPOSITION OF REMUNERATION

7.1 Remuneration Policy

The Board has adopted a remuneration policy with the aim to attract and retain quality members of the Board and Key Senior Management.

The remuneration policy for executive directors is based on the achievements and contribution of each member measured against their respective key performance indicators. The Board shall determine the remuneration of executive directors taking into consideration the recommendations of the Remuneration Committee.

The non-executive Directors will receive a fixed base fee, not by a commission or on percentage of profits/turnover, as consideration for their Board duties. The aggregate amount of directors' fees to be paid to non-executive directors is subject to the approval of the shareholders at a General Meeting.

Remuneration for non-executive directors is not linked to individual performance.

During the financial year 2025, the Remuneration Committee had performed its duty to assess annually the remuneration package of its Executive Directors and proposed the remuneration of Executive Directors to the Board for consideration.

7.2 Remuneration Committee

The Remuneration Committee, established on 29 October 2002, comprises non-executive directors and is responsible to recommend the remuneration packages for the Executive Directors of the Company to the Board on a yearly basis. The terms of reference of the Remuneration Committee is available for viewing on the Company's corporate website <http://www.plb.com.my>. The Board determines the remuneration of Non-Executive Directors who abstain from deliberations and decisions made in respect of their individual remuneration. Currently, the members include Madam Wein Siew Fen, Mr. Lee Khai and Madam Koay San San. The terms of reference of the Remuneration Committee was reviewed on 29 October 2024.

Corporate Governance Overview Statement (Cont'd)

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

PART 1 : BOARD RESPONSIBILITIES (CONT'D)

8. REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

8.1 Details of Directors' Remuneration

The details of the Directors' remuneration comprising received and/or receivable for the financial year ended 31 August 2025 are as follows:-

i. From the Company :

	Fees (RM)	Salaries (RM)	Bonuses (RM)	Allowances (RM)	Employer EPF (RM)	Employer Socso / EIS (RM)	Benefit in Kind (RM)	Indemnity give on insurance effected for any directors (RM)	Total (RM)
Executive Directors									
1	-	120,000	-	8,413	-	352	7,200	3,692	139,657
2	-	60,000	-	1,200	2,400	291	2,760	3,692	70,343
3	-	-	-	1,200	-	-	-	3,692	4,892
Non-Executive Directors									
4	50,000	-	-	4,000	-	-	-	3,691	57,691
5	50,000	-	-	4,000	-	-	-	3,691	57,691
6	41,667	-	-	3,000	-	-	-	2,769	47,436
7	14,583	-	-	1,000	-	-	-	923	16,506
Total :	156,250	180,000	-	22,813	2,400	643	9,960	22,150	394,216

Corporate Governance Overview Statement (Cont'd)

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

PART 1 : BOARD RESPONSIBILITIES (CONT'D)

8. REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT (CONT'D)

8.1 Details of Directors' Remuneration (cont'd)

The details of the Directors' remuneration comprising received and/or receivable for the financial year ended 31 August 2025 are as follows:- (cont'd)

ii. From the Group :

	Fees (RM)	Salaries (RM)	Bonuses (RM)	Allowances (RM)	Employer EPF (RM)	Employer Socso / EIS (RM)	Benefit in Kind (RM)	Indemnity give on insurance effected for any directors (RM)	Total (RM)
Executive Directors									
1	-	1,308,000	57,000	8,413	-	3,521	46,170	3,692	1,426,796
2	-	624,000	-	1,200	24,960	2,641	10,755	3,692	667,248
3	-	384,000	-	37,200	50,400	2,746	10,695	3,692	488,733
Non-Executive Directors									
4	50,000	-	-	4,000	-	-	-	3,691	57,691
5	50,000	-	-	4,000	-	-	-	3,691	57,691
6	41,667	-	-	3,000	-	-	-	2,769	47,436
7	14,583	-	-	1,000	-	-	-	923	16,506
Total :	156,250	2,316,000	57,000	58,813	75,360	8,908	67,620	22,150	2,762,101

Corporate Governance Overview Statement (Cont'd)

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

PART 1 : BOARD RESPONSIBILITIES (CONT'D)

8. REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT (CONT'D)

8.1 Details of Directors' Remuneration (cont'd)

The remuneration of the Directors summarised in bands of RM50,000 for the financial year ended 31 August 2025 are as follows:-

<u>Range of Remuneration</u>	<u>Number of Directors</u>	
	<u>Executive</u>	<u>Non-Executive</u>
Below RM50,000	-	2
RM50,001 to RM100,000	-	2
RM100,001 to RM150,000	-	-
RM150,001 to RM200,000	-	-
RM200,001 to RM250,000	-	-
RM250,001 to RM300,000	-	-
RM300,001 to RM350,000	-	-
RM350,001 to RM400,000	-	-
RM400,001 to RM450,000	-	-
RM450,001 to RM500,000	1	-
Above RM500,000	2	-

8.2 Top 5 Senior Management's Remuneration

The Board is of the view that the disclosure of the senior management's remuneration will impinge on the confidentiality and privacy of the respective individuals and may result in negative repercussions on the Group's human resources taking into consideration the highly competitive human resource environment and the importance of ensuring stability and continuity of business operations.

8.3 Detailed Remuneration of Top Five (5) Senior Management

There is no full disclosure of top 5 Senior Management's remuneration on named basis.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

PART 1 : AUDIT COMMITTEE

9. INDEPENDENT AUDIT COMMITTEE

The Company complied with Practice 9.1 of the Code which stipulated that the Chairman of the Audit Committee is not the Chairman of the Board. The Audit Committee is chaired by an Independent Non-Executive Director, Madam Koay San San who is the Independent Non-Executive Director and who is not the Chairman of the Board.

9.1 Former Key Audit Partner

During the financial year under review, the Audit Committee has adopted an external auditors policy duly approved by the Board and provide therein, among other guidelines, a former key audit partner is required to serve a cooling-off period of at least three (3) years before being appointed, in any event, as a member of the Audit Committee.

The Company has not appointed any former partner of external audit firm to be a member of the Audit Committee.

9.2 Assessment on the Suitability, Objectivity and Independence of External Auditor

The Audit Committee would review and monitor the suitability, objectivity and independence of the external auditors on an annual basis. The Audit Committee also meets with external auditors without the presence of the Executive Directors and Management as this allows for transparent and honest exchange of views and opinions on matters related to the external auditors' audit and their findings. For this purpose, the Audit Committee met the external auditors twice, i.e. on 29 October 2024 and 29 July 2025 during the financial year under review.

The external auditors had provided a confirmation of their independence to the Audit Committee that they were and had been independent throughout the conduct of the audit engagement during the financial year ended 31 August 2025 in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("MIA By-Laws").

The engagement partner involved in the external audit of the Company for the financial year ended 31 August 2025 was rotated in accordance with the MIA By-Laws which requires that the engagement partner involved in the external audit should not remain in a key audit role beyond five (5) years and cannot be re-engaged to play a significant role in the audit of the Company for at least another two (2) successive years.

The Board, on the recommendation of the Audit Committee, is of the view that the declaration of independence, integrity and objectivity made by the external auditors in their audit report for each financial year under review would suffice to serve as a written assurance from the external auditors on their independence and integrity throughout the conduct of the audit engagement in accordance with the MIA By-Laws.

The Audit Committee had on 29 October 2025, reviewed the suitability and independence of the external auditors and recommended their re-appointment until the conclusion of the next AGM.

9.3 Qualification of the Audit Committee

The Audit Committee of the Company comprises three (3) Independent Non-Executive Directors and is currently chaired by Madam Koay San San.

All Audit Committee members are financially literate and the Audit Committee's composition and performance are reviewed by the Nomination Committee annually and recommended to the Board for its approval.

In order to maintain an independent and effective Audit Committee, the Nomination Committee ensures that all Audit Committee members appointed are Independent Non-Executive Directors who are financially literate with an appropriate level of expertise and experience and a strong understanding of the Company's and Group's business.

Corporate Governance Overview Statement (Cont'd)

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

PART 2 : RISK MANAGEMENT & INTERNAL CONTROL FRAMEWORK

10. RISK MANAGEMENT & INTERNAL CONTROL

10.1 Establishment of risk management and internal control framework

The Company has put in place a systematic risk management framework and processes to identify, evaluate and monitor principal risks and implement appropriate internal control processes to manage risks across the Group. Risks such as long-term business strategies, regulatory and compliance concerns, substitution and technology applications and fraudulent practices. Although many risks are outside the Company's direct control, a range of activities are in place to mitigate the key risks identified as set out in the Statement on Risk Management and Internal Control.

The risk management and internal control system is regularly reviewed and mitigated by Management to ensure that the Group's assets and shareholders' investments are protected and preserved.

10.2 Risk Management Committee

PLB has formed a Risk Management Committee ("RMC") on 27 January 2003 and is currently chaired by Mr Lee Khai, an Independent Non-Executive Director with two (2) other members, one (1) of them an Independent Non-Executive Director and the third (3rd) member, an Executive Director.

The RMC assists the Board to oversee the risk management matters relating to the activities of the Group. The RMC reviews the risk management framework and processes to ensure that they remain relevant for use, and monitors the effectiveness of risk treatment/mitigation action plans for the management and control of the key risks. The Company continues to maintain and review its internal control procedures to ensure, as far as possible, the protection of its assets and its shareholders' investments.

The features of its risk management and internal control framework and the adequacy and effectiveness of this framework are detailed in the Statement on Risk Management and Internal Control included in the Annual Report.

11. INTERNAL AUDIT FUNCTION

In line with the MCGG and Listing Requirements, the Company has an internal audit function supported by an external consultant firm, which reports directly to the Audit Committee on the adequacy and effectiveness of the current system of internal controls from the perspectives of governance, risk and controls. All internal audits carried out are guided by internal auditing standards promulgated by the Institute of Internal Auditors Inc, a globally recognised professional body for internal auditors. The internal audit function of the Company whose scope of work covered during the financial year under review is provided in the Audit Committee Report as set out on pages 90 to 91 of this Annual Report.

PRINCIPLE C: INTERGRITY IN CORPORATE REPORTING & MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

PART 1 : ENGAGEMENT WITH STAKEHOLDERS

12. STAKEHOLDERS

12.1 Effective, transparent and regular communication with its stakeholders

In maintaining the commitment to effective communication with shareholders, the Board always ensures that the shareholders are informed of the financial performance and major corporate activities of the Company. Such information is communicated to shareholders and investors through various disclosures and announcements to Bursa Malaysia Securities Berhad, including the quarterly financial results, annual reports and where appropriate, circulars and press releases.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE C: INTERGRITY IN CORPORATE REPORTING & MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

PART 1 : ENGAGEMENT WITH STAKEHOLDERS (CONT'D)

12. STAKEHOLDERS (CONT'D)

12.1 Effective, transparent and regular communication with its stakeholders (cont'd)

Apart from the mandatory announcements through Bursa Securities, the Company also maintains its website at www.plb.com.my to let the shareholders and investors to access the corporate information, financial information, corporate governance matters and business activities of the group. The Company's website also serves as a forum for the shareholder and stakeholder to communicate with the Company. The Company's Annual Report is the main channel of communication between the Company and its stakeholders. The Annual Report communicates comprehensive information about the financial results and activities undertaken by the Group.

The Company's Annual General Meeting provides a useful forum for shareholders to engage directly with the Company's Directors. At each Annual General Meeting, the Directors of the Company would be present to answer any questions that shareholders will ask. Ample time were given to shareholders to field questions for each agenda of the Notice of the Annual General Meeting. The external auditors were also present to answer question pertaining to the audited accounts.

PART 2 : CONDUCT OF GENERAL MEETINGS

13. SHAREHOLDERS' PARTICIPATION AT GENERAL MEETING

13.1 Notice of Annual General Meeting

The Company's Annual Reports provided to shareholders comprises information on financial performance, business activities, corporate governance, sustainability, risk management and internal control system, among others. Apart from complying with the Listing Requirements and consistent with the MCCG, the Group also strives to enhance the contents of the Annual Report attributable to the development in governance and sustainability initiatives and practices. The Annual Report will be delivered to all shareholders of the Company, together with the notice of Annual General Meeting at least 28 days before the Annual General Meeting day.

13.2 Attendance at General Meetings

At each Annual General Meeting, the Group Executive Chairman, Group Chief Operating Officer, Group Senior Finance Manager, Senior Management personnel together with the Head of the Board Committees would be present at the meeting to answer any questions that the shareholders may ask. They will participate in a discussion with shareholders when necessary to ensure they are given as accurate and fair representation of the Group's performance and position. External Auditors were also requested to be present at the Annual General Meeting to answer any questions on the audit conducted, the preparation and content of the auditors' report, the accounting policies adopted by the Company and the independent audit review of the Company's financial position.

13.3 Voting

All resolutions set out in the Notice of General Meetings will be voted by poll as required under Paragraph 8.29A(1) of the Main Market Listing Requirements. The Company had conducted poll voting for all resolutions set out in the Notice of Annual General Meeting since 2017. All shareholders were briefed on the voting procedures by the polling administrator prior to the poll voting at the general meetings and the polling process for the resolutions will normally be conducted and verified by the independent scrutineer upon completion of deliberation of all items to be transacted at the Annual General Meeting.

COMPLIANCE STATEMENT

The Board is satisfied that, save as disclosed earlier, the Company has in all material aspects, complied substantially with the principles and recommendations set out in MCCG that were in place during the financial year ended 31 August 2025.

This statement was made in accordance with a resolution of the Board of Directors dated 12 December 2025.

Statement on Risk Management & Internal Control

The Board of PLB Engineering Berhad, pursuant to Paragraph 15.26 (b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements"), submits the following Statement on Risk Management & Internal Control of the Group, which had been prepared in accordance with the Malaysian Code on Corporate Governance (updated as at 28 April 2021) with guidance from the "Statement on Risk Management & Internal Control: Guidelines for Directors of Listed Issuers".

BOARD RESPONSIBILITY

The Board recognizes the importance of maintaining good corporate governance within the Group. The Board is responsible for the Group's internal control and risk management systems to safeguard shareholders' investment and the Group's assets as well as reviewing the adequacy and effectiveness of the said systems. This responsibility is delegated to the Audit Committee, which is empowered by its terms of reference to seek assurance on the adequacy and integrity of the internal control system through independent reviews carried out by the internal auditors and engagement with management.

This includes the establishment of an appropriate control environment and risk management framework, processes and structures and continually reviewing the adequacy and integrity of the said systems to safeguard shareholders' investment and the Group's assets. The Board is pleased to provide the following statement, which outlines the nature and scope of risk management and internal control of the Group during the year.

The management is responsible for assisting the Board in implementing and monitoring the procedures and processes which identify, assess and monitor business risks and internal controls as well as to take responsive corrective action as and when needed.

The Board is mindful of the fact that the system of internal control is designed to manage rather than to eliminate all risks that could impede the achievement of the Group's business objectives. Therefore, the internal control system can only provide reasonable assurance and not absolute assurance against material misstatement or loss.

KEY COMPONENTS OF THE INTERNAL CONTROL PROCESSES

1. Risk Management Framework

The Board regards risk management as an essential part of business operations. During the period under review, the Risk Management Committee is assisted by the senior management team from various subsidiaries and departments in an ongoing process, to identify, evaluate and manage significant risks faced by their respective areas of business and in formulating suitable internal controls to mitigate and control these risks throughout the financial year.

The Group's Risk Management Framework is outlined in the Risk Management Policy. The Group has a Risk Management Committee who reports to the Board on a bi-annually basis on all major risk areas. The Risk Management Committee coordinates the overall risk management activities within the Group.

Each risk management unit within the Group is required to identify and document all possible risks that can affect their achievement by taking into consideration the effectiveness of controls that are capable of mitigating such risks.

Through this process, each business unit's identified risks, the controls and processes for managing them are tabulated in a risk assessment report. Significant risks of each business units have been presented to the Risk Management Committee for their deliberation and tabled bi-annually to the Board.

2. Internal Control

The Board has assigned the Audit Committee with the duty of reviewing and monitoring the adequacy and effectiveness of the Group's system of internal control.

The internal audit function assists the Audit Committee to achieve the following objectives:

- Assess the adequacy and integrity of current internal control system and provide recommendations to improve on the existing control environment in relation to business processes and risk management practices;
- Evaluate existing policies and procedures of key business processes and provide recommendations for enhancement;
- Highlight opportunity to improve efficiency, effectiveness and economic aspects of the Group's operations;
- Promote a system of internal control that is responsive to the dynamic and everchanging business environment; and
- Be cost effective and sustainable over time.

However, due to limitation inherent in any system of internal controls, it should be noted that these controls are designed to manage rather than to eliminate the risks of failure to achieve business objectives. As such, the controls can only provide reasonable but not absolute assurance against material misstatement or loss.

Statement on Risk Management & Internal Control (Cont'd)

KEY COMPONENTS OF THE INTERNAL CONTROL PROCESSES (CONT'D)

3. Board Meetings

The Group Executive Chairman together with the senior management team manages the day-to-day operations of the Group and addresses significant matters through management, operations, and site meetings held on a regular basis. Senior management also receives and reviews such reports provided during the meetings.

In addition, the Board meets on a quarterly basis to discuss matters brought to its attention, thus ensuring effective supervision over the operations of the Group. The Board is updated on the operations and activities of the Group which include the strategies and goals and an assessment of its current position and future prospects.

Actual performance compared with budget is regularly reviewed. Quarterly review of financial results by the Board and Audit Committee with the senior management personnel updating the crucial highlights of the quarter.

4. Internal Policies and Procedures

The Group has implemented a comprehensive set of internal policies and procedures that are continuously updated to reflect changes in systems, work environment, and guidelines. To achieve the industry standards such as ISO:9001:2015 of Quality Management System – Requirements, policies and procedures such as the Standard Operating Procedures (“SOP”) are aligned with and adhered to; ensuring compliance with relevant regulations and promote responsible and sustainable business practices throughout the Group.

There is strategic planning, annual budgeting and target-setting process, which includes forecasts for each area of business with detailed reviews at all levels of operations. A 3-year budget is formulated by the finance department as a means to control measures and mitigate identified risks for the forthcoming years. These budgets are deliberated by the Audit Committee before being presented to the Boards for approval.

Duly documented internal policies, guidelines, procedures and manuals are updated from time to time to suit the changing risks and operational inadequacies as well as to guide employees in their day-to-day work. All policies and SOPs are reviewed by respective committees and approved by the director or head of department in charge. In case of non-compliance, recommendations for corrective actions are highlighted to the management and also to the Audit Committee and the Board through the internal audit reports.

5. Organisational Structure & Delegation of Authority

There is an organisational structure with clearly defined lines of responsibilities, delegation of authority, segregation of duties, flow of information and accountability established within the Group and its subsidiaries, aligned with the operational requirements of the business of the Group.

Key functions such as finance, tax, treasury, corporate, legal matters and contract awarding are controlled centrally. Financial and operational reports of subsidiaries of a joint venture nature are provided regularly to the Management of the Company.

6. Performance Management Framework

The Divisional Heads and Business Unit Heads are responsible for the identification and evaluation of significant risks applicable to their areas of business together with the design and operation of suitable internal controls.

Feasibility study, risk impact and assessment on new investments/projects is evaluated by the subsidiaries and/or heads of departments for the Board’s deliberation. Financial and operational reports of subsidiaries or a joint venture are provided regularly to the Management of the Company.

Internal and external trainings and development programs are provided for the employees to acquire the necessary knowledge and competency to meet their performance and job expectations.

Statement on Risk Management & Internal Control (Cont'd)

KEY COMPONENTS OF THE INTERNAL CONTROL PROCESSES (CONT'D)

7. Internal Audit

The Company has outsourced the internal audit functions to Messrs. Tan Yen Yeow & Company (“TY&C”), an independent professional firm since 30 October 2023. During the financial year ended 31 August 2025, TY&C carried the following audit assignment on the Group in accordance with their audit plan, which covered the following area:

- Sustainability (PLB Engineering Berhad)
The internal auditors reviewed the performance data included in the Sustainability Statement.
- Project Revenue (PLB Land Sdn Bhd)
Areas covered by the internal auditors included development and sales statuses, progress billings, debtors and profit recognition.

TY&C independently reviews the adequacy and integrity of the Group’s systems of internal control in managing the key risks and report accordingly to the Audit Committee on a quarterly basis. Where any significant weaknesses have been identified as a result of the reviews, improvement measures are recommended to strengthen controls, with follow-up audits by Internal Audit to assess the status of implementation thereof by Management. A risk-based approach towards planning and conduct of audits was used by the Internal Auditors in prioritizing their review of the various risk areas of the Group.

The overall expenses associated with the Internal Audit function for the FY2025 amounted to RM24,000.

Adequacy and Effectiveness of the Risk Management and Internal Control System

Based on the internal auditors’ report for the financial year ended 31 August 2025, there is a reasonable assurance that the Group’s system of internal controls is generally adequate to address the risks which the Group considers relevant and material to its operations.

The Board is committed towards operating and maintaining a sound system of internal control and recognises that the system must continuously evolve to support the type of business and size of operations of the Group. As such, the Board will, when necessary, put in place appropriate action plans to rectify any potential weaknesses or further enhance the system of internal control as well as continue to review, add on or update the controls in line with changes in the operating environment.

The Group’s risk management and internal control system do not apply to its associates, which fall within the control of their major shareholders.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the external auditors have reviewed this Statement on Risk Management and Internal Control for inclusion in the annual report of the Group for the financial year ended 31 August 2025 and reported to the Board that nothing has come to their attention that causes them to believe that the statement is inconsistent with their understanding of the process adopted by the Board in reviewing the adequacy and integrity of the risk management and internal control system.

CONCLUSION

The Board has received assurance from the executive board members that the Group’s risk management and internal control system are operating adequately and effectively in all material aspects. The assurance has been given based on the internal controls established and maintained by the Group, work performed and reports provided by the internal auditors, management letters issued by the external auditors, reviews performed by management and various Board Committees as well as reliance on confirmations by the management.

The Board is of the opinion that the system of internal control and risk management is in place for the year under review, and up to the date of this Statement, is sound and sufficient to safeguard shareholders’ investment and the Group’s assets.

This statement was made in accordance with a Board of Directors’ resolution dated 12 December 2025.

Audit Committee Report

OBJECTIVES

The principal objective of the Audit Committee is to assist the Board of Directors in discharging its duties and responsibilities in the area of corporate governance and internal audit with particular reference to the public accountability of the Company and its subsidiaries.

The terms of reference of the Audit Committee is available on the Company's website at <http://www.plb.com.my>.

MEMBERSHIP, MEETING & ATTENDANCE

The present members of the Audit Committee consists of:

- Chairperson : Madam Koay San San
(Independent Non-Executive Director)
- Members : Madam Wein Siew Fen
(Independent Non-Executive Director)
- : Mr. Lee Khai
(Independent Non-Executive Director)

The members of the AC and their attendance at the five (5) meetings held during the financial year under review are as tabulated:

<u>Director</u>	<u>No. of Meetings attended</u>
Madam Wein Siew Fen	5/5
Mr. Lee Khai	4/5
Madam Koay San San	4/4

SUMMARY OF ACTIVITIES OF AUDIT COMMITTEE

During the financial year, the Audit Committee had carried out the various activities to meet their responsibilities as set out in the terms of reference of the Audit Committee:

Financial Performance Reporting

The Audit Committee reviewed the unaudited quarterly financial results and the audited financial statements of the Group during its meetings held on 29 October 2024, 13 December 2024, 21 January 2025, 29 April 2025 and 29 July 2025. The Audit Committee's recommendations in respect of the quarterly results and audited financial statements were presented to the Board at the respective Board of Directors' meetings for the Board's approval before subsequent release to Bursa Malaysia Securities Berhad.

External Audit

On 29 July 2025, the Audit Committee reviewed and approved the external auditors' audit plan for the Group and the Company for the year ending 31 August 2025. The audit plan covered the major areas of audit focus and the audit approach for each of the area identified focusing on mainly the financial assertion risks and the audit procedures to be undertaken.

The Audit Committee reviewed the audit fees and the performance of the external auditors and was satisfied with the conduct of their professional work and the timeliness of completion of their work to meet the reporting deadline.

On 29 October 2025, the Audit Committee reviewed the status of the audit for the financial year ended 31 August 2025 with the external auditors. The external auditors briefed the Audit Committee on issues discussed with management and recommended for improvement in internal control.

Audit Committee Report (Cont'd)

SUMMARY OF ACTIVITIES OF AUDIT COMMITTEE (CONT'D)

External Audit (cont'd)

The Audit Committee reviewed the extent of assistance rendered by management in the course of the audit and based on feedback from the external auditors, it was satisfied that management had co-operated fully and the external auditors were able to obtain information requested to carry out their work. Based on the review carried out and the report from the external auditors, the Audit Committee recommended the audited financial statements for the financial year ended 31 August 2025 to the Board of Directors for approval.

Accordingly, the Audit Committee recommended the re-appointment of the external auditors at the forthcoming Annual General Meeting.

Internal Audit

The Group has outsourced the internal audit function to an independent firm, Messrs. Tan Yen Yeow & Company, an independent professional firm ("IA") to support the Audit Committee in discharging its duties and responsibilities. The Internal Audit function reviews the internal controls of the key activities of the Group and carry out the duties guided by the International Standards for the Professional Practice of Internal Auditing. Its role is to undertake independent, regular and systematic reviews of the systems of internal controls, so as to provide reasonable assurance that such systems continue to operate satisfactorily, effectively and in compliance with the Group's established policies and procedures. The IA adopts a risk-based audit approach when preparing its annual audit plan which is approved by the Audit Committee.

The internal audit reports on the reviews carried out, identifying weaknesses with suggested recommendations for improvements to management for further action were conducted throughout the financial year and presented to the Audit Committee at the Audit Committee meetings held on 29 April 2025.

Relevant management members including Executive Directors were invited to attend the Audit Committee meetings to provide insight and clarification on specific matters raised in the internal audit reports. The internal auditor also provided status updates to the Audit Committee in respect of implementation of management action plans or agreed course of action on the findings reported in previous audit cycles to ensure that issues have been resolved satisfactorily.

The internal audit costs incurred during the financial year were approximately RM24,000.

Risk Management

The Risk Management Committee periodically reports to the Audit Committee on the following areas:-

- (a) Reviewed and accepted the Report and the Executive Summary of the Risk Assessment Report from the Chairman of the Risk Management Steering Committee which detailed the risk status in the Group; and
- (b) Reviewed the progress of ongoing risk management activities undertaken by Risk Management Steering Committee.

The Audit Committee discussed and evaluated the Group's risks during its meetings. In addition, the internal auditor has tailored their audit based on the Group's risk profile. This ensures that the relevant controls are in place to properly manage the risks.

Conflict of Interest or Potential Conflict of interest

At each quarterly meeting the Audit Committee reviewed the conflict of interest or potential conflict of interest situations that may arise (if any) within the Group including any transaction, procedure or course of conduct that raises questions of management integrity.

This report was approved by the Audit Committee on 12 December 2025.

Statement Of Directors' Responsibility In Relation To The Financial Statements

The Directors are responsible for the preparation of the financial statements of the Group and the Company for each financial year in accordance with applicable Malaysian Financial Reporting Standards, IFRS Accounting Standards, requirements of the Companies Act, 2016 and the Main Market Listing Requirements of Bursa Securities so as to give a true and fair view of the financial position of the Group and of the Company as at the end of the financial year and of the financial performance and cash flows of the Group and of the Company for the financial year.

In preparing the financial statements for the financial year ended 31 August 2025, the Directors have applied appropriate and relevant accounting policies in a consistent manner and made judgments and estimates that are reasonable and prudent. The Directors also consider that all applicable approved accounting standards have been complied with and confirm that the financial statements have been prepared on a going concern basis.

The Directors are also responsible for ensuring that the Group and the Company keep accounting records which disclose with reasonable accuracy at any time the financial position of the Group and of the Company and for maintaining internal controls as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

This statement was made in accordance with a Board of Directors' resolution dated 12 December 2025.

Additional Disclosure Statements

Utilisation of Proceeds

Not applicable as none was proposed.

Audit Fees

During the financial year, the amount of audit fees for the external auditors by the Group and the Company was RM261,000 and RM58,000 respectively.

Non-Audit Fees

During the financial year, the amount of assurance related and non-audit fees paid to or receivable by the external auditors and its affiliate as remuneration for their services to the Group and the Company are RM71,450 and RM10,000 respectively. The taxation services fee totalling RM61,450 is paid/payable to a company in which certain partners of the audit firm are shareholders and directors.

Material Contracts

There were no material contracts entered into by the Company or its subsidiary companies involving Directors' and major shareholders' interest during the financial year ended 31 August 2025.

Recurrent Related Party Transactions of a Revenue or Trading Nature

Details of transactions with Related Party undertaken by the Group during the financial year are disclosed in Note 32 of the Financial Statements.

Financial Statements

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Directors' Report

For The Financial Year Ended 31 August 2025

The directors have pleasure in submitting their report together with the audited financial statements of the Group and of the Company for the financial year ended **31 August 2025**.

PRINCIPAL ACTIVITIES

The principal activities of the Company consist of investment holding and the provision of management services.

The principal activities of the subsidiaries are shown in Note 8 to the financial statements.

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

RESULTS

	GROUP RM	COMPANY RM
Profit/(Loss) for the financial year, net of tax		
- Continuing operations	(1,919,409)	(17,509,545)
- Discontinued operations	11,028,045	-
	<u>9,108,636</u>	<u>(17,509,545)</u>
Attributable to:		
Owners of the Company	5,277,428	(17,509,545)
Non-controlling interests	3,831,208	-
	<u>9,108,636</u>	<u>(17,509,545)</u>

In the opinion of the directors, the results of the operations of the Group and of the Company for the financial year ended **31 August 2025** have not been substantially affected by any item, transaction or event of a material and unusual nature.

DIVIDENDS

The Company is not in a position to pay any dividend in view of the current year loss and the accumulated losses as at the end of the reporting period.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year.

SHARE CAPITAL AND DEBENTURE

During the financial year, the Company did not issue any share or debentures.

HOLDING COMPANY

The holding company is Leading Builders Sdn. Bhd., a company incorporated and domiciled in Malaysia, which the directors regard as the ultimate holding company.

Directors' Report (Cont'd)

For The Financial Year Ended 31 August 2025

DIRECTORS

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

Directors of the Company:

- * Dato' Seri Ong Choo Hoon
- * Dato' Ong Guat Beng
- * Dato' Ong Seng Chye
- Wein Siew Fen
- Lee Khai
- Koay San San

Directors of certain Subsidiaries:

- Ng Neoh Soo
- Tan Siew Huat
- Ir. Tiu Jon Hui
- Syamshuar Bin Husin (resigned on 3.10.2025)

* *Director of the Company and certain subsidiaries*

DIRECTORS' INTERESTS

According to the register of directors' shareholdings required to be kept under Section 59 of the Companies Act 2016, the interests of directors in office at the end of the financial year in shares in the Company and or its related corporations during the financial year are as follows:

	Number of ordinary shares			Balance at 31.8.2025
	Balance at 1.9.2024	Bought	Sold	
The Company				
Direct Interest:				
Dato' Seri Ong Choo Hoon	6,265,686	-	-	6,265,686
Dato' Ong Guat Beng	65,416	-	-	65,416
Dato' Ong Seng Chye	82,916	-	-	82,916
Indirect Interest:				
Dato' Seri Ong Choo Hoon ^{(i) (ii)}	58,537,417	6,365,400	(1,025,700)	63,877,117
Dato' Ong Guat Beng ⁽ⁱⁱ⁾	312,500	-	-	312,500
Holding Company - Leading Builders Sdn. Bhd.				
Direct Interest:				
Dato' Seri Ong Choo Hoon	1,736,736	-	-	1,736,736
Dato' Ong Guat Beng	367,387	-	-	367,387
Dato' Ong Seng Chye	400,785	-	-	400,785

⁽ⁱ⁾ Indirect interest by virtue of his substantial shareholdings in Leading Builders Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016.

⁽ⁱⁱ⁾ Indirect interest by virtue of the interest held by their children pursuant to Section 59(11)(c) of the Companies Act 2016.

By virtue of his interests in the holding company, **Dato' Seri Ong Choo Hoon** is deemed interested in the shares of the subsidiaries, to the extent that the holding company has interests.

Directors' Report (Cont'd)

For The Financial Year Ended 31 August 2025

DIRECTORS' REMUNERATION AND BENEFITS

During the financial year, the fees and other benefits received and receivable by the directors of the Company from the Group and the Company are as follows:

	GROUP RM	COMPANY RM
Fees	156,250	156,250
Salaries, allowances and bonus	2,454,426	197,293
Defined contribution plans	75,360	3,758
Social security contributions and employment insurance scheme	8,908	537
Benefits-in-kind	67,620	9,960
	2,762,564	367,798

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

During and at the end of the financial year, no arrangements subsisted to which the Company is a party, with the objects of enabling directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

During the financial year, the total amount of indemnity coverage and insurance paid for directors and officers of the Company were RM10,000,000 and RM22,150 respectively. No indemnity has been given to or insurance extended to the directors of its subsidiaries.

OTHER STATUTORY INFORMATION

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps:

- (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the provision for doubtful debts and satisfied themselves that adequate provision had been made for doubtful debts and there were no bad debts to be written off; and
- (ii) to ensure that any current assets which were unlikely to realise their value as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances:

- (i) which would render it necessary to write off any bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or
- (ii) which would render the values attributed to the current assets in the financial statements of the Group and of the Company misleading; or
- (iii) that 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; or
- (iv) not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

Directors' Report (Cont'd)

For The Financial Year Ended 31 August 2025

OTHER STATUTORY INFORMATION (CONT'D)

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

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

In the opinion of the directors:

- (i) no contingent liability or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due; and
- (ii) 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 to affect substantially the results of the operations of the Group and of the Company for the current financial year in which this report is made.

SIGNIFICANT EVENTS DURING AND AFTER THE REPORTING PERIOD

The details of the significant events during and after the reporting period are disclosed in Note 37 to the financial statements.

AUDITORS

The auditors, **Grant Thornton Malaysia PLT**, have expressed their willingness to continue in office.

The total amount of fees paid to or receivable by the auditors and its affiliate as remuneration for their services to the Group and the Company for the financial year ended 31 August 2025 are as follows:

	GROUP RM	COMPANY RM
Statutory audit	261,000	58,000
Assurance related and non-audit services	71,450	10,000
Total	332,450	68,000

The Company has agreed to indemnify the auditors to the extent permissible under the provisions of the Companies Act 2016 in Malaysia. However, no payment has been made under this indemnity for the financial year.

Signed on behalf of the Board of Directors in accordance with a resolution of the Board of Directors:

.....
Dato' Seri Ong Choo Hoon

Penang,

Date: 23 December 2025

.....
Dato' Ong Guat Beng

Directors' Statement

In the opinion of the directors, the financial statements set out on pages 104 to 177 are properly 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 at **31 August 2025** and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Board of Directors:

.....
Dato' Seri Ong Choo Hoon

Date: 23 December 2025

.....
Dato' Ong Guat Beng

Statutory Declaration

I, **Dato' Ong Guat Beng**, the director primarily responsible for the financial management of **PLB Engineering Berhad**, do solemnly and sincerely declare that the financial statements set out on pages 104 to 177 are to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by)
 the abovenamed at Penang, this **23rd**)
 day of **December 2025**)

.....
Dato' Ong Guat Beng

Before me,

.....
Commissioner for Oaths

Independent Auditors' Report To The Members Of PLB Engineering Berhad

Registration No.: 199701002728 (418224-X) (Incorporated In Malaysia)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of **PLB Engineering Berhad**, which comprise the statements of financial position as at **31 August 2025** of the Group and of the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 104 to 177.

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 August 2025**, and of their financial performance and 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"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Material Uncertainty Related to Going Concern

We draw attention to Note 2.2 to the financial statements, which states that the Company incurred a net loss of RM17,509,545 for the financial year ended 31 August 2025 and, as at that date, the Group's and the Company's current liabilities exceeded their current assets by RM25,852,521 and RM71,226,639 respectively. These aforesaid conditions and other non-financial performances have indicate the existence of material uncertainties which may cast significant doubt on the ability of the Group and the Company to continue as a going concern. The continuation of the Group and the Company as a going concern is dependent on the successful disposal of its assets, completion of its on-going construction and property development projects and continuous financial support from its bankers as mentioned in Note 2.2 to the financial statements. Our opinion is not modified in respect of this matter.

Independent Auditors' Report To The Members Of PLB Engineering Berhad

Registration No.: 199701002728 (418224-X) (Incorporated In Malaysia) (Cont'd)

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.

In addition to the matter described in the Material Uncertainty Related to Going Concern section, we have determined the matter described below to be the key audit matter to be communicated in our auditors' report.

Key Audit Matters	How our audit addressed the Key Audit Matters
<p>Revenue and direct cost recognition in respect of property development and construction activities <i>(Note 3(ii), 7, 21 and 22 to the financial statements)</i></p> <p>Revenue and direct cost recognised from property development and construction activities amounted to RM79.90 million and RM65.68 million respectively. Revenue recognised from property development and construction activities representing 78.19% of the Group's total revenue during the financial year.</p> <p>We identified revenue and cost of sales from property development and construction activities as areas requiring audit focus as significant management's judgement and estimates are involved in estimating the stage of completion and the overall progress of the property development and construction projects. For property development and construction contracts where revenue is recognised over the time, the Group uses the input method which based on the property development costs/construction costs ("PDCC") incurred to-date as a proportion of the estimated total PDCC to be incurred for the respective development and construction projects in accounting for the progress toward complete satisfaction of the Group's performance obligation.</p>	<p>Our audit procedures included amongst others:</p> <ul style="list-style-type: none"> • Obtained an understanding of the Group's procedures over the measurement and recognition of revenue and cost of sales in respect of property development and construction activities. • Evaluated the assumptions applied in estimating the PDCC on a sampling basis by examining documentary evidence such as letter of award issued to contractors and for amount not contracted for to consider the historical accuracy of management's forecasts for the similar property development and construction projects to support the budgeted costs. • Checked the stage of completion of property development and construction activities computed by the project manager against third-party architect certification of work completed to date and performed site visit on all ongoing development and construction projects to ascertain the reasonableness of the percentage of completion estimated by the project manager. As part of our work done, we have also discussed the stage of the project with the project manager to ascertain whether the possibility variation order to the original award letter is expected to occur and if such variation order is already accounted for in the updated budgeted PDCC. • Reviewed the sale and purchase agreements/contracts entered into with the customers to obtain an understanding of the specific terms and conditions. • Performed test of details on a sampling basis on property development and construction revenue and sales of completed development units by substantiating revenue recognised against supporting documents and reconciliations, including stamped sales and purchase agreements/contracts, approved loan agreements and progress billings issued.

There is no key audit matters to be communicated in the audit of the separate Financial Statements of the Company.

Independent Auditors' Report To The Members Of PLB Engineering Berhad

Registration No.: 199701002728 (418224-X) (Incorporated In Malaysia) (Cont'd)

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 so as to 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.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the 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 from one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

Independent Auditors' Report To The Members Of PLB Engineering Berhad

Registration No.: 199701002728 (418224-X) (Incorporated In Malaysia) (Cont'd)

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

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

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

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

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current 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 Matter

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.

Grant Thornton Malaysia PLT
AF: 0737
201906003682 (LLP0022494-LCA)
Chartered Accountants

Yeap Bee Har
No. 03715/02/2027 J
Chartered Accountant

Penang

Date: 23 December 2025

Statements Of Financial Position

As At 31 August 2025

	NOTE	GROUP		COMPANY	
		2025 RM	2024 RM	2025 RM	2024 RM
ASSETS					
Non-current assets					
Property, plant and equipment	4	6,886,978	82,168,314	25,771	32,943
Right-of-use asset	5	-	6,029,379	-	-
Investment properties	6	7,456,495	8,900,602	-	-
Inventory properties	7	111,809,949	129,819,268	-	-
Investment in subsidiaries	8	-	-	103,756,145	103,756,145
Other investments	9	1,478	2,077	-	-
Other asset	10	5,367,907	5,019,008	9,841,588	9,003,989
Deferred tax assets	11	5,349,518	2,392,524	-	-
Trade and other receivables	12	13,326,338	21,616,521	4,403,184	3,693,854
		150,198,663	255,947,693	118,026,688	116,486,931
Current assets					
Inventory properties	7	69,370,138	65,913,405	-	-
Contract assets	13	30,413,740	16,718,072	-	-
Contract costs	14	3,980,698	6,508,604	-	-
Trade and other receivables	12	21,061,026	23,227,905	2,000	2,000
Tax recoverable		172,037	176,911	-	-
Fixed deposits with licensed banks	15	5,565,462	4,615,861	-	-
Cash and bank balances	16	3,632,330	7,763,967	9,870	3,777
		134,195,431	124,924,725	11,870	5,777
Non-current assets held for sale	17	1,250,426	-	-	-
		135,445,857	124,924,725	11,870	5,777
TOTAL ASSETS		285,644,520	380,872,418	118,038,558	116,492,708

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

Statements Of Financial Position (Cont'd)

As At 31 August 2025

	NOTE	GROUP		COMPANY	
		2025 RM	2024 RM	2025 RM	2024 RM
EQUITY AND LIABILITIES					
Equity attributable to owners of the Company					
Share capital	18	112,395,018	112,395,018	112,395,018	112,395,018
Accumulated losses		(32,331,398)	(30,208,171)	(65,594,969)	(48,085,424)
		80,063,620	82,186,847	46,800,049	64,309,594
Non-controlling interests		(2,577,273)	(17,715,386)	-	-
Total equity		77,486,347	64,471,461	46,800,049	64,309,594
Non-current liabilities					
Borrowings	19	22,608,149	105,656,134	-	-
Lease liability	5	-	6,319,231	-	-
Deferred tax liabilities	11	1,027,626	1,441,202	-	-
Trade and other payables	20	23,224,020	23,273,000	-	-
		46,859,795	136,689,567	-	-
Current liabilities					
Trade and other payables	20	109,803,775	120,253,496	70,712,039	51,749,780
Contract liabilities	13	8,345,000	-	-	-
Borrowings	19	38,171,270	52,577,933	-	-
Lease liability	5	-	225,755	-	-
Provision for taxation		4,978,333	6,654,206	526,470	433,334
		161,298,378	179,711,390	71,238,509	52,183,114
Total liabilities		208,158,173	316,400,957	71,238,509	52,183,114
TOTAL EQUITY AND LIABILITIES		285,644,520	380,872,418	118,038,558	116,492,708

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

Statements Of Comprehensive Income

For The Financial Year Ended 31 August 2025

	NOTE	GROUP		COMPANY	
		2025 RM	2024 RM	2025 RM	2024 RM
CONTINUING OPERATIONS:					
Revenue	21	89,370,669	120,843,660	3,520,245	3,356,697
Direct costs	22	<u>(74,674,783)</u>	<u>(85,664,249)</u>	<u>-</u>	<u>-</u>
Gross profit		14,695,886	35,179,411	3,520,245	3,356,697
Other income	23	538,618	5,095,658	22,028	2,001,565
Allowance for expected credit losses on receivables					
- Addition		(737)	(2,589)	(15,550,300)	(14,599,993)
- Reversal		-	5,656	-	-
General and administrative expenses		(10,954,654)	(14,379,775)	(3,770,074)	(3,537,857)
Other operating expenses		<u>(261,510)</u>	<u>(2,435,786)</u>	<u>(261,510)</u>	<u>(2,435,786)</u>
Profit/(Loss) from operations		4,017,603	23,462,575	(16,039,611)	(15,215,374)
Finance costs	24	(7,571,747)	(14,202,472)	(1,549,310)	(1,286,473)
Finance income	25	216,278	417,209	253,729	-
Share of results of a joint venture		<u>-</u>	<u>68,007</u>	<u>-</u>	<u>-</u>
(Loss)/Profit before tax from continuing operations	26	(3,337,866)	9,745,319	(17,335,192)	(16,501,847)
Taxation	27	<u>1,418,457</u>	<u>(4,841,445)</u>	<u>(174,353)</u>	<u>(613,391)</u>
(Loss)/Profit from continuing operations, net of tax		(1,919,409)	4,903,874	(17,509,545)	(17,115,238)
DISCONTINUED OPERATIONS:					
Profit/(Loss) from discontinued operation, net of tax	29	<u>11,028,045</u>	<u>(17,689,614)</u>	<u>-</u>	<u>-</u>
Profit/(Loss) for the year, representing total comprehensive income/(loss) for the financial year		<u>9,108,636</u>	<u>(12,785,740)</u>	<u>(17,509,545)</u>	<u>(17,115,238)</u>

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

Statements Of Comprehensive Income (Cont'd)

For The Financial Year Ended 31 August 2025

	NOTE	GROUP		COMPANY	
		2025 RM	2024 RM	2025 RM	2024 RM
Profit/(Loss) for the year representing total comprehensive income/(loss) attributable to:					
Owners of the Company		5,277,428	(10,753,021)	(17,509,545)	(17,115,238)
Non-controlling interests		3,831,208	(2,032,719)	-	-
		9,108,636	(12,785,740)	(17,509,545)	(17,115,238)
Total comprehensive (loss)/income attributable to:					
Owners of the Company		5,277,428	(10,753,021)	(17,509,545)	(17,115,238)
Non-controlling interests		3,831,208	(2,032,719)	-	-
		9,108,636	(12,785,740)	(17,509,545)	(17,115,238)
(Loss)/Profit per share attributable to owners of the to owners of the Company (sen)	28				
Basic earnings per share:					
- (Loss)/Profit from continuing operations		(1.04)	4.29		
- Profit/(Loss) from discontinued operations		5.73	(13.86)		
		4.69	(9.57)		
Diluted earnings per share:					
- (Loss)/Profit from continuing operations		(1.04)	4.29		
- Profit/(Loss) from discontinued operations		5.73	(13.86)		
		4.69	(9.57)		

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

Consolidated Statement Of Changes In Equity

For The Financial Year Ended 31 August 2025

— Attributable to Owners of the Company —

	NOTE	Share Capital RM	Accumulated Losses RM	Total RM	Non- Controlling Interests RM	Total Equity RM
2025						
Balance at beginning		112,395,018	(30,208,171)	82,186,847	(17,715,386)	64,471,461
Total comprehensive income for the financial year		-	5,277,428	5,277,428	3,831,208	9,108,636
<i>Transaction with the owners:</i>						
Acquisition of non-controlling interests		-	(7,400,655)	(7,400,655)	7,400,645	(10)
Disposal of a subsidiary	8	-	-	-	3,906,260	3,906,260
Balance at end		112,395,018	(32,331,398)	80,063,620	(2,577,273)	77,486,347
2024						
Balance at beginning		112,395,018	(19,455,150)	92,939,868	(15,042,667)	77,897,201
Total comprehensive loss for the financial year		-	(10,753,021)	(10,753,021)	(2,032,719)	(12,785,740)
<i>Transaction with the owners:</i>						
Dividends paid to non-controlling interest		-	-	-	(640,000)	(640,000)
Balance at end		112,395,018	(30,208,171)	82,186,847	(17,715,386)	64,471,461

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

Statement Of Changes In Equity

For The Financial Year Ended 31 August 2025

	Share Capital RM	Accumulated Losses RM	Total Equity RM
2025			
Balance at beginning	112,395,018	(48,085,424)	64,309,594
Total comprehensive loss for the financial year	-	(17,509,545)	(17,509,545)
Balance at end	112,395,018	(65,594,969)	46,800,049
2024			
Balance at beginning	112,395,018	(30,970,186)	81,424,832
Total comprehensive loss for the financial year	-	(17,115,238)	(17,115,238)
Balance at end	112,395,018	(48,085,424)	64,309,594

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

Statements Of Cash Flows

For The Financial Year Ended 31 August 2025

	NOTE	GROUP		COMPANY	
		2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
(Loss)/Profit before tax from continuing operations		(3,337,866)	9,745,319	(17,335,192)	(16,501,847)
Profit/(Loss) before tax from discontinued operations	29	11,498,244	(17,435,164)	-	-
Profit/(Loss) before tax		8,160,378	(7,689,845)	(17,335,192)	(16,501,847)
Adjustments for:					
Allowance/(Reversal) for expected credit losses		737	(3,067)	15,550,300	14,599,993
Depreciation of investment properties		125,681	297,333	-	-
Depreciation of property, plant and equipment		5,396,349	5,503,121	9,027	9,581
Depreciation of right-of-use asset		395,369	373,613	-	-
Fair value loss on quoted investments		599	718	-	-
Gain on disposal of investment properties		(4,000)	(4,023,598)	-	-
Gain on disposal of investment in a subsidiary		(11,995,310)	-	-	-
Gain on disposal of property, plant and equipment		(65,998)	-	-	-
Gain on unwinding of discount on receivables		-	-	(153)	(509,295)
Gain on unwinding of discount on retention sum		(54,002)	(64,748)	-	-
Loss on disposal of a joint venture		-	284,393	-	-
Impairment loss on investment in subsidiaries		-	-	10	-
Impairment loss on property, plant and equipment		1,440,000	-	-	-
Impairment loss on non-current assets held for sale		-	12,810,821	-	-
Impairment loss on other asset		261,500	2,435,786	261,500	2,435,786
Interest expense		11,973,532	22,907,130	1,549,310	1,286,473
Interest income		(300,405)	(539,376)	(253,729)	-
Property, plant and equipment written off		4,843	1,130	-	-
Reversal of inventory properties written down, net		(418,167)	(2,465)	-	-
Share of results of a joint venture		-	(68,007)	-	-
Waiver of debts		(648,477)	(300,000)	-	(1,473,549)
Operating profit/(loss) before working capital changes, representing balance carried forward		14,272,629	31,922,939	(218,927)	(152,858)

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

Statements Of Cash Flows (Cont'd)

For The Financial Year Ended 31 August 2025

	NOTE	GROUP		COMPANY	
		2025 RM	2024 RM	2025 RM	2024 RM
Balance brought forward		14,272,629	31,922,939	(218,927)	(152,858)
Changes in:					
Inventory properties		14,970,753	20,219,481	-	-
Contract assets		(5,350,668)	(8,771,804)	-	-
Contract cost		2,544,628	2,019,182	-	-
Receivables		8,442,841	21,121,293	(15,296,418)	100
Payables		939,418	16,619,429	(2,696,343)	1,150,753
Cash generated from/(used in) operations		35,819,601	83,130,520	(18,211,688)	997,995
Income tax paid		(2,717,099)	(3,356,772)	(81,217)	(279,897)
Income tax refunded		-	11,607	-	-
Interest paid		(11,542,599)	(22,648,177)	-	(5,772)
Interest received		300,405	539,376	-	-
Net cash from/(used in) operating activities		21,860,308	57,676,554	(18,292,905)	712,326

CASH FLOWS FROM INVESTING ACTIVITIES

Acquisition of non-controlling interests		(10)	-	(10)	-
Net change in subsidiaries' balances		-	-	(709,330)	222,329
Net changes of fixed deposits pledged with banks		2,202,173	3,394,407	-	-
Proceeds from disposal of investment in joint venture		-	150,000	-	-
Proceeds from disposal of investment properties		72,000	10,865,410	-	-
Proceeds from disposal of property, plant and equipment		66,000	-	-	-
Net cash inflow from disposal of a subsidiary	8	16,938,699	-	-	-
Purchase of property, plant and equipment	A	(506,041)	(148,157)	(1,855)	(6,995)
Subsequent expenditure on investment property		-	(696,960)	-	-
Subsequent expenditure on other asset		(610,399)	(2,678,582)	(1,099,099)	(2,678,582)
Net cash from/(used in) investing activities		18,162,422	10,886,118	(1,810,294)	(2,463,248)
Balance carried forward		40,022,730	68,562,672	(20,103,199)	(1,750,922)

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

Statements Of Cash Flows (Cont'd)

For The Financial Year Ended 31 August 2025

	NOTE	GROUP		COMPANY	
		2025 RM	2024 RM	2025 RM	2024 RM
Balance brought forward		40,022,730	68,562,672	(20,103,199)	(1,750,922)
CASH FLOWS FROM FINANCING ACTIVITIES					
Dividend paid to non-controlling interests		-	(640,000)	-	-
Net changes of revolving credit	B	(2,640,300)	(11,716,016)	-	-
Net changes of invoice financing	B	(682,256)	104,280	-	-
Net changes of bankers' acceptance	B	(509,000)	(26,226,711)	-	-
Repayment of lease liability	B	(489,888)	(480,816)	-	-
Repayment of hire purchase loans	B	(181,401)	(284,781)	-	-
Net changes of term loans	B	(22,904,533)	(34,717,017)	-	-
Net changes in amount due to directors	B	(6,542,140)	(1,676,000)	-	-
Net changes in amount due to holding company	B	(3,861,023)	10,420,000	-	-
Net changes in amount due to subsidiaries	B	-	-	20,109,292	1,750,991
Net cash (used in)/from financing activities		(37,810,541)	(65,217,061)	20,109,292	1,750,991
NET INCREASE IN CASH AND CASH EQUIVALENTS		2,212,189	3,345,611	6,093	69
CASH AND CASH EQUIVALENTS AT BEGINNING		(1,594,601)	(4,940,212)	3,777	3,708
CASH AND CASH EQUIVALENTS AT END		617,588	(1,594,601)	9,870	3,777
The cash and cash equivalents are represented by:					
Fixed deposits with licensed banks		5,565,462	4,615,861	-	-
Cash and bank balances		3,632,330	7,763,967	9,870	3,777
Bank overdrafts	19	(7,360,090)	(10,552,142)	-	-
		1,837,702	1,827,686	9,870	3,777
Less: Fixed deposits pledged		(1,220,114)	(3,422,287)	-	-
		617,588	(1,594,601)	9,870	3,777

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

Statements Of Cash Flows (Cont'd)

For The Financial Year Ended 31 August 2025

	NOTE	GROUP			
		2025 RM	2024 RM		
A. Purchase of property, plant and equipment					
Total acquisition cost		706,041	1,103,081		
Acquired under hire purchase loans	B	(200,000)	(954,924)		
		506,041	148,157		
B. Reconciliation of liabilities arising from financing activities					
		Balance at beginning RM	Net cash flows RM	Others ¹ RM	Balance at end RM
GROUP					
2025					
Amount due to directors		13,774,000	(6,542,140)	-	7,231,860
Amount due to holding company		19,420,000	(3,861,023)	(648,477)	14,910,500
Borrowings, net of bank overdraft		147,681,925	(26,917,490)	(67,345,106)	53,419,329
Lease liability		6,544,986	(489,888)	(6,055,098)	-
		187,420,911	(37,810,541)	(74,048,681)	75,561,689
2024					
Amount due to directors		15,450,000	(1,676,000)	-	13,774,000
Amount due to holding company		9,000,000	10,420,000	-	19,420,000
Amount due to a joint venture company		300,000	-	(300,000)	-
Borrowings, net of bank overdraft		219,567,246	(72,840,245)	954,924	147,681,925
Lease liability		5,374,444	(480,816)	1,651,358	6,544,986
		249,691,690	(64,577,061)	2,306,282	187,420,911

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

Statements Of Cash Flows (Cont'd)

For The Financial Year Ended 31 August 2025

	Balance at beginning RM	Net Cash flows RM	Others ¹ RM	Balance at end RM
COMPANY				
2025				
Amount due to subsidiaries	<u>41,254,802</u>	<u>20,109,292</u>	<u>-</u>	<u>61,364,094</u>
2024				
Amount due to subsidiaries	<u>26,026,212</u>	<u>1,750,991</u>	<u>13,477,599</u>	<u>41,254,802</u>

¹ Others consist of non-cash movement as follows:

	GROUP		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Accretion of lease liability interest	264,134	258,950	-	-
Addition of lease liability	-	1,392,408	-	-
Reassignment of debt	-	-	-	14,951,148
Waiver of debt	(648,477)	(300,000)	-	(1,473,549)
Acquisition of property, plant and equipment through hire purchase loans	200,000	954,924	-	-
Disposal of a subsidiary	(73,864,338)	-	-	-
	<u>(74,048,681)</u>	<u>2,306,282</u>	<u>-</u>	<u>13,477,599</u>

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

Notes To The Financial Statements

For The Financial Year Ended 31 August 2025

1. CORPORATE INFORMATION

General

The Company is a public limited liability company, incorporated and domiciled in Malaysia and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The holding company is Leading Builders Sdn. Bhd., a company incorporated and domiciled in Malaysia, which the directors regard as the ultimate holding company.

The registered office of the Company is located at 51-8-A, Menara BHL, Jalan Sultan Ahmad Shah, 10050 George Town, Penang.

The principal place of business of the Company is located at 1320, Jalan Baru, Taman Chai Leng, 13700 Prai, Penang.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 23 December 2025.

Principal Activities

The principal activities of the Company consist of investment holding and the provision of management services.

The principal activities of the subsidiaries are disclosed in Note 8 to the financial statements.

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

2. BASIS OF PREPARATION

2.1 Statement of Compliance

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

2.2 Basis of Measurement

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services as indicated in the material accounting policy information as set out in the notes to the financial statements. During the financial year, the Company have incurred net loss of RM17,509,545 (2024: RM17,115,238) for the financial year ended 31 August 2025 and, as at that date, the Group's and the Company's current liabilities exceeded their current assets by RM25,852,521 (2024: RM54,786,665) and RM71,226,639 (2024: RM52,177,337) respectively. These aforesaid conditions and other non-financial performance have indicated the existence of material uncertainties which may cast significant doubt on the ability of the Group and the Company to continue as a going concern and, therefore, that they may be unable to realise their assets and discharge their liabilities in the normal course of business. The continuation of the Group and the Company as a going concern is therefore dependent on the achievement of the Group's plans/activities as follows:

- (i) The successful and timely completion of its construction project with construction sum of approximately RM9,598,353 in order to generate operating cash inflows from construction activities;
- (ii) The successful sales of its inventory properties under property development segment and the ability of the Group to locate buyer and timely completion of its planned disposal of its land held for development and development land earmarked for disposal with net carrying amount of approximately RM48,000,000 in order to generate operating net cash inflows from property development activities;
- (iii) Continuous financial support from its bankers for the Group's property development activities; and
- (iv) Not to demand repayment from the directors, its related parties and its ultimate holding company within the next twelve months unless the funds of the Group and the Company permit repayment and such repayment will not adversely affect the ability of the Group and the Company to meet their liabilities as and when they fall due.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

2. BASIS OF PREPARATION (CONT'D)

2.2 Basis of Measurement (cont'd)

As of the date the financial statements are authorised for issuance, the Directors are working on achieving the above plans/activities in the foreseeable future to enable the Group and the Company to continue as a going concern.

The Directors consider that it is appropriate to prepare the financial statements of the Group and of the Company by applying the going concern assumption in consideration of the abovementioned plans and activities. Accordingly, the financial statements do not include any adjustments relating to the recoverability and classification of recorded asset amounts and classification of and additional amount of liabilities that would be required should the going concern basis prove to be invalid.

Should the going concern basis for the preparation of the financial statements be no longer appropriate, adjustments will have to be made to state the assets at their realisable values and to provide for further liabilities which may arise.

2.3 Functional and Presentation Currency

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

2.4 Adoption of Amendments to MFRSs

The accounting policies adopted by the Group and by the Company are consistent with those of the previous financial years except for the adoption of the following amendments to MFRSs that are mandatory for the current financial year:

Effective for annual periods beginning on or after 1 January 2024

Amendments to MFRS 16 Leases: Lease Liability in a Sale and Leaseback

Amendments to MFRS 101 Presentation of Financial Statements: Non-Current Liabilities with Covenants

Amendments to MFRS 101 Presentation of Financial Statements: Classification of Liabilities as Current or Non-Current

Amendments to MFRS 107 Statement of Cash Flows and MFRS 7 Financial Instruments: Disclosures - Supplier Finance Arrangements

Initial application for the above amendments to MFRSs did not have any material impact to the financial statements of the Group and of the Company upon adoption.

2.5 Standards/Amendments to MFRSs Issued But Not Yet Effective

The following are accounting standards/amendments to MFRSs that have been issued by the Malaysian Accounting Standards Board but are not yet effective for the Group and for the Company:

Effective for annual period beginning on or after 1 January 2025

Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates - Lack of Exchangeability

Effective for annual periods beginning on or after 1 January 2026

Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - Amendments to the Classification and Measurement of Financial Instruments

Annual Improvements to MFRS Accounting Standards - Volume 11

Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - Contracts Referencing Nature - dependent Electricity

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

2. BASIS OF PREPARATION (CONT'D)

2.5 Standards/Amendments to MFRSs Issued But Not Yet Effective (cont'd)

Effective for annual periods beginning on or after 1 January 2027

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 19 Subsidiaries without Public Accountability: Disclosures

Amendments to MFRS 19 Subsidiaries without Public Accountability: Disclosures

Effective date yet to be confirmed

Amendments to MFRS 10 Consolidated Financial Statements and MFRS 128 Investments in Associates and Joint Ventures: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The initial application of the above new standards/amendments to MFRSs is not expected to have any material impact to the financial statements of the Group and of the Company upon adoption, except for *MFRS 18 Presentation and Disclosure in Financial Statements*.

MFRS 18 introduces new requirements on presentation within the statements of profit or loss, including specified totals and subtotals. It also requires disclosure of management-defined performance measures and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes. In addition, there are consequential amendments to *MFRS 107 Statement of Cash Flows* and *MFRS 134 Interim Financial Reporting*.

The amendments will have an impact on the Group's and on the Company's presentation of statements of comprehensive income, statements of cash flows and additional disclosures in the notes to the financial statements but not on the measurement or recognition of any items in the Group's and the Company's financial statements.

The Group is currently assessing the impact of *MFRS 18* and plans to adopt the new standard on the required effective date.

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

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

Key sources of estimation uncertainty and judgements made

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and critical judgement in applying accounting policies are discussed below:

(i) **Useful lives of depreciable assets**

The depreciable costs of property, plant and equipment are allocated on the straight-line basis over their estimated useful lives. Management estimates the useful lives of these assets to be within 2 to 50 years. Changes in the expected level of usage and technological developments could impact the economic useful lives and residual values of these assets affecting future depreciation charges.

The depreciation charges of the Group's property, plant and equipment are disclosed in Note 4 to the financial statements.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

(ii) Property development and construction activities

The Group applied the following judgements that significantly affect the determination of the amount and timing of revenue from contracts with customers from property development and construction contracts activities.

The Group enters into contracts with customers to sell properties that are either completed or under development and construction contracts. For the sale of development properties and construction contracts, the Group is required to assess each of its contracts with customers to determine whether performance obligations are satisfied over time or at a point in time in order to determine the appropriate method for recognising revenue. In making the assessment, the Group considered the terms of the contracts entered into with customers and the provisions of relevant laws and regulations applicable to the contracts. The assessment of whether the Group has an enforceable right to payment for performance completed to date involves judgement made in determining the enforceability of the right to payment under the legal environment of the jurisdictions where the contracts are subject to.

For contracts that meet the over time recognition criteria, the Group determined that the input method is the best method in measuring progress of the development because there is direct relationship between the Group's effort (i.e., resources consumed, labour hours and costs incurred) and the transfer control of goods to the customer. Revenue is recognised over the period of the contract by reference to the stage of completion of the development activity at the end of the reporting period. The stage of completion is determined based on the proportion that the property development and construction costs incurred to-date bear to the estimated total cost for the property development and construction projects.

Significant judgement is also required in the determination of the completeness and accuracy of the estimated total cost for the property development and construction projects as future property development and construction costs are inherently uncertain, which involve management's estimation of future cost to completion of the development. Substantial changes in cost estimations in future periods may affect the profitability of the respective property development and construction projects. Where the actual total property development and construction costs are different from the estimated total property development cost, such differences will impact the profit/loss recognised.

(iii) Inventory properties

Inventory properties are measured at the lower of cost and net realisable value ("NRV"). In estimating NRV, management takes into account the most reliable evidence available at the times the estimates are made.

Land held for property development and development land

NRV in respect of land held for property development and development land are assessed with reference to market prices as at the end of the reporting period for similar land, less estimated costs necessary to make the sale or where applicable, engaging a firm of independent valuers to estimate the fair value of these land.

The carrying amount of the Group's land held for property development and development land are disclosed in Note 7.1 and 7.2 to the financial statements.

Property development costs

The Group recognises property development revenue and related property development costs in the profit or loss by using the stage of completion method. The stage of completion is determined by the proportion of the costs incurred to-date bear to the estimated total costs.

Significant judgement is required in determining the stage of completion, the extent of the property development costs incurred, the estimated total property development costs, as well as the recoverability of the development projects. In making these judgements, the Group evaluates based on past experience and by relying on the work of architects.

The carrying amount of the Group's property development costs are disclosed in Note 7.3 to the financial statements.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

(iii) Inventory properties (cont'd)

Completed development units

The management determines the NRV of unsold completed development units based on estimated selling prices by reference to recent sales transactions of similar properties or comparable properties in similar or nearby locations. The estimation of the selling price in particular is subject to significant inherent uncertainties, in particular the volatility of the demand and supply in the property market.

The carrying amount of the Group's completed development units is disclosed in Note 7.4 to the financial statements.

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

The Group uses a provision matrix to calculate ECL for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns.

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of defaults, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECL is a significant estimate. The amount of ECL is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

The information about the ECL on the Group's trade receivables is disclosed in Note 33.3.1 to the financial statements.

(v) Deferred tax assets

Deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that future taxable profit will be available against which all the deductible temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies.

Assumptions about generation of future taxable profits would depend on the achievability of projected profits and this requires judgement of the management. These assumptions and judgement are subject to risks and uncertainty, hence there is a possibility that changes in circumstances will alter expectations, which may impact on the amount of deferred tax assets recognised.

In the current financial year, certain subsidiaries of the Group had recognised deferred tax assets as at the end of the reporting period as management considered that it is probable that future taxable profits will be available against which the tax credits can be utilised. The carrying amount of deferred tax assets of the Group as at the end of the reporting period is disclosed in Note 11 to the financial statements.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

4. PROPERTY, PLANT AND EQUIPMENT

	Freehold land RM	Buildings RM	Solar plant RM	Plant and machinery RM	Office equipment, furniture and fixtures RM	Motor vehicles RM	Total RM
GROUP							
2025							
At cost							
Balance at beginning	2,308,660	6,960,509	102,392,044	5,053,855	2,476,247	6,906,799	126,098,114
Additions	-	-	-	68,287	247,193	390,561	706,041
Disposals	-	-	-	-	(6,549)	(540,984)	(547,533)
Disposal of a subsidiary	-	-	(102,392,044)	-	-	-	(102,392,044)
Write offs	-	-	-	(16,132)	(13,554)	-	(29,686)
Reclassified from non-current assets held for sale	-	-	-	18,180,000	-	-	18,180,000
Balance at end	2,308,660	6,960,509	-	23,286,010	2,703,337	6,756,376	42,014,892
Accumulated depreciation							
Balance at beginning	-	3,695,907	28,392,594	3,360,778	2,184,625	6,065,100	43,699,004
Current charge	-	136,263	4,876,538	46,131	115,709	238,430	5,413,071
Disposals	-	-	-	-	-	(540,982)	(540,982)
Disposal of a subsidiary	-	-	(33,269,132)	-	-	-	(33,269,132)
Write offs	-	-	-	(16,127)	(8,716)	-	(24,843)
Balance at end	-	3,832,170	-	3,390,782	2,291,618	5,762,548	15,277,118
Accumulated impairment losses							
Balance at beginning	-	-	-	201,690	29,106	-	230,796
Current charge	-	-	-	1,440,000	-	-	1,440,000
Reclassified from non-current assets held for sale	-	-	-	18,180,000	-	-	18,180,000
Balance at end	-	-	-	19,821,690	29,106	-	19,850,796
Carrying amount							
Balance at beginning	2,308,660	3,128,339	-	73,538	382,613	993,828	6,886,978

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

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

GROUP	Freehold land RM	Buildings RM	Solar plant RM	Plant and machinery RM	Office equipment, furniture and fixtures RM	Motor vehicles RM	Total RM
2024							
At cost							
Balance at beginning	2,308,660	6,960,509	102,365,844	4,943,565	2,383,613	5,948,643	124,910,834
Additions	-	-	26,200	9,970	108,755	958,156	1,103,081
Write offs	-	-	-	(1,499,680)	(16,121)	-	(1,515,801)
Reclassified from non-current assets held for sale	-	-	-	1,600,000	-	-	1,600,000
Balance at end	<u>2,308,660</u>	<u>6,960,509</u>	<u>102,392,044</u>	<u>5,053,855</u>	<u>2,476,247</u>	<u>6,906,799</u>	<u>126,098,114</u>
Accumulated depreciation							
Balance at beginning	-	3,559,643	23,516,948	4,617,188	2,120,220	5,861,589	39,675,588
Current charge	-	136,264	4,875,646	83,268	79,398	203,511	5,378,087
Write offs	-	-	-	(1,499,678)	(14,993)	-	(1,514,671)
Reclassified from non-current assets held for sale	-	-	-	160,000	-	-	160,000
Balance at end	<u>-</u>	<u>3,695,907</u>	<u>28,392,594</u>	<u>3,360,778</u>	<u>2,184,625</u>	<u>6,065,100</u>	<u>43,699,004</u>
Accumulated impairment losses							
Balance at beginning/end	<u>-</u>	<u>-</u>	<u>-</u>	<u>201,690</u>	<u>29,106</u>	<u>-</u>	<u>230,796</u>
Carrying amount	<u>2,308,660</u>	<u>3,264,602</u>	<u>73,999,450</u>	<u>1,491,387</u>	<u>262,516</u>	<u>841,699</u>	<u>82,168,314</u>

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

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

COMPANY

	Furniture and fixtures	
	2025	2024
	RM	RM
At cost		
Balance at beginning	228,874	221,879
Additions	1,855	6,995
Balance at end	230,729	228,874
Accumulated depreciation		
Balance at beginning	195,931	186,350
Current charge	9,027	9,581
Balance at end	204,958	195,931
Carrying amounts	25,771	32,943

GROUP

- (i) The carrying amount of property, plant and equipment which are pledged to licensed banks as securities for banking facilities granted to certain subsidiaries as disclosed in Note 19 to the financial statements are as follows:

	GROUP	
	2025	2024
	RM	RM
Freehold land, buildings and solar plant	5,436,998	79,371,022

- (ii) The carrying amount of property, plant and equipment acquired under hire purchase loans and pledged as security for the related hire purchase as disclosed in Note 19 to the financial statements are as follows:

	GROUP	
	2025	2024
	RM	RM
Motor vehicles	990,060	838,998

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

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

(iii) The Group's depreciation charge for the financial year is accounted for as follows:

	GROUP	
	2025	2024
	RM	RM
Continuing operations		
Recognised in profit or loss		
- General and administrative expenses	261,541	213,413
- Direct costs	258,270	414,062
	519,811	627,475
Capitalised in construction contract costs	16,722	34,966
	536,533	662,441
Discontinued operations		
Recognised in profit or loss		
- Direct costs	4,876,538	4,875,646
	5,413,071	5,538,087

Impairment of assets

An impairment loss of **RM1,440,000** (2024: RM Nil) representing the write down of the equipments that were left idle to the recoverable amount, was recognised as "administrative expenses" in the profit or loss during the financial year. The recoverable amount was based on its fair value less cost to sell.

Material accounting policy information

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

Property, plant and equipment are depreciated on the straight-line method to write off the cost of each asset to its residual value over its estimated useful life, at the following annual rates:

<u>Categories</u>	<u>Years</u>
Buildings	10 to 50
Solar plant	21
Plant and machinery	2 to 10
Office equipment, furniture and fixtures	5 to 20
Motor vehicles	5 to 10

Freehold land is not depreciated as it has an infinite life.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

5. RIGHT-OF-USE ASSET AND LEASE LIABILITY

Group as a lessee

The Group has lease contract for a piece of land on which its solar plant is erected. It has a non-cancellable lease term of three years, with an option to extend the lease for another nineteen years. At the commencement of the lease, the Group has assessed that it is reasonably certain to exercise the extension option. Generally, the Group is restricted from assigning and subleasing the leased asset.

Lease payments are increased every three years to reflect current market rentals.

The Group and the Company also lease of warehouse building and machinery with lease terms of 12 months or less and lease of office equipment with low value. The Group and the Company apply the 'short-term leases' and 'leases of low-value assets' recognition exemptions for these leases.

GROUP

	Land	
	2025 RM	2024 RM
Right-of-use asset		
Balance at beginning	6,029,379	5,010,584
Additions	-	1,392,408
Disposal of a subsidiary	(5,634,010)	-
Depreciation	(395,369)	(373,613)
Balance at end	<u>-</u>	<u>6,029,379</u>
Lease liability		
Balance at beginning	6,544,986	5,374,444
Addition	-	1,392,408
Disposal of a subsidiary	(6,319,232)	-
Accretion of interest	264,134	258,950
Payment	(489,888)	(480,816)
Balance at end	<u>-</u>	<u>6,544,986</u>
Represented by		
Non-current liabilities	-	6,319,231
Current liabilities	-	225,755
	<u>-</u>	<u>6,544,986</u>

The maturity analysis of lease liability is disclosed in Note 33.4 to the financial statements.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

5. RIGHT-OF-USE ASSET AND LEASE LIABILITY (CONT'D)

The followings are the amounts recognised in profit or loss:

	2025	2024
	RM	RM
Depreciation expense of right-of-use asset	395,369	373,613
Accretion Interest on lease liability	264,134	258,950
Expense relating to short-term leases and leases of low-value assets	25,741	238,553
Total amount recognised in profit or loss	685,244	871,116

The Group's total cash outflows for leases during the financial year is **RM515,629** (2024: RM719,369).

Material accounting policy information

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

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

<u>Category</u>	<u>Years</u>
Land	22

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

6. INVESTMENT PROPERTIES

	Freehold land RM	Leasehold land RM	Buildings RM	Freehold commercial lots and apartments RM	Total RM
2025					
At cost					
Balance at beginning	2,809,154	560,553	5,179,982	1,407,701	9,957,390
Disposal	(68,000)	-	-	-	(68,000)
Reclassification to non-current assets held for sale	(134,325)	-	(155,675)	(1,147,701)	(1,437,701)
Balance at end	2,606,829	560,553	5,024,307	260,000	8,451,689
Accumulated depreciation					
Balance at beginning	-	151,218	703,199	202,371	1,056,788
Current charge	-	17,659	101,005	7,017	125,681
Reclassification to non-current assets held for sale	-	-	(21,687)	(165,588)	(187,275)
Balance at end	-	168,877	782,517	43,800	995,194
Carrying amount	2,606,829	391,676	4,241,790	216,200	7,456,495
2024					
At cost					
Balance at beginning	2,809,154	2,110,553	5,179,982	7,304,604	17,404,293
Additions	-	696,960	-	-	696,960
Disposals	-	(2,246,960)	-	(5,896,903)	(8,143,863)
Balance at end	2,809,154	560,553	5,179,982	1,407,701	9,957,390
Accumulated depreciation					
Balance at beginning	-	543,192	599,598	918,716	2,061,506
Current charge	-	58,968	103,601	134,764	297,333
Disposal	-	(450,942)	-	(851,109)	(1,302,051)
Balance at end	-	151,218	703,199	202,371	1,056,788
Carrying amount	2,809,154	409,335	4,476,783	1,205,330	8,900,602

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

6. INVESTMENT PROPERTIES (CONT'D)

- (i) Investment properties amounting to **RM6,441,728** (2024: RM7,658,405) are pledged to licensed banks as security for banking facilities granted to certain subsidiaries.

(ii) **Group as lessor**

The Group has entered into operating leases on its investment properties. These leases have terms of between two to three years.

The followings are recognised in profit or loss in respect of investment properties:

	2025	2024
	RM	RM
Rental income from investment properties	390,355	461,993
Direct operating expenses arising from:		
- income generating investment properties	222,275	286,136
- non-income generating investment properties	58,891	132,652

Future minimum rentals receivable under non-cancellable operating leases are as follows:

	2025	2024
	RM	RM
Within one year	230,735	396,960
More than one year and less than five years	83,200	213,035
	313,935	609,995

- (iii) The fair value measurement of investment properties is disclosed in Note 34.2 to the financial statements.

Material accounting policy information

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

Investment properties are depreciated on the straight-line method to write off the cost of each asset to its residual value over its estimated useful life as follows:

<u>Categories</u>	<u>Years</u>
Buildings	50
Freehold commercial lots and apartments	50

Freehold land is not amortised as it has an infinite life while the leasehold land is amortised over their lease term ranged from 60 years to 99 years.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

7. INVENTORY PROPERTIES

	Note	GROUP	
		2025 RM	2024 RM
Non-current:			
Land held for development	7.1	111,809,949	129,819,268
Current:			
Development land	7.2	49,016,473	32,345,611
Property development costs	7.3	6,558,092	17,361,241
Completed development units	7.4	13,795,573	16,206,553
Balance at end		69,370,138	65,913,405

7.1 Land held for development

	GROUP	
	2025 RM	2024 RM
Freehold land		
Balance at beginning	58,447,277	94,900,991
Disposal	-	(9,144,499)
Transfer to development land	(16,095,965)	(27,309,215)
Inventories written down, net	(388,167)	-
Balance at end	41,963,145	58,447,277
Development costs		
Balance at beginning	71,371,991	69,754,016
Additions	938,530	10,632,183
Disposal	-	(3,973,756)
Transfer to development land	(2,433,717)	(5,036,396)
Inventories written down, net	(30,000)	(4,056)
Balance at end	69,846,804	71,371,991
	111,809,949	129,819,268
Represented by:		
Freehold land, at cost	41,962,773	53,165,980
Freehold land, at NRV	-	5,281,297
Development costs, at cost	69,847,176	71,371,991
	111,809,949	129,819,268

The freehold land with carrying amount of **RM39,870,121** (2024: RM14,690,398) are pledged to licensed banks as securities for banking facilities granted to certain subsidiaries as disclosed in Note 19 to the financial statements.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

7. INVENTORY PROPERTIES (CONT'D)

7.2 Development land

	GROUP	
	2025 RM	2024 RM
Freehold land		
Balance at beginning	27,309,215	-
Transfer from land held for development	16,095,965	27,309,215
Disposal	(1,829,215)	-
Balance at end	41,575,965	27,309,215
Development costs		
Balance at beginning	5,036,396	-
Addition	146,250	-
Transfer from land held for development	2,433,717	5,036,396
Disposal	(175,855)	-
Balance at end	7,440,508	5,036,396
	49,016,473	32,345,611
Represented by:	36,682,835	27,309,215
Freehold land, at cost	4,893,130	-
Freehold land, at NRV	7,440,508	5,036,396
Development costs, at cost	49,016,473	32,345,611

The freehold land with carrying amount of **RM14,694,454** (2024: RM1,829,215) are pledged to licensed banks as securities for banking facilities granted to certain subsidiaries as disclosed in Note 19 to the financial statements.

7.3 Property development costs

	GROUP	
	2025 RM	2024 RM
At cost		
Balance at beginning	17,361,241	32,696,185
Development costs incurred during the financial year	(12,471,634)	14,034,774
Disposal during the year	-	(15,170,007)
Cost transferred to contract cost	1,668,485	(14,199,711)
Balance at end	6,558,092	17,361,241
Represented by:		
Freehold land	3,165,808	9,948,146
Development costs	3,392,284	7,413,095
	6,558,092	17,361,241

The freehold land with carrying amount of **RM3,165,808** (2024: RM15,017,241) are pledged to licensed banks as security for banking facilities granted to a subsidiary as disclosed in Note 19 to the financial statements.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

7. INVENTORY PROPERTIES (CONT'D)

7.4 Completed development units

	GROUP	
	2025 RM	2024 RM
At cost	12,705,947	14,887,879
At NRV	<u>1,089,626</u>	<u>1,318,674</u>
	<u>13,795,573</u>	<u>16,206,553</u>
Recognised in profit or loss:		
Direct operating cost	2,425,335	3,725,427
Reversal of inventory properties written down, net	<u>-</u>	<u>2,465</u>

Completed development units amounting to **RM13,795,573** (2024: RM13,038,135) is pledged to licensed banks for banking facilities granted to certain subsidiaries as disclosed in Note 19 to the financial statements.

Material accounting policy information

Inventories are valued at the lower of cost and NRV.

(i) Land held for development

Land held for development consists of land where no significant development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle. Such land is classified within non-current assets and is measured at the lower of cost and NRV.

Land held for development is reclassified to property development costs at the point when development activities have commenced and where it can be demonstrated that the development activities can be completed within the normal operating cycle.

(ii) Development land

Development land is classified within current assets and is measured at the lower of cost and NRV.

(iii) Property development costs

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

(iv) Completed development units

Cost is determined on the specific identification basis and includes costs of acquisition of land, direct building costs and related development costs to the project.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

8. INVESTMENT IN SUBSIDIARIES

	COMPANY	
	2025 RM	2024 RM
Unquoted shares, at cost		
Balance at beginning	128,136,867	128,136,867
Addition	10	-
Balance at end	128,136,877	128,136,867
Redeemable non-cumulative preference shares, at cost	3,500,000	3,500,000
	131,636,877	131,636,867
Less: Accumulated impairment losses		
Balance at beginning	(27,880,722)	(27,880,722)
Addition	(10)	-
Balance at end	(27,880,732)	(27,880,722)
	103,756,145	103,756,145

Details of the subsidiaries, which are all incorporated and principal place of business in Malaysia, are as follows:

Name of Company	Effective Equity Interest		Principal Activities
	2025 %	2024 %	
Direct			
PLB-KH Bina Sdn. Bhd.	100	100	Contracting and construction of industrial, residential and commercial building works, renovation works, property development, investment and property holdings and manufacturing of bricks.
PLB Land Sdn. Bhd.	100	100	Property letting, investment holding and property development.
Gaintrend Sdn. Bhd.	100	100	Building construction and property development.
PLB Ventures Sdn. Bhd.	100	100	Investment holding.
PLB Terang Sdn. Bhd. ("PLBT")	100	85.71	Provision of waste management services. The Company has ceased its operations since prior year.
PLB Ecohab Sdn. Bhd.	100	100	Dormant.
PLB Jelutong Sdn. Bhd.	100	100	Dormant.
PLB Landmark Sdn. Bhd.	100	100	Dormant.
PLB Waterfront Sdn. Bhd.	100	100	Dormant.
PLB Eco City Sdn. Bhd.	100	100	Dormant.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

8. INVESTMENT IN SUBSIDIARIES (CONT'D)

Name of Company	Effective Equity Interest		Principal Activities
	2025 %	2024 %	
Indirect – held through PLB Land Sdn. Bhd.			
Era Pujaan Sdn. Bhd.	100	100	Property development. However, the subsidiary did not undertake any development project during the financial year.
Hektar Pujaan Sdn. Bhd.	100	100	Property development. However, the subsidiary did not undertake any development project during the financial year.
Indah Mulia Development Sdn. Bhd.	100	100	Property development. However, the subsidiary did not undertake any development project during the financial year.
Landsdale Development Sdn. Bhd.	100	100	Property development. However, the subsidiary did not undertake any development project during the financial year.
PLB Cemerlang Sdn. Bhd.	100	100	Property development. However, the subsidiary did not undertake any development project during the financial year.
Phoenix Residences Sdn. Bhd.	100	100	Property development.
Desanova Development Sdn. Bhd.	100	100	Property development. However, the subsidiary did not undertake any development project during the financial year.
Indirect – held through PLB Ventures Sdn. Bhd.			
PLB Green Construction Sdn. Bhd. ("PGC")	70	70	Contracting and construction of industrial, residential and commercial building works and renovation works.
PLB Bio Green Sdn. Bhd.	100	100	Dormant.
PLB Eco Solutions Sdn. Bhd. ("PLBES")	77.78	77.78	Dormant.
Indirect – held through PLB Terang Sdn. Bhd.			
PLB Green Solar Sdn. Bhd. ("PLBGS")	-	51.43	Provision of solar energy services.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

8. INVESTMENT IN SUBSIDIARIES (CONT'D)

2025

Addition

During the financial year, the Company has subscribed additional 3,500,000 ordinary shares in PLBT for a total consideration of RM10. Following the acquisition, PLBT became a wholly-owned subsidiary of the Company.

Disposal

On 29 August 2025, PLBT has disposed off 600,000 ordinary shares, representing 60% equity interest in PLBGS, for a total cash consideration of RM24,315,927.

The major classes of assets and liabilities of PLBGS as at the date of disposal were as follows:

	2025
	RM
Property, plant and equipment	50,949,461
Right-of-use asset	5,634,010
Trade receivable	1,092,778
Other receivables and deposits	974,711
Fixed deposits with a licensed bank	3,223,976
Cash at banks	4,153,249
Current tax assets	74,788
Term loans	(67,545,106)
Lease liability	(6,319,232)
Deferred tax liabilities	(1,451,000)
Trade payables	(207,615)
Other payables and accruals	(345,653)
	<hr/>
Net assets	(9,765,633)
	<hr/>
60% equity interest	(5,859,383)
Purchase consideration received	(24,315,927)
	<hr/>
Gain from disposal of a subsidiary	(30,175,310)
Adjusted for consolidation adjustments	18,180,000
	<hr/>
Net gain for disposal of a subsidiary	(11,995,310)
	<hr/>
Total consideration	24,315,927
Cash and cash equivalents of the subsidiary	(7,377,228)
	<hr/>
Net cash inflow on disposal of a subsidiary	16,938,699
	<hr/>

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

8. INVESTMENT IN SUBSIDIARIES (CONT'D)

8.1 Subsidiaries with material Non-Controlling Interests ("NCI")

The Group's subsidiaries, namely PGC, PLBT and its subsidiary ("PLBT GROUP") and PLBES that have material NCI are as follows:

	PGC RM	PLBT GROUP RM	PLBES RM	Total RM
2025				
Carrying amount of NCI	1,131,025	-	(3,708,298)	(2,577,273)
Profit/(Loss) allocated to NCI	754,647	3,078,739	(2,178)	3,831,208
2024				
Carrying amount of NCI	376,377	(14,385,644)	(3,706,119)	(17,715,386)
Profit/(Loss) allocated to NCI	116,721	(2,147,027)	(2,413)	(2,032,719)

The summary of financial information before intra-group elimination for the Group's subsidiaries that have material NCI is as below:

	PGC RM	PLBT GROUP RM	PLBES RM	Total RM
Financial position as at 31 August 2025				
Non-current assets	398,400	-	203	398,603
Current assets	11,472,734	-	9,533	11,482,267
Non-current liabilities	(147,756)	-	-	(147,756)
Current liabilities	(7,953,297)	-	(16,498,748)	(24,452,045)
Net assets/(liabilities)	3,770,081	-	(16,489,012)	(12,718,931)
Summary of financial performance for the financial year ended 31 August 2025				
Revenue	38,000,000	12,821,469	-	50,821,469
Profit/(Loss) for the financial year, representing total comprehensive income/(loss) for the financial year	2,515,491	11,028,045	(9,805)	13,533,731
Summary of cash flows for the financial year ended 31 August 2025				
Net cash generated from/(used in):				
Operating activities	6,230,350	4,311,944	(2,293)	10,540,001
Investing activities	(4,156,388)	16,932,156	-	12,775,768
Financing activities	325,454	(25,176,973)	2,063	(24,849,456)
Net change in cash and cash equivalents	2,399,416	(3,932,873)	(230)	(1,533,687)

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

8. INVESTMENT IN SUBSIDIARIES (CONT'D)

8.1 Subsidiaries with material Non-Controlling Interests ("NCI") (cont'd)

	PGC RM	PLBT GROUP RM	PLBES RM	Total RM
Financial position as at 31 August 2024				
Non-current assets	53,738	101,645,350	453	101,699,541
Current assets	4,842,466	20,328,647	9,563	25,180,676
Non-current liabilities	-	(82,453,448)	-	(82,453,448)
Current liabilities	(3,641,614)	(97,881,954)	(16,489,223)	(118,012,791)
Net assets/(liabilities)	1,254,590	(58,361,405)	(16,479,207)	(73,586,022)
Summary of financial performance for the financial year ended 31 August 2024				
Revenue	9,466,391	13,586,244	-	23,052,635
Profit/(Loss) for the financial year, representing total comprehensive income/(loss) for the financial year	389,069	(16,765,314)	(10,865)	(16,387,110)
Summary of cash flows for the financial year ended 31 August 2024				
Net cash generated from/(used in):				
Operating activities	304,755	(5,507,631)	(7,545)	(5,210,421)
Investing activities	(7,400)	47,637	-	40,237
Financing activities	(67,847)	5,074,047	7,515	5,013,715
Net change in cash and cash equivalents	229,508	(385,947)	(30)	(156,469)

Material accounting policy information

Investment in subsidiaries is measured in the Company's statement of financial position at cost less any impairment losses, unless the investment is classified as held for sale or distribution.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

9. OTHER INVESTMENTS

	GROUP	
	2025 RM	2024 RM
Fair value through profit or loss		
Shares quoted in Malaysia, at fair value	<u>1,478</u>	<u>2,077</u>

Fair values of these equity shares are determined by reference to published price quotations in an active market.

10. OTHER ASSET

	GROUP	
	2025 RM	2024 RM
GROUP		
Jelutong Development Agreement ("JDA") (Note 37(i))	20,978,435	20,368,036
Less: Accumulated impairment		
Balance at beginning	(15,349,028)	(12,913,242)
Addition	(261,500)	(2,435,786)
Balance at end	(15,610,528)	(15,349,028)
Balance at end	<u>5,367,907</u>	<u>5,019,008</u>
COMPANY		
JDA (Note 37(i))	25,452,116	24,353,017
Less: Accumulated impairment		
Balance at beginning	(15,349,028)	(12,913,242)
Addition	(261,500)	(2,435,786)
Balance at end	(15,610,528)	(15,349,028)
Balance at end	<u>9,841,588</u>	<u>9,003,989</u>

Other asset comprises of cost incurred for preliminary assessment and works in relation to the joint development agreement with the Government of the State of Penang and Penang Development Corporation as disclosed in Note 37(i) to the financial statements.

An impairment loss of **RM261,500** (2024: RM2,435,786) was recognised in the profit or loss during the financial year in respect of certain expenses which may not be recoverable should the joint development project fail to materialise.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

11. DEFERRED TAX ASSETS/(LIABILITIES)

	GROUP	
	2025 RM	2024 RM
Gain on revaluation of properties:		
Balance at beginning	(999,709)	(1,037,574)
Recognised in profit or loss	37,865	37,865
Balance at end	(961,844)	(999,709)
Real property gains tax on investment properties:		
Balance at beginning	(182,231)	(298,680)
Recognised in profit or loss	116,449	116,449
Balance at end	(65,782)	(182,231)
Others:		
Balance at beginning	2,133,262	851,867
Recognised in profit or loss	1,765,256	(1,211,467)
Disposal of a subsidiary	1,451,000	-
Under provision in prior year	-	2,492,862
Balance at end	5,349,518	2,133,262
	4,321,892	951,322

Presented after appropriate offsetting as follows:

	GROUP	
	2025 RM	2024 RM
Deferred tax assets	5,349,518	2,392,524
Deferred tax liabilities	(1,027,626)	(1,441,202)
	4,321,892	951,322

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

11. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

The deferred tax assets/(liabilities) as at the end of the reporting period are made up of the temporary differences arising from:

	GROUP	
	2025	2024
	RM	RM
Property, plant and equipment	(317,913)	(17,949,161)
Profit recognition on construction contracts	(2,385,200)	(73,134)
Profit recognition on property development	(427,731)	(1,708,500)
Real property gains tax on investment properties	(65,782)	(182,231)
Tax effect on unrealised profit on construction contracts and property development costs	1,733,169	1,738,566
Unused tax losses	443,000	294,088
Unabsorbed capital allowances	-	15,681,888
Others	5,342,349	3,149,806
	4,321,892	951,322

The following deferred tax assets have not been recognised as at the end of the reporting period as it is not probable that future taxable profit will be available against which they may be utilised:

	GROUP	
	2025	2024
	RM	RM
Unabsorbed capital allowances	1,405,706	1,368,994
Unused tax losses	8,390,100	8,779,211
Others	3,231,604	1,333,997
	13,027,410	11,482,202

The gross amount and future availability of unabsorbed tax losses and unabsorbed tax allowances which are available to be carried forward for set-off against future taxable income are estimated as follows:

	GROUP	
	2025	2024
	RM	RM
Unabsorbed capital allowances	5,857,108	71,045,342
Unused tax losses	36,804,583	37,805,414

The unused tax losses can be carried forward for ten (10) consecutive years of assessment immediately following that year of assessment ("YA") of which tax losses was incurred and this is effective from YA 2019. However, the unabsorbed capital allowances can be carried forward indefinitely.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

11. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

The unused tax losses will expire in the following YAs:

	GROUP	
	2025	2024
	RM	RM
YA 2028	27,378,792	28,612,860
YA 2029	3,795,416	3,795,416
YA 2030	220,285	220,285
YA 2031	642,371	642,371
YA 2032	-	937,047
YA 2033	463,096	692,637
YA 2034	4,304,623	2,904,798
	<u>36,804,583</u>	<u>37,805,414</u>

12. TRADE AND OTHER RECEIVABLES

	2025	2024
Note	RM	RM
GROUP		
Non-current asset		
Other receivable	12.4 <u>13,326,338</u>	<u>21,616,521</u>
Current assets		
Trade receivables	12.2 <u>7,392,757</u>	8,426,532
Retention sum receivables	12.3 <u>1,676,064</u>	2,448,251
Other receivables, deposits and prepayments	12.4 <u>11,992,205</u>	<u>12,353,122</u>
	<u>21,061,026</u>	<u>23,227,905</u>
COMPANY		
Non-current asset		
Amount due from subsidiaries	12.1 <u>4,403,184</u>	<u>3,693,854</u>
Current asset		
Other receivables, deposits and prepayments	12.4 <u>2,000</u>	<u>2,000</u>

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

12. TRADE AND OTHER RECEIVABLES (CONT'D)

12.1 Amount due from subsidiaries

	2025 RM	2024 RM
COMPANY		
Amount due from subsidiaries	72,889,435	56,629,805
Less: Allowance for expected credit losses		
Balance at beginning	(52,935,951)	(38,335,958)
Addition	(15,550,300)	(14,599,993)
Balance at end	(68,486,251)	(52,935,951)
	4,403,184	3,693,854

The amount due from subsidiaries is non-trade related, unsecured, non-interest bearing and classified based on the expected timing of realisation

12.2 Trade receivables

	2025 RM	2024 RM
GROUP		
Trade receivables	7,755,649	8,788,687
Less: Allowance for expected credit losses		
Balance at beginning	(362,155)	(365,597)
Addition	(737)	(2,214)
Reversal	-	5,656
Balance at end	(362,892)	(362,155)
	7,392,757	8,426,532

12.3 Retention sum receivables

	2025 RM	2024 RM
GROUP		
The amount represented by:		
Construction contract segment	1,676,064	2,448,251

Included herein is an amount of **RM732,500** (2024: RM732,500) due from KH-Base Engineering Sdn. Bhd., a company in which persons connected to certain directors of the Company have substantial financial interests

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

12. TRADE AND OTHER RECEIVABLES (CONT'D)

12.4 Other receivables, deposits and prepayments

	2025 RM	2024 RM
GROUP		
Non-current:		
Other receivable	13,326,338	21,616,521
Current:		
Other receivables	11,646,934	10,837,523
Less: Allowance for expected credit losses		
Balance at beginning	(271,548)	(651,737)
Addition	-	(375)
Reversal	-	380,564
Balance at end	(271,548)	(271,548)
	11,375,386	10,565,975
Refundable deposits	588,228	1,321,476
Prepayments	28,591	465,671
	11,992,205	12,353,122
Total other receivable, deposits and prepayments	25,318,543	33,969,643
COMPANY		
Current:		
Refundable deposits	2,000	2,000

Included in the other receivable of the Group is an amount of **RM25,000,000** (2024: RM35,000,000) in relation to the buyout price for the termination of waste management services as disclosed in the Note 29 to the financial statements

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

13. CONTRACT ASSETS

	Note	GROUP	
		2025 RM	2024 RM
Contract assets			
- Construction contracts	13.1	30,000	3,837,380
- Property development	13.2	30,383,740	12,880,692
		<u>30,413,740</u>	<u>16,718,072</u>
Contract liabilities			
- Property development	13.3	6,800,000	-
- Others		1,545,000	-
		<u>8,345,000</u>	<u>-</u>

13.1 Contract assets from construction contracts

The Group issues progress billings to customers when the billing milestones are attained. The Group recognises revenue when the performance obligation is satisfied.

The Group's contract assets relating to construction contracts as at the end of the reporting period can be summarised as follows:

	GROUP	
	2025 RM	2024 RM
Balance at beginning	3,837,380	3,531,959
Revenue recognised during the financial year	35,089,690	43,645,037
Progress billing during the financial year	<u>(38,897,070)</u>	<u>(43,339,616)</u>
Balance at end	<u>30,000</u>	<u>3,837,380</u>

The unsatisfied performance obligations at the end of the reporting period are expected to be recognised in the following period:

	GROUP	
	2025 RM	2024 RM
Within one year	<u>-</u>	<u>38,000,000</u>

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

13. CONTRACT ASSETS (CONT'D)

13.2 Contract assets from property development

The Group issues progress billings to purchasers when the billing milestones are attained. The Group recognises revenue when the performance obligation is satisfied.

The Group's contract assets relating to property development as at the end of the reporting period can be summarised as follows:

	GROUP	
	2025 RM	2024 RM
Balance at beginning	12,880,692	4,414,310
Revenue recognised during the financial year	53,690,406	22,412,965
Progress billing during the financial year	(36,797,670)	(13,946,583)
Liquidated ascertain damages claim	610,312	-
	<hr/>	<hr/>
Balance at end	30,383,740	12,880,692

The unsatisfied performance obligations at the end of the reporting period are expected to be recognised in the following periods:

	GROUP	
	2025 RM	2024 RM
Within one year	36,057,938	30,034,323
Between one and two years	2,646,819	20,022,882
	<hr/>	<hr/>
	38,704,757	50,057,205

13.3 Contract liabilities from property development

The Company issues progress billings to customers when the billing milestones are attained. The Company recognises revenue when the performance obligation is satisfied.

The Company's contract liabilities relating to property development as at the end of the reporting period can be summarised as follows:

	GROUP	
	2025 RM	2024 RM
Balance at beginning	-	-
Progress billing during the financial year	1,545,000	-
Increase on receiving deposits	6,800,000	-
	<hr/>	<hr/>
Balance at end	8,345,000	-

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

13. CONTRACT ASSETS (CONT'D)

13.3 Contract liabilities from property development (cont'd)

The unsatisfied performance obligations at the end of the reporting period are expected to be recognised in the following periods:

	GROUP	
	2025 RM	2024 RM
Within one year	46,500,000	-

14. CONTRACT COSTS

	GROUP	
	2025 RM	2024 RM
Costs to fulfil contracts with customers	2,409,605	2,504,028
Costs to obtain contracts with customers	1,571,093	4,004,576
Balance at end	3,980,698	6,508,604

During the financial year, the amount of contract cost recognised in profit or loss is **RM30,772,882** (2024: RM14,199,711).

15. FIXED DEPOSITS WITH LICENSED BANKS

GROUP

Fixed deposits with licensed banks amounting to **RM1,220,114** (2024: RM3,422,287) are pledged as securities for banking facilities granted to certain subsidiaries as disclosed in Note 19 to the financial statements.

The effective interest rates per annum and maturities of the fixed deposits with licensed banks as at the end of the reporting period range from **1.75% to 3.40%** (2024: 2.35% to 3.05%) per annum and from **1 month to 12 months** (2024: 1 month to 12 months) respectively.

16. CASH AND BANK BALANCES

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Housing Development Account	283,588	77,017	-	-
Cash and bank balances	3,348,742	7,686,950	9,870	3,777
	3,632,330	7,763,967	9,870	3,777

The Housing Development Account (HDA) is maintained in accordance with Section 7(A) of the Housing Development (Control and Licensing) Act, 1966 in Malaysia, as amended by the Housing Developers (HDA) (Amendment) Regulation, 2002 in Malaysia, which can only be used for property development activities.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

17. NON-CURRENT ASSETS HELD FOR SALE

	GROUP	
	2025	2024
	RM	RM
<u>Freehold land, leasehold land and buildings</u>		
Reclassified from investment properties (Note 6)	1,250,426	-

During the financial year, wholly-owned subsidiary of the Company, PLB-KH Bina Sdn. Bhd., has entered into Settlement Agreements with certain payables to set-off the outstanding balances amounting to RM1,910,000 with 7 properties. As at the date of this report, the transactions yet to be completed.

18. SHARE CAPITAL

	Number of ordinary shares		Amount	
	2025	2024	2025	2024
			RM	RM
Issued and fully paid with no par value	112,395,018	112,395,018	112,395,018	112,395,018

19. BORROWINGS

	GROUP	
	2025	2024
	RM	RM
Non-current liabilities		
<u>Hire purchase loans</u>		
Minimum payments:		
Within one year	236,170	199,320
More than one year and less than two years	219,541	193,331
More than two years and less than five years	457,468	323,869
More than five years	32,548	224,847
	945,727	941,367
Future finance charges	(86,211)	(100,450)
	859,516	840,917
Amount due within one year included under current liabilities	(202,614)	(164,790)
	656,902	676,127
<u>Term loans</u>		
Total amount repayable	46,008,069	136,457,708
Amount due within one year included under current liabilities	(24,056,822)	(31,477,701)
	21,951,247	104,980,007
Total non-current liabilities	22,608,149	105,656,134

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

19. BORROWINGS (CONT'D)

	GROUP	
	2025 RM	2024 RM
Current liabilities		
Bank overdrafts	7,360,090	10,552,142
Bankers' acceptance	1,496,000	2,005,000
Hire purchase loans	202,614	164,790
Invoice financing	55,744	738,000
Term loans	24,056,822	31,477,701
Revolving credit	5,000,000	7,640,300
	38,171,270	52,577,933
Total borrowings	60,779,419	158,234,067

A summary of the effective interest rates and the maturities of the borrowings at the reporting date are as follows:

	Effective interest rate per annum (%)	Total RM	Within one year RM	More than one year and less than two years RM	More than two years and less than five years RM	More than five years RM
GROUP						
2025						
Bank overdrafts	7.45 to 8.14	7,360,090	7,360,090	-	-	-
Bankers' acceptance	4.73 to 4.95	1,496,000	1,496,000	-	-	-
Invoice financing	6.76 to 6.97	55,744	55,744	-	-	-
Hire purchase loans	3.51 to 4.98	859,516	202,614	195,376	430,887	30,639
Term loans	5.93 to 36.76	46,008,069	24,056,822	15,203,600	4,295,848	2,451,799
Revolving credit	3.36	5,000,000	5,000,000	-	-	-
2024						
Bank overdrafts	7.70 to 8.45	10,552,142	10,552,142	-	-	-
Bankers' acceptance	5.00 to 5.77	2,005,000	2,005,000	-	-	-
Invoice financing	6.74 to 6.91	738,000	738,000	-	-	-
Hire purchase loans	2.70 to 4.03	840,917	164,790	166,981	290,952	218,194
Term loans	2.62 to 19.12	136,457,708	31,477,701	31,988,668	23,369,517	49,621,822
Revolving credit	2.27 to 12.00	7,640,300	7,640,300	-	-	-

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

19. BORROWINGS (CONT'D)

The hire purchase loans are secured over the leased assets as disclosed in Note 4 to the financial statements.

The borrowings (except for hire purchase loans) are secured by way of:

- (i) Legal charges over certain properties and inventories properties of the subsidiaries;
- (ii) Debenture incorporating a fixed and floating charge over all present and future assets of a subsidiary;
- (iii) Pledge of fixed deposits of certain subsidiaries;
- (iv) Facility agreement;
- (v) Assignment of contract payment;
- (vi) Power of attorney in the event of default;
- (vii) Corporate guarantee of the Company and certain subsidiaries; and
- (viii) Joint and several guarantee by certain directors of the Company.

20. TRADE AND OTHER PAYABLES

	2025	2024
Note	RM	RM
GROUP		
Non-current liability		
Accruals	23,224,020	23,273,000
Current liabilities		
Trade payables	20.1	
- interest bearing at 1.5% per annum	738,884	1,060,482
- interest bearing at 12% per annum	-	514,315
- non-interest bearing	33,085,059	22,238,598
	33,823,943	23,813,395
Retention sum payables	11,785,228	13,259,949
Other payables and accruals	20.2	83,180,152
	109,803,775	120,253,496
COMPANY		
Current liabilities		
Other payables and accruals	20.2	10,494,978
Amount due to subsidiaries	20.3	
- interest bearing at 6.45% (2024: 6.70%) per annum	61,364,094	41,254,802
	70,712,039	51,749,780

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

20. TRADE AND OTHER PAYABLES (CONT'D)

20.1 Trade payables

Included herein is an amount of **RM5,066,182** (2024: RM2,681,770) due to KH-Base Engineering Sdn. Bhd., a company in which persons connected to certain directors of the Company have substantial financial interests.

The trade payables are normally settled within **14 to 90 days** (2024: 14 to 90 days) credit terms.

20.2 Other payables and accruals

	2025 RM	2024 RM
GROUP		
Non-current:		
Accruals	<u>23,224,020</u>	<u>23,273,000</u>
Current:		
Other payables	<u>36,548,702</u>	49,298,148
Accruals	<u>19,562,297</u>	22,134,343
Purchaser deposits	<u>8,083,605</u>	11,747,661
	<u>64,194,604</u>	<u>83,180,152</u>
Total other payables and accruals	<u>87,418,624</u>	<u>106,453,152</u>
COMPANY		
Current:		
Other payables	<u>7,813,023</u>	9,474,989
Accruals	<u>1,534,922</u>	1,019,989
Total other payables and accruals	<u>9,347,945</u>	<u>10,494,978</u>

GROUP

Included in other payables are the following:

- (a) An amount of **RM14,910,500** (2024: RM19,420,000) due to the holding company of the Company.
- (b) An amount of **RM7,231,860** (2024: RM13,774,000) due to directors of the Company.

The amounts due are non-trade related, unsecured, non-interest bearing and are repayable on demand.

20.3 Amount due to subsidiaries

COMPANY

The amount due to subsidiaries is non-trade related, unsecured and is repayable on demand.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

21. REVENUE

21.1 Disaggregated revenue information

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Types of goods or service				
Continuing operations:				
Property development revenue	39,579,107	22,412,965	-	-
Construction contract revenue	35,089,690	43,645,037	-	-
Sales of completed development units	2,079,000	970,000	-	-
Sales of development land	3,154,428	46,847,596	-	-
Trading sales	9,134,378	6,412,960	-	-
Manufacturing income	-	2,151	-	-
Gross rental income	334,066	552,951	-	-
Management fee income	-	-	3,520,245	3,356,697
Total revenue from contracts with customers from continuing operations	89,370,669	120,843,660	3,520,245	3,356,697
Discontinued operation:				
Solar energy income (Note 29)	12,821,469	13,586,244	-	-
Geographical markets				
Malaysia, representing total revenue from contracts with customers	102,192,138	134,429,904	3,520,245	3,356,697
Timing of revenue recognition				
At a point in time	14,367,806	54,232,707	-	-
Over time	87,824,332	80,197,197	3,520,245	3,356,697
Total revenue from contracts with customers	102,192,138	134,429,904	3,520,245	3,356,697

21.2 Contract balances

	GROUP	
	2025 RM	2024 RM
Trade receivables (Note 12)	9,068,821	10,874,783
Contract assets (Note 13)	30,413,740	16,718,072
Contract liabilities (Note 13)	(8,345,000)	-

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

21. REVENUE (CONT'D)

21.3 Performance obligations

The performance obligations of the Group and of the Company for each type of goods or service have been disclosed in the material accounting policy information below.

Material accounting policy information

(i) Sales of properties

For sale of development units under development, the performance obligation is satisfied over time as the Group's performance does not create an asset with an alternative use and the Group has an enforceable right to payment for performance completed to date.

For sale of completed properties the performance obligation is satisfied upon delivery of the properties.

(ii) Construction contract

For revenue from construction contract, the performance obligation is satisfied over time as the Group's performance creates and enhances asset that is controlled by the customers as the asset is created or enhanced.

(iii) Sale of electricity generated from solar plant

Revenue from sale of electricity is recognised as and when the electricity is generated to the off-taker, based on the invoiced value of sale of electricity computed at a pre-determined rate.

(iv) Manufacturing and trading of bricks

Revenue from manufacturing and trading of bricks is recognised at a point in time when control of the goods is transferred to the customer, generally on delivery of the goods.

(v) Rental income

Rental income is accounted for on a straight-line basis over the lease terms.

(vi) Management fee income

Management fee is recognised when services are rendered.

22. DIRECT COSTS

	GROUP	
	2025 RM	2024 RM
Continuing operations:		
Property development costs	23,012,839	14,352,546
Construction contract costs	38,000,000	36,680,933
Cost of completed development units	2,425,335	3,725,427
Cost of land held for development	2,244,609	24,379,878
Trading costs	8,843,620	6,156,600
Cost of goods manufactured	-	235
Rental expenses	148,380	368,630
Total direct cost from continuing operations	74,674,783	85,664,249
Discontinued operation:		
Solar energy costs	6,983,942	8,023,600

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

23. OTHER INCOME

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Continuing operations:				
Administrative charges	-	-	10,575	11,007
Miscellaneous income	79,375	68,078	2,300	6,718
Waiver of debts	-	300,000	-	1,473,549
Wages subsidy	9,000	4,009	9,000	996
Forfeited booking fee	134,000	34,000	-	-
Scrap sales	104,643	492,468	-	-
Unwinding discount on intercompany balances	-	-	153	509,295
Unwinding discount on retention sum	54,002	79,384	-	-
Rental income	87,600	87,600	-	-
Reversal of inventory properties written down	-	6,521	-	-
Gain on disposal of property, plant and equipment	65,998	-	-	-
Gain on disposal of investment properties	4,000	4,023,598	-	-
	538,618	5,095,658	22,028	2,001,565
Discontinued operation:				
Waiver of debts	648,477	-	-	-
Miscellaneous income	337,587	539,630	-	-
Gain on disposal of investment in subsidiary	11,995,310	-	-	-
Scrap sales	-	2,500	-	-
	12,981,374	542,130	-	-

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

24. FINANCE COSTS

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Continuing operations:				
- bank overdrafts	673,245	2,281,766	-	-
- bankers' acceptance	112,819	1,271,281	-	5,772
- term loans	5,743,745	7,141,947	-	-
- revolving credit	404,647	2,430,842	-	-
- hire purchase loans	35,750	27,193	-	-
- intercompanies	-	-	1,549,310	1,280,701
- others	601,541	1,049,443	-	-
Total interest expenses from continuing operations	7,571,747	14,202,472	1,549,310	1,286,473
Discontinued operations:				
- bankers' acceptance	-	8	-	-
- accretion of interest on lease liabilities	264,134	258,950	-	-
- term loans	3,970,163	4,536,318	-	-
- hire purchase loans	689	1,301	-	-
- unwinding of discount on other receivables	166,799	3,908,081	-	-
Total interest expenses from discontinued operations	4,401,785	8,704,658	-	-

25. FINANCE INCOME

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Continuing operations:				
- interest from banks	213,606	99,548	-	-
- fixed deposits with licensed banks	2,672	317,661	-	-
- intercompanies	-	-	253,729	-
	216,278	417,209	253,729	-
Discontinued operations:				
- interest from banks	84,127	122,164	-	-
- fixed deposits with licensed banks	-	3	-	-
	84,127	122,167	-	-

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

26. (LOSS)/PROFIT BEFORE TAX

This is arrived at:

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Continuing operations:				
After charging:				
Allowance for expected credit losses				
- Addition	737	2,589	15,550,300	14,599,993
- Reversal	-	(5,656)	-	-
Auditors' remuneration				
- Statutory audit				
- Grant Thornton Malaysia PLT	237,000	220,500	58,000	53,000
- Assurance related and non-audit services				
- Grant Thornton Malaysia PLT	10,000	9,500	5,000	5,000
- Affiliate of Grant Thornton Malaysia PLT	54,450	50,100	5,000	5,000
Depreciation				
- property, plant and equipment	519,811	627,475	9,027	9,581
- investment properties	125,681	297,333	-	-
Directors' remuneration for non-executive directors				
- emoluments	12,000	12,000	12,000	12,000
- fees	156,250	150,000	156,250	150,000
Impairment loss on investment in subsidiaries	-	-	10	-
Impairment loss on property, plant and equipment	1,440,000	-	-	-
Inventories property written down	418,167	4,056	-	-
Impairment loss on other asset	261,500	2,435,786	261,500	2,435,786
Fair value loss of on quoted investments	599	718	-	-
Loss on disposal of a joint venture	-	284,393	-	-
Property, plant and equipment written off	4,843	1,130	-	-
Staff costs ⁽ⁱ⁾	8,175,847	8,877,585	2,309,127	2,183,683

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

26. (LOSS)/PROFIT BEFORE TAX (CONT'D)

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Discontinued operations:				
After charging:				
Allowance for expected credit losses	-	375	-	-
Auditors' remuneration				
- Statutory audit				
- Grant Thornton Malaysia PLT	24,000	26,000	-	-
- Non-audit services				
- Affiliate of Grant Thornton Malaysia PLT	7,000	6,500	-	-
Depreciation				
- property, plant and equipment	4,876,538	4,875,646	-	-
- right-of-use asset	395,369	373,613	-	-
Impairment loss on non-current assets held for sale	-	12,810,821	-	-
Loss on unwinding of discount on retention sum	-	14,636	-	-
Staff cost ⁽ⁱ⁾	1,455,177	1,603,434	-	-

⁽ⁱ⁾ **Staff costs**

Continuing operations:				
- Salaries, wages, allowance and bonus	8,879,387	8,742,756	2,010,456	1,932,810
- Contributions to defined contribution plans ("EPF")	782,051	1,012,876	166,681	161,673
- Employment insurance scheme ("EIS")	8,375	10,557	2,263	2,038
- Social security contributions ("SOCSO")	85,590	100,178	22,724	20,178
- Other staff related expenses	242,666	183,446	107,003	66,984
	9,998,069	10,049,813	2,309,127	2,183,683
Less: Capitalised in construction contract costs	(1,822,222)	(1,172,228)	-	-
Total staff costs from continuing operations	8,175,847	8,877,585	2,309,127	2,183,683

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

26. (LOSS)/PROFIT BEFORE TAX (CONT'D)

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Discontinued operations:				
- Salaries, wages, allowance and bonus	1,344,985	1,489,922	-	-
- EPF	86,784	94,486	-	-
- EIS	852	7,771	-	-
- SOCSO	10,332	3,295	-	-
- Other staff related expenses	12,224	7,960	-	-
Total staff costs from discontinued operations	1,455,177	1,603,434	-	-
Total staff costs	9,631,024	10,481,019	2,309,127	2,183,683

Directors' remuneration

The aggregate amount of remuneration received and receivable by directors of the Company and its subsidiaries are as shown below:

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Executive directors of the Company:				
- Salaries, allowances and bonus	2,442,426	2,419,791	185,293	183,371
- EPF	75,360	75,355	3,758	3,756
- SOCSO and EIS	8,908	8,260	537	453
	2,526,694	2,503,406	189,588	187,580
Benefits-in-kind	67,620	67,500	9,960	9,510
	2,594,314	2,570,906	199,548	197,090
Executive directors of subsidiaries:				
- Salaries, allowances and bonus	1,159,793	1,162,000	-	-
- EPF	81,700	89,730	-	-
- SOCSO and EIS	4,014	2,679	-	-
	1,245,507	1,254,409	-	-
Benefits-in-kind	34,587	37,467	-	-
	1,280,094	1,291,876	-	-
Total executive directors' remuneration	3,874,408	3,862,782	199,548	197,090

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

26. (LOSS)/PROFIT BEFORE TAX (CONT'D)

The directors' remuneration can be further analysed as:

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Present directors	3,669,935	3,862,782	199,548	197,090
Former director	204,473	-	-	-
	<u>3,874,408</u>	<u>3,862,782</u>	<u>199,548</u>	<u>197,090</u>

27. TAXATION

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Continuing operation:				
Malaysian income tax:				
Based on results for the financial year				
- Current tax	(921,949)	(4,257,081)	(161,490)	(432,000)
- Deferred tax relating to the origination and reversal of temporary differences	1,919,570	(924,153)	-	-
- Real property gain tax	(87,369)	(944,924)	-	-
- Capital gains tax	-	(3,000)	-	-
	910,252	(6,129,158)	(161,490)	(432,000)
Under provision in prior year				
- Current tax	508,205	(1,205,149)	(12,863)	(181,391)
- Deferred tax	-	2,492,862	-	-
	508,205	1,287,713	(12,863)	(181,391)
Total income tax expenses from continuing operations	<u>1,418,457</u>	<u>(4,841,445)</u>	<u>(174,353)</u>	<u>(613,391)</u>
Discontinued operation:				
Based on results for the financial year				
- Current tax	(20,191)	(112,132)	-	-
- Deferred tax	-	(133,000)	-	-
Capital gains tax	(532,616)	-	-	-
Over/(Under) provision of tax in prior year	82,608	(9,318)	-	-
	(470,199)	(254,450)	-	-
Total income tax expense	<u>948,258</u>	<u>(5,095,895)</u>	<u>(174,353)</u>	<u>(613,391)</u>

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

27. TAXATION (CONT'D)

The reconciliation of tax expense of the Group and of the Company is as follows:

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
(Loss)/Profit before tax, continuing operations	(3,337,866)	9,745,319	(17,335,192)	(16,501,847)
Profit/(Loss) before tax, discontinued operation	11,498,244	(17,435,165)	-	-
Profit/(Loss) before tax	8,160,378	(7,689,846)	(17,335,192)	(16,501,847)
Add/(Less):				
- Share of results of a joint venture	-	68,007	-	-
	8,160,378	(7,621,839)	(17,335,192)	(16,501,847)
Statutory tax rate of 24%	(1,958,491)	1,829,241	4,160,446	3,960,443
Income not subject to tax	170,755	51,108	-	-
Expenses not deductible for tax purposes	551,239	(6,352,693)	(4,321,936)	(4,392,443)
Capital gains tax	(532,616)	(3,000)	-	-
Real property gains tax on disposal of investment properties	(87,369)	(944,924)	-	-
Net deferred tax movement not recognised	-	(1,108,336)	-	-
Utilisation of deferred tax assets previously not recognised	2,228,792	-	-	-
Annual crystallisation of deferred tax on revaluation surplus	(14,865)	154,314	-	-
	357,445	(6,374,290)	(161,490)	(432,000)
Over/(Under) provision in prior year	590,813	1,278,395	(12,863)	(181,391)
	948,258	(5,095,895)	(174,353)	(613,391)

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

28. PROFIT/(LOSS) PER SHARE (SEN)

GROUP

(a) Basic (loss)/profit per share

The basic loss per share of the Group is calculated by dividing the (loss)/profit for the financial year attributable to owners of the Company by the weighted average number of ordinary shares in issue during the financial year as below:

	GROUP	
	2025	2024
(Loss)/Profit attributable to owners of the Company (RM):		
- continuing operations	(1,166,920)	4,825,267
- discontinued operations	6,444,348	(15,578,288)
	5,277,428	(10,753,021)
Weighted average number of ordinary shares in issue	112,395,018	112,395,018
Basic (loss)/earnings per share (sen):		
- continuing operations	(1.04)	4.29
- discontinued operations	5.73	(13.86)
	4.69	(9.57)

(b) Diluted profit/(loss) per share

There is no diluted profit/(loss) per share as the Company does not have any convertible financial instruments as at end of the reporting period.

29. DISCONTINUED OPERATION AND NON-CURRENT ASSETS HELD FOR SALE

PLBT

In the prior financial year, the waste management service provided by a subsidiary, PLBT, was discontinued following the handover of the management of Pulau Burung landfill operations located at Nibong Tebal, Penang to the Majlis Bandaraya Pulau Pinang ("MBPP") and Majlis Bandaraya Seberang Prai ("MBSP").

As part of the termination clause of the concession agreement entered into by PLBT with MBPP and MBSP, MBPP and MBSP will be required to acquire the facilities and compensate for the land cells and structural works which PLBT have invested as part of its responsibility to fulfil its obligation as operator of the Pulau Burung Landfill. All parties involved have agreed to appoint an independent professional valuer to value the assets.

On 9 October 2024, all parties have reached mutual consensus on the buyout price set out at RM35,000,000. The payment of the buyout price will be divided into five instalments, with the first payment scheduled in June 2025 and final payment in November 2027. The settlement agreement was signed by both parties on 19 December 2024.

The results are presented separately on the consolidated statement of comprehensive income as "Profit/(Loss) from discontinued operation, net of tax" for both financial years.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

29. DISCONTINUED OPERATION AND NON-CURRENT ASSETS HELD FOR SALE (CONT'D)

PLBGS

On 15 October 2024, PLBT, a subsidiary of the Company, entered into a Share Sale Agreement with Koperasi Sahabat Amanah Ikhtiar Malaysia (Koop Sahabat) Berhad to dispose of 600,000 ordinary shares ("Sale Shares"), representing 60% of equity interest in PLB Green Solar Sdn. Bhd., for a total cash consideration RM19,800,000 ("Purchase Price").

In addition to the Purchase Price, Koop Sahabat has agreed to pay an additional RM4,500,000 for the deposits paid and monies belonging to the PLBGS, computed based on PLBT's equity interest in PLBGS.

The results are presented separately on the consolidated statement of comprehensive income as "Profit/(Loss) from discontinued operation, net of tax" for both financial years.

The discontinued operation had the following effects on the financial performance of the Group:

	2025	2024
	RM	RM
Revenue	12,821,469	13,586,244
Direct cost	(6,983,942)	(8,023,600)
Gross profit	5,837,527	5,562,644
Reversal of allowance for expected credit losses on receivables	-	(375)
Other income	12,981,374	542,130
General and administrative expenses	(3,002,999)	(737,922)
Other operating expense	-	(14,219,150)
Profit/(Loss) from operations	15,815,902	(8,852,673)
Finance income	84,127	122,167
Finance costs	(4,401,785)	(8,704,658)
Profit/(Loss) before tax	11,498,244	(17,435,164)
Taxation	(470,199)	(254,450)
Profit/(Loss) net of tax	11,028,045	(17,689,614)

The cash flows attributed to the waste management and solar energy divisions are as follows:

	2025	2024
	RM	RM
Net cash flows (used in)/generated from:		
Operating activities	4,311,944	(5,507,631)
Investing activities	16,932,156	47,637
Financing activities	(25,176,973)	5,074,047

Impairment of assets

The management has carried out a review of the recoverable amount of the assets of the waste management division. An impairment loss of **RM1,440,000** (2024: RM12,810,821) was recognised as "administrative expenses" in the profit or loss during the financial year end to reduce the carrying amount of the assets to its value-in-use as "administrative expenses" in the profit or loss. This was recognised as part of discontinued operation in the statements of comprehensive income.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

30. SEGMENTAL INFORMATION

The primary segment reporting format is determined to be the business segments as the Group's risks and rates of return are affected predominantly by differences in the products and services produced. Secondary information is reported geographically. The operating businesses are organised and managed separately according to the nature of the products and services provided, with each segment representing a strategic business unit that offers different products and serves different markets.

Business Segments

The Group comprises the following main business segments:

- | | |
|--------------------------|---|
| (1) Construction | Construction of industrial, residential and commercial building, renovation works, trading and manufacturing of construction materials. |
| (2) Property development | Housing and property development. |
| (3) Waste management | Provision of waste management services, green waste management activity and wood shredding activity. The waste management segment was discontinued in prior financial year. |
| (4) Solar energy | Generation of electricity from solar plant. The solar energy segment was discontinued during the financial year. |
| (5) Investment | Investment holding and property letting. |

Finance costs, finance income, other income, share of results of a joint venture, tax expenses, tax recoverable, provision for taxation, deferred taxes, fixed deposit with licensed bank and cash and bank balances not allocated to those segments as they are also managed on a group basis.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

30. SEGMENTAL INFORMATION (CONT'D)

	Continuing operations			Discontinued operations			Total	Elimination	Note	Total
	Construction	Property development	Investment	Waste management	Solar energy	discontinued operations				
	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM
2025										
Revenue from										
External customers	44,224,068	44,812,535	334,066	-	12,821,469	12,821,469	-	-	-	102,192,138
Inter-segment	35,391,807	-	4,215,589	-	-	-	(39,607,396)	A	-	-
Total revenue	79,615,875	44,812,535	4,549,655	-	12,821,469	12,821,469	(39,607,396)			102,192,138
Result										
Segment results	(33,628,854)	31,388,689	(19,444,942)	(7,058,166)	2,959,818	(4,098,348)	32,096,968			6,313,513
Unallocated income						538,618	12,981,374			13,519,992
Profit from operations										19,833,505
Finance income						216,278	84,127			300,405
Interest expense						(7,571,747)	(4,401,785)			(11,973,532)
Profit before tax										8,160,378
Taxation							(470,199)			948,258
Profit for the financial year										9,108,636

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

30. SEGMENTAL INFORMATION (CONT'D)

	Continuing operations			Discontinued operations			Total
	Property development	Investment	Total continuing operations	Waste management	Solar energy	Total discontinued operations	
	RM	RM	RM	RM	RM	RM	Note
Assets							
Segment assets	34,330,317	5,404,370	247,103,745	23,821,429	-	23,821,429	270,925,174
Unallocated assets:							
Tax recoverable	115,591	-	172,037	-	-	-	172,037
Fixed deposits with licensed banks	4,244,198	-	5,565,462	-	-	-	5,565,462
Cash and bank balances	3,197,059	13,093	3,630,979	1,350	-	1,350	3,632,329
Deferred tax assets	24,000	-	5,349,518	-	-	-	5,349,518
Total assets	41,911,165	5,417,463	261,821,741	23,822,779	-	23,822,779	285,644,520
Liabilities							
Segment liabilities	48,717,133	9,487,961	137,005,537	4,367,257	-	4,367,257	141,372,794
Unallocated liabilities:							
Borrowings	14,448,249	-	60,771,295	8,124	-	8,124	60,779,419
Provision for taxation	319,003	526,470	4,978,333	-	-	-	4,978,333
Deferred tax liabilities	368,896	-	1,027,627	-	-	-	1,027,627
Total liabilities	63,853,281	10,014,431	203,782,792	4,375,381	-	4,375,381	208,158,173
Other information							
Capital expenditure	612,934	1,854	699,492	-	6,549	6,549	706,041
Depreciation	477,055	9,276	662,214	-	5,271,907	5,271,907	5,934,121
Non-cash (expenses)/income other than depreciation	(111,272)	1,701,500	1,172,061	(11,995,310)	(648,477)	(12,643,787)	(11,471,726)

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

30. SEGMENTAL INFORMATION (CONT'D)

	Continuing operations			Discontinued operations			Total	Elimination	Note	Total
	Construction	Property development	Investment	Waste management	Solar energy	discontinued operations				
	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM
2024										
Revenue from										
External customers	50,060,148	70,230,561	552,951	-	13,586,244	13,586,244	-	-	-	134,429,904
Inter-segment	21,522,500	-	13,672,326	-	-	-	(35,194,826)	A	-	-
Total revenue	71,582,648	70,230,561	14,225,277	-	13,586,244	13,586,244	(35,194,826)			134,429,904
Result										
Segment results	(19,233,820)	21,291,554	(20,437,541)	(14,173,137)	4,778,333	(9,394,804)	36,746,725			8,972,114
Unallocated income			5,095,658	197,807	344,323	542,130				5,637,788
Loss from operations										14,609,902
Finance income			417,209			122,167				539,376
Interest expense			(14,202,472)			(8,704,658)				(22,907,130)
Share of results of a joint venture			68,007							68,007
Loss before tax			(4,841,445)			(254,450)				(7,689,845)
Taxation										(5,095,895)
Loss for the financial year										(12,785,740)

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

30. SEGMENTAL INFORMATION (CONT'D)

	Continuing operations			Discontinued operations				Total RM
	Construction RM	Property development RM	Investment RM	Total continuing operations RM	Waste management RM	Solar energy RM	Total discontinued operations RM	
Assets								
Segment assets	26,822,383	219,281,002	6,515,458	252,618,843	31,104,415	82,199,897	113,304,312	365,923,155
Unallocated assets:								
Tax recoverable	118,807	58,104	-	176,911	-	-	-	176,911
Fixed deposits with licensed banks	286,826	1,193,574	-	1,480,400	-	3,135,461	3,135,461	4,615,861
Cash and bank balances	927,450	2,893,972	8,321	3,829,743	472,746	3,461,478	3,934,224	7,763,967
Deferred tax assets	24,000	2,368,524	-	2,392,524	-	-	-	2,392,524
Total assets	28,179,466	225,795,176	6,523,779	260,498,421	31,577,161	88,796,836	120,373,997	380,872,418
Liabilities								
Segment liabilities	47,512,652	72,960,163	10,606,403	131,079,218	11,653,593	7,338,671	18,992,264	150,071,482
Unallocated liabilities:								
Borrowings	20,483,444	48,710,700	-	69,194,144	8,481,316	80,558,607	89,039,923	158,234,067
Provision for taxation	1,166,417	5,012,711	433,334	6,612,462	1,059	40,685	41,744	6,654,206
Deferred tax liabilities	392,047	(401,845)	-	(9,798)	-	1,451,000	1,451,000	1,441,202
Total liabilities	69,554,560	126,281,729	11,039,737	206,876,026	20,135,968	89,388,963	109,524,931	316,400,957
Other information								
Capital expenditure	1,719,465	47,381	6,995	1,773,841	26,200	1,392,408	1,418,608	3,192,449
Depreciation	512,160	242,169	170,479	924,808	-	5,249,259	5,249,259	6,174,067
Non-cash (expenses)/income other than depreciation	(3,141,849)	(1,048,806)	2,435,786	(1,754,869)	12,825,832	-	12,825,832	11,070,963

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

30. SEGMENTAL INFORMATION (CONT'D)

Notes to segment information:

- A Inter-segment revenues are eliminated on consolidation.
- B Additions to non-current assets consists of additions of property, plant and equipment.
- C Other material non-cash expenses/(income) consist of the following items:

	2025	2024
	RM	RM
Allowance for expected credit losses		
- Addition	737	2,589
- Reversal	-	(5,656)
Fair value loss on quoted investments	599	718
Gain on disposal of property, plant and equipment	(59,449)	-
Reversal of inventory properties written down	(418,167)	(2,465)
Impairment loss of other asset	261,500	2,435,786
Impairment loss of property, plant and equipment	1,440,000	-
Impairment loss of non-current assets held for sales	-	12,810,821
Loss on disposal of investment in a joint venture	-	284,393
Gain on disposal of investment properties	(4,000)	(4,023,598)
Gain on disposal of investment in subsidiary	(11,995,310)	-
Net unwinding of discount on retention sum	(54,002)	(64,748)
Property, plant and equipment written off	4,843	1,130
Waiver of debt	(648,477)	(300,000)
Share of results of a joint venture	-	(68,007)
	<u>(11,471,726)</u>	<u>11,070,963</u>

31. CAPITAL COMMITMENTS

	GROUP	
	2025	2024
	RM	RM
JDA (Note 37(i))		
- Authorised and contracted for	<u>16,170,890</u>	<u>15,998,090</u>

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

32. RELATED PARTY DISCLOSURES

(i) Identity of related parties

The Company has related party relationship with its subsidiaries and joint venture whilst the Group has related party relationship with its key management personnel, its holding company and the following companies:

Related party	Relationship
Hoon Teik Enterprise Sdn. Bhd.	: A company in which certain directors of the Company, have substantial financial interests.
KH-Base Engineering Sdn. Bhd.	: A company in which persons connected to certain directors of the Company, have substantial financial interests.
Global Jayamaju Sdn. Bhd.	: A company in which the major shareholder is a close member of certain directors of a subsidiary.

(ii) Related party transactions

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Transactions with subsidiaries:				
- Advances/payment on behalf (from)/to	-	-	(1,206,716)	(4,674,991)
- Administrative expenses received/receivable	-	-	680,293	620,075
- Interest charged by	-	-	(1,295,581)	(1,280,701)
- Management fee income received	-	-	3,520,245	3,356,697
- Rental expenses paid /payable	-	-	(253,200)	(240,000)
- Waiver of debts	-	-	-	(1,473,549)
Transactions with related parties:				
Sale of construction materials to				
- KH-Base Engineering Sdn. Bhd.	8,368,248	5,940,974	-	-
Purchases of construction materials from				
- Hoon Teik Enterprise Sdn. Bhd.	-	(50,410)	-	-
Progress billings from				
- KH-Base Engineering Sdn. Bhd.	(689,737)	(9,697,736)	-	-
Professional fee paid to				
- Global Jayamaju Sdn. Bhd.	(78,996)	(96,546)	-	-
Advances from ultimate holding company	-	(10,420,000)	-	-

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

32. RELATED PARTY DISCLOSURES (CONT'D)

(iii) Compensation of key management personnel

The Group and the Company have no other members of key management personnel apart from the Board of Directors which compensation has been shown in Note 26.

Key management personnel are those persons including directors having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company either directly or indirectly.

33. FINANCIAL INSTRUMENTS

33.1 Categories of financial instruments

The table below provides an analysis of financial instruments categorised as amortised cost ("AC") and financial assets at fair value through profit or loss ("FVTPL").

	Carrying amount RM	AC RM	FVTPL RM
GROUP			
2025			
Financial assets			
Other investments	1,478	-	1,478
Receivables and refundable deposits	34,358,773	34,358,773	-
Fixed deposits with licensed banks	5,565,462	5,565,462	-
Cash and bank balances	3,632,329	3,632,329	-
	43,558,042	43,556,564	1,478
Financial liabilities			
Borrowings	60,779,419	60,779,419	-
Payables and accruals	133,027,795	133,027,795	-
	193,807,214	193,807,214	-
2024			
Financial assets			
Other investments	2,077	-	2,077
Receivables and refundable deposits	44,378,755	44,378,755	-
Fixed deposits with licensed banks	4,615,861	4,615,861	-
Cash and bank balances	7,763,967	7,763,967	-
	56,760,660	56,758,583	2,077
Financial liabilities			
Borrowings	158,234,067	158,234,067	-
Payables and accruals	131,778,835	131,778,835	-
	290,012,902	290,012,902	-

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

33. FINANCIAL INSTRUMENTS (CONT'D)

33.1 Categories of financial instruments (cont'd)

COMPANY

	Carrying amount RM	AC RM	FVTPL RM
2025			
Financial assets			
Receivables and refundable deposits	4,405,184	4,405,184	-
Cash and bank balances	9,870	9,870	-
	4,415,054	4,415,054	-
Financial liability			
Payables and accruals	70,712,039	70,712,039	-
2024			
Financial assets			
Receivables and refundable deposits	3,695,854	3,695,854	-
Cash and bank balances	3,777	3,777	-
	3,699,631	3,699,631	-
Financial liability			
Payables and accruals	51,749,780	51,749,780	-

33.2 Financial risk management

The Group and the Company are exposed to a variety of financial risks arising from their operations. The key financial risks include credit risk, liquidity risk and interest rate risk. The Group and the Company operate within clearly defined guidelines that are approved by the Board and the Group's policy is not to engage in speculative transaction.

33.3 Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in financial loss to the Group and to the Company. The Group's exposure to credit risk arises principally from its trade receivables whilst the Company's exposure to credit risk arises principally from financial guarantees given and advances to its subsidiaries.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

33. FINANCIAL INSTRUMENTS (CONT'D)

33.3 Credit risk (cont'd)

33.3.1 Trade receivables

The Group generally extends to existing customers credit terms that range between **14 to 90 days** (2024: 14 to 90 days). In deciding whether credit shall be extended, the Group will take into consideration factors such as the relationship with the customer, its payment history and creditworthiness. The Group subjects new customers to credit verification procedures. In addition, debt monitoring procedures are performed on an on-going basis to early identify problematic receivables for action.

Credit risk in the property development activity is negligible as sales are normally to purchasers who have obtained financing from financial institutions. As such, the credit risk has been effectively transferred to the financial institutions as stipulated in the sale and purchase agreements. For those sales on a cash basis which only forms an insignificant portion of sales amount, credit risk is also negligible as titles will only be surrendered upon full payments. This is the normal industry practice.

The Group measures the allowance for expected credit losses of trade receivables at an amount equal to lifetime ECL using a simplified approach. The ECL on trade receivables are estimated based on past default experience and an analysis of the trade receivables' current financial position, adjusted for factors that are specific to the trade receivables such as liquidation and bankruptcy. Forward-looking information such as country risk assessment has been incorporated in determining the expected credit losses. The ECL calculated by the Group are not material under MFRS 9 and hence it is not provided for.

The ageing of trade receivables and retention sum receivables and expected loss allowance of the Group is as follows:

	Gross RM	Loss allowance RM	Net RM
2025			
Not past due	3,988,069	-	3,988,069
1 to 30 days past due	14,228	-	14,228
31 to 60 days past due	400	-	400
61 to 90 days past due	51,549	-	51,549
Past due more than 91 days	5,016,470	(1,895)	5,014,575
	5,082,647	(1,895)	5,080,752
Individually impaired	360,997	(360,997)	-
	9,431,713	(362,892)	9,068,821
2024			
Not past due	5,496,974	-	5,496,974
1 to 30 days past due	5,327,511	-	5,327,511
31 to 60 days past due	19,998	-	19,998
Past due more than 91 days	31,458	(1,158)	30,300
	5,378,967	(1,158)	5,377,809
Individually impaired	360,997	(360,997)	-
	11,236,938	(362,155)	10,874,783

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

33. FINANCIAL INSTRUMENTS (CONT'D)

33.3 Credit risk (cont'd)

33.3.1 Trade receivables (cont'd)

Receivables that are individually impaired

Trade receivables that are neither past due nor impaired are creditworthy customers with good payment record with the Group. None of the Group's trade receivables that are neither past due nor impaired has been renegotiated during the financial year.

The Group has trade receivables amounting to **RM5,080,752** (2024: RM5,377,809) that are past due but not impaired as these customers have no recent history of default and the management is of the view that these debts will be recovered in due course.

The Group does not have any significant concentration of credit risk in the form of outstanding balance due from specific customers as at the end of the financial year.

33.3.2 Intercompany balances

The Company provides advances to its subsidiaries and monitors the performance of the subsidiaries regularly.

The maximum exposure to credit risk is represented by its carrying amount in the Company's statement of financial position.

As at the end of the reporting period, there was indication that certain amount due from its subsidiary is not recoverable. Hence, an allowance for expected credit losses has been provided for as disclosed in Note 12 to the financial statements.

33.3.3 Financial guarantees

The Company issues unsecured financial guarantees to licensed banks for banking facilities granted to certain subsidiaries and unsecured performance guarantees to unrelated parties for performance of contracts by certain subsidiaries as follows:

	2025 RM	2024 RM
Corporate guarantees issued to financial institutions for banking facilities granted to certain subsidiaries		
- Limit	199,610,000	293,830,000
- Maximum exposure	65,494,407	164,386,548
Corporate guarantees issued to financial institutions for bank guarantee facilities granted to certain subsidiaries for contract bond in favour of third parties	-	6,309,377
Performance guarantees issued to third parties for performance of contracts for works by certain subsidiaries	5,577,505	2,300,000

The Company monitors on an ongoing basis the financial performance of the subsidiaries and repayments made by the subsidiaries. As at the end of the reporting period, there was no indication that the subsidiaries would default on repayment.

The fair value of financial guarantees has not been recognised since the fair value on initial recognition was not material.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

33. FINANCIAL INSTRUMENTS (CONT'D)

33.4 Liquidity risk

Liquidity risk is the risk that the Group and the Company will not be able to meet their financial obligations as and when they fall due. The Group and the Company actively manage their debt maturity profile, operating cash flows and availability of funding so as to ensure that all repayment and funding needs are met. The Group and the Company dependent on the financial support letters from its directors, ultimate holding company and related parties to meet its working capital requirements and activities mentioned in Note 2.2 to the financial statements.

The table below summarises the maturity profile of the Group's and the Company's financial liabilities as at the end of the reporting period based on the undiscounted contractual payments:

	Carrying amount RM	Contractual cash flows RM	Within 1 year RM	More than 1 year and less than 2 years RM	More than 2 years and less than 5 years RM	More than 5 years RM
GROUP						
2025						
Borrowings	60,779,419	188,182,046	61,650,562	38,263,555	28,949,327	59,318,602
Payables and accruals	133,027,794	134,577,878	109,803,774	23,710,021	866,255	197,827
Total undiscounted financial liabilities	193,807,213	322,759,924	171,454,336	61,973,576	29,815,582	59,516,429
2024						
Borrowings	158,234,067	194,069,263	64,531,568	37,728,839	32,415,866	59,392,990
Payables and accruals	131,778,835	134,515,225	109,870,259	23,586,430	861,740	196,796
Lease liability	6,544,986	8,999,921	489,888	489,888	1,577,439	6,442,706
Total undiscounted financial liabilities	296,557,888	337,584,409	174,891,715	61,805,157	34,855,045	66,032,492

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

33. FINANCIAL INSTRUMENTS (CONT'D)

33.4 Liquidity risk (cont'd)

	Carrying amount RM	Contractual cash flows RM	Within 1 year RM	More than 1 year and less than 2 years RM	More than 2 years and less than 5 years RM	More than 5 years RM
COMPANY						
2025						
Payables and accruals	70,712,039	70,712,039	70,712,039	-	-	-
* Financial guarantees	-	71,071,912	71,071,912	-	-	-
Total undiscounted financial liabilities	70,712,039	141,783,951	141,783,951	-	-	-
2024						
Payables and accruals	51,749,780	51,749,780	51,749,780	-	-	-
* Financial guarantees	-	172,995,925	172,995,925	-	-	-
Total undiscounted financial liabilities	51,749,780	224,745,705	224,745,705	-	-	-

* This has been included for illustration purpose only as the related financial guarantees have not crystallised as at the end of the reporting period.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

33. FINANCIAL INSTRUMENTS (CONT'D)

33.5 Interest rate risk

The Group's fixed rate instruments are exposed to a risk of change in their fair values due to changes in interest rates. The Group and the Company's floating rate instruments are exposed to a risk of change in cash flows due to changes in interest rates.

The interest rate profile of the Group and the Company's interest-bearing financial instruments based on the carrying amount as at the end of the reporting period is as follows:

	2025 RM	2024 RM
GROUP		
Fixed rate instruments		
Financial assets	5,565,462	4,615,861
Financial liabilities	<u>34,725,105</u>	<u>15,729,689</u>
Floating rate instrument		
Financial liabilities	<u>26,793,198</u>	<u>144,079,175</u>
COMPANY		
Floating rate instrument		
Financial liabilities	<u>61,364,094</u>	<u>41,254,802</u>

Sensitivity analysis for fixed rate instruments

The Group does not account for any fixed rate financial assets and financial liabilities at fair value through profit or loss, and the Group does not designate derivatives as hedging instruments under a fair value hedge accounting model. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

Sensitivity analysis for variable rate instruments

An increase of 25 basis point at the end of the reporting period would have increased loss before taxation and decreased equity of the Group and the Company as follows:

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Decreased in profit before tax	(66,983)	360,198	153,410	103,137
Decreased in equity	<u>(50,907)</u>	<u>273,750</u>	<u>116,592</u>	<u>78,384</u>

A corresponding decrease would have an equal but opposite effect. This analysis assumes that all other variables remain constant.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

34. FAIR VALUE MEASUREMENT

34.1 Fair value measurement of financial instruments

The carrying amounts of the Group's and the Company's financial assets (other than investments in quoted financial instruments) and financial liabilities as at the end of the reporting period approximate their fair values due to their short-term nature. The carrying amount of the non-current portion of hire purchases is reasonable approximation of fair values due to the insignificant impact of discounting.

The fair value of the non-current portion of trade receivable, trade payable, lease liabilities and borrowings is estimated by discounting expected cash flows at market incremental lending rate for similar types of lending or borrowing arrangements at the reporting date.

34.2 Fair value measurement of non-financial assets

The following table shows the levels within the hierarchy of non-financial assets for which fair value is disclosed as at the end of the reporting period:

	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
GROUP				
2025				
Investment properties	-	12,675,000	-	12,675,000
2024				
Investment properties	-	12,335,000	-	12,335,000

Level 2 fair value

Level 2 fair value is estimated using directly or indirectly observable for the investment properties.

The fair value for investment properties for disclosure purposes is categorised under Level 2 of the fair value hierarchy. The fair value is derived based on appraisal performed by independent professional valuers using the market comparison approach. Selling prices of comparable properties in close proximity are adjusted for differences in key attributes such as property size, age and condition of the building. The most significant input into this valuation approach is price per square foot of comparable properties.

Level 3 fair value

Level 3 fair value is estimated using unobservable inputs for the non-current assets held for sales.

The measurement of fair value for non-current assets held for sales is categorised under Level 3 of the fair value hierarchy. The fair value is derived based on appraisal performed by independent professional valuers using the depreciated replacement cost approach. Cost of a new replacement based on the current industry average cost and selling price and is adjusted for physical depreciation, economic, physical and functional obsolescence.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

34. FAIR VALUE MEASUREMENT (CONT'D)

34.2 Fair value measurement of non-financial assets (cont'd)

Description of valuation techniques used and key inputs to valuation of investment properties:

Lands

Valuation techniques	Significant unobservable inputs	Range
2025		
Market comparison method	Difference in location, time factor and size	RM1.99 per square feet ("psf") to RM187.88 psf
2024		
Market comparison method	Difference in location, time factor and size	RM1.99 per square feet ("psf") to RM187.88 psf

Buildings

Valuation techniques	Significant unobservable inputs	Range
2025		
Market comparison method	Difference in location, time factor, size, floor, building condition, property type and tenure	RM18.36 psf to RM339.23 psf
2024		
Market comparison method	Difference in location, time factor, size, floor, building condition, property type and tenure	RM90.17 psf to RM476.19 psf

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

34. FAIR VALUE MEASUREMENT (CONT'D)

34.3 Financial assets that are measured at fair value on a recurring basis

The table below analyses financial instruments measured at fair value at the end of the reporting period, by the level in the fair value hierarchy:

	Fair value of financial instruments				Carrying amount RM
	Level 1	Level 2	Level 3	Total	
	RM	RM	RM	RM	
GROUP					
2025					
Financial asset					
Quoted shares	1,478	-	-	1,478	1,478
2024					
Financial asset					
Quoted shares	2,077	-	-	2,077	2,077

Policy on transfer between levels

The fair value of an asset to be transferred between levels is determined as at the date of the event or change in circumstances that caused the transfer. There were no transfers between Level 1 and Level 2 during the financial year.

35. CONTINGENT LIABILITY

In prior financial year, Penang's Department of Environment have filed a suit against the Company's subsidiary, PLB Terang Sdn. Bhd. for violation of Section 29A(1) and Section 34A(7) of the Environmental Quality Act 1974, with penalties including up to RM500,000 in fines, five years of imprisonment, or both if convicted each. During the financial year, the matter was concluded with the subsidiary making a final penalty payment of RM200,000.

36. CAPITAL MANAGEMENT

The primary objective of the Group's capital management policy is to maintain a strong capital base to support its businesses and to maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it in the light of changes in economic conditions or expansion of the Group. The Group may adjust the capital structure by issuing new shares, returning capital to shareholders or adjusting the amount of dividends to be paid to shareholders or sell assets to reduce debts. No changes were made in the objective, policy and process during the financial year under review as compared to the previous financial year.

A licensed bank with which a subsidiary of the Company obtained overdraft facility had imposed a debt covenant that requires the Group to maintain a gearing ratio of not more than 2.50 times throughout the tenure of the facility.

The directors monitor and maintain an optimal gearing ratio that complies with the debt covenant and other regulatory requirements.

Notes To The Financial Statements (Cont'd)

For The Financial Year Ended 31 August 2025

36. CAPITAL MANAGEMENT (CONT'D)

As at the end of the reporting period, the gearing ratio of the Group is as follows:

	2025 RM	2024 RM
Total borrowings	<u>60,779,419</u>	<u>158,234,067</u>
Total shareholders' fund	<u>80,063,620</u>	<u>81,546,847</u>
Gearing ratio (times)	<u>0.76</u>	<u>1.94</u>

37. SIGNIFICANT EVENTS DURING AND AFTER THE REPORTING PERIOD

- (i) On 21 February 2020, the Company had entered into a conditional joint development agreement ("JDA") with the Government of the State of Penang and Penang Development Corporation ("PDC") to undertake the following:
- the safe rehabilitation of the existing dumpsite for the disposal of various types of waste on the land measuring approximately eighty-four (84) acres located in Jelutong, Penang along Lebuhraya Tun Dr Lim Chong Eu ("Existing Area") and the additional area in excess of the existing area to be rehabilitated by the Company as required and approved by the relevant authorities ("Rehabilitation Works") and to secure the perimeters for the purpose of the Company carrying out and completing the Rehabilitation Works ("Additional Area");
 - the construction and operation of a new integrated recycling centre for receiving, sorting and recovery of construction and demolition, green and excavation waste only and the preparation thereof for reuse or recycling. The centre is to be located on a site to be procured and acquired by the Company; and
 - the development comprising residential, commercial and tourism projects to be constructed on PLB's Entitled Land (i.e., 75% and 70% of the Existing Area and Additional Area respectively which has been rehabilitated by the Company).

Subsequently, the Company has appointed Henry Butcher Malaysia (Penang) Sdn. Bhd., an independent registered valuer, to conduct a valuation on PLB's Entitled Land and the estimated market value as at 12 October 2020 was RM779 million prior to Rehabilitation Works being carried out.

On 18 April 2025, the Company had obtained approval from PDC for an extension of time to fulfill the conditions precedent of the JDA. The conditions precedent and the extended timeline are as follows:

- the timeline for the Company to obtain approvals from all relevant authorities including Environmental Impact Assessment, Traffic Impact Assessment and Social Impact Assessment for the Rehabilitation Works was extended to 28 February 2026; and
- the timeline for the Company to obtain relevant authority's approvals and commence operation on an interim site was due on 31 December 2024.

On 6 December 2024, the Company has obtained the certificate of completion and compliance for the interim site.

The Company's obligation to acquire a land for New Integrated Recycling Centre ("NRIC") and submitted its application to the relevant authorities for approval has been extended to 30 June 2026.

As at the end of the financial year, the Group had incurred RM25,452,116 on preliminary assessment and works in relation to the JDA. As at the date of this report, the additional expenses contracted to be incurred in relation to the JDA amounted to RM16,170,890 as disclosed in Note 31 to the financial statements.

- (ii) In prior financial year, PLB Terang Sdn. Bhd., a subsidiary of the Company, has entered into a Share Sale Agreement with Koperasi Sahabat Amanah Ikhtiar Malaysia (Koop Sahabat) Berhad to dispose of 600,000 ordinary shares ("Sale Shares"), representing 60% of equity interest in PLB Green Solar Sdn. Bhd., for a total cash consideration RM19,800,000 ("Purchase Price"). The disposal transaction is completed on 29 August 2025.

Group List Of Properties

At 31 August 2025

REGISTERED OWNER/ LOCATION	Description/ Existing Use	Acquisition/ Revaluation Date	Tenure	Land Area/ Built-up Area	Carrying amount (RM)	Remaining Useful Life (Year)	Age of the Land/ Building (Year)
1) <u>PLB-KH BINA SDN BHD</u>							
Flat unit known as Parcel No.5, 4th Floor erected on part of the land known as Grant No.33173, Lot 4640, Mukim 1, Province Wellesley, Central Penang. (4-05, Jalan Kurau, Taman Chai Leng 13700 Perai, Penang)	Flat/Rented	1/7/1996	Freehold	678 sq. ft.	99,800	21.5	28.5
Grant (First Grade) No. Lot No. 1044, Section 4, Town of Butterworth, Province Wellesley North Penang. (No.2, Jalan Telekom, 12000 Butterworth, Penang)	5-Storey Building/ Partially Rented	1/7/1996	Freehold	4,199 sq. ft./ 16,558 sq. ft.	3,023,571	21.5	28.5
H.S. (D) No.84 P.T. No PTB/A/076 Section 4, Town of Butterworth, Province Wellesley, North Penang (No.35 Tingkat Limbungan 1, Off Jalan Chain Ferry, 12100 Butterworth, Penang)	2-Storey Building/ Rented	1/7/1996	Freehold	1,690 sq. ft./ 3,000 sq. ft.	296,849	21.5	28.5
Suite No.1102, Tower No. Block B, Wisma Pantai, Plaza Pantai, Kuala Lumpur. (Suite B-11-1, Wisma Pantai, No.5, Jalan 4/83A Off Jalan Pantai Bahru 59200 Kuala Lumpur)	Office Lot/Rented	7/5/1996	Freehold	1,470 sq. ft.	517,230	24	26
HS (D) 72784, PT 22906, No 64, Jalan Seroja 1/2, Persiaran Amanjaya 2, 08000 Amanjaya, Kedah.	Shop office/ Vacant	24/11/1998	Freehold	1,400 sq.ft/ 2,800 sq. ft.	268,313	25	25
6-02, Block C. Lorong Perusahaan Baru 2E, Taman Perai Indah, 13600 Perai, Penang.	Apartment/ Rented	3/9/1999	Freehold	689 sq. ft.	72,817	25	25
9-03, Block C. Lorong Perusahaan Baru 2E, Taman Perai Indah, 13600 Perai, Penang.	Apartment/ Vacant	3/9/1999	Freehold	689 sq. ft.	72,817	25	25
9-04, Block C. Lorong Perusahaan Baru 2E, Taman Perai Indah, 13600 Perai, Penang.	Apartment/ Vacant	3/9/1999	Freehold	689 sq. ft.	72,817	25	25

Group List Of Properties (Cont'd)

At 31 August 2025

REGISTERED OWNER/ LOCATION	Description/ Existing Use	Acquisition/ Revaluation Date	Tenure	Land Area/ Built-up Area	Carrying amount (RM)	Remaining Useful Life (Year)	Age of the Land/ Building (Year)
A-G-03, Blk A, Lorong Perusahaan Baru 2E, Taman Perai Indah, 13600, Lot 950 & 380, Mukim 6, S.P.T, Penang	Shoplot/Vacant	21/6/2002	Freehold	473 sq. ft.	58,200	26	24
A-G-04, Blk A, Lorong Perusahaan Baru 2E, Taman Perai Indah, 13600, Lot 950 & 380, Mukim 6, S.P.T, Penang	Shoplot/Vacant	21/6/2002	Freehold	473 sq. ft.	58,200	26	24
Parcel 12, GF, Low Cost Shoplot (Katsura), Geran 35138, Lot 2205, Mukim 5, SPU, Penang. (Address : G-12-A, Jalan Sintuk 1, Taman Permatang Sintuk, 13100 Penaga, Penang.)	Shoplot/Vacant	21/6/2005	Freehold	1,162.08 sq. ft.	150,000	29	21
Parcel 13, GF, Low Cost Shoplot (Katsura), Geran 35138, Lot 2205, Mukim 5, SPU, Penang. (Address : G-12A-A, Jalan Sintuk 1, Taman Permatang Sintuk, 13100 Penaga, Penang.)	Shoplot/Vacant	21/6/2005	Freehold	1,162.08 sq. ft.	150,000	29	21
No. Shop 5, LG-Block A, GM550, Lot No. 18 in Mukim 13, North East District, Penang. (Add: No 9A-G-5, Taman Sri Idaman, Lorong Semarak Api 3, 11500 Pulau Pinang)	Shoplot/Vacant	2/7/2004	Freehold	45.56 sq. meter	123,217	28	22
No. Shop 6, LG-Block A, GM550, Lot No. 18 in Mukim 13, North East District, Penang. (Add: No 9A-G-6, Taman Sri Idaman, Lorong Semarak Api 3, 11500 Pulau Pinang)	Shoplot/Rented	2/7/2004	Freehold	45.56 sq. meter	123,217	28	22
Lot 723, Mukim 1, Daerah SPT (No 1321 Jalan Baru, Taman Chai Leng, 13700 Prai)	5-storey building/ Vacant	19/3/2016	Freehold	3,681 sq. ft./ 17,028 sq. ft.	2,582,400	40	10
Lot10434, No 1 Lorong Prestij 7, Taman Prestij III, 11000 Balik Pulau, Pulau Pinang	Double Storey Semi Detached/ Vacant	27/11/2015	Freehold	5,073 sq. ft. 2,156 sq. ft.	1,090,200	40	10
Lot10441, No 15 Lorong Prestij 7, Taman Prestij III, 11000 Balik Pulau, Pulau Pinang	Double Storey Semi Detached/ Vacant	27/11/2015	Freehold	5,073 sq. ft. 2,156 sq. ft.	1,090,200	40	10
Lot10442, No 16 Lorong Prestij 7, Taman Prestij III, 11000 Balik Pulau, Pulau Pinang	Double Storey Semi Detached/ Vacant	27/11/2015	Freehold	4,087 sq. ft. 2,024 sq. ft.	934,800	40	10

Group List Of Properties (Cont'd)

At 31 August 2025

REGISTERED OWNER/ LOCATION	Description/ Existing Use	Acquisition/ Revaluation Date	Tenure	Land Area/ Built-up Area	Carrying amount (RM)	Remaining Useful Life (Year)	Age of the Land/ Building (Year)
Plot 12, No 50 Kuala Jalan Baru, Taman Prestij III, 11000 Balik Pulau, Pulau Pinang	Double Storey Shop Office/ Rented	12/1/2017	Freehold	1,771 sq. ft. 3,127 sq. ft.	1,186,600	41	9
Plot 35, No 2A Kuala Jalan Baru, Taman Prestij III, 11000 Balik Pulau, Pulau Pinang	Double Storey Shop Office/ Rented	2/5/2019	Freehold	2,356.44 sq. ft. 340.50 sq. meter	928,000	44	6
21 A-07-03, Tingkat Paya Terubong 5, Taman Terubong Indah, 11060 Penang	Flat/Vacant	18/1/2017	Freehold	700 sq. ft.	160,000	41	9
21 A-07-04, Tingkat Paya Terubong 5, Taman Terubong Indah, 11060 Penang	Flat/Vacant	18/1/2017	Freehold	700 sq. ft.	160,000	41	9
21 B-14-03, Tingkat Paya Terubong 5, Taman Terubong Indah, 11060 Penang	Flat/Vacant	18/1/2017	Freehold	700 sq. ft.	160,000	41	9
No 21-1-1, Tingkat Paya Terubong Indah 5, Taman Terubong Indah, 11060, Pulau Pinang (L-01-01)	Light Industry/ Development Stock/ Rented	31/8/2019	Freehold	1,410 sq. ft.	650,000	44	6
No 21-1-2, Tingkat Paya Terubong Indah 5, Taman Terubong Indah, 11060, Pulau Pinang(L-01-02)	Light Industry/ Development Stock/ Rented	31/8/2019	Freehold	1,410 sq. ft.	650,000	44	6
No 21-3-5, Tingkat Paya Terubong Indah 5, Taman Terubong Indah, 11060, Pulau Pinang (Shop-C-03-03)	Shop Lot/ Development Stock/ Rented	31/8/2019	Freehold	926.99 sq. ft.	280,000	44	6
Lot No. 1283 Mukim 3, Province Wellesley, North Penang.	Agricultural Land	1/7/1996	Leasehold land for 74 years expiring on 31.12.2039	2.19 acres	174,569	14	60
2) <u>PLB LAND SDN BHD</u>							
H.S. (D) No.169 P.T. No PTBM/C.005 Mukim 1, Province Wellesley, Central Penang (No. 1320, Jalan Baru, Chai Leng Park, 13700 Prai, Penang.)	5-storey building/ PLB's Corporate Office	1/7/1996	Freehold	7,541 sq.ft./ 33,378 sq.ft.	2,174,200 3,009,194	22	28
Lot 4702, Taman Mengkudu Juru, 14000 Bukit Mertajam	Vacant Land	31/8/2006	Freehold	19,867.264 sq. ft.	1	-	20
Lot 4703, Taman Mengkudu Juru, 14000 Bukit Mertajam	Vacant Land	31/8/2006	Freehold	142,522.656 sq. ft.	1	-	20

Group List Of Properties (Cont'd)

At 31 August 2025

REGISTERED OWNER/ LOCATION	Description/ Existing Use	Acquisition/ Revaluation Date	Tenure	Land Area/ Built-up Area	Carrying amount (RM)	Remaining Useful Life (Year)	Age of the Land/ Building (Year)
GRN58468 Lot9820, GRN58469 Lot9821, GRN58470 Lot9822, GRN58473 Lot9825, Lot GRN58474 Lot9826 in the Mukim 13, Daerah Timor Laut, Pulau Pinang	Development Land	14/9/2011	Freehold	49,067 sq. meter	5,362,094	-	14
GRN58466 Lot9818 in the Mukim 13, Daerah Timor Laut, Pulau Pinang	Development Land	14/9/2011	Freehold	10,379 sq. meter	27,387,921	-	14
GRN58461 Lot9813, GRN58462 Lot9814, GRN58463 Lot9815, GRN58464 Lot9816, GRN58465 Lot9817, Mukim 13, Daerah Timor Laut, Pulau Pinang	Development Land	18/2/2013	Freehold	170,361 sq. meter	3,998,543	-	13
Phase 2B GRN58460 Lot9812, Mukim 13, Daerah Timor Laut, Pulau Pinang	Development Land	18/2/2013	Freehold	21,840 sq. meter	860,336	-	13
Lot 2174, Lot 2175, Lot 2193, Lot 2194, Lot 2195, Seksyen 12, Bandar Georgetown, Daerah Timur Laut, Pulau Pinang	Development Land	10/4/2013	Freehold	611 sq. meter	6,500,000	-	13
Geran 107852 Lot 1814 and Geran 107853 Lot 1815 at Mukim 13, Seberang Perai Utara, Penang	Development Land	7/10/2013	Freehold	195.463 acres	29,809,736	-	12
GM51 Lots 1173, GM357 Lots 796 & GM363 Lots 816 at Mukim 13, Seberang Perai Utara, Penang	Development Land	9/4/2014	Freehold	16,147.863 sq. meter	677,055	-	12
GRN 58471 Lot 9823, GRN 58472 Lot 9824, GRN 58475 Lot 9827, GRN 58476 Lot 9828, GRN 58479 Lot 9831, GRN 58481 Lot 9834, GRN 58482 Lot 9835, GRN 58536 Lot 9836, GRN 58537 Lot 9837, GRN 58538 Lot 9838, Mk 13, Daerah Timur Laut, Pulau Pinang	Development Land	27/8/2014	Freehold	69,536 sq. meter	497,172	-	12
GRN 183527 Lot 20631, Mk 13, Daerah Timur Laut, Pulau Pinang (Previous Lot9830 - Plot8)	Development Land	27/8/2014	Freehold	17,574 sq. meter	1,366,202	-	12
GRN 20759 Lot 20632, Mk 13, Daerah Timur Laut, Pulau Pinang (Previous Lot9830)	Development Land	27/8/2014	Freehold	1,167 sq. meter	1	-	12

Group List Of Properties (Cont'd)

At 31 August 2025

REGISTERED OWNER/ LOCATION	Description/ Existing Use	Acquisition/ Revaluation Date	Tenure	Land Area/ Built-up Area	Carrying amount (RM)	Remaining Useful Life (Year)	Age of the Land/ Building (Year)
GRN 58480 Lot 9832, GRN 58540 Lot 9841, Mk 13, Daerah Timur Laut, Pulau Pinang	Development Land	27/8/2014	Freehold	6,053 sq. meter	60,861,837	-	12
GM1117, Lot 1797, Mukim Jabi, Machang Kudung, Daerah Pokok Sena, Kedah.	Development Land	18/2/2016	Freehold	21,881 sq. meter	825,000	-	10
BLK 3-G-02, Lorong Prestij 10, Taman Prestij III, Balik Pulau, 11000 Pulau Pinang.	Low Cost Flat / Rented	29/1/2016	Freehold	650 sq. ft.	42,000	40	10
No 21-1-23, Tingkat Paya Terubong Indah 5, Taman Terubong Indah, 11060, Pulau Pinang (Canteen)	Canteen/ Vacant	20/1/2017	Freehold	2,189.37 sq. ft.	120,108	41	9
No. 2A-28-05, Tingkat Paya Terubong 5, Paya Terubong, Daerah Timur Laut, 11060 Pulau Pinang	Apartment	28/2/2022	Freehold	1,000 sq. ft.	292,862	46	4
No. 2B-22-28, Tingkat Paya Terubong 5, Paya Terubong, Daerah Timur Laut, 11060 Pulau Pinang	Apartment	28/2/2022	Freehold	1,000 sq. ft.	296,610	46	4
No. 2B-37-01, Tingkat Paya Terubong 5, Paya Terubong, Daerah Timur Laut, 11060 Pulau Pinang	Apartment	28/2/2022	Freehold	1,000 sq. ft.	242,599	46	4
No. 2-9-3, (09-02) Tingkat Paya Terubong 5, Paya Terubong, Daerah Timur Laut, 11060 Pulau Pinang	Shoplot	28/2/2022	Freehold	1,700 sq. ft.	617,392	46	4
No. 2-9-3A, (09-03) Tingkat Paya Terubong 5, Paya Terubong, Daerah Timur Laut, 11060 Pulau Pinang	Shoplot	28/2/2022	Freehold	1,700 sq. ft.	617,392	46	4
No. 2-9-5, (09-04) Tingkat Paya Terubong 5, Paya Terubong, Daerah Timur Laut, 11060 Pulau Pinang	Shoplot / Rented	28/2/2022	Freehold	1,700 sq. ft.	617,392	46	4
Lot 10708, Taman Prestij III, 11000 Balik Pulau, Pulau Pinang	Vacant Land	8/6/2017	Freehold	3,505 sq. meter	670,578	-	8

Group List Of Properties (Cont'd)

At 31 August 2025

REGISTERED OWNER/ LOCATION	Description/ Existing Use	Acquisition/ Revaluation Date	Tenure	Land Area/ Built-up Area	Carrying amount (RM)	Remaining Useful Life (Year)	Age of the Land/ Building (Year)
3) <u>GAINTREND SDN BHD</u>							
No. HS (D) 1239, Lot No. 3149, Mukim 13, Daerah S.P.T., Negeri Pulau Pinang. (No. 2, Jalan Industri Beringin, Taman Perindustrian Beringin, 14100 Juru, Penang.)	Double Storey Light Industry Factory/Office, Store and Engineering Works	8/2/1995	Freehold	14,208 sq. ft./ 6,000 sq. ft.	253,597	22	28
Pajakan Negeri No. Pendaftaran 1643, No. Lot 002785, Bandar BW, Seksyen 3, Daerah S.P.U. Penang. (No. 40, Lorong Mak Mandin 5/1, Kawasan Perindustrian Mak Mandin, 13400 Butterworth, Penang.)	1 1/2 Storey Light Industry / Vacant	30/10/1998	99 years leasehold land expiry on 03.05.2069	2,250 sq.ft./ 3,150 sq. ft.	396,240	43	56
Pajakan Negeri No. Pendaftaran 1701, No. Lot 002843, Bandar BW, Seksyen 3, Daerah S.P.U. Penang. (No. 48, Lorong Mak Mandin 5/3, Kawasan Perindustrian Mak Mandin, 13400 Butterworth, Penang.)	1 1/2 Storey Light Industry / Rented	30/6/1999	99 years leasehold land expiry on 03.05.2069	2,400 sq.ft./ 3,300 sq. ft.	412,317	43	56
No. Lot 156, Studio L, Storey Cluster Link (No. 8, Lorong Cassia Tengah 38, Bandar Cassia, 14100 Simpang Empat, Pulau Pinang.)	Double Storey Terrace Cluster House/Land	30/6/2008	99 years leasehold land expiry on 07.06.2104	1,658 sq. ft./ 1,280 sq. ft.	179,325	79	20
No. Lot 190, Studio L, Storey Cluster Link No. 20, Lorong Cassia Tengah 36, Bandar Cassia, 14100 Simpang Empat, Pulau Pinang.	Double Storey Terrace Cluster House/Land	30/6/2008	99 years leasehold land expiry on 07.06.2104	1,152 sq. ft./ 1,280 sq. ft.	162,459	79	20
H.S.D 21688, Lot No. 4031, Mukim 15, Daerah Seberang Perai Tengah, Pulau Pinang.	Vacant Land	31/8/2010	Freehold	1,173 sq.ft./	0	-	16
H.S.D 21690, Lot No. 4032, Mukim 15, Daerah Seberang Perai Tengah, Pulau Pinang. (No. 22, Lorong Tempua 1, Taman Tempua, 14100 Simpang Ampat, Pulau Pinang.)	Double Storey Terrace/ Vacant	31/8/2010	Freehold	1,173 sq.ft./ 2,146sq.ft.	229,048	34	16

Group List Of Properties (Cont'd)

At 31 August 2025

REGISTERED OWNER/ LOCATION	Description/ Existing Use	Acquisition/ Revaluation Date	Tenure	Land Area/ Built-up Area	Carrying amount (RM)	Remaining Useful Life (Year)	Age of the Land/ Building (Year)
4) <u>PLB CEMERLANG SDN BHD</u>							
Geran 644 Lots1121, Geran 288 Lots1709, Geran 289 Lots1711 at Mukim 1, Seberang Perai Utara, Penang	Development Land	31/12/2013	Freehold	389,981.59 sq. ft.	2,533,171	-	12
Geran 569 Lot 781, Geran 807 Lot780, Geran 568 Lot 779, Geran 35 Lot 773, Geran 34 Lot 772, Geran 286 Lot 1704, Geran 285 Lot 1703, Geran 284 Lot 1702, MK1, Geran 36 Lot 774, MK1, Seberang Perai Utara, PP	Development Land	8/7/2015	Freehold	502,264.90 sq. ft.	8,000,933	-	11
5) <u>INDAH MULIA DEVELOPMENT SDN BHD</u>							
Lot 70690, Mukim 12, Daerah Barat, Pulau Pinang	Vacant Land	22/5/2013	Freehold	65 sq. meter	1	-	13
Lot 70699, Mukim 12, Daerah Barat, Pulau Pinang	Vacant Land	22/5/2013	Freehold	430 sq. meter	1	-	13
6) <u>PHOENIX RESIDENCES SDN BHD</u>							
Plot No.A10, Lot No.71277, No.37, Lebuh Batu Maung 1/2, Taman Seri Indah, 11960 Bayan Lepas, Pulau Pinang.	Double Storey Semi-Detached	11/2/2019	Freehold	2,756 sq. ft.	1,059,638	43	7
Plot No.A12, Lot No.71275, No.41, Lebuh Batu Maung 1/2, Taman Seri Indah, 11960 Bayan Lepas, Pulau Pinang.	Double Storey Semi-Detached	11/2/2019	Freehold	3,010 sq. ft.	1,109,773	43	7
Plot No.A13, Lot No.71290, No.62, Lebuh Batu Maung 2, Taman Seri Indah, 11960 Bayan Lepas, Pulau Pinang.	Double Storey Semi-Detached	11/2/2019	Freehold	3,983 sq. ft.	1,300,000	43	7
Plot No.A14, Lot No.71289, No.62A, Lebuh Batu Maung 2, Taman Seri Indah, 11960 Bayan Lepas, Pulau Pinang.	Double Storey Semi-Detached	11/2/2019	Freehold	2,756 sq. ft.	1,059,638	43	7
Plot No.A25, Lot No.71292, No.25, Lebuh Batu Maung 2, Taman Seri Indah, 11960 Bayan Lepas, Pulau Pinang.	Double Storey Semi-Detached	11/2/2019	Freehold	2,957 sq. ft.	1,099,327	43	7
Plot No.A26, Lot No.71291, No.23, Lebuh Batu Maung 2, Taman Seri Indah, 11960 Bayan Lepas, Pulau Pinang.	Double Storey Semi-Detached	11/2/2019	Freehold	3,063 sq. ft.	1,120,321	43	7

Shareholdings Statistics

As At 29 November 2025

SUBSTANTIAL SHAREHOLDERS

Based on the Register of Substantial Shareholders as at 28 November 2025 the substantial shareholders and their respective shareholdings are as follows:-

Name of Substantial Shareholder	No. of shares beneficially held		% of Shareholding	
	Direct	Indirect	Direct	Indirect
Leading Builders Sdn. Bhd.	62,902,120*	-	55.97*	-
Dato' Seri Ong Choo Hoon	6,265,686	63,877,117# [@]	5.58	56.83# [@]
Dato' Dr. Ong Seng Soon	99,166	62,902,120#	0.09	55.97#

Notes:-

Indirect interest by virtue of their shareholdings of not less than 20% in Leading Builders Sdn. Bhd.

@ Indirect Interest by virtue of the interest of his children in the Company pursuant to Section 59(11)(c) of the Act.

DIRECTORS' INTEREST

Based on the Register of Directors' Shareholdings, the Directors and their respective shareholdings as at 28 November 2025 are as follows :-

Name of Directors	No. of shares beneficially held		% of Shareholding	
	Direct	Indirect	Direct	Indirect
Dato' Seri Ong Choo Hoon	6,265,686	63,877,117* [@]	5.58	56.83* [@]
Dato' Ong Guat Beng	65,416	312,500**	0.06	0.28**
Dato' Ong Seng Chye	82,916	-	0.07	-
Wein Siew Fen	-	-	-	-
Lee Khai	-	-	-	-
Koay San San	-	-	-	-

Notes:-

* Indirect interest by virtue of his shareholdings of not less than 20% in Leading Builders Sdn. Bhd.

** Indirect interest by virtue of the interest of her daughter in the Company pursuant to Section 59(11)(c) of the Act.

@ Indirect Interest by virtue of the interest of his children in the Company pursuant to Section 59(11)(c) of the Act.

Shareholdings Statistics (Cont'd)

As At 29 November 2025

Issued and Fully Paid : RM112,395,018

Class of Shares : Ordinary Shares of RM1.00 each fully paid

No. of Shareholders : 992

Voting Rights : On show of hand - One vote per person
On a poll - One vote for one ordinary share

Analysis of Shareholdings as at 28 November 2025

Size of Shareholdings	No. of holders	%	No. of shares	%
1 – 99	166	16.73	7,398	0.01
100 – 1,000	70	7.06	27,753	0.03
1,001 – 10,000	556	56.05	1,857,471	1.65
10,001 – 100,000	149	15.02	4,131,821	3.68
100,001 and above	46	4.64	99,956,557	88.93
Director's Shareholdings	5	0.50	6,414,018	5.71
Total	992	100.00	112,395,018	100.00

Top 30 Shareholders as at 28 November 2025

No.	Name of Shareholders	No. of shares	%
1	LEADING BUILDERS SDN. BHD.	49,924,495	44.4188
2	LEADING BUILDERS SDN. BHD.	10,061,250	8.9517
3	RHB NOMINEES (TEMPATAN) SDN BHD OSK CAPITAL SDN BHD FOR TAN BUN HUI	5,500,000	4.8935
4	RHB NOMINEES (TEMPATAN) SDN BHD OSK CAPITAL SDN BHD FOR ONG CHOO HOON	5,200,000	4.6265
5	CHENG MOOH TAT	3,409,091	3.0331
6	THEOH MOOI TENG	3,409,091	3.0331
7	RHB NOMINEES (TEMPATAN) SDN BHD OSK CAPITAL SDN BHD FOR TAN YEE HUI	3,200,000	2.8471
8	LEADING BUILDERS SDN. BHD.	2,416,375	2.1499
9	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEE SEE SEE (MG0000122)	2,299,700	2.0461
10	ONG SENG ENG	2,212,000	1.9681

Shareholdings Statistics (Cont'd)

As At 29 November 2025

Top 30 Shareholders as at 28 November 2025 (cont'd)

No.	Name of Shareholders	No. of shares	%
11	CHEW WENG KHAK @ CHEW WENG KIAK	2,111,750	1.8789
12	TA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR JASON KOH JIAN HUI	1,795,000	1.5970
13	APEX NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR GAN CHOW TEE (MARGIN)	1,200,000	1.0677
14	TA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YAP SWEE HONG	1,200,000	1.0677
15	ONG CHOO HOON	1,053,186	0.9370
16	TAN BUN CHOW	1,034,875	0.9207
17	TIU JON HUI	993,875	0.8843
18	ZULKHARNAIN BIN ARIFFIN	907,916	0.8078
19	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TIU JON HUI	900,000	0.8007
20	TA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR DATO' SRI GAN CHOW TEE	800,000	0.7118
21	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR JASON KOH JIAN HUI	533,300	0.4745
22	LEADING BUILDERS SDN. BHD.	500,000	0.4449
23	LEE SEE SEE	459,825	0.4091
24	MAYBANK NOMINEES (TEMPATAN) SDN BHD	320,000	0.2847
25	YEAP CYNDY	312,500	0.2780
26	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR JASON KOH JIAN HUI	305,000	0.2714
27	ONG GUAT EONG	295,833	0.2632
28	ONG SENG KIAT	284,167	0.2528
29	TAN SIEW HUAT	281,275	0.2503
30	LEE SEE SEE	278,625	0.2479

Notice Of Twenty-Ninth Annual General Meeting

NOTICE IS HEREBY GIVEN that the Twenty-Ninth Annual General Meeting (“AGM”) of the Company will be held at PLB Engineering Berhad, 3rd Floor, Training Room, 1320, Jalan Baru, Taman Chai Leng, 13700 Prai, Pulau Pinang on Monday, 26 January 2026 at 3.00 p.m. for the following purposes:-

AGENDA

- | | | |
|----|--|--|
| 1. | To receive the Audited Financial Statements for the financial year ended 31 August 2025 together with the Reports of the Directors and Auditors thereon. | Please refer to Explanatory Notes |
| 2. | To approve the payment of Directors’ fees and Directors’ benefits of up to RM200,000.00 for the financial year ending 31 August 2026. | Ordinary Resolution 1 |
| 3. | To re-elect the following Directors retiring in accordance with the Company’s Constitution and being eligible, have offered themselves for re-election:- | |
| | a) Dato’ Ong Guat Beng – Article 111 | Ordinary Resolution 2 |
| | b) Mr Lee Khai – Article 111 | Ordinary Resolution 3 |
| 4. | To re-appoint Messrs Grant Thornton Malaysia PLT as auditors of the Company until the conclusion of the next AGM and to authorise the Directors to fix their remuneration. | Ordinary Resolution 4 |

As special business:-

To consider and if thought fit, to pass with or without modifications the following ordinary resolutions:-

- | | | |
|----|---|------------------------------|
| 5. | AUTHORITY TO ALLOT AND ISSUE SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016 | Ordinary Resolution 5 |
|----|---|------------------------------|

“THAT pursuant to Sections 75 and 76 of the Companies Act 2016 (the “Act”), Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) (“Listing Requirements”) and subject always to the approval of all the relevant regulatory authorities, the Board of Directors of the Company be and is hereby authorised to issue and allot from time to time such number of shares of the Company upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, PROVIDED ALWAYS THAT the aggregate number of shares to be issued does not exceed 10% of the total number of issued shares of the Company for the time being.

AND THAT the Directors are also empowered to obtain the approval from Bursa Securities for the listing of and quotation for the additional shares so issued and that such authority shall continue to be in force until the conclusion of the next AGM of the Company or the expiration of the period within which the next AGM is required by law to be held or revoked/varied by resolution passed by the shareholders in general meeting whichever is the earlier.”

Notice Of Twenty-Ninth Annual General Meeting (Cont'd)

6. PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE **Ordinary Resolution 6**

"THAT subject always to the provisions of the Act, the Company's Constitution, Listing Requirements or other regulatory authorities, approval be and is hereby given to the Company and/or its subsidiary (the "Group") to enter into all arrangements and/or transactions as specified in Section 2.2 of the Circular to Shareholders of the Company dated 24 December 2025 (the "Circular"), involving the interests of directors, major shareholders or persons connected with such directors or major shareholders of the Company ("Related Parties") as detailed in Section 2.2 of the Circular, provided that such arrangements and/or transactions are:-

- (i) recurrent transactions of a revenue or trading nature;
- (ii) necessary for day-to-day operations; and
- (iii) carried out in the ordinary course of business on the normal commercial terms which are not more favourable to the Related Parties than those generally available to the public and not to be detriment of the minority shareholders of the Company.

(the "Shareholders' Mandate")

THAT the Shareholders' Mandate shall take effect from this resolution and shall continue to be in force until:-

- (a) the conclusion of the next AGM of the Company following the general meeting at which such Shareholders' Mandate was passed, at which time it will lapse, unless by a resolution passed at the meeting, the authority is renewed;
- (b) the expiration of the period within which the next AGM after the date it 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 resolution passed by the shareholders in general meeting,

whichever is the earlier.

AND THAT the Directors of the Company be authorised to complete and do all such acts and things (including all such documents as may be required) as they may consider expedient or necessary to give effect to the Shareholders' Mandate."

7. To transact any other business of which due notices shall have been given.

By Order of the Board,

HING POE PYNG (MAICSA 7053526)
SSM PC NO. 202008001322

WONG YEE LIN (MIA 15898)
SSM PC NO. 201908001793
Joint Company Secretaries
Penang

Date: 24 December 2025

Notice Of Twenty-Ninth Annual General Meeting (Cont'd)

Notes :

1. A member of the Company entitled to appoint at least one (1) but not more than two (2) proxies to attend, speak and vote on his/her/its behalf. A proxy may but need not be a member of the Company.
2. Where a member appoints two (2) proxies, the appointment shall be invalid unless the proportions of shareholdings to be represented by each proxy are specified.
3. Where a Member of the Company is an exempt authorised nominee which hold ordinary shares in the Company for multiple beneficial owner in one (1) 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 its holds.
4. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act") which is exempted from compliance with the provisions of subsection 25A(1) of the Central Depositories Act. Where a member is a corporation, it may appoint a proxy or proxies under the Proxy Form, or appoint such person as its representative at the meeting in accordance with Section 333 of the Act.
5. To be valid, the proxy form duly completed must be deposited at the registered office of the Company, 51-8-A Menara BHL, Jalan Sultan Ahmad Shah, 10050 George Town, Pulau Pinang not less than twenty-four (24) hours before the time for holding the meeting. Proxy Form via facsimile or electronic mail will not be accepted.
6. The instrument appointing a proxy or proxies shall be in writing under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under common seal or under the hand of an officer or attorney duly authorised.
7. For the purpose of determining a member who shall be entitled to attend the meeting, a Record of Depositors ("ROD") as at 15 January 2026 has been requested. Only a depositor whose name appears on the ROD shall be entitled to attend, speak and vote at this meeting or appoint proxies to attend, speak and vote on his/her/its behalf.
8. Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Securities, all resolutions set out in this Notice will be voted by poll.

Explanatory Notes on Ordinary Business:

1. **Agenda 1 - To receive the Audited Financial Statements for the financial year ended 31 August 2025 together with the Reports of the Directors and Auditors thereon.**
This item is meant for discussion only as the provision of Section 340(1)(a) of the Act does not require shareholders' approval for the audited financial statements. Therefore, this item will not be put forward for voting.
2. **Ordinary Resolution 1- To approve the payment of Directors' fees and Directors' benefits of up to RM200,000.00 for the financial year ending 31 August 2026.**
The proposed Ordinary Resolution 1 is to facilitate payment of Directors' fees and Directors' benefits calculated based on the number of scheduled Board and Board Committee meetings for financial year ending 2026 and assuming that all Directors will hold office until the end of the financial year. In the event the Directors' fees and Directors' benefits proposed is insufficient (e.g. due to additional unscheduled Board/ Board Committee meetings or enlarged Board size), approval will be sought at the next AGM for additional fees and benefits to meet the shortfall.

Notice Of Twenty-Ninth Annual General Meeting (Cont'd)

Explanatory Notes on Special Business:

1. **Ordinary Resolution 5 – Authority to Allot and Issue Shares pursuant to Sections 75 and 76 of the Companies Act 2016**

The proposed Ordinary Resolution 5 is for the purpose of granting a renewed general mandate (the “Mandate”), if passed, will give authority to the Directors to issue and allot shares up to 10% of the total number of issued shares of the Company at any time in their absolute discretion and that such authority shall continue in force until the conclusion of the next AGM of the Company or the expiration of the period within which the next AGM is required by law to be held or revoked/varied by resolution passed by the shareholders in general meeting whichever is the earlier.

The Mandate will provide flexibility to the Company for any possible fund raising activities, including but not limited to further placing of shares, for the purpose of funding future investment project(s), working capital and/or acquisitions.

As at the date of this Notice, there were no new shares issued pursuant to the Mandate granted to the Directors at the 28th AGM held on 21 January 2025 and which will lapse at the conclusion of the 29th AGM.

2. **Ordinary Resolution 6 – Proposed Renewal of Shareholder Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature (“Proposed Shareholders’ Mandate”)**

The proposed Ordinary Resolution 6, if passed, will allow the Company and/or its subsidiaries to enter into recurrent related party transactions under the Proposed Shareholders’ Mandate pursuant to the provisions of the Listing Requirements without the necessity to convene separate general meetings from time to time to seek shareholders’ approval as and when such recurrent related party transactions occur. This would reduce substantial administrative time and expenses 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 Proposed Shareholders’ Mandate is subject to renewal on an annual basis. Please refer to the Circular dated 24 December 2025 for further information.

PERSONAL DATA POLICY

By submitting the duly executed Form of Proxy, the member and his/her proxy consent to the Company (and/or its agents/ service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the AGM, and any adjournment thereof.

Statement Accompanying Notice Of Twenty-Ninth Annual General Meeting

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

No individual is standing for election as a Director at the forthcoming AGM of the Company.

The Company will seek shareholders' approval on the general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Securities. Please refer to the proposed Ordinary Resolution 5 as stated in the Notice of 29th AGM of the Company for the details.

Proxy Form

CDS ACCOUNT NO.											

*I/We
 (FULL NAME OF SHAREHOLDERS AS PER NRIC/PASSPORT/CERTIFICATE OF INCORPORATION IN CAPITAL LETTERS)

(NRIC/Passport/Company No.) of

(ADDRESS & TEL NO. & EMAIL ADDRESS)

being a * member/members of the abovenamed Company, hereby appoint

(FULL NAME OF PROXY AS PER NRIC/PASSPORT IN CAPITAL LETTERS)

(NRIC/Passport No.) of

(ADDRESS & TEL NO. & EMAIL ADDRESS)

or failing him/her,

(FULL NAME OF PROXY AS PER NRIC/PASSPORT IN CAPITAL LETTERS)

(NRIC/Passport No.) of

(ADDRESS & TEL NO. & EMAIL ADDRESS)

or failing him/her, the Chairman of the meeting as * my /our proxy to vote for * me /us on * my /our behalf at the 29th Annual General Meeting ("AGM") of the Company to be held at PLB Engineering Berhad, 3rd Floor, Training Room, 1320, Jalan Baru, Taman Chai Leng, 13700 Prai, Pulau Pinang on Monday, 26 January 2026 at 3:00 p.m. and any adjournment thereof.

No	Resolutions	For	Against
Ordinary Resolution 1	To approve the payment of Directors' fees and Directors' benefits of up to RM200,000 for the financial year ending 31 August 2026.		
Ordinary Resolution 2	To re-elect Dato' Ong Guat Beng who retires pursuant to Article 111 of the Company's Constitution.		
Ordinary Resolution 3	To re-elect Mr Lee Khai who retires pursuant to Article 111 of the Company's Constitution.		
Ordinary Resolution 4	To re-appoint Messrs. Grant Thornton Malaysia PLT as Auditors of the Company until the conclusion of the next AGM and to authorise the Directors to fix their remuneration.		
Ordinary Resolution 5	To authorise Directors to allot and issue shares pursuant to Sections 75 & 76 of the Companies Act 2016 (the "Act")		
Ordinary Resolution 6	To approve the Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature.		

Please indicate with an "x" in the appropriate spaces provided above on how you wish your vote to be cast. If no specific direction for voting is given, the proxy may vote as he thinks fit.

No. of shares held

For appointment of two (2) proxies, percentage of shareholdings to be represented by the proxies:		
	No. of shares	%
Proxy 1		
Proxy 2		
Total		100

Signed this day of ,2025/2026.

.....
 Signature(s)/Common Seal of Shareholder

Notes :

- A member of the Company entitled to appoint at least one (1) but not more than two (2) proxies to attend, speak and vote on his/her/its behalf. A proxy may not need not be a member of the Company.
- Where a member appoints two (2) proxies, the appointment shall be invalid unless the proportions of shareholdings to be represented by each proxy are specified.
- Where a Member of the Company is an exempt authorised nominee which hold ordinary shares in the Company for multiple beneficial owner in one (1) securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
- An exempt authorised nominee refers to an authorised nominee defined under the Security Industry (Central Depositories) Act 1991 ("Central Depositories Act") which is exempted from compliance with the provisions of subsection 25A(1) of Central Depositories Act. Where a member is a corporation, it may appoint a proxy or proxies under the Proxy Form, or appoint such person as its representative at the meeting in accordance with Section 333 of the Act.
- To be valid, the proxy form duly completed must be deposited at the registered office of the Company, 51-8-A Menara BHL, Jalan Sultan Ahmad Shah, 10050 George Town, Pulau Pinang not less than twenty-four (24) hours before the time for holding the meeting. Proxy Form via facsimile or electronic mail will not be accepted.
- The instrument appointing a proxy or proxies shall be in writing under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under common seal or under the hand of an officer or attorney duly authorised.
- For purpose of determining a member who shall be entitled to attend the meeting, a Record of Depositors ("**ROD**") as at 15 January 2026 has been requested. Only a Depositor whose name appears on the ROD shall be entitled to attend, speak and vote at this meeting or appoint proxies to attend, speak and vote on his/her/its behalf.
- Pursuant to Paragraph 8.29A of the Main Market Listing Requirement of Bursa Malaysia Securities Berhad, all resolutions set out in this Notice will be voted by poll.

PERSONAL DATA POLICY

By submitting the duly executed Form of Proxy, the member and his/her proxy consent to the Company (and/or its agents/ service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the AGM, and any adjournment thereof.

Please fold across the lines and close

*Affix
Postage
Stamp*

The Company Secretaries

PLB Engineering Berhad

Company No.: 199701002728 (418224-X)

51-8-A Menara BHL

Jalan Sultan Ahmad Shah

10050 George Town

Pulau Pinang

Please fold across the lines and close



PLB ENGINEERING BERHAD

Company No.: 199701002728 (418224-X)

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Website : www.plb.com.my
www.plbhomes.com.my



PLB-KH Bina Sdn. Bhd.
MS ISO 9001:2015
CERT NO: QMS 00905



Gaintrend Sdn. Bhd.
MS ISO 9001:2015
CERT NO : QMS 01051



PLB Green Construction Sdn. Bhd.
ISO 9001:2015
CERT NO : QMS-00036