

INSAS BERHAD

Registration No. 196101000026 (4081-M)

ANNUAL REPORT 2025



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Proxy Form

CORPORATE INFORMATION

BOARD OF DIRECTORS

Y.A.M. Tengku Puteri Seri Kemala Tengku Dato' Sri Setia Hajjah Aishah Binti Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, DK., SAAS., SSAP., SIMP.
Chairperson/Non-Independent Non-Executive Director

Dato' Wong Gian Kui
Chief Executive Officer/ Executive Director

Dato' Dr. Tan Seng Chuan
Executive Director

Ms. Soon Li Yen
Non-Independent Non-Executive Director

Dato' Mohamad Azmi Bin Ali
Independent Non-Executive Director

Datuk Mohamed Arsad Bin Sehan
Independent Non-Executive Director

AUDIT COMMITTEE

Dato' Mohamad Azmi Bin Ali
Chairman/Independent Non-Executive Director

Datuk Mohamed Arsad Bin Sehan
Independent Non-Executive Director

Ms. Soon Li Yen
Non-Independent Non-Executive Director

NOMINATION AND REMUNERATION COMMITTEE

Datuk Mohamed Arsad Bin Sehan
Chairman/Independent Non-Executive Director

Dato' Mohamad Azmi Bin Ali
Independent Non-Executive Director

Ms. Soon Li Yen
Non-Independent Non-Executive Director

SUSTAINABILITY AND RISK MANAGEMENT COMMITTEE

Dato' Wong Gian Kui
Chairman/Executive Director

Dato' Mohamad Azmi Bin Ali
Independent Non-Executive Director

Datuk Mohamed Arsad Bin Sehan
Independent Non-Executive Director

COMPANY SECRETARIES

Ms. Chow Yuet Kuen
MAICSA 7010284
(SSM PC No. 202008002730)

Ms. Lau Fong Siew
MAICSA 7045893
(SSM PC No. 202008002625)

REGISTERED OFFICE

Suite 23.03, Level 23
The Gardens South Tower
Mid Valley City
Lingkaran Syed Putra
59200 Kuala Lumpur
Tel : 03-2284 1588
Fax : 03-2282 4688
Email : insassec@insas.com.my

PRINCIPAL PLACE OF BUSINESS

Suite 23.02, Level 23
The Gardens South Tower
Mid Valley City
Lingkaran Syed Putra
59200 Kuala Lumpur
Tel : 03-2282 9311
Fax : 03-2284 8500

AUDITORS

Grant Thornton Malaysia PLT
(No. 201906003682 & LLP0022494-LCA)
(Member Firm of Grant Thornton International Ltd)
Chartered Accountants (AF 0737)
Level 11, Sheraton Imperial Court
Jalan Sultan Ismail
50250 Kuala Lumpur

PRINCIPAL BANKERS

Affin Hwang Investment Bank Berhad
Alliance Bank Malaysia Berhad
Al Rajhi Banking & Investment Corporation (Malaysia) Bhd
AmBank (M) Berhad
CIMB Bank Berhad
UBS AG
Hong Leong Bank Berhad
Malayan Banking Berhad
OCBC Bank (Malaysia) Berhad
Public Bank Berhad
RHB Bank Berhad
RHB Islamic Bank Berhad
United Overseas Bank Limited
United Overseas Bank (Malaysia) Berhad

SOLICITORS

Richard Wee Chambers
Shearn Delamore & Co.
Tan Pheck San & Co.
Thoo & Partners

SHARE REGISTRAR

Megapolitan Management Services Sdn. Bhd.
Suite 23.03, Level 23
The Gardens South Tower
Mid Valley City
Lingkaran Syed Putra
59200 Kuala Lumpur
Tel : 03-2284 1588
Fax : 03-2282 4688
Email : insassec@insas.com.my

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad

Stock Name : INSAS
Sector : Financial Services
Stock Code : 3379

PROFILE OF DIRECTORS

Y.A.M. TENGKU PUTERI SERI KEMALA TENGKU DATO' SRI SETIA HAJJAH AISHAH BINTI ALMARHUM SULTAN HAJI AHMAD SHAH AL-MUSTA'IN BILLAH, DK., SAAS., SSAP., SIMP.

Chairperson/Non-Independent Non-Executive Director

Aged

68

Nationality

Malaysian

Gender

Female

Y.A.M. Tengku Aishah was appointed as the Chairperson of Insas Berhad on 12 November 1986.

She graduated with a Diploma in Business Administration from Dorset Institute, United Kingdom in 1980 and has been a Director of TAS Industries Sdn. Bhd. since 15 August 1990. TAS Industries Sdn. Bhd. is an investment holding and property development company in Kuala Lumpur.

Y.A.M. Tengku Aishah is also the Non-Independent Non-Executive Chairperson of Inari Amertron Berhad and the Independent Non-Executive Chairperson of Divfex Berhad and M & A Equity Holdings Berhad.

DATO' WONG GIAN KUI

Chief Executive Officer/ Executive Director

- *Chairman of Sustainability and Risk Management Committee*

Aged

66

Nationality

Malaysian

Gender

Male

Dato' Wong was appointed to the Board of Insas Berhad as an Executive Director on 11 September 1992, as Managing Director from November 2000 to January 2009, re-designated as Non-Independent Non-Executive Director on 30 January 2009 and re-designated as Executive Director on 22 November 2017. He assumed the position of Chief Executive Officer on 28 February 2019.

Dato' Wong is an accountant by profession and has been a member of the Malaysian Institute of Certified Public Accountants since 1985 and a member of the Malaysian Institute of Accountants since 1988. Prior to joining Insas Berhad, Dato' Wong had worked for Harun, Oh & Wong, a member of Horwath International firm of public accountants in Malaysia from 1981 to 1990 and Stoy Hayward London, Chartered Accountants from 1990 to 1991.

He is currently an Executive Director of Inari Amertron Berhad and Divfex Berhad ("DFX"). He is also a Non-Independent Non-Executive Director of Microlink Solutions Berhad.

He also sits on the board of Insas Technology Berhad and Diversified Gateway Berhad, both are non-listed public companies 100% owned by Insas Berhad and DFX respectively.

PROFILE OF DIRECTORS
(Cont'd)

DATO' DR. TAN SENG CHUAN

Executive Director

Aged
70

Nationality
Malaysian

Gender
Male

Dato' Dr. Tan was appointed to the Board of Insas Berhad on 18 March 1997.

He graduated with First Class Honours in Mechanical Engineering from Imperial College, England in 1978. Dato' Dr. Tan also obtained a Masters and PhD in Engineering Science in 1981 and 1983 respectively from Harvard University, USA. Dato' Dr. Tan has more than 40 years of experience in the global IT and related high technology industries. He joined Insas Berhad in 1997 where he currently heads the Technology Division.

Dato' Dr. Tan is currently the Executive Vice Chairman of Inari Amertron Berhad and Divfex Berhad ("DFX"). He also sits on the board of Insas Technology Berhad and Diversified Gateway Berhad, both are non-listed public companies 100% owned by Insas Berhad and DFX respectively.

DATO' MOHAMAD AZMI BIN ALI

Independent Non-Executive Director

- *Chairman of Audit Committee*
- *Member of Nomination and Remuneration Committee*
- *Member of Sustainability and Risk Management Committee*

Aged
68

Nationality
Malaysian

Gender
Male

Dato' Mohamad Azmi was appointed to the Board of Insas Berhad on 24 February 2022.

Dato' Mohamad Azmi is a member of CPA (Australia) and the Malaysian Institute of Accountants. He holds a Bachelor of Accounting degree from University Kebangsaan Malaysia.

Dato' Mohamad Azmi's experience in the public sector spanned over 36 years, from 1981 until his retirement in 2017. Earlier in his career he was appointed as the Kelantan State's Treasurer from 1983 to 1991. He also served in the Economic Planning Unit, Prime Minister's Department from 1992 to 2001. Following that, he was transferred as the Head of Accountant's General Office in Kuching from 2002 to 2008; and as the Head Accountant of the Ministry of Education from 2008 to 2011. Subsequently, he headed various divisions in the Accountant's General Office before being appointed as the Deputy Accountant General of Malaysia in 2015. On 1 December 2020, he was appointed by the Ministry of Finance ("MOF") as the Registrar of the Malaysian Institute of Accountants.

Dato' Mohamad Azmi is currently an Independent Non-Executive Director of Inari Amertron Berhad and M & A Equity Holdings Berhad.

PROFILE OF DIRECTORS
(Cont'd)

DATUK MOHAMED ARSAD BIN SEHAN

Independent Non-Executive Director

- *Chairman of Nomination and Remuneration Committee*
- *Member of Audit Committee*
- *Member of Sustainability and Risk Management Committee*

Aged

72

Nationality

Malaysian

Gender

Male

Datuk Mohamed Arsad was appointed to the Board of Insas Berhad on 29 August 2023.

He holds a Bachelor of Economics (Statistics) from the University of Malaya.

Datuk Mohamed Arsad has had an extensive career spanning 31 years, from 1978 to 2009, in the banking industry with Bank Bumiputra Malaysia Berhad and Bank Kerjasama Rakyat Malaysia Berhad ("Bank Rakyat"). Throughout his tenure at Bank Rakyat, he held various senior management positions, including that of General Manager of Commercial Banking, Assistant General Manager of Banking Operations, Sector Head of Financing, and Division Head of Planning and Development and Corporate Services. He spent 7 years as the Managing Director and Chief Executive Officer of a private limited company dealing in the manufacture and supply of standby power systems on secondment from Bank Rakyat.

After retiring from Bank Rakyat, he spent 8 years as the Managing Director and Executive Director of PureCircle Sdn. Bhd., a wholly-owned subsidiary company of PureCircle Limited.

Datuk Mohamed Arsad was an Independent Non-Executive Director of M & A Equity Holdings Berhad ("M & A Equity") since 2011 and subsequently was re-designated as the Independent Non-Executive Chairman on 1 July 2020. He stepped down from the Board of M & A Equity on 30 June 2023. Datuk Mohamed Arsad was also an Independent Non-Executive Chairman of Bertam Alliance Berhad from 2014 to 2021.

Currently, Datuk Mohamed Arsad sits on the Board of Inari Amertron Berhad, KIP REIT Management Sdn. Bhd. (the Manager for the listed KIP Real Estate Investment Trust) and Yayasan CanOne KianJoo.

PROFILE OF DIRECTORS
(Cont'd)

SOON LI YEN

Non-Independent Non-Executive Director

- *Member of Audit Committee*
- *Member of Nomination and Remuneration Committee*

Aged
57

Nationality
Malaysian

Gender
Female

Ms. Soon was appointed to the Board of Insas Berhad on 6 March 2009.

She is an accountant by profession and prior to joining Insas Berhad in August 1995, she worked for Coopers & Lybrand as Audit Senior from 1991 to 1995. Ms. Soon graduated from the Royal Melbourne Institute of Technology with a Bachelor of Business in Accounting in 1991. She is a member of the Malaysian Institute of Accountants and Certified Public Accountants of Australia and has extensive experience in auditing, accounting, financial planning and financial related work.

Notes:

None of the Directors have:

(i) any family relationship with any Director and/or major shareholder of the Company;
(ii) any conflict of interest or potential conflict of interest, including interest in competing business with the Company and its subsidiaries; and
(iii) any conviction for offences (excluding traffic offences, if any) within the past 5 years nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 30 June 2025.

PROFILE OF KEY SENIOR MANAGEMENT

DATO' WONG GIAN KUI

- Chief Executive Officer cum Executive Director, Insas Berhad
- Director, Insas Technology Berhad, Insas Credit & Leasing Sdn. Bhd., Insas Plaza Sdn. Bhd., M & A Securities Sdn. Bhd. and Insas Pacific Rent-A-Car Sdn. Bhd. *(principal subsidiary companies of Insas Berhad)*

Aged	Nationality	Gender
66	Malaysian	Male

The profile of Dato' Wong is stated in the Profile of Directors on page 3 of the Annual Report.

DATO' DR. TAN SENG CHUAN

- Executive Director, Insas Berhad
- Director, Insas Technology Berhad *(a principal subsidiary company of Insas Berhad)*

Aged	Nationality	Gender
70	Malaysian	Male

The profile of Dato' Dr. Tan is stated in the Profile of Directors on page 4 of the Annual Report.

DATO' SRI THONG KOK KHEE

- Director, Insas Plaza Sdn. Bhd., Insas Credit & Leasing Sdn. Bhd. and Insas Technology Berhad *(principal subsidiary companies of Insas Berhad)*

Aged	Nationality	Gender
71	Malaysian	Male

Dato' Sri Thong was the Chief Executive Officer of Insas Berhad from 10 March 1993 to 29 November 2004. Dato' Sri Thong was appointed to the Board of Insas Berhad as Executive Deputy Chairman on 28 February 2007 and subsequently became the Executive Deputy Chairman cum Chief Executive Officer on 30 January 2009 to 28 February 2019. Dato' Sri Thong resigned from the Board of Insas Berhad on 28 February 2019.

A graduate from the London School of Economics, United Kingdom, Dato' Sri Thong had worked in the financial services industry from 1979 to 1988. He worked for Standard Chartered Merchant Bank Asia Limited in Singapore from October 1982 to June 1988 and his last held position was the Director of its Corporate Finance Division.

Dato' Sri Thong is currently the Non-Independent Non-Executive Deputy Chairman of Omesti Berhad and a Non-Independent Non-Executive Director of Inari Amertron Berhad.

Dato' Sri Thong is a substantial shareholder of Insas Berhad. He has not been convicted of any offence within the past 5 years and there are no sanctions and/or penalties imposed by any regulatory bodies during the financial year.

PROFILE OF KEY SENIOR MANAGEMENT
(Cont'd)

THONG MEI CHUEN

- Head of Global Treasury and Corporate Planning, Insas Berhad
- Non-Indendepent Non-Executive Director, M & A Equity Holdings Berhad ("M & A Equity") *(a principal subsidiary company of Insas Berhad)*

Aged	Nationality	Gender
43	Malaysian	Female

Ms. Thong was appointed as Head of Global Treasury and Corporate Planning of Insas Berhad on 1 July 2012.

She graduated with a Bachelor of Arts from Dartmouth College. She has had 5 years of equity capital markets experience having worked at Credit Suisse in New York from 2004 to 2006, and Deutsche Bank from 2006 to 2009 at their New York, Hong Kong and Singapore offices. She subsequently joined the corporate finance team in Genting Hong Kong from 2009 to mid-2012.

Her father, Dato' Sri Thong Kok Khee, is a substantial shareholder of Insas Berhad. Ms. Thong was appointed to the Board of Inari Amertron Berhad on 2 July 2013 as an Alternate Director to Dato' Sri Thong Kok Khee, who is a Non-Independent Non-Executive Director of Inari Amertron Berhad. In February 2014, she has also undertaken the role of Chief Operating Officer in Microlink Solutions Berhad's Singapore division. She is also a Non-Independent Non-Executive Director of M & A Equity and Microlink Solutions Berhad.

She has not been convicted of any offence within the past 5 years and there are no sanctions and/or penalties imposed by any regulatory bodies during the financial year.

DATO' THONG KOK YOON

- Executive Director, M & A Securities Sdn. Bhd. ("M & A Securities") *(a principal subsidiary company of Insas Berhad)*

Aged	Nationality	Gender
74	Malaysian	Male

Dato' Thong was appointed as an Executive Director of M & A Securities on 15 November 1991.

He graduated with a Bachelor of Science majoring in Mechanical Engineering from Imperial College of Science and Technology, University of London in 1974. He was attached to Phillip Singapore Limited prior to joining M & A Securities. He has more than 40 years of working experience in the stock broking industry.

He does not hold directorships in any public listed companies in Malaysia.

Dato' Thong is a substantial shareholder of Insas Berhad. He is the brother of Dato' Sri Thong Kok Khee. He has not been convicted of any offence within the past 5 years and there are no sanctions and/or penalties imposed by any regulatory bodies during the financial year.

PROFILE OF KEY SENIOR MANAGEMENT (Cont'd)

DATUK TAN CHOON PEOW, BILL

- Executive Director-Corporate Finance, M & A Securities Sdn. Bhd. ("M & A Securities")
- Managing Director of M & A Equity Holdings Berhad ("M & A Equity") *(principal subsidiary companies of Insas Berhad)*

Aged	Nationality	Gender
54	Malaysian	Male

Datuk Bill joined M & A Securities in 2009. He was appointed as the Executive Director-Corporate Finance of M & A Securities on 18 March 2013. He was appointed as an Executive Director of M & A Equity on 10 May 2023 and subsequently re-designated as the Managing Director on 30 June 2023.

Datuk Bill graduated with a Bachelor of Commerce from Murdoch University, Australia in 1993 and is a member of the Malaysian Institute of Accountants and Certified Practising Accountant of Australia, since 1996. In 2001, he was registered as a Chartered Accountant with the Malaysian Institute of Accountants.

He started his career in 1993 as an Audit Assistant in KPMG Peat Marwick where he was involved in various audit assignments. In 1997, he left the firm as Audit Senior to join Bright Rims Manufacturing Sdn. Bhd. as Group Financial Controller where he was responsible for managing its accounts and finance functions up to 2000. Between 2001 to 2004, he was attached to Leverage Management Sdn. Bhd. as a Director where he was involved in the provision of corporate finance advisory.

In 2004, he joined Avenue Securities Sdn. Bhd. as Associate Director, Corporate Finance. In 2007, he left ECM Libra Avenue Securities Sdn. Bhd. (the merged entity of Avenue Securities Sdn. Bhd. and ECM Libra Securities Sdn. Bhd.) to join MIMB Investment Bank Berhad (now known as Hong Leong Investment Bank Berhad) as a Director (non-board member) and Team Head, Investment Banking till 2009 when he joined M & A Securities.

Datuk Bill has more than 20 years' experience in accounting and corporate finance and was involved in various restructuring, initial public offering, fund raising and merger and acquisition.

Other than his directorship in M & A Equity, he does not hold directorships in any public listed companies in Malaysia.

He has no family relationship with any Director or major shareholder of Insas Berhad and has no conflict of interest with Insas Berhad. He has not been convicted of any offence within the past 5 years and there are no sanctions and/or penalties imposed by any regulatory bodies during the financial year.

THONG WENG SHENG

- Director, Insas Pacific Rent-A-Car Sdn. Bhd. ("IPRAC"), Insas Plaza Sdn. Bhd. ("IPSB") and Insas Credit & Leasing Sdn. Bhd. ("ICL") *(principal subsidiary companies of Insas Berhad)*

Aged	Nationality	Gender
35	Malaysian	Male

Mr. Thong was appointed as a Director of IPSB, IPRAC and ICL on 1 January 2016, 22 February 2016 and 1 June 2016 respectively.

Mr. Thong graduated with a BA in Economics from Durham University, United Kingdom in 2012. Prior to joining Insas Group, he worked as a journalist for The Peak (Malaysia) magazine and swiftly rose through the ranks to become the publication's Senior Writer. He joined Insas Group in 2015 and heads the long-term contract car hire and fleet management operations.

Mr. Thong was appointed as IOT Product Manager in Microlink Solutions Berhad, in May 2017.

He was subsequently appointed as an Executive Director in Microlink Solutions Berhad on 1 November 2023.

He is the son of Dato' Sri Thong Kok Khee. He has not been convicted of any offence within the past 5 years and there are no sanctions and/or penalties imposed by any regulatory bodies during the financial year.

PROFILE OF KEY SENIOR MANAGEMENT
(Cont'd)

DATO' SRI DR. CHEE HONG LEONG, JP

- Executive Director of M & A Equity Holdings Berhad ("M & A Equity") *(a principal subsidiary company of Insas Berhad)*

Aged	Nationality	Gender
61	Malaysian	Male

Dato' Sri Dr. Chee was appointed as an Independent Non-Executive Director of M & A Equity on 13 March 2003 and was subsequently re-designated as Executive Director on 2 December 2011.

He graduated with a Bachelor of Engineering (Computer) in 1987 and a Master of Business Administration in 1989, both from McMaster University, Hamilton, Ontario, Canada. In 2023, he was awarded an Honorary Doctor of Business Administration from Segi University, Malaysia. In 2024, he successfully earned a Doctor of Business Administration from Asia E University, Malaysia.

Dato' Sri Dr. Chee began his career with Leisure Holidays Group and MBf Food Division in 1990 and subsequently held senior roles in Canary Homes Sdn. Bhd., Canary Infoport Sdn. Bhd. and Tanco Resort Berhad, where he served as Executive Director/Chief Operating Officer. He has also served on the boards of various public listed companies across multiple industries, including Ho Hup Construction Company Berhad, Microlink Solutions Berhad, SEG International Berhad, Inari Amertron Berhad, Maxland Berhad, Pacific Healthcare Ltd., Mithril Berhad, Energreen Corporation Berhad, Kairous Acquisition Corp., and Liberty Acquisition Resources Corp.

He was conferred Datuk (DMSM) in 2007, Jaksa Pendamai (JP) in 2011, and Dato' Sri (SSAP) in 2011. In addition, he has been actively involved with St. John Ambulance Malaysia Selangor KSS, serving as Area President since 2013 and as a National Council Member since 2023.

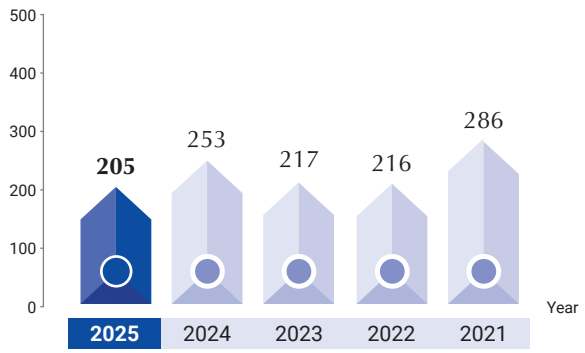
Currently, he sits on the Board of Hextar Industries Berhad as an Independent Non-Executive Director and serves as a Board Member of Malaysia Digital Economy Corporation as well as a Commission Member of the Malaysian Communications and Multimedia Commission.

He has no family relationship with any Director or major shareholder of Insas Berhad and has no conflict of interest with Insas Berhad. He has not been convicted of any offence within the past 5 years and there are no sanctions and/or penalties imposed by any regulatory bodies during the financial year.

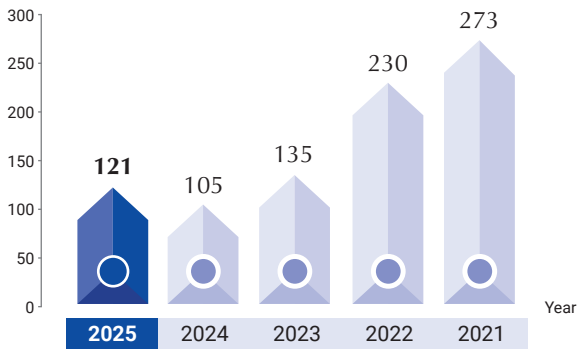
FIVE YEARS GROUP FINANCIAL HIGHLIGHTS

	2025 RM'000	2024 RM'000	2023 RM'000	2022 RM'000	2021 RM'000
Revenue	**205,431**	253,249	216,835	216,392	285,649
Profit Before Taxation	**121,127**	105,276	134,733	229,639	273,252
Profit After Taxation Attributable to Owners of the Company	**93,934**	82,646	122,754	215,145	257,561
Total Assets	**3,158,031**	3,130,144	3,031,362	2,700,699	2,479,868
Total Liabilities	**513,158**	514,337	531,153	507,449	498,878
Total Borrowings	**420,971**	380,928	395,672	409,809	385,424
Equity Attributable to Owners of the Company	**2,468,931**	2,432,816	2,342,233	2,194,089	1,979,447
Number of Shares in Issue, net of Treasury Shares – weighted average (Thousands)	**663,147**	663,046	663,021	663,021	663,021
Earnings Per Share – Basic (Sen)	**14.16**	12.46	18.51	32.45	38.85
Number of Shares in Issue, net of Treasury Shares (Thousands)	**663,272**	663,109	663,021	663,021	663,021
Net Assets Per Share (RM)	**3.72**	3.67	3.53	3.31	2.99
Return on Equity (%)	**3.8**	3.4	5.2	9.8	13.0
Return on Total Assets (%)	**3.0**	2.6	4.0	8.0	10.4
Gearing Ratio	**0.17**	0.16	0.17	0.19	0.19

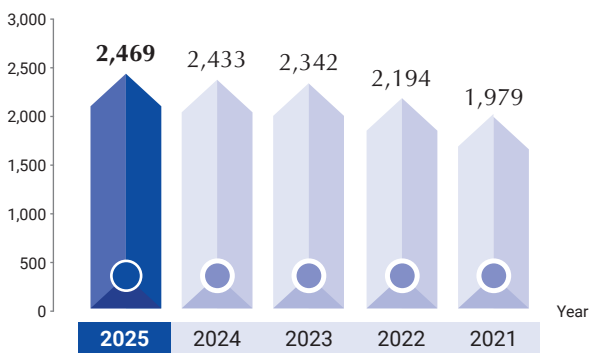
REVENUE
(RM' Million)



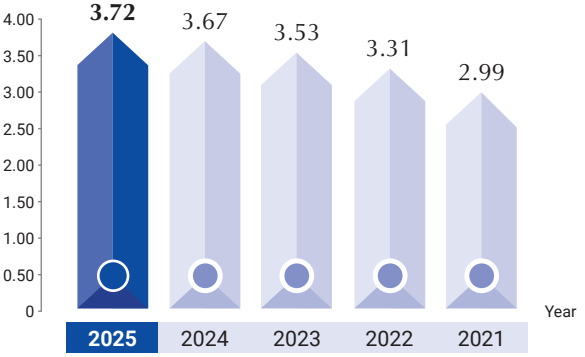
PROFIT BEFORE TAXATION
(RM' Million)



EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY
(RM' Million)



NET ASSETS PER SHARE
(RM)



MANAGEMENT DISCUSSION AND ANALYSIS

We are pleased to present the Management Discussion and Analysis on the performance of Insas Berhad ("Insas" or "the Group") for the financial year ended 30 June 2025 ("FY 2025").

1. OVERVIEW OF THE GROUP BUSINESSES

The Group's principal business segments consist of:-

(i) stock broking, provision of corporate finance & advisory services, structured finance and provision of fund management services ("Financial Services");
(ii) investment holding & trading;
(iii) technology & IT related services ("Technology");
(iv) manufacturing and distribution of consumer products and services, retail trading and car rental; and
(v) property investment & development.

The business environment in FY 2025 remained challenging, marked by elevated inflation, rising operating costs, continued interest rate pressures, and geopolitical uncertainties that disrupted supply chains and dampened market sentiment. Nevertheless, the Board and the dedicated management team, along with our employees, have worked diligently to address these headwinds, reinforcing our commitment to long-term growth, efficiency and sustainability.

Despite these challenges, the Group delivered a satisfactory overall financial performance in FY 2025. The Group's shareholders' funds improved from RM2.43 billion to RM2.47 billion as at 30 June 2025. Pre-tax profit rose to RM121.1 million (FY 2024: RM105.3 million), driven principally by improved share of results of associate companies of RM30.4 million and gain on fair value changes of financial assets at fair value through profit or loss of RM18.7 million in FY 2025 (FY 2024: RM23.6 million and loss on fair value changes of -RM0.5 million respectively).

The Group's main operations are located in Malaysia and Singapore and our principal associate company's operations are located in Malaysia, Philippines and China.

As a public listed corporation, the Group's long-term business objectives are to generate sustainable earnings supported by positive cash flows, maintain a positive and healthy financial position for future growth and capital appreciation and endeavor to pay a stable dividend yield to our shareholders. The uncertainties in foreign exchange rate volatility, inflation risk, rising operating costs, the on-going continuing Ukraine war, the Israel-Palestine conflict and the overall increase in costs of doing businesses have changed the general business environment and outlooks globally, and the Board will continuously assess, adapt and strategise in response to these unforeseen events and circumstances which are beyond our control. The Group will strive to achieve these objectives by actively seeking good revenue and earnings growth investment opportunities.

2. OPERATIONAL REVIEW

2.1 Stock broking and provision of corporate finance & advisory services and fund management services

M & A Equity Holdings Berhad Group ("M & A Equity Group") has continued its strategic transformation into a full-fledged financial services provider. In FY 2025, M & A Equity was recognised as the achiever of the Highest Growth in Profit After Tax Over Three Years at The Edge Malaysia Centurion Club Corporate Awards 2025, marking a significant milestone that underscores M & A Equity Group's consistent growth trajectory and resilience in delivering long-term value to its shareholders.

M & A Securities Sdn. Bhd. ("M & A Securities")

In FY 2025, a significant milestone was achieved with M & A Securities, a wholly-owned subsidiary company of M & A Equity, onboarded the Islamic Participating Organisation to provide Islamic stockbroking services. This development aligns with M & A Equity Group's commitment to expanding its financial services offerings and enhancing its market position in the Islamic finance sector.

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

2. OPERATIONAL REVIEW (CONT'D)

2.1 Stock broking and provision of corporate finance & advisory services and fund management services (cont'd)

M & A Securities Sdn. Bhd. ("M & A Securities") (cont'd)

M & A Securities is a licensed stock broking firm providing trading services for securities listed on Bursa Malaysia Securities Berhad ("Bursa Securities") and other recognised foreign stock exchanges, share margin financing, collateralised trading, corporate finance advisory, underwriting and placement of securities and other related activities. M & A Securities' principal office is located at Mid Valley City, Kuala Lumpur and its currently has seven (7) branch offices located in Kuala Lumpur, Ipoh, Penang, Malacca and Johor Bahru.

During FY 2025, M & A Securities has acted as principal adviser and successfully listed 13 (FY 2024: 14) companies on ACE and Main Market representing approximately 20% (FY 2024: 38%) of total companies listed on Bursa Securities in FY 2025 and FY 2024 respectively.

On 29 April 2025, M & A Securities was honoured at the Bursa Excellence Awards 2024 with three top accolades:-

- Best Overall Principal Adviser for IPO
- Best Principal Adviser for Main Market IPO
- Best Principal Adviser for ACE Market IPO

These awards underscore M & A Securities' strong track record and leadership in advising and executing IPOs, reflecting the firm's commitment to excellence, innovation, and value creation for clients. The achievement further strengthens Insas Berhad's position in the investment banking sector and highlights the Group's contribution to the vibrancy and growth of Malaysia's capital market.

M & A Value Partners Asset Management Malaysia Sdn. Bhd. ("M & A VPAM")

During FY 2025, M & A VPAM launched M & A Value Partners IPO Equity Fund and M & A Regular Income Fund ("M&A RIF"). IPO Equity Fund is a wholesale equity growth fund that focuses on IPO and pre-IPO exercises and companies with potential catalysts for re-rating due to corporate actions while M&A RIF is a wholesale mixed assets fund. As at 30 June 2025, M & A VPAM manages a total of three funds with assets under management ("AUM") exceeding RM68 million.

2.2 Structured finance

Insas Credit & Leasing Sdn. Bhd. ("ICL")

The Group's main lending arm, ICL is licensed under the Moneylenders Act 1951. ICL has established itself as a boutique structured finance provider to selected sophisticated investors and corporations seeking short and medium terms financing for working capital and investment purposes. As of 30 June 2025, ICL has a collateralised loan portfolio of over RM317 million (FY 2024: RM245 million) generating recurring interest income to the Group.

ICL has stringent operating and compliance policies and processes in place in evaluating the credit profile of the borrowers, the project viability, the collateral offered and sources of repayments and ICL conducts ongoing monitoring procedures to assess and ensure the loan positions are well maintained, adequately secured and comply with the necessary covenants.

MANAGEMENT DISCUSSION AND ANALYSIS
(Cont'd)

2. OPERATIONAL REVIEW (CONT'D)

2.3 Investment holding and trading

The world's financial markets in 2024 and 2025 are characterised by moderating global growth, and persistent geopolitical risks and policy uncertainties. Markets face a volatile period with potential rotations in stock selection due to divergent national economic outlooks, arising from risks from policy changes in various countries, particularly the US, which had drove market rotations, leading to high dispersion in stock performance. Major policy surprises, particularly in trade and fiscal policy, along with geopolitical tensions, have created significant uncertainty, influencing business sentiment and dampening global trade, investor confidence and financial stability.

Nevertheless, the Group's investment strategies remained consistent which encompass stringent asset allocation and diversification to manage risk of the portfolio investments of the Group. To achieve this objective, the Group acquires fixed and variable income investments typically money market funds, debt securities and high yield growth stocks, listed equities and options. These investments are held on a medium to long term investment horizon of 1 to 5 years. The Group's investment objectives remain to maximise capital growth with recurring income and cash flows above the cost of funds.

As of 30 June 2025, the Group's investments in listed equities are primarily in REITS, technology and e-commerce, logistics, consumer products and financial services sectors in both local and overseas stock exchanges.

2.4 Technology and IT related services

In FY 2025, the Group's Technology unit continued its business in technology projects, trading, and investments, playing a pivotal role in the Group's overall financial performance. Two of the major holdings within this unit are Inari Amertron Berhad ("Inari") and Divfex Berhad ("DFX").

Inari, which is in the Outsourced Semiconductor Assembly and Test (OSAT) sector and listed on the Main Market, reported revenue of RM1.35 billion in FY 2025, a 9% decrease as compared to RM1.48 billion in FY 2024, and its earnings decreased by 29% from RM300 million in FY 2024 to RM213 million in FY 2025. The decrease in earnings was mainly due to comparatively lower volume loading of products in all business segments and product mix, unfavorable movement in foreign exchange rates and start up loss at its China subsidiary during FY 2025.

DFX, an ACE-listed company involved in the digital infrastructure business and supply project into the data center sector, reported revenue of RM82.0 million in FY 2025, a 49% increase as compared to RM55.0 million achieved in FY 2024 and its profit before tax increased by 41% from RM6.9 million in FY 2024 to RM9.7 million in FY 2025. The higher revenue and profit before tax is primarily due to higher project billings from its ICT business units as compared to the preceding financial year.

Overall, the Group's Technology unit remained a key contributor to the Group's profits and cash flows in FY 2025. The Group continues to hold a significant equity stake in Inari, which provides recurring dividend income, and it remains committed to exploring new investment opportunities in the technology sector. The Technology unit continues to deliver steady returns while navigating challenges underscoring its importance to the Group's broader business strategy.

2.5 Retail trading

Melium Group is one of Malaysia's leading retail group on international luxury fashion brands such as Aigner, Givenchy, Hackett London, Max Mara, MCM, Roger Vivier, Tod's and ALO and it holds the Malaysian franchise for Dome Café and operates close to 20 outlets in Klang Valley, Genting Premium Outlet, Johor Premium Outlet and Penang. Melium Group also owns and operates the Seminyak Village, a boutique mall in Bali, Indonesia.

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

2. OPERATIONAL REVIEW (CONT'D)

2.6 Car rental

The Group's car rental operation is mainly carried out by Insas Pacific Rent-A-Car Sdn. Bhd. and PRAC Logistics Sdn. Bhd. in Malaysia ("PRAC").

PRAC offers both short-term and long-term car rental and chauffeured limousine services with its fleet consisting of sedans, SUVs and MPVs. PRAC is headquartered in Bukit Jalil, Kuala Lumpur and has branch offices located in KLIA, Johor Bahru and Penang Airport.

PRAC will continue to closely monitor the travel and consumer patterns to improve vehicle utilisation and competitiveness.

2.7 Property investment and development

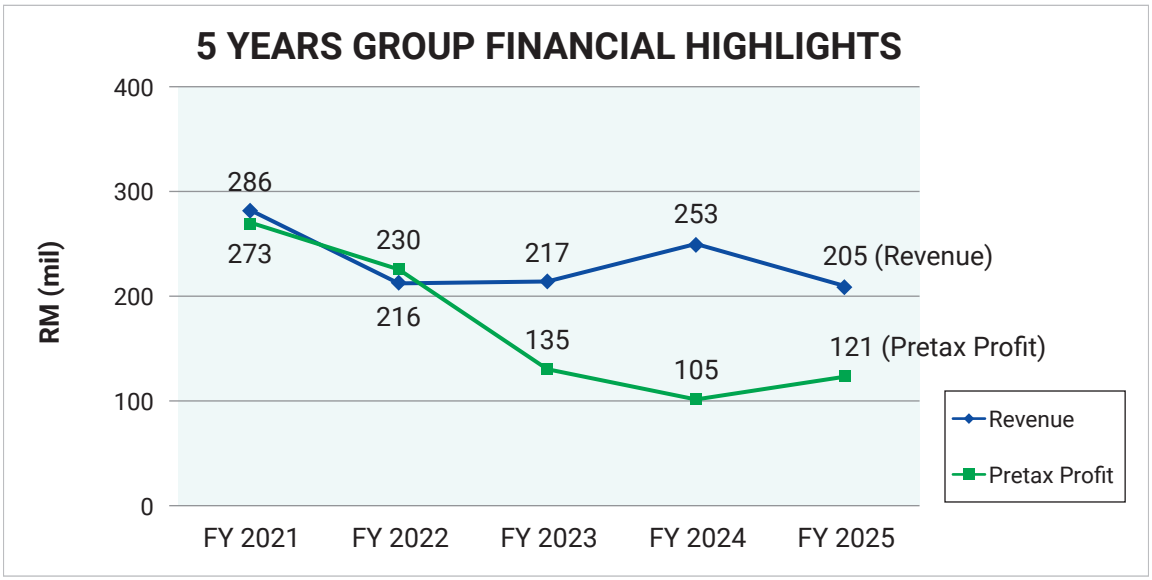
The Group's property portfolio comprises a mix of landed and high-rise residential units and shops/ office spaces held for investment to generate rental income and for resale. Occupancy for our shops/ office spaces remain encouraging with near full occupancy during FY 2025 whereas occupancy rate for the residential properties remained soft primarily due to the oversupply of residential properties in the Klang Valley. The division will continue its efforts to market its property portfolio during financial year ending 30 June 2026 ("FY 2026") in order to capture opportunities in the property resale market.

2.8 Ho Hup Construction Company Berhad ("Ho Hup")

The Group has adopted equity accounting for its investment in Ho Hup since financial year ended 30 June 2016.

During the financial year, the Group discontinued equity accounting for its investment in Ho Hup after the Group ceased to have board representation in Ho Hup, and the Group had appointed Receiver and Manager over certain of Ho Hup's assets pledged to secure loans granted by the Group's money lending division.

3. FINANCIAL REVIEW



MANAGEMENT DISCUSSION AND ANALYSIS
(Cont'd)

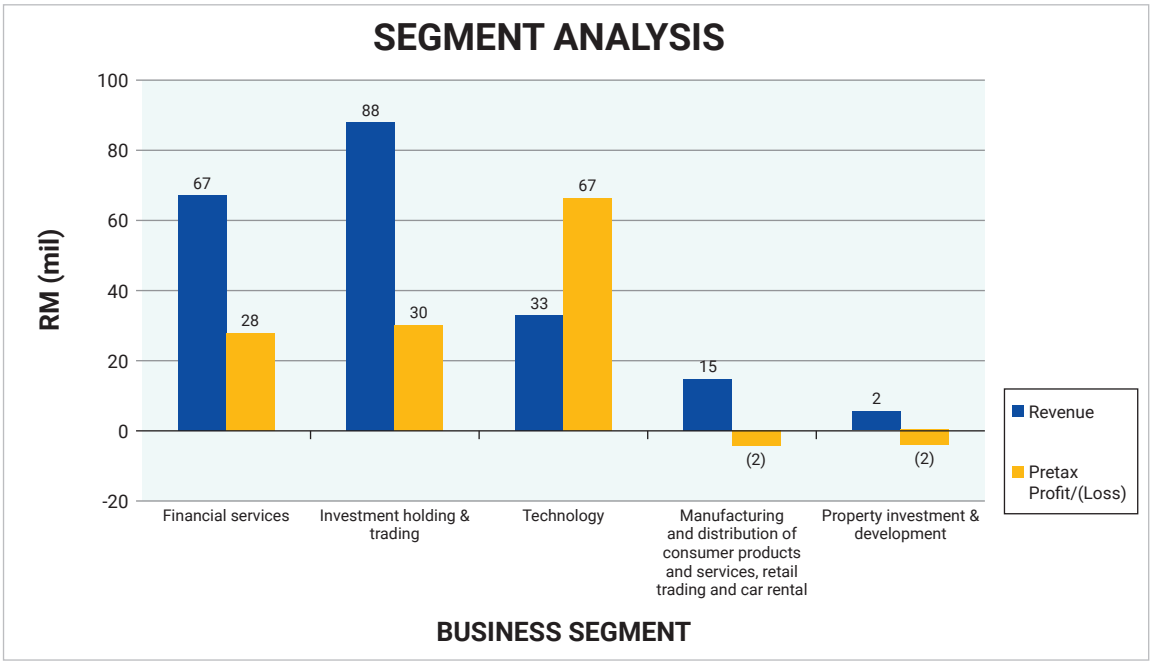
3. FINANCIAL REVIEW (CONT'D)

Financial performance

For FY 2025, the Group recorded lower revenue of RM205.4 million as compared to RM253.2 million in FY 2024. The main contributors to the Group's revenue in FY 2025 are the Financial Services segment contributing 33% (FY 2024: 24%), the investment holding & trading segment contributing 43% (FY 2024: 37%), the Technology segment contributing 16% (FY 2024: 30%) and the car rental segment contributing 7% (FY 2024: 7%) of the Group's revenue.

The Group recorded a higher pre-tax profit at RM121.1 million in FY 2025 as compared to RM105.3 million in FY 2024. The main contributors of pre-tax profit in FY 2025 are the Technology segment registering RM67.3 million (FY 2024: RM91.4 million), the Financial Services segment contributing RM28.0 million (FY 2024: RM27.3 million) and the investment holding & trading segment contributing RM30.4 million (FY 2024: RM12.0 million).

The financial performance by business segments for FY 2025 is as follows:-



	2025		2024	
Segment	**Revenue RM' mil**	**Pretax Profit/(Loss) RM' mil**	**Revenue RM' mil**	**Pretax Profit/(Loss) RM' mil**
Financial services	67	28	61	27
Investment holding & trading	88	30	93	12
Technology	33	67	75	91
Manufacturing and distribution of consumer products and services, retail trading and car rental	15	(2)	18	(5)
Property investment & development	2	(2)	6	(20)
Total	**205**	**121**	**253**	**105**

MANAGEMENT DISCUSSION AND ANALYSIS
(Cont'd)

3. FINANCIAL REVIEW (CONT'D)

3.1 Stock broking and provision of corporate finance & advisory services and fund management services

M & A Securities reported a higher pre-tax profit of RM29.6 million despite lower revenue of RM48.9 million in FY 2025 as compared to RM29.0 million and RM51.3 million respectively in FY 2024, mainly due to improved profit margin during the year.

3.2 Structured finance

ICL reported higher revenue and profits in FY 2025 from its structured finance business on the back of higher loan portfolio of RM317 million as at 30 June 2025 as compared to RM245 million in FY 2024.

3.3 Investment holding and trading

Revenue was lower in FY 2025 mainly due to lower trading activities of financial assets at fair value through profit or loss and other financial instruments of RM88.0 million in FY 2025 (FY 2024: RM93.0 million).

The investment unit reported higher pre-tax profit of RM30.0 million in FY 2025 as compared to RM12.0 million in FY 2024, mainly due to higher gain on fair value changes of financial assets at fair value through profit or loss reported in FY 2025.

As at 30 June 2025, the investment unit holds financial assets at fair value through profit or loss of RM243.0 million, as compared to RM230.1 million as at 30 June 2024.

3.4 Technology and IT related services

The Technology unit reported lower revenue of RM33.5 million in FY 2025 as compared to RM75.3 million in FY 2024 mainly due to lower disposal of shares in listed associate company in the current financial year. The Technology unit reported lower pre-tax profit of RM67.3 million in FY 2025 (FY 2024: RM91.4 million) mainly due to lower equity profit contribution from associate companies of RM31.8 million in FY 2025 (FY 2024: RM39.1 million) and net gain on deemed disposal of equity interests in an associate company of RM4.5 million (FY 2024: RM15.6 million).

3.5 Retail trading

Melium Group's revenue showed marginal improvement in FY2025 at RM161 million (FY 2024: RM154 million). Despite the increase in revenue, Melium Group's net profit declined substantially to RM0.3 million in FY 2025 as compared to RM4.6 million in FY 2024. The decrease was primarily driven by higher selling and distribution costs related to newly opened outlets in FY 2024, which has yet to achieve its full potential efficiency.

3.6 Car rental

The Car rental division recorded revenue of RM14 million in FY 2025, a slight decline from RM15 million in FY 2024. The fleet size decreased marginally from 505 to 492 vehicles, with an average utilisation rate of approximately 70% in both years, meeting the needs of long-term and transient customers. Going forward, Management will continue to focus on securing new long-term corporate clients while enhancing fleet utilisation to drive sustainable growth.

MANAGEMENT DISCUSSION AND ANALYSIS
(Cont'd)

3. FINANCIAL REVIEW (CONT'D)

3.7 Property investment and development

The Property investment and development division reported lower revenue of RM2.0 million in FY 2025 as compared to RM6.3 million in FY 2024 mainly due to no revenue contribution from property development, as the Alstonia Residence project developed by a subsidiary company of M & A Equity Group has been completed in FY 2024.

The division suffered a loss of -RM2.5 million in FY 2025 (FY 2024: -RM19.9 million), primarily due to the Group's share of losses of Ho Hup Group amounting to -RM2.6 million (FY 2024: -RM14.5 million). The Group's share of losses of Ho Hup Group's results in FY 2025 was lower as the Group had discontinued equity accounting in Ho Hup during the financial year.

4. ANALYSIS OF THE ANTICIPATED RISKS

The Board adopts a proactive approach to prudent risks management to sustain and grow the Group's businesses.

During FY 2025, the key risks that affected the Group were foreign exchange rate volatility, and the ongoing Ukraine war and the Israel-Palestine conflict. These factors have led to tighter liquidity conditions, global rise in interest rate, energy costs and inflation which dampen economic growth and affected the investors' confidence in the global financial markets.

The major risks which affect the Group's business segments and the respective strategies undertaken to mitigate them are set out below:-

4.1 Stock broking and provision of corporate finance & advisory services and fund management services

M & A Securities faces competition from peers offering lower brokerage fees, attractive margin financing and broader service networks, while also remaining exposed to regulatory changes and market volatility. To mitigate these risks, the Group invests in reliable online trading platforms, provides competitive and flexible financing solutions, maintains strict regulatory compliance, and closely monitors political and economic developments to safeguard business performance.

For fund management services, competition arises from investment performance, breadth of offerings, fee structures and brand reputation, alongside exposure to regulatory and market risks. The Group addresses these challenges through disciplined investment strategies, innovative fund structures, proactive client engagement and strong risk management practices, supported by continuous compliance with regulatory requirements.

4.2 Structured finance

In the current volatile market environment, the Group's lending arm faces credit risk from its structured finance loan portfolio, with timely receivable collection remaining a key focus. Management has reinforced controls through stricter loan approvals, stronger collateral assessment, and closer monitoring to mitigate potential bad debts.

4.3 Investment holding and trading

So far, 2025 has seen a number of significant developments, with the unpredictable and inconsistent policies of US President Donald Trump, along with military action in the Middle East, causing substantial volatility in financial markets. Despite this, economic fundamentals remain reasonably strong, with greater, although incomplete clarity around tariff policy and related impacts. Although US inflation is expected to remain above target, the Federal Reserve rates are expected to be cut by up to 1% by the end of 2026, while the European Central Bank has scope for another cut in interest rates.

MANAGEMENT DISCUSSION AND ANALYSIS
(Cont'd)

4. ANALYSIS OF THE ANTICIPATED RISKS (CONT'D)

4.3 Investment holding and trading (cont'd)

Global investment themes staged around the potential end of US 'exceptionalism', and the US dollar has seen pronounced weakness, with scope for further downside, Industries are set to be transformed by AI, potentially enhancing productivity and gains to capital, and raising overall economic growth rates. The AI technology presents tremendous challenges to policymakers, businesses and individuals, but should also drive meaningful improvements in productivity. The outlook, as always, is uncertain and valuations in equity markets and credit spreads are high relative to history. While mindful of the risks, there will be opportunities for investors to remain focused and navigate both the risks and opportunities that will be present over the coming years.

One of the primary anticipated risks faced by the investment holding and trading segment is the fluctuations in foreign currency exchange rates and its effects on its foreign securities portfolio. In line with the Malaysian Financial Reporting Standards, changes in accounting value of the Group's assets, liabilities, revenues and costs arising from foreign exchange translation are taken to the statements of profit or loss. Where necessary, the Group enters into forward foreign exchange contracts and match local currency income and investments to local currency expenditure and borrowings to minimise the foreign exchange exposure.

Our investment portfolio comprises short and medium-term investments with varied maturity periods to meet the Group's operating cash flow needs. These investments have exposure to credit, market, forex and liquidity risks. The Group's investments in financial assets at fair value through profit or loss comprises investment in quoted securities and other structured investments. The fair value of quoted securities and structured investments are determined by reference to their published market closing price as at the reporting date. As with the preceding financial year, the fair value of quoted securities and structured investments as at 30 June 2025 continued to be impacted by global financial and equity market uncertainty and volatility. With careful and consistent monitoring strategies in place, we will continue to monitor to ensure the investment holding and trading unit will contribute positively to the Group's bottom-line.

4.4 Technology and IT related services

Within our technology business, we engage in a wide range of activities, including project management, trading ventures, and strategic investments. When it comes to startup investments, our focus is on achieving high multiple returns. The management is aware the endeavor comes with the risk of failures associated with early-stage enterprises. These risks often involve the uncertainty of disruptive concepts, viability of new and often untested technologies, the integrity, capability and drive of the entrepreneurs/ promoters leading these ventures, and the complex timings of markets. Each startup presents its unique combination of risks and opportunities, with distinct risk-reward profile that we constantly assess.

In contrast, our investments in publicly-listed entities follow a more comprehensive and active approach. We engage with the management teams, collaborate with their technological leaders, and navigate the nuanced risk-reward dynamics of the markets in which they operate. As long-term investors and shareholders, we constantly engage with the leadership of these companies. We work closely with them to ensure that our investments are well-positioned for positive returns, often realised through dividends, share price appreciation, and overall value growth.

MANAGEMENT DISCUSSION AND ANALYSIS
(Cont'd)

4. ANALYSIS OF THE ANTICIPATED RISKS (CONT'D)

4.4 Technology and IT related services (cont'd)

However, technology investments are not without their challenges. They come with inherent risks such as market volatility, rapid technological obsolescence, shifting regulatory landscapes, intense competition, cybersecurity threats, and potential supply chain disruptions. Additionally, other risks include intellectual property considerations, sensitivity to economic downturns, changes in leadership, difficulties in scaling operations, market saturation, environmental concerns, and the uncertainties of global political and economic conditions like recent tariff and forex fluctuations. Furthermore, unmet targets by promoters and potential liquidity challenges can pose significant risks. To successfully navigate this dynamic and highly competitive landscape, we perform detailed evaluation, careful risk assessment, proactive risk mitigation strategies and active engagement with stakeholders. This approach helps us manage the diverse risks while capitalising on the opportunities presented by the evolving technology sector.

4.5 Retail trading

The primary risks for retail trading and food and beverage segment include global inflation and increased costs for raw materials and labour.

To address these challenges, the Melium Group's management will focus on cash-flow management and cost monitoring while continue to work on expansion in new malls opening as well as pricing and promotional strategies to maximise profitability.

4.6 Car rental

We anticipate continual competition from ride-sharing and car-sharing platforms and grey car rental operators who may not have the necessary hire & drive permit for their vehicles in the short-term car rental market. This market segment has contributed about 9% of PRAC's revenue in both FY2025 and FY 2024 with the bulk of the revenue being generated from long-term corporate clients. Our primary focus remains on our long-term corporate clients, who generate the majority of our revenue. To maintain our competitive advantage in the long-term leasing space, we will continue to prioritise quick turnaround times for vehicle maintenance, offer replacement cars promptly, and uphold our high service standards.

We do not expect the removal of fuel subsidies to have any significant impact to our operational cost as the fuel consumption is borne directly by customers. Similarly, the proposed carbon tax by the Malaysian government is unlikely to have immediate effect on car leasing industry, given that the initial scope targets high-emission industrial sectors. Nevertheless, we will monitor developments closely and be prepared to adapt to shifts in customer demand for greener leasing services. At the same time, we will explore business opportunity with corporates seeking to enhance their ESG compliance.

4.7 Property investment and development

The soft market conditions continue to be the Group's property segment biggest challenge. The Group will continue its effort to market its existing investment properties for rent and/or sale and to identify and invest in good properties that yield attractive returns.

5. FUTURE PROSPECTS OF THE GROUP

The Group foresees FY 2026 to remain challenging, and the outlook for the Group is highly dependent on the effects of the prolonged Russia-Ukraine war, the Middle-East conflicts and the heightened US-China trade frictions, that is expected to contribute towards further uncertainties in the global economic environment with volatile trajectory on fuel supply and energy costs and undesirable trade and industrial policies hurting interest rates and foreign currency exchange in the global markets.

Nevertheless, with the Group's continual strong financial position, robust net cash position, diverse business units that generate reasonable earnings and cash flows, and with prudent management and good corporate governance, the Group will remain vigilant and use its best endeavors to manage these volatile business environment and challenges in FY 2026.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Corporate Governance Overview Statement sets out the principal features of Insas Berhad ("the Company") and its subsidiaries' (collectively referred to as "the Group") corporate governance approach, summary of corporate governance practices during the financial year ended 30 June 2025 as well as the key focus areas and future priorities in relation to corporate governance. The Corporate Governance Overview Statement is made pursuant to Paragraph 15.25(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements") and Practice Note 9 of the Listing Requirements with guidance drawn from the Corporate Governance Guide (4th Edition) issued by Bursa Malaysia Securities Berhad ("Bursa").

The summary of corporate governance practices makes references to the three (3) key principles of good corporate practices as set out in the Malaysian Code of Corporate Governance 2021 ("MCCG 2021") as follows:-

Principle A: Board Leadership and Effectiveness, comprising 27 practices and 3 step-ups covering:-

- Board Responsibilities
- Board Composition
- Remuneration

Principle B: Effective Audit and Risk Management, comprising 8 practices and 2 step-ups covering:-

- Audit Committee
- Risk Management and Internal Control Framework

Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders, comprising 8 practices covering:-

- Engagement with Stakeholders
- Conduct of General Meetings

The Corporate Governance Overview Statement is augmented with the Corporate Governance Report 2025 based on a prescribed format as enumerated in Paragraph 15.25(2) of the Listing Requirements so as to provide a detailed articulation on the application of the Group's corporate governance practices vis-à-vis the MCCG 2021. The Corporate Governance Report 2025 is available on the Group's website at www.insas.net and on Bursa's web page.

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

CORPORATE GOVERNANCE APPROACH

The Board of Directors ("the Board") of Insas Berhad is committed towards reinforcing its corporate governance philosophies which is ingrained in the Group's corporate governance framework essential to form responsible and responsive decision making within the Group.

The Group's overall approach to corporate governance is to:-

(i) aid and promote accountability at the Board and senior management level;
(ii) identify opportunities to drive the synergistic implementation of corporate governance systems, policies and procedures for improved strategic and operational decision making; and
(iii) find a fine balance in meeting the expectations of the different groups of stakeholders of the Group.

Given that the Board forms the pivot of good corporate governance, the Board steers efforts to promote meaningful application of good corporate governance practices. The Group regularly reviews its corporate governance processes and practices to ascertain if they reflect market dynamics, development in the regulatory tapestry and evolving stakeholders' expectations.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(Cont'd)

SUMMARY OF CORPORATE GOVERNANCE PRACTICES

In manifesting the Group's commitment towards sound corporate governance, the Group has benchmarked its practices against the relevant promulgations and best practices. The Group has applied all the practices encapsulated in the MCCG 2021 for the financial year ended 30 June 2025 except for departures in two (2) Practices, as follows:-

Practice 5.2: At least half of the Board comprises independent directors;

Practice 8.2: The Board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

In line with the latitude accorded in the application mechanism of MCCG 2021, the Company has provided forthcoming explanations for the departures from the said Practices, supplemented with descriptions on the alternative measures that seek to achieve the intended outcomes of the departed practices and measures that the Company has undertaken or intended to take to adopt the departed practices as well as the timeframe for adoption of the departed practices. Details on the application of each individual Practice of the MCCG 2021 are available in the Corporate Governance Report 2025.

A summary of the Group's corporate governance practices with reference to the MCCG 2021 is described below:-

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Board Responsibilities

The Board is responsible for the corporate governance practices of the Group. Being at the helm of the Group, the Board governs the affairs of the Group on behalf of the shareholders and retain full and effective control over the Group. The Board is responsible for providing stewardship and oversight of the Group's business affairs.

Several Board Committees, namely the Audit Committee ("AC"), the Nomination & Remuneration Committee ("NRC") and the Sustainability and Risk Management Committee ("SRMC") have been established to assist the Board in its oversight function with reference to their specific areas of responsibilities. The Board Committees have been constituted with clear terms of reference and they are actively engaged to ensure the Group is in adherence with good corporate governance. The Board Committees report to the Board on their meeting proceedings and deliberation as well as make recommendations to the Board on the matters under their purview.

The Board has formalised a Board Charter which sets out the ethos of the Group, and the structure and authority of the Board. The Board Charter is the primary document that elucidates on the governance of the Board, the Board Committees and the individual Directors. The Board Charter is made available on the Company's website at www.insas.net.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(Cont'd)

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

Board Responsibilities (cont'd)

The Directors allocate sufficient time to discharge their responsibilities effectively and attend Board and Board Committees meetings on a scheduled basis to deliberate on matters under their purview. Board meetings are held quarterly with additional meeting convened for special matters, when necessary. The attendance of the individual Directors at the Board and Board Committees meetings during the financial year ended 30 June 2025 is outlined below:-

Directors	Board	AC	SRMC	NRC
Executive Directors				
Dato' Wong Gian Kui	5/5	–	2/2	–
Dato' Dr. Tan Seng Chuan	5/5	–	–	–
Non-Independent Non-Executive Directors				
Y.A.M. Tengku Puteri Seri Kemala Tengku Dato' Sri Setia Hajjah Aishah Binti Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, DK., SAAS., SSAP., SIMP ("Y.A.M. Tengku Aishah")	5/5	–	–	–
Ms. Soon Li Yen	5/5	5/5	–	1/1
Independent Non-Executive Directors				
Dato' Mohamad Azmi Bin Ali	5/5	5/5	2/2	1/1
Datuk Mohamed Arsad Bin Sehan	5/5	5/5	2/2	1/1

Chairperson/Chairman of the Board/Board Committees

The Chairperson of the Board engages with the Board and the Management to ensure that the Board perform its responsibilities effectively and to lead the Board in monitoring corporate governance practices. In line with Practice 1.4 of MCCG 2021, the Chairperson of the Board is not a member of the AC, SRMC & NRC to ensure there is check and balance as well as objective review by the Board when deliberating on observations and recommendations put forth by the Board Committees.

There is clear delineation of roles of the Board and the Management. The Chief Executive Officer is the conduit between the Board and the Management in driving the success of the Group's corporate governance including setting the Group's sustainability strategies, priorities and targets, and management function. The Chief Executive Officer manages and implements the Board's policies and decisions through the Senior Management of the Company and the respective operating subsidiaries.

In performing their duties, all Directors have access to the advice and services of the Group General Manager-Finance and two (2) suitably qualified Company Secretaries. The Group General Manager – Finance and the Company Secretaries act as corporate governance counsel and ensure requisite information flow within the Board, Board Committees and Senior Management and provide the Directors with complete, adequate and timely information prior to meetings and on an ongoing basis to enable the Directors to make informed decisions.

As integrity is a core value of the Group, the Board is cognisant of its responsibility to set out the ethical tone for the Group. The Code of Conduct & Ethics, Anti-Corruption and Anti-Bribery Policy and the Whistleblowing Policy have been put in place to foster an ethical culture and allow legitimate ethical concerns to be escalated in confidence without the risk of reprisal. The Code of Conduct & Ethics, the Anti-Corruption and Anti-Bribery Policy and the Whistleblowing Policy are published on the Company's website at www.insas.net.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(Cont'd)

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

Board Composition

As at 30 June 2025, the Board of the Company comprises six (6) members, of whom two (2) are Executive Directors, two (2) are Independent Directors and two (2) are Non-Independent Non-Executive Directors. One third (1/3) of the Board are independent directors which complies with Paragraph 15.02 of the Listing Requirements.

The Board strives to ensure that it has an appropriate mix of skills, gender diversity, qualifications and experience to discharge its role and responsibilities effectively based on the Group's nature of business. Appointments to the Board are made via a formal and transparent process, premised on meritocracy and objective criteria such as qualification, skills, experience, professionalism, integrity and diversity needed on the Board in the context of the Group's strategic direction without discrimination of gender, age, nationality and religion. In the case of Independent Directors, the NRC assesses the candidate's ability to bring the element of detached impartiality and objective judgement to boardroom deliberations.

The Board reviews its performance, and that of the Board Committees and individual Directors on an annual basis, facilitated by the NRC. The NRC met once during the financial year under review with full attendance of its members and carried out the following activities during the meeting held:-

(i) Reviewed and discussed the annual assessment of the Board and Board Committees;
(ii) Reviewed performance of the Board in addressing the Group's material sustainability risks and opportunities;
(iii) Reviewed the term of office and performance of the AC and its members pursuant to Paragraph 15.20 of the Listing Requirements;
(iv) Reviewed and recommended the re-election of Directors who retired pursuant to the Company's Constitution for shareholders' approval at the 62nd Annual General Meeting ("AGM"); and
(v) Reviewed the Directors' fees and Directors' benefits.

The NRC was satisfied that the Board and the Board Committees' composition had fulfilled the criteria required, possess a right blend of knowledge, experience and mix of skills. In reviewing the independence of the two (2) Independent Directors, the NRC and the Board adopted a qualitative approach in assessing if the Independent Directors possess the integrity and audacity to advocate professional views without fear or favor.

Remuneration

The Group aims to set remuneration at levels which is sufficient to attract and retain high calibre Directors needed to run the businesses of the Group successfully. For oversight on renumeration matters, the NRC implements policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of the Board. Remuneration details of the Directors of the Company for the financial year ended 30 June 2025 for the Company and the Group are disclosed under Practice Note 8.1 in the Corporate Governance Report 2025.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit Committee ("AC")

The AC is relied upon by the Board to, amongst others, provide advice primarily in the areas of financial reporting, external audit, internal audit process, the Group's internal controls environment, compliance to laws, rules and regulations, review of related party transactions and conflict of interest situations.

The AC is chaired by Dato' Mohamad Azmi Bin Ali, an Independent Director who is a member of CPA (Australia) and Malaysian Institute of Accountants and he possesses adequate financial understanding suitable to lead discussions and deliberations under the AC. The other two (2) members of the AC possess adequate financial literacy and one (1) of them is a member of the Malaysian Institute of Accountants. The AC has full access to the internal and external auditors. The summary of work done by the AC, the number of meetings held during the financial year and attendance record of each member are set out in the Audit Committee Report in the Annual Report 2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

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

Risk Management and Internal Control Framework

The Board is cognisant that a robust risk management and internal control framework helps provide risk information to enable better formulation of the Group's strategies and decision making. The Group has established policies and framework for the oversight and management of material business risks and had established a Risk Management Committee ("RMC") since financial year ended 30 June 2018. The RMC was renamed as Sustainability and Risk Management Committee on 23 May 2024.

The internal audit function is carried out by the in-house Group Internal Audit ("GIA") function. The GIA function reports directly to the AC. The GIA's authority, scope and responsibilities are governed by the Internal Audit Charter, which is reviewed periodically and approved by the AC.

Further information on the Group's risk management and internal control framework is made available in the Statement on Risk Management and Internal Control in the Annual Report 2025.

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

Engagement with Stakeholders

To ensure accountability and transparency to its shareholders and other stakeholders, the Board upholds for continuous communication by the Company with the shareholders and other stakeholders to facilitate effective stakeholders' engagement. The Group is fully committed to maintain high standards for clear, comprehensive, timely and equitable dissemination of relevant and material information comprising financial information and performance, sustainability strategies, priorities, targets and performance, as well as policies and latest development of the Group to the stakeholders. Key communication channels include the Annual Report, quarterly results, announcements to Bursa, corporate website, investors relation activities and the AGMs of the Company.

Conduct of General Meetings

The Board is of the view that general meetings are important platforms to engage with its shareholders. It provides shareholders the opportunity to meet and discuss with the Board, gain insights on the Group's performance and financial position, raise questions or concerns with regards to the Group as well as to discuss any other important matters with the Board.

For the AGMs in the past, all the Directors were present at the AGMs to answer questions raised by the shareholders. The Group welcome shareholders to attend and participate in the AGM by providing adequate advance notice. The AGM notice was despatched to shareholders not less than twenty-eight (28) days before the AGM. The Company's past AGMs have always been well attended by the shareholders. Shareholders are given ample time to consider the resolutions that will be discussed at the AGMs and are given opportunity to raise questions or seek clarifications on the agenda items as well as other matter concerning the Group.

In line with Practice 13.3 of MCCG 2021 and to encourage greater participation of shareholders and voting in absentia, the Company has leveraged on technology and conducted the 62nd AGM held on 29 November 2024 virtually through live streaming and online remote voting via the Remote Participation and Voting facilities. This had enabled shareholders to participate fully in the AGM proceedings by audio and video capabilities without the need to be physically present at the meeting venue. Pursuant to Paragraph 8.29A of the Listing Requirements by Bursa, all the resolutions set out in the notice of the 62nd AGM had been put to vote by poll and an independent scrutineer was appointed to validate the votes cast at the said AGM, and the results of the poll was announced to Bursa on the same meeting day.

After five (5) years of having fully virtual AGMs, the Company will be convening its upcoming 63rd AGM entirely at a physical venue. Under the Listing Requirements of Bursa, with effect from 1 March 2025, all listed companies must provide a physical venue for AGMs. The Company's shift from fully virtual to wholly physical AGM is to enhance shareholders' engagement and promote transparency and accountability.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(Cont'd)

FOCUS AREAS ON CORPORATE GOVERNANCE

Corporate governance areas which were given attention during the financial year ended 30 June 2025 are as follows:-

Anti-Corruption and Anti-Bribery ("ACAB") training programs

During the financial year, the Group Internal Audit Manager strived to uphold the Group's commitment to promote corporate accountability and foster an ethical culture by conducting training programs in relation to Group's ACAB Policy to employees of the Group.

Professional Development of Directors

During the financial year under review, the Directors took cognisant to develop and enhance their knowledge, skills and performance by attending various training programmes to keep themselves abreast of changes in legislative promulgations. The list of training programmes that were attended by the Board members is outlined below:-

Directors	Programme titles	Organiser	Date
Y.A.M. Tengku Aishah	Mandatory Accreditation Programme Part II: Leading for Impact	Institute of Corporate Directors Malaysia ("ICDM")	18 – 19 September 2024
Dato' Wong Gian Kui	1. MFT122: Ensuring Financial Integrity: Strategies for Anti-Money Laundering, Countering Financing of Terrorism, Countering Proliferation Financing and Corruption Prevention	CHK Consultancy Sdn. Bhd.	22 February 2025
	2. Mandatory Accreditation Programme Part II: Leading for Impact	ICDM	26 – 27 May 2025
Dato' Dr. Tan Seng Chuan	Webinar: Trump's First 50 Days in Office & Implications for Malaysia	OCBC Global Markets	11 March 2025
Ms. Soon Li Yen	Mandatory Accreditation Programme Part II: Leading for Impact	ICDM	26 – 27 May 2025
Dato' Mohamad Azmi Bin Ali	1. Mandatory Accreditation Programme Part II: Leading for Impact	ICDM	3 – 4 July 2024
	2. Audit Committee Conference 2024	Malaysian Institute of Accountants ("MIA")	5 September 2024
	3. MIA Cyber Security Conference 2024	MIA	19 November 2024
	4. Tools and Technologies for Sustainability Reporting in Malaysia	MIA	30 April 2025
	5. MIA International Accountants Conference 2025	MIA	26 – 27 May 2025
Datuk Mohamed Arsad Bin Sehan	Dialogue Session with Securities Commission Malaysia – Advancing Gender Diversity on Corporate Boards	Securities Commission Malaysia	7 March 2025

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

CORPORATE GOVERNANCE PRIORITIES (2025 AND BEYOND)

Long Term Plan – Boardroom Diversity and Sustainability Reporting

Boardroom Diversity

In fostering the spirit of Practice 5.2 of the MCCG 2021, the Board will continue to drive efforts in identifying candidates who are suitable for the position of independent directors and endeavours to comply with this Practice within the next two (2) years.

Accelerate the Group's effort in implementing ESG/Sustainability initiatives to meet stakeholders' expectations

The Board aims to be more proactive in engaging and considering the view of its internal and external stakeholders to better understand and manage the Group's sustainability risks and opportunities. The Board will review the skills matrix and professional development required of the board members and the key senior management to enhance the Board's stewardship of the Group's sustainability strategies and governance model. In addition, the Board will take proactive measure to ensure adherence to Bursa's Sustainability Reporting requirements set out in Practice Note 9 issued by Bursa.

This Corporate Governance Overview Statement was approved by the Board on 25 September 2025.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors of Insas Berhad ("the Board") is committed to maintain a sound system of internal control and risk management practices to safeguard shareholders' investment, the Group's assets and stakeholders' interest. The Board is pleased to provide the Statement on Risk Management and Internal Control which is made pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, which requires the Board of Directors of public listed companies to make a statement about the state, nature and scope of risk management and the system of internal control of the listed entity as a Group in the Annual Report.

ACKNOWLEDGEMENT OF RESPONSIBILITY FOR RISK MANAGEMENT AND INTERNAL CONTROL

The Board affirms its overall responsibility for the Group's risk management and system of internal control and to oversee the establishment of appropriate control environment as well as review the adequacy, effectiveness and integrity of the Group's internal control, risk management practices and management information systems. In view of the inherent limitations in any system of internal control, the system is designed to manage rather than to eliminate the risk of failure to achieve its corporate objectives. Accordingly, it can only provide reasonable but not absolute assurance against material errors, misstatement, financial losses or fraud. The system of internal control includes inter alia, financial, operational, organisation, IT and cyber security, regulatory compliance and risk management controls.

The Group's system of internal control involves all management and employees of the Group from all businesses as well as functional units. The Board is responsible for determining key strategies and policies for significant risks and controls issues, whilst the management team and functional key employees of the Group's operating units are responsible to implement the Board's policies effectively by designing, implementing, monitoring and managing the risk management and internal control processes.

The Board confirms that there is an ongoing process, for identifying, evaluating and managing the significant risks faced by the Group throughout the financial year, which is regularly reviewed by the Board through the Audit Committee and the Sustainability and Risk Management Committee, which dedicates separate time for discussion on this matter.

RISK MANAGEMENT FRAMEWORK

Risk management focuses on identifying threats and opportunities while internal control helps to counter threats and takes advantage of opportunities. The Board recognises that risk management is an integral part of the system of internal control and good governance practice that is critical to the Group's continued profitability and for enhancement of shareholders' value.

Risk management in the Group involves an ongoing process for identifying, evaluating and managing significant risks faced by the businesses in the Group. The risk management process involves all businesses and functional units of the Group in identifying the significant risks affecting the achievement of business objectives and the effectiveness of controls in place to manage them.

The Board, assisted by the Chief Executive Officer ("CEO") and the senior management, upholds the role to assess the key risks inherent in the Group's businesses and the system of internal control that are in place to manage these risks. The management of the respective key businesses and functional units are responsible for the design, implementation and monitoring of suitable internal controls to mitigate and control these risks. All management and employees are accountable to operate within the risk management policies and procedures that have been put in place. The Group Internal Audit function provides further independent assurance on the adequacy and effectiveness of the risk management and system of internal control and all significant exceptional reporting on the risk management and system of internal control processes are brought to the attention of the Board through the Audit Committee and the Sustainability and Risk Management Committee.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

RISK MANAGEMENT FRAMEWORK (CONT'D)

In identifying risks affecting the Group's businesses, the management of the respective key businesses formulates procedures to identify potential risks having effect on critical business activities from events or circumstances that can adversely affect the Group businesses such as changes in macroeconomic conditions, new competitor or sudden change in government regulations. Once the risks have been identified, the management evaluates the impact of these risks that may need to be managed immediately by examining the frequency, consequences and monetary losses arising from the risks. Once evaluated, the management rates the severity of the risks and formulates ways to manage them. The management tests, evaluates and updates the risk management plan regularly as risks can change in tandem with changes to the businesses, industry and the operating environment. The management regularly reviews the risk management plans which are essential for identifying new risks and monitoring the effectiveness of the risk management strategies and key risks issues are addressed at periodic management and operation meetings.

The Group has an on-going credit risk management process undertaken by the respective units' management to identify, evaluate and respond to principal credit risks and to ensure that appropriate risk treatments are in place to mitigate credit risks affecting the achievement of the Group's objectives.

KEY ELEMENTS OF THE GROUP'S RISK MANAGEMENT AND SYSTEM OF INTERNAL CONTROL

The framework of the Group's risk management and system of internal control and the key procedures include:-

1. Management and direction of the Group's businesses

The CEO is empowered to manage the businesses of the Group and is accountable for the conduct and performance of the Group's businesses within agreed business strategies. The CEO reports to the Board on significant changes in the businesses and external environments which are relevant to the Group's businesses.

2. Investment and capital expenditure appraisals

The CEO and the senior management of the Group's key operating subsidiary companies review material investments and the performance of significant projects undertaken by the Group and make appropriate recommendations and evaluations to be brought to the Board's attention.

Proposals for substantial and major capital expenditure of the Group are reviewed and approved by the Board prior to implementation.

3. Financial and operational review and reporting

The management reviews and reports on significant operational, financial, risk management and legal issues of key operating subsidiary and associate companies and ensures that remedial actions are taken by the management of the subsidiary and associate companies concerned to address deficiencies that arise.

The CEO and/or the management attend management and operational meetings to review financial and operational reports and to monitor the performance and profitability of the Group's businesses. Any deviation in corporate strategy and business objectives are deliberated and necessary action will be instituted. The CEO practices an 'open door' policy whereby matters arising are promptly highlighted and immediately dealt with.

4. Scheduled Board meetings

The Board meets quarterly and at other scheduled intervals when necessary to maintain full and effective supervision of the Group's activities and operations. The Group General Manager – Finance and the Company Secretaries will oversee the presentation of board papers and provide comprehensive explanations on pertinent issues and the Board will go through thorough deliberation and discussion before arriving at any decision which has a bearing on the Group.

The Board reviews the financial and operating information and key performance indicators of strategic business units and legal and regulatory matters on a quarterly basis.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
(Cont'd)

KEY ELEMENTS OF THE GROUP'S RISK MANAGEMENT AND SYSTEM OF INTERNAL CONTROL (CONT'D)

The framework of the Group's risk management and system of internal control and the key procedures include (cont'd):-

5. Audit Committee

The Board has the assistance of the Audit Committee whose principal duty is to review and monitor the effectiveness of the Group's risk management framework and system of internal control. The Audit Committee meets with the Group's external auditors at least three (3) times a year and when the need arises to review the annual audit plan, the audit findings arising from the statutory and annual audits of the financial statements and the system of internal control, the financial reporting updates and compliance with the relevant laws and regulations.

The Audit Committee also meets with the internal auditors quarterly and at other scheduled intervals when necessary to deliberate on their internal audit findings, recommendations and implementation of the recommendations of the internal audit of the various business units and operations as approved by the Audit Committee in its annual internal audit plan.

6. Organisational structure

The Group has an organisational structure which defines the responsibilities and appropriate level of empowerment at various authorisation levels. This is to facilitate quality and timely decision-making process at the appropriate level within the organisation hierarchy.

7. Centralised support functions

The Group also has in place key support functions, which are managed centrally at its Corporate Office. These comprise Group Finance, Secretarial and Share Registration, Legal, Human Resource, IT, Treasury and Tax compliance functions. These support functions ensure consistency and compliance in the setting and application of policies and procedures relating to these functions thus reducing duplication of efforts and thereby providing synergy to the Group.

8. Defined accountability and authorisation levels

The key personnel and management of principal subsidiary companies are responsible for:-

i) the conduct and performance of their respective business units;
ii) identification and evaluation of significant risks applicable to their respective businesses together with the design and institution of suitable risk management practices and internal control; and
iii) meeting defined reporting deadlines and ensuring compliance with policies, procedures and regulatory requirements.

9. Budgeting process

Detailed budgeting process and/or development of business strategies whereby key operating subsidiary and associate companies prepare budgets and performance targets for the coming financial year, which are approved at the operating level. Key performance indicators are set and the performance are monitored via management reporting system which highlights significant variances against budgets for investigation and follow-up by the management of the respective operating subsidiary and associate companies.

10. Specific credit risk management

The Board, through the management, adopted a prudent approach with regard to the management of credit risks. Procedures on credit application, review and approval of high value loans by the subsidiary companies in the money lending and structured finance business are undertaken by designated senior management personnel to ensure credit risk is contained and the loans are properly and adequately collateralised. Procedures on recovery for non-performing loans exceeding their credit limit and collateral cover are also in place.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

KEY ELEMENTS OF THE GROUP'S RISK MANAGEMENT AND SYSTEM OF INTERNAL CONTROL (CONT'D)

The framework of the Group's risk management and system of internal control and the key procedures include (cont'd):-

11. Human resource management

The Board considers the integrity of employees at all levels to be of utmost importance, and this is pursued through its comprehensive and structured recruitment, appraisal and reward program. The Group also has ongoing training and development programs to ensure the Group attracts, motivates and retains competent and skilled employees.

Corporate values and code of conduct, which emphasise on the importance of key values such as loyalty, integrity, professionalism and cohesiveness are spelled out in the Company's Human Resource Policies and Procedures and the Employee Handbook as well as the Code of Conduct & Ethics and the Anti-Corruption and Anti-Bribery Policy, which the latter are published on the Company's website.

12. Annual statutory audit

The external auditors provide assurance in the form of their statutory and annual audit of the financial statements and review of internal control system relevant to the preparation of the financial statements of the Group. Areas for improvement identified during the course of the statutory and annual audit by the external auditors are brought to the attention of the Audit Committee through management letters or are deliberated at the Audit Committee meetings.

13. Internal audit function

The Board has the support of the Group Internal Audit function, which was established in the financial year ended 30 June 2009. The Group Internal Audit function provides assurance on the adequacy, efficiency and effectiveness of the risk management framework and the system of internal control within the Group. The works of the Group Internal Audit function are focused towards the areas of priority identified in accordance to the annual audit plan approved by the Audit Committee.

The Group Internal Audit function independently reviews the internal control processes implemented by the management, which is based on risk-based audit methodology. At least once every quarter, the Group Internal Audit Manager will report to the Audit Committee their findings and highlight significant issues and exceptions, if any, identified during the course of their internal audit review together with the appropriate corrective actions to the Audit Committee.

14. Sustainability and Risk Management Committee

The pivotal role of the Sustainability and Risk Management Committee is to assist the Board in the effective discharge of its primary responsibilities in ensuring that there is a sound system for risk management and internal control and effective management of sustainability practices within the Group. The Chairman of the Sustainability and Risk Management Committee is the Group's CEO, who has the required expertise and knowledge of the Group's businesses and operational functions for risk assessment and risk management. To ensure better coordination of risk oversight, the remaining two (2) members of the Sustainability and Risk Management Committee are both members of the Audit Committee and are also independent non-executive directors of the Company.

A sub-committee comprising senior executives from their area of responsibilities and expertise from the Finance, Company Secretarial, Group Internal Audit and Legal functions act to assist the Sustainability and Risk Management Committee on identified and emerging risks, and on an ongoing basis, support risk management review on the key strategic areas encompassing financial sustainability, business and operations, regulatory compliance, data and cyber security and reputation risks that affect the Group and the related risks assessment and risks management processes.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
(Cont'd)

KEY ELEMENTS OF THE GROUP'S RISK MANAGEMENT AND SYSTEM OF INTERNAL CONTROL (CONT'D)

The framework of the Group's risk management and system of internal control and the key procedures include (cont'd):-

14. Sustainability and Risk Management Committee (cont'd)

On the Group's sustainability agenda and governance, the Sustainability and Risk Management Committee is supported by the Sustainability Development Working Committee ("SDWC") comprising Executive Directors and senior management of the respective operating companies and the Human Resource departments. The SDWC is responsible for materiality assessment, identification and monitoring of sustainability initiatives and its execution and reporting.

15. Anti-Corruption and Anti-Bribery Policy ("ACAB Policy")

The Group articulates a zero-tolerance approach to bribery and corruption in all forms and has in place the ACAB Policy to strengthen the ring-fencing of the Group's ethics parameters, particularly in the area of anti-bribery and anti-corruption.

The Group's ACAB Policy shall be reviewed periodically to assess its effectiveness and at any event, it shall be reviewed at least once in every three (3) years to comply with Paragraph 15.29(1) of the Main Market Listing Requirements. The ACAB Policy was last updated and approved by the Board on 27 August 2024.

The ACAB Policy specifies the Group's commitment to conduct training programs in relation to the Group's ACAB Policy to employees of the Group on an annual basis. A webinar training was conducted by the Group Internal Audit to brief the Directors and employees on the updates to the ACAB Policy and due diligence procedures. The webinar also serves as a refresher training to the Directors and employees to ensure the Group's core value on integrity are well communicated and disseminated to the employees to comply with its legal obligations and detects, minimises and eliminates corrupt practices and misconducts.

The Board is committed to ensuring that the Group meets its legal obligations to detect, minimise and/or prevent corrupt practices and misconducts.

16. Whistleblowing Policy

The Company has in place a Whistleblowing Policy to provide a structured reporting channel to all employees and external parties to disclose any malpractice or misconduct of which they become aware of and in good faith belief have been committed, without fear of reprisal or adverse consequence. The whistleblower can report directly to the Audit Committee Chairman or the Group Internal Auditor, who are independent from the management of the Group through mail to the Company's registered address and/or telephone and email.

The Board does not regularly review the risk management and system of internal control of its associate companies as the Board does not have any direct control over their operations. Notwithstanding this, the Group's interest is served through representation on the boards of the respective associate companies and receipt and review of periodic management reports and inquiry thereon. Where practical, the Group would request for functional, operating and other financial information prepared in accordance with approved financial reporting standards that are acceptable to the Group in assessing the performance of these entities with the objective of safeguarding the investments of the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

INTERNAL AUDIT FUNCTION

The Board recognises that an internal audit function is necessary to provide independent assessment on the Group's risk management and system of internal control and in the assessment of potential risks exposures in key business processes and continuous monitoring and review on the proper conduct of businesses within the Group.

During the financial year ended 30 June 2009, the Board established an in-house Group Internal Audit function as an independent appraisal function following the formal adoption of the Internal Audit Charter by the Audit Committee. The Group Internal Audit function reports to the Audit Committee, whose authority is sufficient to ensure a broad range of audit coverage and adequate consideration of effective action on internal audit findings and recommendations. The Group Internal Audit function aims to provide the Audit Committee with independent and objective assurance on the effectiveness of the risk management and system of internal control within the Group's businesses and operations. The annual audit plan, established primarily on a risk-based approach, is reviewed and approved by the Audit Committee.

The scope of the Group Internal Audit function encompasses examining and evaluating the adequacy, effectiveness and efficiency of the Group's risk management framework and system of internal control. The scope of the examination and the evaluation performed includes:-

a) identification and evaluation of risks and the course of actions undertaken to manage the risks;
b) the internal controls established to ensure compliance to internal policies and procedures, relevant laws, guidelines and regulations that could have a significant impact on the Group's operations;
c) the means of safeguarding the Group's assets and verification of their existence; and
d) the efficiency which resources are utilised and employed in the Group's businesses.

The works carried out by the Group Internal Audit function during the financial year ended 30 June 2025 were as follows:-

1. Tabled the Annual Audit Plan for Year 2025 and the revised Internal Audit Charter and the Internal Audit Policies and Procedures for review and approval to comply with the requirement by the Securities Commission to review the Policies and Procedures every two (2) years. The Annual Audit Plan for Year 2025 primarily focused on risk assessment and risk management and internal controls including ensuring adherence to the Group's ACAB Policy and internal controls to manage corruption risk.

2. Presented the internal audit reports to the Audit Committee for their review and conducted follow-up audit work to monitor the Group Internal Audit's recommendations and the remedial action plans were effectively implemented by the management for the internal audit carried out on the following areas:-

   (a) Stock broking subsidiary company:-

      (i) Review on dealing department for retail and investment trading of the Kuala Lumpur, Penang and Johor Bahru branches and verified the completeness of trading transactions on market order, foreign shares, direct business transactions and investment account executed by dealer's representative ("DR"); reviewed the DR trading accounts and limit, credit limits adjustments, contra-off and errors account/client ID contract amendment; daily and exceptional reporting, long outstanding position, corporate actions and follow-up review; manage dealer new recruitment, transfer/resignation/cessation, mobility and consequences of management; verification against compliance review completed by Compliance Department on dealing department sections including renewal of CMSRL licensing and yearly declaration; and reviewed access right controls, automatic transfer system and broker management system on dealing.

      (ii) Reviewed readiness for expansion of additional new branch office located in Malacca and relocation of Ipoh branch office, conducted site visit and readiness audit on establishment and commencement of business operations and ascertained the branches' IT readiness checklist are completed and comply with the regulatory requirements.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
(Cont'd)

INTERNAL AUDIT FUNCTION (CONT'D)

The works carried out by the Group Internal Audit function during the financial year ended 30 June 2025 were as follows (cont'd):-

2. Presented the internal audit reports to the Audit Committee for their review and conducted follow-up audit work to monitor the Group Internal Audit's recommendations and the remedial action plans were effectively implemented by the management for the internal audit carried out on the following areas (cont'd):-

   (a) Stock broking subsidiary company (cont'd):-

   (iii) Audit review on the CDS department for all branches, covering CDS accounts and documents processing for opening, request for maintenance and closing account; audit verification against compliance review completed by Compliance on settlement and CDS sections; and system review on ADA/e-CDS application, access controls and physical access to Principal Office.

   (iv) Review on finance and admin department on submission and compliance review on statutory, regulatory, financial and reporting on stipulated timeframe; reviewed cash flow management and petty cash controls, monthly reconciliation on various bank accounts, statement and foreign currency balances; reviewed custody on client trust account, monies in-trust and DR transaction including the collateral; reviewed authorisation for payment instruction, funds receipt, manual entries posting and any exceptional transactions; verification and approval for trade/online payments, staff claims and/or gift declaration comply with the Policy and Procedures for Anti-Bribery and Anti-Corruption; reviewed access controls rights on various accounting system and bank management system are utilised.

   (v) Audit review on business continuity management by the Principal Office ("PO") and branches; reviewed intervals for adequacy and effectiveness of risk management and internal controls on business continuity management.

   (vi) Audit review on credit control department ("CCD") and margin department ("MD") of the Kuala Lumpur, Ipoh and Johor Bahru branches; reviewed credit control procedures for opening trading/margin account, risk profiling and client scorecards for credit assessment; conducted due diligence checking and background screening, enhanced due diligence for high-risk client and on-going review for due diligence process; checking on tagging of accounts, execution of client's request, Edit Client Masterfile data and credit limit adjustments for trading/margin account; reviewed trading limits, annual review, collaterals and closing for trading, margin financing and discretionary financing ("DF") accounts; reviewed errors account, contract ID amendment, staff trading, contra policy and force selling on client trading and margin accounts, audit verification on compliance review completed related to credit control and share margin financing section by Compliance department.

   (vii) Audit review on overall compliance framework for prevention of money laundering, combating terrorism, countering proliferation financing and targeted financial sanctions of the PO and the branches.

   (viii) Audit verification on compliance review completed by Compliance department; reviewed compliance procedures are updated to the latest regulations and internal policies; reviewed regulatory reporting to the authorities submitted by the Head of Compliance as per the stipulated timelines; reviewed daily and exceptional reports, front office monitoring and AMLA reporting reviewed and reported by Compliance; audit verification on compliance checking on information security, business continuity management and corporate finance proposals reviewed and reported by Compliance; and checked on anti-money laundering activities, training records and internal controls comply with the Group policy.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

INTERNAL AUDIT FUNCTION (CONT'D)

The works carried out by the Group Internal Audit function during the financial year ended 30 June 2025 were as follows (cont'd):-

2. Presented the internal audit reports to the Audit Committee for their review and conducted follow-up audit work to monitor the Group Internal Audit's recommendations and the remedial action plans were effectively implemented by the management for the internal audit carried out on the following areas (cont'd):-

   (b) Other operating subsidiary companies:-

   (i) Audit on property development and investment management units; reviewed control process established on property development and investment; reviewed cash management system and monthly reconciliation completed by Group Finance; reviewed credit and revenue management, and debtor ageing controls are properly recorded; reviewed general ledger posting for payment, receipt and manual entries, accounting system and reporting; reviewed inter-company transaction and advances to/from other subsidiary companies and transactions; and reviewed control measures are in compliance with the Group Policy on Anti-Corruption and Anti-Bribery.

   (ii) Audit review on car rental units; reviewed rental agreement, contract and/or supporting documents are duly completed in compliance with onboarding clients; reviewed controls on cash management system, bank facilities and petty cash amount for daily operations; reviewed credit and revenue management, debtor ageing, credit review, evaluation and follow-up action on outstanding billings; checked payment, receipt, journal entries and intercompany transactions are properly authorised/approved; reviewed fleet management, sales and marketing, procurement and records maintained to manage and maintain delivery services; assessed existing controls are established and in compliance with the regulations and the Group Policy on Anti-Corruption and Anti-Bribery.

   (iii) Audit review on the listed subsidiary company's compliance with code of corporate governance; assessed the business activities under financial services against recommended Internal Control Integrated Framework by the Committee of Sponsoring Organisation of Treadway Commission ("COSO"); assessed the holding company and the Group level controls for compliance with the Malaysian Code of Corporate Governance ("MCCG"); reviewed the Anti-Corruption and Anti-Bribery Policy established are in compliance with Guidelines on Adequate Procedures; reviewed the whistleblowing procedures and reporting channels established are in compliance with the regulations.

   (iv) Audit review on disclosure of information in the Sustainability Statement and issued Statement of Assurance as published in the Annual Report of the Company and the listed subsidiary company for financial year ended 30 June 2024.

The cost incurred by the Group Internal Audit function in carrying out its duties in respect of the financial year ended 30 June 2025 was RM328,567.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
(Cont'd)

COMMENTARY ON THE ADEQUACY AND EFFECTIVENESS OF THE GROUP'S RISK MANAGEMENT AND SYSTEM OF INTERNAL CONTROL

The Board reviews the effectiveness of the Group's risk management and system of internal control towards ensuring their effectiveness which will continue to be reviewed, enhanced and updated in line with the changes in the operating environment. The Board also has the assurance of the CEO and the Group General Manager–Finance that there were no significant weaknesses in the Group's risk management and system of internal control that may have an adverse effect on the Group's financial performance and financial position for the financial year under review.

The Board is of the view that the current risk management and system of internal control that have been put in place throughout the Group is sufficient to safeguard the Group's assets and prevent any material loss to the Group and there were no significant deficiencies or weaknesses that resulted in material losses or contingencies to the Group during the financial year ended 30 June 2025 that would require disclosure in the Annual Report.

This Statement is made in accordance with a resolution of the Board of Directors dated 25 September 2025 and has been reviewed by the external auditors as required pursuant to Paragraph 15.23 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

AUDIT COMMITTEE REPORT

The Audit Committee ("AC") is formed to assist the Board of Directors ("the Board") in fulfilling its oversight responsibilities relating to the financial reporting process, the management of risks and system of internal control, the internal audit and external audit processes as well as governance and compliance with laws and regulatory requirements.

The AC of Insas Berhad is pleased to present the Audit Committee Report for the financial year ended 30 June 2025 ("FY 2025").

COMPOSITION

The membership of the AC has been selected with the aim of providing a wide range of financial and commercial expertise and experience necessary to meet its responsibilities. As at 30 June 2025, the AC comprises three (3) members of whom two (2) are Independent Non-Executive Directors.

The members of the AC during the financial year ended 30 June 2025 are as follows:-

- **Dato' Mohamad Azmi Bin Ali**
  Chairman/Independent Non-Executive Director
- **Datuk Mohamed Arsad Bin Sehan**
  Independent Non-Executive Director
- **Ms. Soon Li Yen**
  Non-Independent Non-Executive Director

Dato' Mohamad Azmi Bin Ali and Ms. Soon Li Yen are qualified accountants and are members of the Malaysian Institute of Accountants.

The annual review of the composition and performance of the AC, including the members' tenure, accountability and effectiveness were duly assessed via the annual assessment carried out by the Nomination and Remuneration Committee ("NRC"). Having reviewed the objectives, duties and responsibilities and primary activities undertaken by the AC members during FY 2025, the NRC is satisfied that the AC has effectively discharged its duties and responsibilities in accordance with its terms of reference.

MEETINGS AND ATTENDANCE

The AC meetings for the financial year are pre-scheduled and communicated to the AC members early to ensure their time commitment. The schedule of matters considered by the AC is supported by information provided by the senior management, the Group Internal Auditor ("GIA") and the External Auditors ("EA").

Five (5) AC meetings were held during FY 2025 and the details of attendance by the AC members are as follows:-

AC members	Attendance
Dato' Mohamad Azmi Bin Ali	5/5
Datuk Mohamed Arsad Bin Sehan	5/5
Ms. Soon Li Yen	5/5

The Group General Manager–Finance and the Senior Management of the respective subsidiary companies were invited to attend the AC meetings to facilitate direct communication and to provide clarification on audit issues raised, financial reports and the operations of the Group. The GIA and EA were in regular attendance to the AC meetings. Matters of significant concerns raised by the GIA Manager and the EA which were noted by the AC and requiring the Board of Directors' direction and approval, were highlighted by the AC Chairman at the Board meetings. Minutes of the AC meetings were circulated to the Board for their notation.

AUDIT COMMITTEE REPORT
(Cont'd)

SUMMARY OF WORKS OF THE AC IN DISCHARGING ITS FUNCTION AND DUTIES FOR FY 2025

The works carried out by the AC in the discharge of its functions and duties for the financial year under review were as follows:-

(a) Financial Reporting and Announcements

(i) Reviewed the Group's quarterly financial statements including the announcements pertaining thereto, before recommending to the Board for its approval and release to Bursa Malaysia Securities Berhad.

Details of the review are as follows:-

Date of meetings	Review of Quarterly Financial Statements
27 August 2024	Fourth quarter and full year unaudited results of the Group for the financial year ended 30 June 2024.
27 November 2024	First quarter results for the financial period ended 30 September 2024.
26 February 2025	Second quarter results for the financial period ended 31 December 2024.
20 May 2025	Third quarter results for the financial period ended 31 March 2025.

The AC reviewed and ensured the Group's quarterly financial reporting and disclosures present a true and fair view of the Group's financial position and performance and are in compliance with the reporting requirements outlined in the Malaysian Financial Reporting Standard ("MFRS") 134: Interim Financial Reporting, IFRS Accounting Standards ("IFRS"), requirements of the Companies Act 2016 ("the Act") and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements").

(ii) Reviewed the Directors' Report and audited financial statements of the Company and the Group for the financial year ended 30 June 2024 before recommending the same for approval by the Board at its meeting held on 26 September 2024, and ensured the financial statements presented a true and fair view of the Company and the Group's financial position and performance for the financial year ended 30 June 2024 and were in compliance with the reporting requirements of the applicable MFRSs, IFRSs, requirements of the Act and the Listing Requirements. The AC had also reviewed the Concluding of Audit Report prepared by the EA on the audit for the financial year ended 30 June 2024 at the said meeting. In reviewing the annual audited financial statements, the AC discussed with the management and the EA on the accounting principles and standards that were applied and their opinion on the matters that may affect the financial statements.

(iii) Discussed and reviewed the integrity of information and regulatory and accounting standards compliance in the quarterly and annual audited financial statements, with focus on changes in accounting policies and practices arising from implementation of the Act, new Standards, amendments to Standards and annual improvements to Standards and Issues Committee Interpretations ("IC Interpretations"), going concern assumption, completeness of disclosures and consistency of presentation of transactions relating to management judgement and estimates to safeguard the integrity of the Group's financial reporting.

(b) Internal Audit

(i) The AC reviewed with the GIA Manager, the annual Group Internal Audit Plan for Year 2025 together with the audit programs to ensure the selection of principal risk areas, key risk management and key processes were appropriately and adequately identified and covered in the audit plan and appraised that adequate scope and comprehensive coverage over the activities of the Group and the principal risks areas including coverage for conflict of interest, insider trading, misconduct under corporate liability as spelled out under Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018 and compliance to Anti-Money Laundering policy that is adopted by certain subsidiary companies are covered within the GIA audit scope on an annual basis at the meeting held on 27 November 2024.

AUDIT COMMITTEE REPORT
(Cont'd)

SUMMARY OF WORKS OF THE AC IN DISCHARGING ITS FUNCTION AND DUTIES FOR FY 2025 (CONT'D)

The works carried out by the AC in the discharge of its functions and duties for the financial year under review were as follows (cont'd):-

(b) Internal Audit (cont'd)

(ii) The AC also reviewed the revised GIA's Policies and Procedures and Internal Audit Charter to ensure both are in compliance to new rules, regulations and/or requirements pertaining to the internal audit functions.

(iii) Reviewed the adequacy of resources and the competencies of the GIA staff to ensure the GIA function has the capabilities to carry out the audit scope and audit programs in execution of the audit plan approved by the AC.

(iv) Reviewed anti-corruption and anti-bribery training slides which training was conducted by GIA manager to the Group's employees to create awareness on risks of bribery and corruption and to ensure the Group's Anti-Corruption and Anti-Bribery Policy is adequately communicated to all employees.

(v) Reviewed the internal audit reports issued by the GIA which covered the audit for the principal operating subsidiary companies of the Group in the following areas:-

Stock broking subsidiary company

- Dealing department – reviewed completeness on trading transactions; reviewed dealer representatives trading accounts; reviewed daily and exceptional reporting; reviewed dealer new recruitment, transfer/resignation/cessation; verified compliance review by Compliance department on Dealing department; and reviewed access right controls, automatic transfer system and broker management system on dealing.

- Readiness audit on the new Malacca branch and relocation of Ipoh branch office; site visit and readiness audit on establishment and commencement of new and relocation of business operations; and ascertained that IT Readiness Checklist were completed and comply with the regulatory requirements.

- CDS department for all branches – reviewed management of CDS accounts and documents processing; verified compliance review by Compliance department on settlement and CDS sections; system review on ADA/e-CDS application, access controls and physical access to Principal Office.

- Finance and admin department – compliance review on statutory, regulatory and financial reporting; reviewed cash flow management and custody on client trust accounts, monies in-trust and dealer representative transactions; reviewed authorisation for payments, receipts and exceptional transactions; verified approval for trade/online payments, staff claims and gift declaration comply with the Policies and Procedures on Anti-Bribery and Anti-Corruption; reviewed access controls rights on accounting system, software and bank management system.

- Audit review on business continuity management by the Principal Office and all branches – reviewed adequacy and effectiveness of risk management and internal controls on business continuity plan management on network and server infrastructure, data storage and back-up system and data output devices and end-user computers.

- Credit control department and Margin department – reviewed credit control procedures for opening trading/margin account, risk profiling and customers due diligence checking and background screening; reviewed trading limits, collaterals and closing for trading, margin financing and discretionary financing accounts; verification on compliance review on credit control and share margin financing by Compliance department.

AUDIT COMMITTEE REPORT
(Cont'd)

SUMMARY OF WORKS OF THE AC IN DISCHARGING ITS FUNCTION AND DUTIES FOR FY 2025 (CONT'D)

The works carried out by the AC in the discharge of its functions and duties for the financial year under review were as follows (cont'd):-

(b) Internal Audit (cont'd)

(v) Reviewed the internal audit reports issued by the GIA which covered the audit for the principal operating subsidiary companies of the Group in the following areas (cont'd):-

Stock broking subsidiary company (cont'd)

- Prevention of Money Laundering, Combating Terrorism and Proliferation Financing and Targeted Financial Sanctions – reviewed account opening, Know Your Client policy on onboarding clients; reviewed compliance procedure on enhanced due diligence for high risk clients; disseminated AMLA news, segmented training and prompt reporting and circulation of targeted financial sanctions: audit verification on large cash/cheque deposited, multiple deposits, third party receipts and unusual transactions; reviewed retention of records and reporting of Suspicious Transaction Reporting to the Financial Intelligence and Enforcement Department, Bank Negera Malaysia; and reviewed AMLA checklist for compliance with the regulatory requirements for preventing money laundering activities.

- Compliance department's compliance review on all branches – reviewed compliance procedures and controls on compliance program; reviewed regulatory reporting to the authorities; reviewed daily and exceptional reports; audit verification on information security, business continuity management and corporate finance proposals; reviewed anti-money laundering activities, training records and internal controls comply with the Group policy.

Other operating subsidiary companies

- Property development and investment management on two subsidiary companies – reviewed control process established on property development and investment; reviewed cash management system and monthly reconciliation; reviewed credit and revenue management and debtor ageing controls; reviewed general ledger posting for payment, receipt and manual entries, accounting system and reporting; reviewed inter-company transaction and advances to/from other subsidiary companies and transactions; reviewed control measures are in compliance with the Group Policy on Anti-Corruption and Anti-Bribery.

- Car rental management – reviewed rental agreement; reviewed controls on cash management system, bank facilities and petty cash for daily operations; reviewed credit and revenue management, debtor ageing, credit review, evaluation on outstanding owings; reviewed payment, receipt, journal entries and intercompany transactions are properly authorised/approved; reviewed fleet management, sales, marketing and procurement management and delivery of services; assessed existing controls are established and in compliance with the regulations and the Group Policy on Anti-Corruption and Anti-Bribery.

- Audit review on disclosure of information in the Sustainability Statement and issued Statement of Assurance published in the Annual Report of the Company and the listed subsidiary company for the financial year ended 30 June 2024 and reviewed compliance to governance covering the nine (9) performance indicators listed in the ESG Reporting Platform-Bursa Performance Data Table.

- Review on the listed subsidiary company's and its related companies' compliance with Malaysian Code of Corporate Governance; reviewed the business activities under financial services against recommended Internal Control Integrated Framework by the Committee of Sponsoring Organisation of Treadway Commission ("COSO"); reviewed the Anti-Corruption and Anti-Bribery Policy established in compliance with Guidelines on Adequate Procedures and the whistleblowing procedures and reporting channels.

AUDIT COMMITTEE REPORT
(Cont'd)

SUMMARY OF WORKS OF THE AC IN DISCHARGING ITS FUNCTION AND DUTIES FOR FY 2025 (CONT'D)

The works carried out by the AC in the discharge of its functions and duties for the financial year under review were as follows (cont'd):-

(b) Internal Audit (cont'd)

(v) Reviewed the internal audit reports issued by the GIA which covered the audit for the principal operating subsidiary companies of the Group in the following areas (cont'd):-

Other operating subsidiary companies (cont'd)

The AC also reviewed the audit findings and recommendations to improve weaknesses or non-compliance and the management's responses to the findings raised by the GIA. The GIA monitored the implementation of the management's action plan through follow up reports to ensure appropriate remedial actions were taken to address the key risks and control weaknesses promptly and adequately.

(vi) Together with the GIA function, discussed and reviewed to ensure that an effective system of internal control is in place within the key processes and to ensure with reasonable assurance there is no occurrence of fraud nor material misstatement or error.

(c) External Audit

(i) Reviewed with the EA at the meeting held on 27 August 2024 on the Audit Completion Memorandum in relation to the audit of the financial results and financial position of the Group for the financial year ended 30 June 2024 in particular, the status of the audit which had been substantially completed and the significant audit findings, discussed and considered the audit outstanding matters which required follow-up and the internal control recommendations in respect of control weaknesses noted in the course of their audit. The AC also reviewed with the EA, the assistance and cooperation given by the officers and employees of the Group to the EA and ensured the EA were able to conduct their audit without any restriction.

(ii) Reviewed with the EA at the meeting held on 26 September 2024 on the Concluding of Audit Report, and that there was no material deviation between the announced unaudited and the audited profit attributable to owners of the Company for the financial year ended 30 June 2024 and reviewed the Directors' Report and the Auditors' Report and the independence of the EA in carrying out their duties. The AC having assessed the suitability and independence of the EA and is satisfied with the performance of the EA, recommended to the Board for approval, the re-appointment of Grant Thornton Malaysia PLT as external auditors for the financial year ended 30 June 2025.

(iii) Reviewed with the EA at the meeting held on 20 May 2025, the Audit Planning Memorandum with emphasis on composition of the EA key team members, their audit plan and scope for the financial year ended 30 June 2025, outline of recent development of the Group, the audit approach, accounting and auditing development, proposed reporting schedule and areas of audit focus.

(d) Risks and Controls

(i) Evaluated the overall adequacy and effectiveness of the Group's system of internal controls through review of the internal audit performed by the GIA function and EA and discussion with key senior management.

(ii) Reviewed and monitored the financial risk management in particular the credit risk and adequacy of allowance for impairment on the Group's receivables were made within the expected credit loss model with emphasis on the Group's structured finance and moneylending operations.

AUDIT COMMITTEE REPORT
(Cont'd)

SUMMARY OF WORKS OF THE AC IN DISCHARGING ITS FUNCTION AND DUTIES FOR FY 2025 (CONT'D)

The works carried out by the AC in the discharge of its functions and duties for the financial year under review were as follows (cont'd):-

(d) Risks and Controls (cont'd)

(iii) Reviewed the adequacy and effectiveness of the Group's risk management framework to key risk areas based on the annual risk-based audit planning and scheduling methodology presented by the GIA and monitored the GIA assessment on the design, implementation and effectiveness of the control environment of the Group including financial, operational, compliance and strategic risks. Based on the GIA's annual audit plan and reporting to the AC on the results of their internal audits, the AC is generally satisfied with the adequacy and integrity of the internal control management and information security systems including compliance with laws, rules, directives and guidelines. No significant irregularity or deficiency in the internal controls was reported to the AC during the financial year ended 30 June 2025.

(e) Related Party Transactions

(i) Reviewed the method and procedure on reporting of related party transactions and recurrent related party transactions and ensured the transactions were appropriately identified and reported.

(ii) Reviewed the related party transactions of the Group during the financial year and its disclosure in the Group financial statements and ensured the transactions were undertaken on arm's length basis and on normal commercial terms and that the internal control procedures with regards to the transactions were adequate.

(f) Annual Reporting

Reviewed and endorsed the Audit Committee Report and Statement on Risk Management and Internal Control for the Board's approval and inclusion in the Annual Report 2024 at its meeting held on 26 September 2024.

GROUP INTERNAL AUDIT FUNCTION

The AC obtains reasonable assurance on the effectiveness of the risk management and system of internal control of the Group via the GIA function, which is responsible for the regular review and appraisal of the effectiveness of the risk management, system of internal control and governance processes within the Group.

The GIA function is performed by the in-house internal audit department set up by the Company in the financial year ended 30 June 2009.

The summary of works carried out by the GIA function during the financial year ended 30 June 2025 is disclosed in the Statement on Risk Management and Internal Control.

TERMS OF REFERENCE OF THE AC

The terms of reference of the AC which outline its duties and responsibilities is accessible via the Company's website at www.insas.net.

SUSTAINABILITY STATEMENT

A. INTRODUCTION

The Board of Directors ("the Board") of Insas Berhad ("Insas") is pleased to present this Sustainability Statement, which provides an overview of the sustainability initiatives in terms of economic, environmental, social and governance ("EESG") aspects of Insas and its subsidiary companies ("the Group") for the financial year ended 30 June 2025 ("FY 2025"), covering the reporting period from 1 July 2024 to 30 June 2025.

This Statement outlines the Group's progress in managing key sustainability matters, highlights the performance and initiatives undertaken during the financial year, and discusses challenges encountered along the way. It aims to provide stakeholders with a comprehensive view of our sustainability approach, priorities, and outcomes in addressing the EESG risks and opportunities most material to our business.

This Statement should be read in conjunction with other relevant sections of the Annual Report, including the Management Discussion and Analysis, Corporate Governance Overview Statement, Statement on Risk Management and Internal Control and the Corporate Governance Report, where further context and insights into the Group's sustainability-related governance and performance are provided.

This Statement has been prepared in accordance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements"), with reference to the Sustainability Reporting Guide (3rd Edition, 2022) and Toolkit. Our disclosures also align with the best practice sustainability standards, framework and guidelines provided by the United Nations Sustainable Development Goals ("SDGs") and the Global Reporting Initiative ("GRI") Standards 2021. The GRI Content Index is made available on pages 72 to 76, while the alignment of our material sustainability matters to the SDGs is illustrated on pages 52 to 54.

The scope of this Statement remains consistent with the preceding financial year ended 30 June 2024, focusing on material issues arising from the Group's principal business activities. It excludes associate companies and jointly controlled entities. The information disclosed in this Statement is derived from the Group's internal reporting processes, systems and records.

We continue to strengthen our sustainability reporting and disclosure processes, and moving forward, we are committed to further refining and expanding the coverage of this Statement, to provide better insights of our sustainability management efforts, performance and future direction. We welcome the support and valuable feedback of all our stakeholders and look forward to continuously strive towards a more sustainable future together. Any comments and queries may be addressed to the designated email address at enquiry@insas.com.my.

The Group's ethos for sustainability is motivated by both internal and external drivers. Internal drivers include employee recruitment, retention and leadership, sound business ethics, operational efficiencies, revenue generation and cost savings whereas external drivers are legal and regulatory compliances, managing risks, achieving competitive advantage, market positioning and long-term profitability. Keeping this in view, the Group strives to engage with our stakeholders and operates with the highest degree of integrity and transparency.

Since publishing our first Sustainability Statement in FY 2018, the Group has remained committed to create long-term sustainable values and identifying and managing material EESG factors integral to our business strategy and operations.

To ensure the accuracy and integrity of our disclosures, the Sustainability Statement has been reviewed by the Group Internal Audit function and approved by the Board of Directors of Insas.

The Statement of Assurance is made available on pages 78 to 79.

SUSTAINABILITY STATEMENT
(Cont'd)

B. OUR SUSTAINABILITY JOURNEY AND MILESTONE

2025

- **Economic:** Onboarded M & A Securities as the latest Islamic Participating Organisation to offer Shariah-compliant stock broking sevices, strengthening our commitment to Islamic finance.
- **Economic:** Launched a formal customer satisfaction survey for the car division to assess service quality and drive continuous customer experience improvement.
- **Environmental:** Commenced formal tracking of GHG emissions and waste data, laying the foundation for future target setting and continuous environmental performance monitoring.

2024

- **Economic:** M & A Equity Group has embarked on a series of strategic corporate initiatives to transform the Group into a full-fledged Financial Services provider.
- **Governance:** Renamed Risk Management Committee to Sustainability and Risk Management Committee and published its Terms of Reference on the Company's website.
- **Governance:** The Group Internal Audit function has issued a Statement of Assurance on the Sustainability Statement pursuant to their review of selected aspects of the Statement for the financial year ended 30 June 2024, which reinforce our commitment to transparency and accountability of our sustainability practices and reporting.

2023

- **Economic:** The reverse acquisition of M & A Securities was completed in May 2023. M & A Equity and M & A Securities became 67.12% subsidiary companies of the Group. On 30 June 2023, M & A Equity Group completed the rights issue and restricted issue of ordinary shares in M & A Equity Group and the Group's equity interest in M & A Equity Group was diluted from 67.12% to 60.83%.

2022

- Mapped sustainability matters with United Nations Sustainable Development Goals.
- **Governance:** Risk Management Committee approved the Proposed Amendments of Anti-Corruption and Anti-Bribery Policy and formalisation of due diligence procedures (control measures) on all stakeholders.

2021

- Published 4th Sustainability Statement in reference to Global Reporting Initiative Standards.
- **Social:** Implementation of annual employee survey and safety and health at work place - Covid-19 Response.

2020

- **Governance:** Developed Anti-Corruption and Anti-Bribery Policy.

2019

- Materiality Assessment Matrix - serve as a baseline for progressive planning of sustainability initiatives for years to come.
- **Social:** The Group focus on initiatives that promote equal career development, opportunities to all employees without discrimination of gender, age, nationality and religion.

2018

- Published 1st Sustainability Statement.
- Established Sustainability Development Working Committee which comprises Executive Directors of Insas, Group Finance, Company Secretaries, Group Legal, Group Internal Audit Function, senior management personnel of the respective operational companies and the Human Resources departments.
- Performed internal and external stakeholder engagement.
- **Governance:** Developed Whistleblowing Policy.

B. OUR SUSTAINABILITY JOURNEY AND MILESTONE (CONT'D)

CORPORATE MEMBERSHIP AND ASSOCIATION

Over the years, the Group contributes to the development of EESG sustainability matters individually and collectively via business associations. We are a corporate member of the following associations and organisations:-

Operating Segments	Associations/Organisations
Car rental	Car Rental Association of Malaysia ("CRAM")
Technology	Singapore Business Federation ("SBF")
Stock broking and fund management services	Malaysian Investment Banking Association ("MIBA") Association of Stockbroking Companies Malaysia ("ASCM") Malaysian Association of Asset Managers ("MAAM")

The mission of CRAM is to encourage, promote and safeguard industry members in the transportation industry and promote Malaysia as a travel location. They serve as a representative of the industry, negotiating with JPJ and the Ministry of Transport on issues faced by the industry.

SBF provides a conducive platform for businesses to connect, engage and deepen relationship for business collaborations and offers variety of events and programs for building knowledge and skills of the employees for growth and sustainability.

MIBA and ASCM are active in promoting, protecting and enhancing professionalism within Malaysia's capital market, investment banking and stock broking industry.

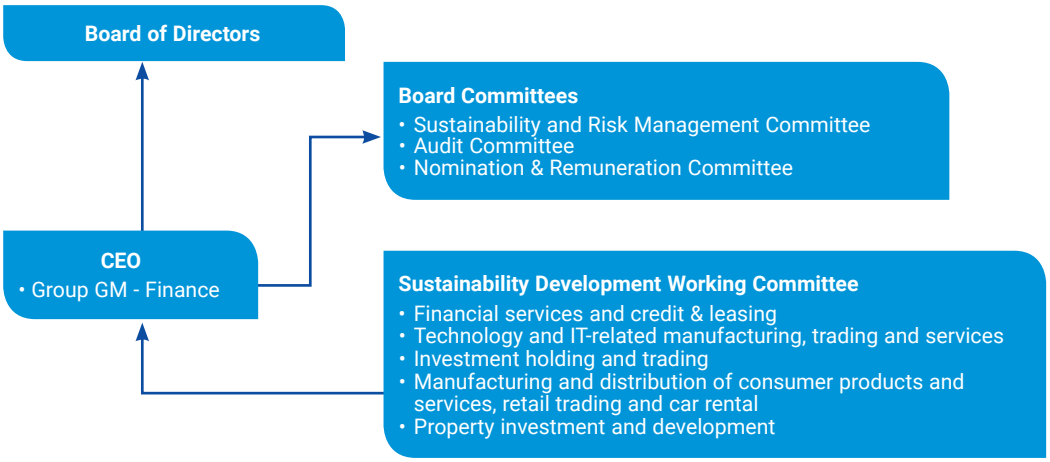
MAAM is a non-profit body representing Malaysia's asset management industry, promoting high standards, advocacy, and professional development since 1996.

We strongly believe that our continued involvements with these associations and organisations will add value and bring on track the achievements of the Group's EESG goals.

C. SUSTAINABILITY GOVERNANCE STRUCTURE

The diagram below illustrates the Group's sustainability governance structure along with their roles and responsibilities:-

GOVERNANCE STRUCTURE



SUSTAINABILITY STATEMENT
(Cont'd)

C. SUSTAINABILITY GOVERNANCE STRUCTURE (CONT'D)

ROLES AND RESPONSIBILITIES

The Group's sustainable leadership is led by the Board, who has oversight on the corporate sustainability practices and performance. The Board has the ultimate responsibility of setting sustainability-related strategies, as well as embedding them into the Group's strategies and operations.

The Board Committees play an oversight role in respect of the Group's Sustainability Statement and assess the consistency and reliability of the information contained in the Statement. The Board Committees review and ensure the processes are in place for the Group to achieve its sustainability commitments.

The Sustainability Development Working Committee comprises Executive Directors of Insas, Group Finance, Company Secretaries, Group Legal, Group Internal Audit function, senior management personnel of the respective operating companies and the Human Resources departments. The Committee is responsible for materiality assessment, identification and monitoring of sustainability initiatives, executions and reporting, and reports to the CEO.

The CEO reviews sustainability matters with the Sustainability Development Working Committee with the support from the Group General Manager – Finance. The CEO reports to the Board on sustainability matters.

D. SUSTAINABILITY REPORTING FRAMEWORK

Materiality assessment is the process of identifying, assessing and refining the potential EESG issues that could affect the Group's businesses and our stakeholders, and help to develop the sustainability strategies and identify opportunities and risks.

The Materiality Assessment Process

The assessment involves evaluating the significance of each sustainability issues based on its level of impact and influence on the Group and to the stakeholders. The diagram below summarises our materiality assessment process:-



i) Stakeholders' engagement

We value our stakeholders as they have considerable influence on the Group's businesses or they have been impacted by the Group's businesses. Through understanding our stakeholders' expectations, we strive to engage with our stakeholders and manage their needs to benefit both our stakeholders and the Group's businesses.

Please see Section E - Stakeholders' Engagement for our identified key stakeholder groups, their impact and significance, the engagement approaches, frequency of the engagement approaches, area of interest and the desired outcome of engagement.

ii) Identification and categorisation of sustainability matters

We evaluated the significance of each sustainability matter based on its impact on our operations and its influence to key stakeholders. This assessment was conducted using a structured rating methodology through internal discussions led by the Sustainability Development Working Committee. The outcomes were mapped onto the Materiality Assessment Matrix, presented in Section F, which will serve as a foundation for strategic planning and the continuous development of our sustainability initiatives in the coming years.

During the financial year, we carried out our annual customer satisfaction survey within the car rental division. Looking ahead, we intend to expand our efforts by conducting a comprehensive survey involving representatives from all identified stakeholder groups. This will help ensure the ongoing relevance and accuracy of the Materiality Assessment Matrix.

D. SUSTAINABILITY REPORTING FRAMEWORK (CONT'D)

The Materiality Assessment Process (cont'd)

iii) Prioritisation and review

We categorise and prioritise key sustainability matters and evaluate materiality assessment process against desired outcome. The outcome of the materiality assessment allows the Group to take into account significant EESG topics to be embedded in wider business processes and prioritise the Group's resources allocation for sustainability matters.

Continuous review and monitoring are essential to ensure the effectiveness of our EESG strategies. We track key performance indicators to measure and report on our sustainability performance, enabling data-driven decision-making and ongoing improvement.

Based on our materiality assessment, we have identified and categorised the material sustainability matters under four themes as stated below:-

ECONOMIC	ENVIRONMENTAL	SOCIAL	GOVERNANCE
• Vigilant risks management • Data protection and cybersecurity • Quality services and products - Customer satisfaction survey • Economic performance • Strategic transformation of M & A Equity Group into a full-fledged Financial Services provider - On 26 March 2025, M & A Securities was officially approved to provide Islamic stock broking services	• Energy and water conservation • Waste management • Emissions management • Environmental compliance	• Diversity and equal opportunity (ie. gender, age, position and nationality) • Human capital development - training and development opportunities - compensation and benefits • Human rights • Employee satisfaction survey • Health and safety at workplace - appointment of OSH officer and establishment of Safety and Health Committee • Community engagement and development	• Corporate governance and compliance • Good conduct and ethical business practices • Anti-Corruption and Anti-Bribery ("ACAB") Policy • Whistleblowing Policy • Law and regulations - e-Invoicing implementation

The evaluation and process review are discussed in Section H - The Group's Key Sustainability Practices.

SUSTAINABILITY STATEMENT
(Cont'd)

E. STAKEHOLDERS' ENGAGEMENT

In building long-term business growth, it is essential to understand and be responsive to stakeholders' concern and expectations towards the Group. We define our stakeholders as groups whom our businesses have a significant impact on, and those who have a vested interest in our operations. We actively engage with our stakeholders through different types of platforms and channels to understand their priorities and expectations of the Group.

By assessing the significance and impact of their interest on Insas Group, we have identified our key stakeholder groups and the engagement approaches are as follows:-

Stakeholder Groups	Impact and Significance	Form of Engagement	Frequency	Area of Interest	Desired Outcome of Engagement
Our Employees	Our employees are an important component of our human capital whose competencies and well-being are fundamental to the Group's operational effectiveness and success	Internal on-the-job trainings, employee development programs and external staff trainings	Periodic	Human capital & career development	Safe, healthy and harmonious working environment
				Employees' competencies	Improved dissemination of HR policies
		Periodic inter-departmental and business performance meetings	Periodic	Equal opportunities	
				Fair remuneration and employees' welfare	Equip employees with skills and leadership capabilities that enhance work effectiveness and career progression
	Our aim is to have our employees realise their full potential and generate a knowledgeable and technically competent workforce who are motivated and dedicated	Staff gatherings and other engagement channels	Periodic	Code of conduct & business ethics	
				Work-life balance and employee well-being and satisfaction	Talent attraction and retention
		Employee share option scheme	Approved for implementation		
		Employee satisfaction survey	Yearly	Health and safety	
	The Group does not practice discrimination against gender, age nor ethnicity	Employee declaration form	Yearly		
		Job rotation opportunities	Based on planning - every 2 to 5 years		

E. STAKEHOLDERS' ENGAGEMENT (CONT'D)

By assessing the significance and impact of their interest on Insas Group, we have identified our key stakeholder groups and the engagement approaches are as follows (cont'd):-

Stakeholder Groups	Impact and Significance	Form of Engagement	Frequency	Area of Interest	Desired Outcome of Engagement
Our Customers	Customers satisfaction, quality and pricing of products and services, delivery and reliability	Face-to-face interaction Customer satisfaction survey Promotions, communication and feedback through website, emails and social media	Periodic Yearly Periodic	Customer satisfaction Product affordability Quality of services and products Ethical business practices Customers' data privacy	Better quality and reliable services and products with affordable prices Adhere to Personal Data Protection Act 2010
Our Suppliers	Service delivery, payment schedule, quality and pricing of products and services and reliability	Purchasing and procurement policies and guidelines	Periodic	Prompt payment Cost effective solutions Ethical business practices	Better relationship with suppliers for mutual benefit and improved negotiated terms Strategic partnership
Government Bodies and Regulators	Compliance with applicable statutory requirements, laws, legislations, standards and regulations that is required of the Group's businesses	Meetings and events Attendances at talks, programs and seminars organised by government bodies and regulators Advice from the Group's panel lawyers, external auditors, tax consultants, etc	Ad hoc Periodic Ad hoc	Malaysian Code of Corporate Governance ("MCCG") and Listing Requirements New MFRSs and IFRS accounting standards Personal data protection Tax compliance Licensing compliance Anti-corruption and anti-bribery policies Anti-money laundering policies Digital transformation OSH (Amendment) Act 2022	An opportunity to share Insas Group's commitment towards policies and procedures for sustainable operations

SUSTAINABILITY STATEMENT
(Cont'd)

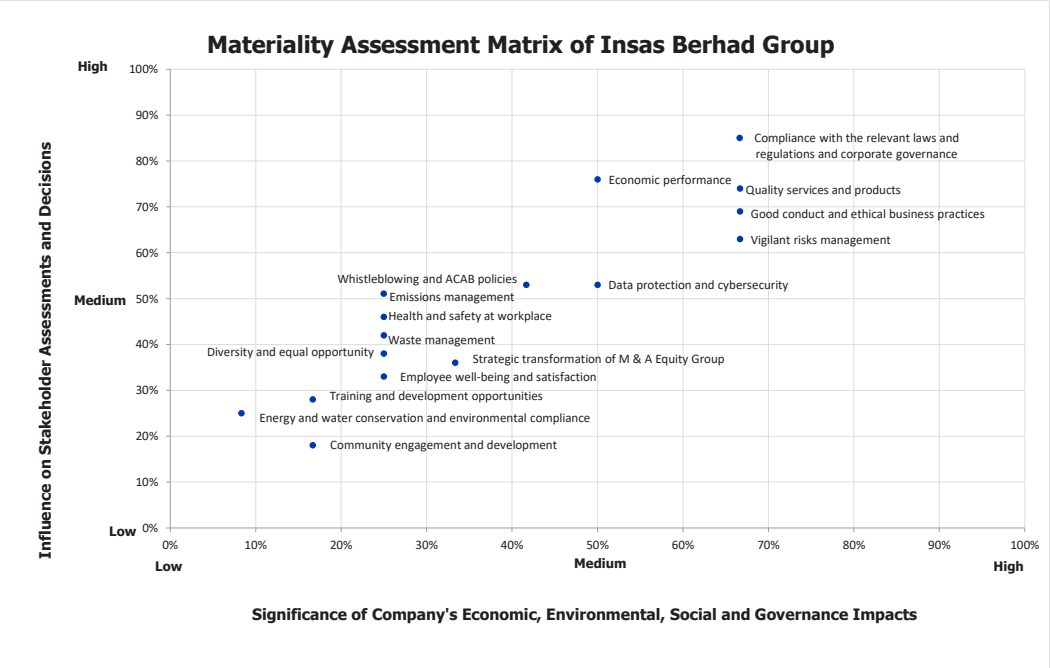
E. STAKEHOLDERS' ENGAGEMENT (CONT'D)

By assessing the significance and impact of their interest on Insas Group, we have identified our key stakeholder groups and the engagement approaches are as follows (cont'd):-

Stakeholder Groups	Impact and Significance	Form of Engagement	Frequency	Area of Interest	Desired Outcome of Engagement
Our Shareholders and Investors	To build on strong fundamentals to deliver continued earnings growth and maximise returns to shareholders	Quarterly reports Annual reports Announcements released to Bursa Securities Annual General Meetings Extraordinary General Meetings Company website	Quarterly Yearly Periodic Yearly As needed Periodic	Consistent profitability and dividends from the Company Maximise shareholders' value Operational and financial performance and timely announcements and material information on Company website Group business strategies and investment plans	Good relationship with shareholders and investors, and positive reputation amongst investors with constructive feedback
The Community at large	To be a committed and responsible corporate citizen contributing to our communities where we operate	Company website Contributions to nominated charities and attendance and participation at charitable events Provides accommodation facilities to certain religious bodies in the country Local employment	Periodic Periodic Ongoing Ongoing	Social activities within the community Provide job opportunities to enhance the livelihoods of the community Community development and support	Better social relations with Insas Group

F. MATERIALITY ASSESSMENT MATRIX

The Group reviews its sustainability matters annually to ensure they remain relevant and important to our businesses and stakeholders. The outcome of the assessment is displayed and plotted on the Materiality Assessment Matrix below:-



No.	Sustainability Matters	EESG
Importance is Critical		
1	Quality services and products - customer satisfaction survey	Economic
2	Compliance with the relevant laws and regulations and corporate governance - e-invoicing implementation	Governance
3	Good conduct and ethical business practices	Governance
4	Economic performance	Economic
5	Vigilant risks management	Economic
Importance is High		
6	Data protection and cybersecurity	Economic
7	Whistleblowing and ACAB policies	Governance
8	Strategic Transformation of M & A Equity Group into a full-fledged Financial Services provider	Economic
9	Health and safety at workplace - appointment of OSH officer and establishment of Safety and Health Committee	Social
10	Emissions management	Environmental
11	Waste management	Environmental
Importance is Moderate		
12	Energy and water conservation and environmental compliance	Environmental
13	Employee well-being & satisfaction - compensation and benefits	Social
14	Community engagement and development	Social
15	Training and development opportunities	Social
16	Diversity and equal opportunity	Social

SUSTAINABILITY STATEMENT
(Cont'd)

G. SUSTAINABILITY MATTERS AND SDGs MAPPING



The Sustainable Development Goals ("SDGs") are a set of seventeen (17) goals which focus on time-bound targets for People, Planet, Prosperity, Peace and Partnership (the 5Ps) which were established by United Nations General Assembly in 2015 with respective targets to be achieved by the year 2030, with a broad objective for the achievement of peace and prosperity globally.

The table below presents the overview of Sustainability Matters and Sustainability Goals which are aligned and mapped with the eight (8) SDGs relevant to our Group.

Sustainability Matters	SDGs	Sustainability Goals	Performance in FY 2025	Page No.
Economic				
Quality services and products	8 DECENT WORK AND ECONOMIC GROWTH	Achieve prominence in product and services excellence	Achieved overall score of 85% for customer satisfaction survey (car rental division) in FY 2025	55
Vigilant risks management				
Economic performance	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Deliver good returns to our shareholders	Earnings per share: 14.16 sen 2024: 12.46 sen, 2023: 18.51 sen	11
			Dividend per share: 2.5 sen 2024: 2.5 sen, 2023: 2.5 sen	191
Data protection and cybersecurity		Protect customer data privacy and strengthen cybersecurity	Zero cases related to breaches of privacy and data protection	56
Strategic transformation of M & A Equity Group		Full-fledged Financial Services provider	M & A Securities onboarded as an Islamic Participating Organisation to provide Islamic stock broking services	57

G. SUSTAINABILITY MATTERS AND SDGs MAPPING (CONT'D)

The table below presents the overview of Sustainability Matters and Sustainability Goals which are aligned and mapped with the eight (8) SDGs relevant to our Group (cont'd).

Sustainability Matters	SDGs	Sustainability Goals	Performance in FY 2025	Page No.
Environmental				
Energy and water conservation		Ensure availability and sustainable management of energy and water consumption for all and improve energy efficiency	Decrease 32% 2024: decrease 13%, 2023: increase 43% in energy consumption	57
Waste management		Focus on managing waste generated by our operating units, we prioritise reduction and responsible disposal practices	The Group promotes sustainable waste management through initiatives such as the Recycle Box program at all office premises, encouraging employees to segregate waste responsibly. In FY 2025, the Group generated 19.49 tonnes of waste, with 16.90 tonnes diverted from landfill through recycling and resource recovery efforts	58
Emissions management		Enhance climate change awareness and initiate GHG emissions monitoring across business units	Total GHG emissions in FY 2025: 3,368.72 Scope 1: 2,212.88, Scope 2: 734.28, Scope 3: 421.56 tonnes of CO_2e	58-59
Environmental compliance		Improve education and awareness on climate change mitigation, adaptation and impact reduction and early warning	No confirmed incidents, monetary and non-monetary sanctions or cases that have been brought to the Board's attention for non-compliance with environmental laws and regulations	

SUSTAINABILITY STATEMENT
(Cont'd)

G. SUSTAINABILITY MATTERS AND SDGs MAPPING (CONT'D)

The table below presents the overview of Sustainability Matters and Sustainability Goals which are aligned and mapped with the eight (8) SDGs relevant to our Group (cont'd).

Sustainability Matters	SDGs	Sustainability Goals	Performance in FY 2025	Page No.
Social Health and safety at workplace Community engagement and development Employee well-being and satisfaction - compensation and benefits Training and development opportunities Diversity and equal opportunity	   	Respect and achieve 100% compliance to human and labour rights Promote local hiring Improve workplace well-being Continuous training and development for all staffs to ensure they acquire the knowledge and skills needed Non-discriminatory hiring and remuneration practices, promote fair and equal opportunity for all	99% (2024: 99%, 2023: 99%) local hiring Achieved response rate of 83% (2024: 85%, 2023: 79%) with an overall score of 72% (2024: 68%, 2023: 64%) for employee satisfaction survey Achieved total training hours 2,622 (2024: 3,895, 2023: 2,150) with average of 9.40 (2024: 13.48, 2023: 7.62) hours per employee 51% (2024: 49%, 2023: 49%) of female employees in the Group Zero cases reported for forced labour, discrimination or grievance on human rights	59-69
Governance Corporate governance and compliance Good conduct and ethical business practices Anti-Corruption and Anti-Bribery Policy Whistleblowing Policy Law and regulations		Ensure strong compliance with laws and regulations Establish clear, accessible policies and reporting mechanisms which outline our zero-tolerance for corruption, bribery, and discriminatory behaviour Strengthen financial governance and regulatory compliance through implementation of e-invoicing in alignment with IRBM requirements	All employees signed and submitted the yearly declaration form Zero cases of non-compliance on code of conduct and ethical business practices issues No reported incidents of corruption received Did not receive any complaint or report on workplace grievances nor malpractice or misconduct activities System readiness activities for e-invoicing implementation, including system integration and staff training are progressing on schedule to meet compliance with regulatory requirements	69-71

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES

We focus in building sustainable relationships with stakeholders and utilise our resources to contribute to growth and bring value to our stakeholders.

This section highlights the measures undertaken by the Group to support the various sustainability matters that were identified:-

ECONOMIC SUSTAINABILITY

i) Quality services and products

The Group is committed to deliver high-quality, reliable products and services while upholding strong business ethics and ensuring reasonable returns for our shareholders. We prioritise customer interests by implementing timely measures to enhance both product quality and service delivery.

Customer Satisfaction Survey

To better understand and meet customer needs, the Group conducts an annual customer satisfaction survey within its car rental division. The survey focuses on key performance indicators such as service quality, responsiveness and delivery timeliness.

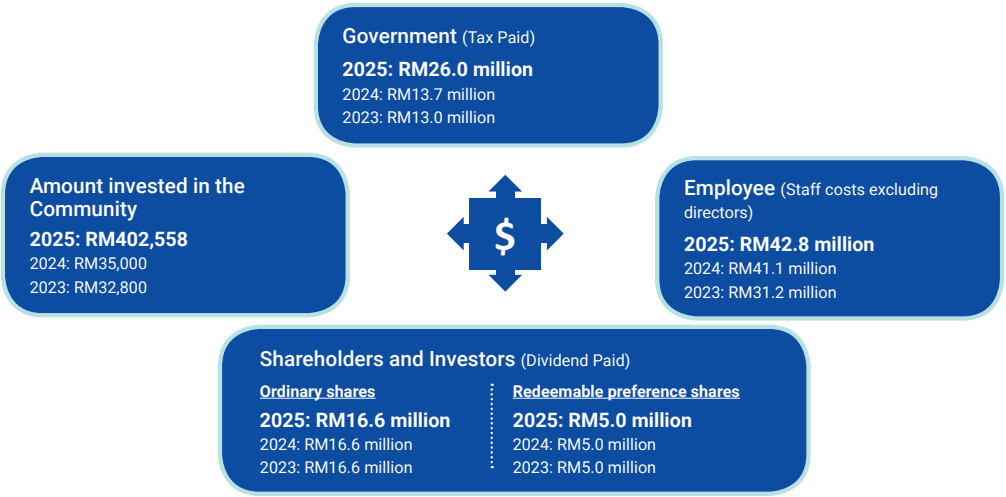
In FY 2025, the car rental division achieved an overall customer satisfaction score of 85%, reflecting the Group's commitment to service excellence and maintaining strong customer relationships. Insights gathered from the survey are instrumental in identifying areas for continuous improvement and enhancing overall customer experience.

Looking ahead, the Group plans to broaden the scope of the survey to include additional business divisions, thereby strengthening its customer engagement strategy and reinforcing a culture of responsiveness and service quality across the Group.

ii) Economic performance

We are determined to grow our Group through strategic and innovative initiatives in our quest to drive robust economic performance. We seek to continue enhancing our market competitiveness to generate long-term economic value for our stakeholders and we are committed to enhance stakeholders' value through direct contributions to the economy.

In FY 2025, the Group recorded a profit before tax of RM121.1 million (2024: RM105.3 million, 2023: RM134.7 million). The following diagram summarises the direct economic value contributed by the Group to various stakeholders:-



SUSTAINABILITY STATEMENT
(Cont'd)

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

ECONOMIC SUSTAINABILITY (CONT'D)

iii) Data protection and cybersecurity

As technology has becomes increasingly integral to business operations, the Group remains committed to strengthening its IT resilience and cybersecurity framework. We continue to enhance our IT infrastructure, upskills our IT personnel, and engage external cybersecurity consultants to reinforce our security controls. Regular training is also conducted to raise employee awareness on data protection and privacy.

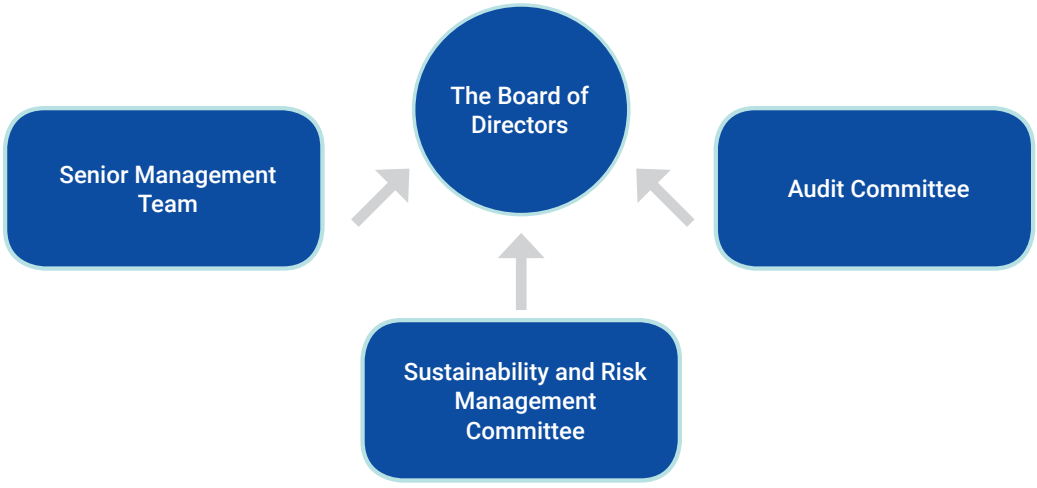
The Group has established clear policies and procedures supported by robust internal controls to safeguard data and ensure effective cybersecurity practices. Recent initiatives include upgrading servers and backup systems, and deploying comprehensive antivirus and threat detection solutions.

The Group's stock broking unit acknowledges the recent unauthorised trades involving Bina Puri shares and warrants. While the incident was limited in scope, immediate remedial measures were implemented, including stronger authentication protocols and tighter access controls.

Through these ongoing efforts, the Group recorded zero cases of data breaches and received no external complaints related to data privacy breaches in FY 2025, underscoring our commitment to protecting client data and assets while mitigating cybersecurity risks.

	2023	2024	2025
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0

iv) Vigilant risks management



Effective risk management is crucial in sustaining the Group's growth. The Board, together with the Audit Committee, the Sustainability and Risk Management Committee and the senior management team have continuously identify, evaluate and formulate processes and procedures to ensure all existing and new risks are adequately and effectively managed, and to capitalise on opportunities to create value. The Board of Directors holds ultimate responsibility for risk management within Insas.

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

ECONOMIC SUSTAINABILITY (CONT'D)

v) Strategic Transformation of M & A Equity Group into a full-fledged Financial Services provider

M & A Equity Group has continued its strategic transformation into a full-fledged Financial Services provider. In FY 2025, a significant milestone was achieved with M & A Securities, a wholly-owned subsidiary of M & A Equity Group, obtaining an Islamic stock broking license from Bursa Securities. This development aligns with the Group's commitment to expanding its financial services offerings and enhancing its market position in the Islamic finance sector.

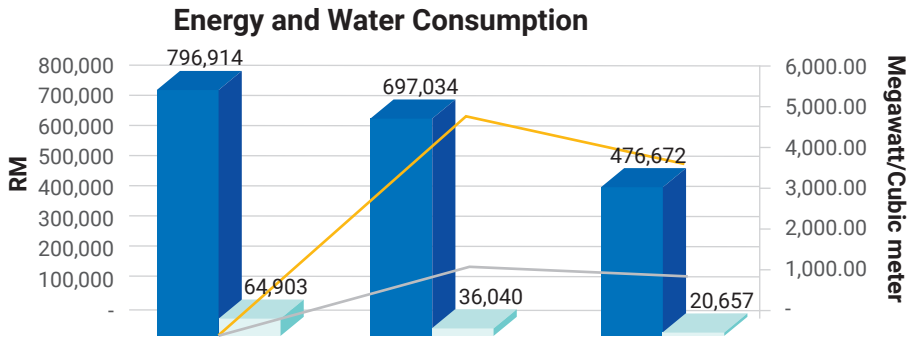
ENVIRONMENTAL SUSTAINABILITY

i) Energy and water conservation and environmental compliance

The Group is committed to manage the environmental impact that could arise from operating processes and office facilities.

Minimising energy and water consumptions are the priority in the Group's efforts to conserve energy and water, hence improve the sustainable use of resources. This includes upgrading our existing equipment to be more energy-efficient, regular checking and scheduled maintenance of water facilities and enhancing monitoring practices to reduce energy and water usage.

To develop further initiatives to reduce energy and water consumptions and promote environmental friendliness, the Group instills awareness among employees to avoid wastages.



	2023	2024	**2025**
Energy consumption (RM)	796,914	697,034	**476,672**
Water consumption (RM)	64,903	36,040	**20,657**
Energy - Megawatt	no data	1,246.41	**948.68**
Water - Cubic meter	no data	4,843.34	**3,678.79**

Energy consumption decreased by 32% in FY 2025 (2024: decreased by 13%, 2023: increased by 43%) compared to the preceding financial year, mainly due to cessation of the condensed milk project by QBI Packaging Sdn. Bhd. since December 2023 and the disposal of M & A building in Ipoh in August 2024.

Moving forward, the Group will continue its efforts to consume energy and water efficiently.

The Group takes steps to comply with all relevant environmental laws and regulations in Malaysia. In FY 2025, there were no confirmed incidents, monetary and non-monetary sanctions or cases that have been brought to the Board's attention for non-compliance with environmental laws and regulations.

SUSTAINABILITY STATEMENT
(Cont'd)

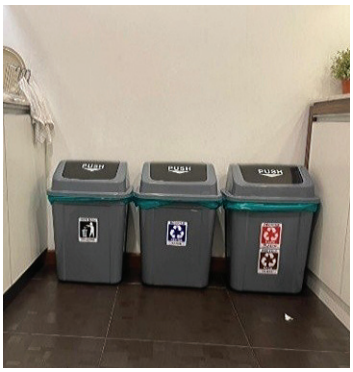
H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

ENVIRONMENTAL SUSTAINABILITY (CONT'D)

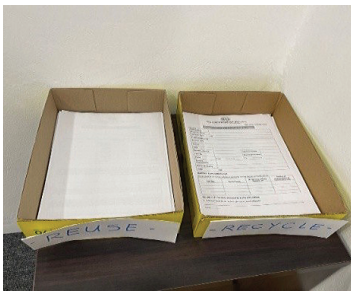
ii) Waste management

The Group is committed to minimise waste, reduce our environmental footprint, and promote a circular economy by encouraging responsible consumption among employees.

The Group adopts the 3R principle (Reduce, Reuse, Recycle), as a core strategy for managing waste and minimising direct disposal. Recycling initiatives are actively promoted across all business units, and employees are encouraged to segregate recyclable materials and dispose of them in clearly designated waste separation bins.







During the financial year, the Group generated a total of 19.49 tonnes of waste, of which 16.90 tonnes were successfully diverted from landfill through recycling and other recovery efforts.

Type of Waste (Kg)	2025
Paper	15,804.29
Plastics	7.90
Aluminium/metal	5.00
E-waste	1,078.70
Total recycled waste	**16,895.89**
Generate waste to landfill	2,592.99
Total waste	**19,488.88**
* Waste data compilation began in FY 2025, no comparative figures are available.	

iii) Emissions management

In line with the Group's commitment on environmental conservation stewardship, the Group has taken proactive measures to identify, monitor, and manage its greenhouse gas (GHG) emissions. In FY 2025, the Group initiated the collection of GHG emissions data from its key business units to establish a comprehensive baseline for future tracking and management of carbon emissions across the Group's operations.

This initiative marks a significant milestone in strengthening the Group's climate-related disclosures and aligns with evolving EESG reporting requirements, including those guided by Bursa Securities and international sustainability frameworks.

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

ENVIRONMENTAL SUSTAINABILITY (CONT'D)

iii) Emissions management (cont'd)

Recognising the importance of a structured and data-driven approach to climate risk management, the Group views the establishment of its emissions baseline as a foundational step toward the potential setting of formal emissions reduction targets, thereby supporting the Group's long-term aspirations for sustainable and responsible business growth.

During the financial year, the Group recorded total GHG emissions of 3,368.72 tonnes of CO_2e, with the breakdown as follows:-

GHG Emissions	Unit	2025
Scope 1 - owned motor vehicles	tCO_2e	2,212.88
Scope 2 - purchased electricity	tCO_2e	734.28
Total Scope 1 and 2	tCO_2e	**2,947.16**
Scope 3		
Waste generated in operations - office premises	tCO_2e	1.40
Business travel	tCO_2e	141.46
Employee commuting	tCO_2e	278.70
Total Scope 3	tCO_2e	**421.56**
Grand Total Scope 1 to Scope 3	tCO_2e	**3,368.72**
* Emissions data tracking began in FY 2025, no comparative figures are available.		

SOCIAL SUSTAINABILITY

Our employees are one of the Group's primary assets and also one of its key stakeholders. We have a great team on board with a diversity of talents, knowledge and experience to take the Group forward. We are determined to foster a workplace culture and environment that attracts, develops and retains our employees to reach their fullest potential to deliver value to our stakeholders.

Diversity and equal opportunity

The Group continues to focus on initiatives that promote equal career development opportunities to all of our employees without discrimination of gender, race, age, nationality and religion. We promote a culture that respects and values differences, advocates for equality, and encourages growth and development to help individuals reach their full potential.

i) Gender profile

As at 30 June 2025, the Group has a total of 279 (2024: 289; 2023: 282) employees (excluding directors) which consists of 51% (2024: 49%; 2023: 49%) female and 49% (2024: 51%; 2023: 51%) male.

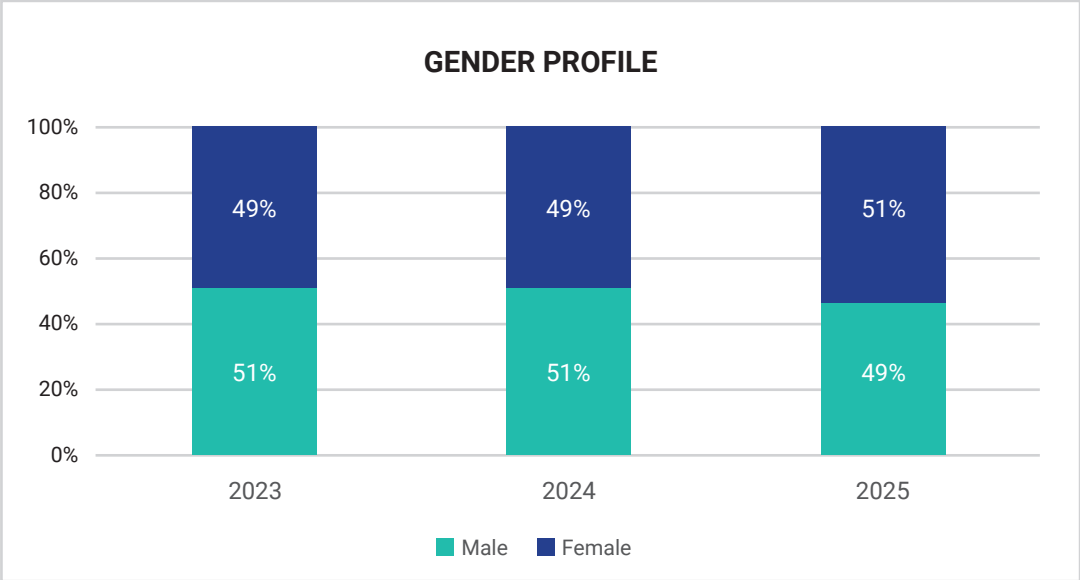
SUSTAINABILITY STATEMENT
(Cont'd)

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

Diversity and equal opportunity (cont'd)

i) Gender profile (cont'd)



Turnover by Gender

Turnover rate	2023	2024	2025
Management	1.1%	2.1%	1.4%
Executive	9.2%	16.6%	18.6%
Non-Executive	6.7%	7.6%	12.5%
Total	**17.0%**	**26.3%**	**32.5%**

During the financial year, the Group's staff turnover rate rose from 26.3% to 32.5%, an increase of 6.2%. The higher turnover was mainly due to retrenchments following the cessation of operations in certain subsidiary companies, as well as non-renewal of contract-based positions.

New Hire Rate	2023	2024	2025
Management	1.1%	4.2%	1.1%
Executive	11.7%	19.7%	17.2%
Non-Executive	12.1%	5.9%	10.4%
Total	**24.9%**	**29.8%**	**28.7%**

We continue to track employees turnover and new hires and did not observe any significant differences in both metrics to suggest any systemic issue to be addressed.

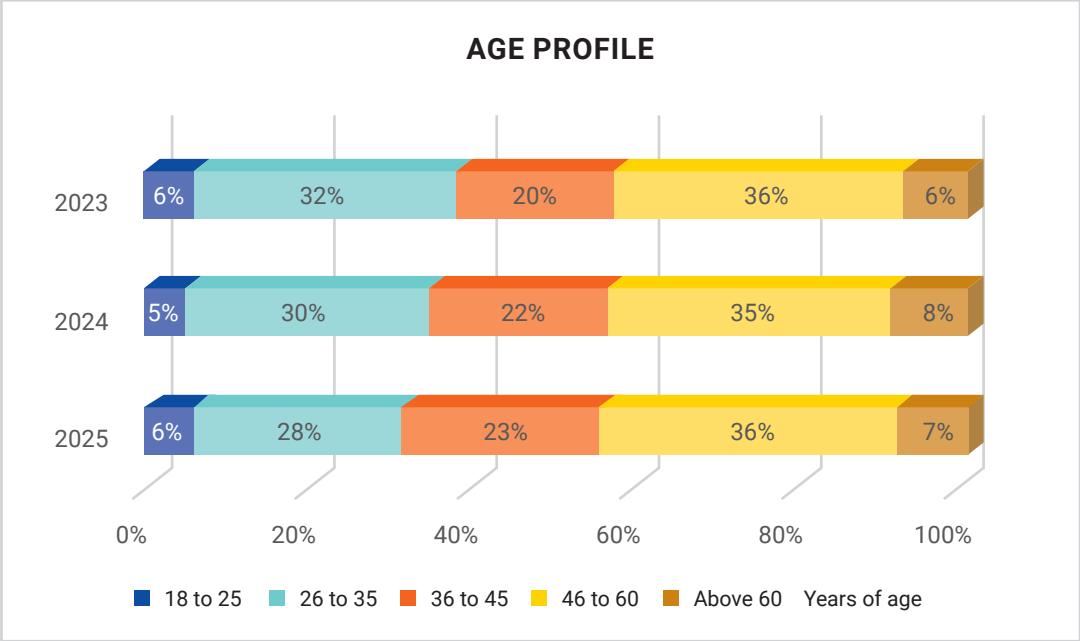
H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

Diversity and equal opportunity (cont'd)

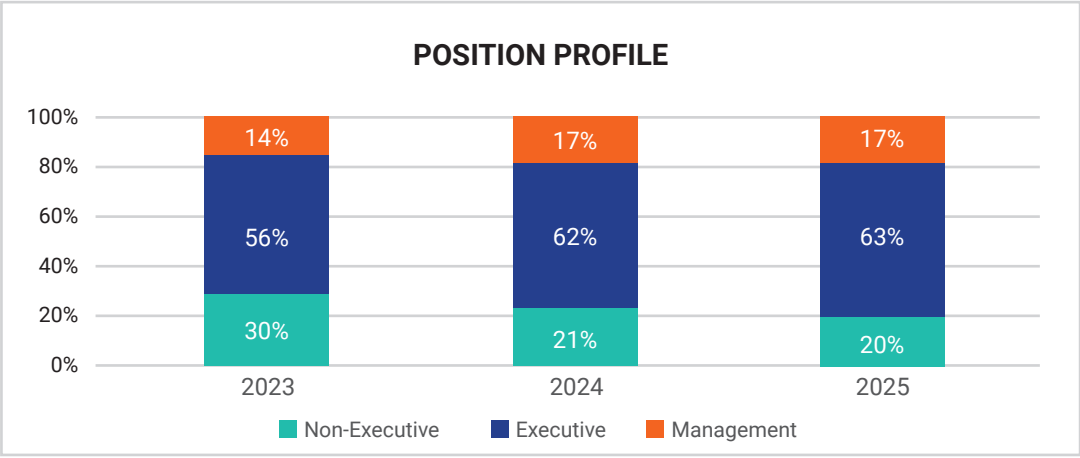
ii) Age profile

Our employees' age profile is balanced with almost 57% (2024: 57%, 2023: 58%) of our employees being below the age of 45 years old. Majority of our employees are young and energetic, which is parallel with the Group's direction to develop new talents.



iii) Position profile

Our human capital management strategy is targeted to attract, develop and retain top talents to drive business and organisation growth. In line with the Group's strategies, our employees are mostly technical skilled and professionals which made up of 80% (2024: 79%, 2023: 70%) at executive and management level. The Group continuously promotes professional growth to provide our employees with a progressive ladder for better career prospect.



SUSTAINABILITY STATEMENT
(Cont'd)

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

Diversity and equal opportunity (cont'd)

iii) Position profile (cont'd)

The Group has 3.2% (2024: 3.5%; 2023: 5.3%) consists of male 1.1% (2024: 1.8%; 2023: 3.5%) and female 2.1% (2024: 1.7%; 2023: 1.8%) of total employees who are subject to minimum wage rule.

The Malaysian Government has implemented a revised minimum wage of RM1,700 per month, effective 1 February 2025, under the Minimum Wages Order. Non-compliance with this regulation may result in severe penalties, including a fine of up to RM10,000 per employee for a first offence. Continued non-compliance following conviction may incur a daily fine of up to RM1,000, while repeat offences can lead to fines of up to RM20,000 or imprisonment for a term not exceeding five years. The Group affirms that it has fully complied with all applicable labour laws, rules, and regulations, including the latest minimum wage requirements.

iv) Nationality profile

As at 30 June 2025, the Group has a total of 279 (2024: 289; 2023: 282) employees spread regionally across Malaysia and Singapore. 99% (2024: 99%; 2023: 99%) of our employees are local hires.

In addition to our direct employees, the Group engages a number of non-employee workers who play a significant role in our operations. Specifically, in our stock broking division, we work with 112 (2024: 114) remisiers who are not employees of the stock broking company. These remisiers are integral to our brokerage activities. At end of the financial year, the proportion of non-employee workers in relation to our total workforce is 29% (2024: 28%). We ensure that these non-employee workers adhere to our operational standards and regulatory requirements.

Human capital development

i) Training and development opportunities

It is crucial to ensure that our employees are upskilled and updated with the latest industry knowledge to continue to stay relevant and agile. As such, the Group invests in the training and development of employees to improve their knowledge, skills and competencies to enhance their performances and opportunities to advance in their career within the Group. The key training programmes covered topics on compliance, technical skills, competency development, occupational health and safety and other work-related training. Onboarding training will be provided by respective department leaders to focus on topics that address employees needs and provide them with easy access to information and skills they need to deliver their job efficiently and ensure smooth transition of handover. The Group will provide soft skills trainings including leadership and team building in future.

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

Human capital development (cont'd)

i) Training and development opportunities (cont'd)



During FY 2025, the Group dedicated 2,622 (2024: 3,895; 2023: 2,150) hours to training, encompassing both internal and external learning and development programmes. The average training time per employee was 9.40 (2024: 13.48; 2023: 7.62) hours.

Employee Category	2023	2024	2025
Management	N/A	551	579
Executive	N/A	1,448	1,568
Non-Executive	N/A	1,896	475
Total	**2,150**	**3,895**	**2,622**
Average training hours per employee	**7.62**	**13.48**	**9.40**

SUSTAINABILITY STATEMENT
(Cont'd)

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

Human capital development (cont'd)

ii) Compensation and benefits

The workforce is one of the Group's key asset. To retain our employees, the Group provides the customary benefits and packages as follows:-

Insurance/Medical Coverage
- Personal accident and hospitalisation insurance coverage to all permanent employees
- Directors and Officers liability insurance for Directors and principal officers

Benefits mandated by law
- Adherence to minimum wage rules
- Annual leave, maternity/paternal leave, medical and hospitalisation leave
- Contribution to statutory funds such as EPF, SOCSO, EIS and HRDF
- Overtime payments

Other discretionary benefits
- Performance bonus and increments
- Travelling allowance and mileage claims
- Study leave, compassionate leave and others

Human rights

As a responsible organisation, we prioritise upholding human rights to protect our employees' well-being across all our business operations. We believe strong human rights practices coupled with fair and ethical treatment improves productivity and promotes a healthy working environment.

We strictly adhered to applicable laws and regulations including but not limited to Malaysia's Employment Act 1955, Minimum Wages Order 2022, Singapore's Employment Act 1968, the Code of Conduct and Ethics and Employee Handbook.

	2023	2024	2025
Number of substantiated complaints concerning human rights violations	0	0	0

Health and safety at workplace

We prioritise the health and safety of our employees in our business operations and workplaces. By ensuring a healthy, safe and conducive workplace, we aim to prevent injuries and illnesses among those working within the premises, which ultimately leads to increased efficiency and productivity.

During the financial year, a total of 97 participants received trainings on health and safety standards, including the mandatory Occupational Safety and Health ("OSH") coordinator training, CPR and fire drill exercises. With the implementation of the OSH Amendment Act 2022, which came into effect on 1 June 2024, the Group proactively ensures that all relevant staffs receive adequate training to comply with the updated legal requirements.

	2023	2024	2025
Number of employees trained on health and safety standards	17	5	97

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

Health and safety at workplace (cont'd)

OSH-related trainings and briefings	Date	Participants
CPR training	7 May 2025 21 May 2025	15 6
Fire drill	11 September 2024 3 December 2024 18 June 2025	28 52 25
OSH coordinator training	3 days course	9

Our ultimate goal is to ensure that all workers return home safely after work, which we emphasis to maintain zero fatalities annually by preventing workplace incidents.

During the financial year, there were no work-related fatalities or lost-time injuries reported.

We remain committed to continuously strengthen our preventive measures to avoid any occurrence in the future.

Employee engagement initiatives

i) Employee Satisfaction Survey

As part of our commitment to foster a sustainable and inclusive workplace, Insas conducted its annual Employee Satisfaction Survey ("the Survey") in FY 2025 to evaluate employee engagement, well-being, and overall job satisfaction.

The Survey was structured around five core themes aligned with the pillars of our employee engagement strategy. The average score across all themes was 72%, with individual scores as follows:-

Key drivers surveyed in FY 2025	Score
1. Compensation and rewards	69%
2. Work-life balance and flexibility	72%
3. Career advancement and development	70%
4. Engagement and collaboration	73%
5. Workplace environment and culture	75%
Average	**72%**

In FY 2025, the Group attained an 83% participation rate in the Survey, compared to 85% and 79% in FY 2024 and FY 2023 respectively.

SUSTAINABILITY STATEMENT
(Cont'd)

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

Employee engagement initiatives (cont'd)

i) Employee Satisfaction Survey (cont'd)



Based on the Survey findings, the Group recorded an improved overall employee satisfaction score of 72% (2024: 68%, 2023: 64%) in FY 2025. The results indicate that the majority of employees are generally satisfied with their jobs, with particularly positive feedback on the workplace environment and organisational culture. Compensation and rewards emerged as the lowest-scoring theme, highlighting an area that requires further attention. Moving forward, management remains committed to continue monitoring and addressing evolving employee needs to further enhance satisfaction, well-being and employee engagement.

Employees' feedback is critical in shaping workplace policies and practices, hence through ongoing Employee Satisfaction Surveys and responsive initiatives, we are committed to fostering a workplace where every employee feels valued, supported, and empowered to thrive.

SUSTAINABILITY STATEMENT (Cont'd)

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

Employee engagement initiatives (cont'd)

ii) Other employee engagement

The employee engagements activities conducted during the financial year include the following:-



E-invoicing training



Christmas lunch



Soft opening for office relocation



Chinese New Year Steamboat



M & A Movie Night



Employees get-together after AGM

SUSTAINABILITY STATEMENT
(Cont'd)

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

Community engagement and development

The Group is committed to building trust and contributing to the well-being of the communities in which we operate. By integrating corporate social responsibility and sustainability into our business practices, we aim to support long-term community development.

	2023	2024	2025
Total amount invested in the community where the target beneficiary are external to the Group ("RM")	32,800	35,000	402,558
Total number of beneficiaries of the investment in communities	202	3	6

In FY 2025, the Group contributed RM402,558 towards community development, healthcare, education, and sporting activities through various contributions and sponsorship. Key initiatives included the followings:-

- Donation of an ambulance to St. John Ambulans Malaysia Negeri Selangor, along with a cash donation in support of its charity dinner.
- Sponsorship of fundraising events such as the Kademy Love Hope Charity Dinner and Kademy Hope Run 2025.
- Cash donation to the Miri Volleyball Association to support its annual volleyball events and programmes.
- Cash donation to The Federation of Hokkien Association of Malaysia for the 11th World Fujian Convention, themed "Sailing the Maritime Silk Dream, Uniting Fujianese Worldwide", which celebrates the community's cultural heritage and global unity.
- Sponsorships of investment-related fairs and summits.
- Provision of accommodation facilities to selected religious organisations in support of their community activities.





H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

SOCIAL SUSTAINABILITY (CONT'D)

Community engagement and development (cont'd)

The Group aims to provide more and better job opportunities to enhance the livelihoods of the community. In FY 2025, 99% of our workforce consisted of local talent (2024: 99%; 2023: 99%), reflecting our ongoing commitment to local employment.

We also prioritise local procurement to meet the operational needs of our business units. This approach ensures a secure, reliable and cost-effective supply chain, while maintaining high standards for quality and delivery. Exceptions are made only when specific services, such as certain technical expertise, are not available locally.

In FY 2025, the Group's proportion of local spending rose to 97.8% (2024: 96.8%), driven mainly by increased sourcing from domestic suppliers for the Technology unit, particularly in the purchase of data centre systems.

GOVERNANCE SUSTAINABILITY

Corporate governance and compliance

The Group strives to comply with the MCCG 2021, and has in place a strong corporate governance framework as a mean to establish the Group's creditability standing, enhance shareholders' value, strengthen stakeholders' trust in our business practices and improve the Group's business competitiveness.

Details of our corporate governance framework and practices are elaborated in the Corporate Governance Overview Statement on pages 21 to 27 of this Annual Report as well as the Corporate Governance Report for announcement and publication on the website of Bursa Securities and on the Company's website at www.insas.net.

In addition, all employees of Insas are required to acknowledge and adhere by signing the Yearly Declaration, which contains the followings:-

- Code of Conduct for Employee and Disciplinary Actions
- Notice Under Personal Data Protection Act 2010
- Policy and Procedures for Conflict of Interest
- Whistleblowing Policy
- Anti-Corruption and Anti-Bribery Policy

Code of Conduct and Ethics

The Group's Code of Conduct and Ethics ("the Code") sets out the principles and standards of business ethics and conduct to promote good corporate governance culture within the Group which reinforces ethical, prudent and professional behavior. The Group endeavour to conduct its businesses professionally, ethically and with the highest standard of integrity.

The principles on which the Code relies are those that concerns transparency, integrity and accountability. It provides clear direction on conducting business, guidance on disclosure of conflicts of interest situations, maintaining confidentiality and disclosure of information and internal control and a duty to report when there is a breach against the Code.

In FY 2025, there were no cases of non-compliance and breach of ethical issues reported.

SUSTAINABILITY STATEMENT
(Cont'd)

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

GOVERNANCE SUSTAINABILITY (CONT'D)

Anti-Corruption and Anti-Bribery ("ACAB") Policy

Insas adopts a zero-tolerance approach towards fraud, bribery and corruption. The Group conducts its business professionally, with integrity and in compliance with both the Listing Requirements and Malaysian Anti-Corruption Commission (Amendment) Act 2018 and any amendments made from time to time. Our ACAB Policy is published on the Company's website, provides principles and guidance to Directors, employees and associated third parties the way to recognise and deal with any act of corruption and bribery that may arise in the course of business and operational activities within the Group.

All employees, customers, suppliers and business associates, who are subject to our ACAB Policy, are required to comply with our due diligence procedures (control measures), which include customer and supplier declaration, donation and sponsorship due diligence, and Gift and hospitality declaration.

Annual anti-corruption and anti-bribery training is provided to all new and existing staffs by the Group Internal Audit function, with external providers engaged as needed. The Group's anti-corruption controls are deemed satisfactory.

Percentage of employees who have received trainings on anti-corruption by employee category	2023	2024	2025
Management	N/A	94%	88%
Executive	N/A	97%	88%
Non-executive	N/A	52%	22%

All Directors and employees are adequately informed and are expected to promptly report, via the established whistleblowing channels as provided for in the Whistleblowing Policy, of any suspicious transactions that may indicate corruption, bribery or money laundering. The Group via the Group Internal Audit function, has carried out bribery and corruption risk assessment periodically, and the results are reported to the Sustainability and Risk Management Committee.

There were no reported incidents of corruption received during the financial year.

	2023	2024	2025
Percentage of operations assessed for corruption-related risks	N/A	58%	73%
Number of confirmed corruption incidents	0	0	0

Whistleblowing Policy

The Group had developed a Whistleblowing Policy in FY 2018 with the objective to encourage all employees and external parties to come forward and voice out their concerns and report any malpractice or misconduct of which they become aware of.

This Policy outlines the various reporting channels to provide all employees and external parties to report suspected wrongdoings, unethical behaviours or workplace grievances that may cause adverse impact to the Group.

The whistleblowing reporting channel include making a report directly to the employee's immediate line manager or Head of Department or to the designated officers, Audit Committee Chairman or Group Internal Auditor through mail (marked "Strictly Confidential"), by telephone or e-mail.

H. THE GROUP'S KEY SUSTAINABILITY PRACTICES (CONT'D)

GOVERNANCE SUSTAINABILITY (CONT'D)

Whistleblowing Policy (cont'd)

The Group treats all reports in a confidential manner and at the same time, the whistleblower shall be accorded protection of confidentiality of identity to the extent reasonably practicable, and protection against any adverse and detrimental actions and retaliations of all forms.

In FY 2025, the Group did not receive any complaint or report on workplace grievances nor malpractice or misconduct incidents.

Laws and regulations

Our policy on governance requires the Group to meet all local requirements including laws and regulations, accounting standards, listing requirements, tax compliance and licensing requirements amongst others.

Regulatory and reporting changes may affect the Group's business models, compliance measures as well as the management of capital, liquidity and profitability. Continuous engagement with regulatory authorities is undertaken to stay abreast of the latest regulatory developments. Senior management and staff attend relevant seminars and trainings to update and enhance their knowledge in order to discharge their works and responsibilities efficiently and effectively.

Following the implementation of the OSH Amendment Act 2022, effective 1 June 2024, all relevant business units have appointed OSH officers and established safety and health committees in compliance with the new requirement.

In FY 2025, the Group commenced the implementation of e-Invoicing in compliance with the requirements of the Inland Revenue Board of Malaysia. This initiative enhances governance by strengthening transparency, accuracy and traceability in financial reporting. At the same time, it improves operational efficiency and reduces reliance on paper-based processes, contributing to the Group's broader sustainability objectives. Moving forward, the Group will progressively roll out e-Invoicing across all business units and continue to monitor its effectiveness to ensure full compliance and continuous improvement in financial governance.

SUSTAINABILITY STATEMENT
(Cont'd)

Global Reporting Initiative Sustainability Reporting Standards ('GRI' Index) applied by Insas Group for the period 1 July 2024 to 30 June 2025

GRI Code	GRI Content Index		Page Reference
	GRI Disclosure	Response	
GRI 2: General Disclosures 2021			
2-1	Organisational details	Corporate Information	2
2-2	Entities included in the organisation's sustainability reporting	List of subsidiary companies Company website: https://www.insas.net/index.html	205-209
2-3	Reporting period, frequency and contact point	Sustainability Statement - Introduction	43
2-4	Restatements of information	N/A	N/A
2-5	External assurance	Statement of Assurance	78-79
2-6	Activities, value chain and other business relationships	Management Discussion and Analysis	12-20
2-7	Employees	Sustainability Statement - Social Sustainability	59-69
2-8	Workers who are not employees	Sustainability Statement - Social Sustainability	59-69
2-9	Governance structure and composition	Profile of Directors Profile of Key Senior Management Corporate Governance Overview Statement Sustainability Statement - Sustainability Governance Structure	3-6 7-10 21-27 45-46
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 responsibilities for managing impacts		
2-14	Role of the highest governance body in sustainability reporting		
2-15	Conflicts of interest		
2-16	Communication of critical concerns	Statement of Risk Management and Internal Control	28-36
2-17	Collective knowledge of the highest governance body	Profile of Directors	3-6
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Overview Statement	21-27
2-19	Remuneration policies	Corporate Governance Overview Statement	21-27
2-20	Process to determine remuneration	Corporate Governance Overview Statement	21-27
2-21	Annual total compensation ratio	To be applied in future	N/A
2-22	Statement on sustainable development strategy	Sustainability Statement - Sustainability Journey and Milestone - Sustainability Reporting Framework - Materiality Assessment Matrix - Sustainability Matters and SDGs Mapping - The Group's Key Sustainability Practices	 44-45 46-47 51 52-54 55-71
2-23	Policy commitments	Sustainability Statement - Governance Sustainability	69-71
2-24	Embedding policy commitments	Sustainability Statement - Governance Sustainability	69-71
2-25	Processes to remediate negative impacts	Sustainability Statement - The Group's Key Sustainability Practices	55-71
2-26	Mechanisms for seeking advice and raising concerns	Sustainability Statement - Governance Sustainability	69-71
2-27	Compliance with laws and regulations	Sustainability Statement - Governance Sustainability	69-71
2-28	Membership associations	Sustainability Statement - Corporate Membership and Association	45
2-29	Approach to stakeholder engagement	Sustainability Statement - Stakeholders' Engagement	48-50
2-30	Collective bargaining agreements	The Group does not have collective bargaining agreement	N/A
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Sustainability Statement - Sustainability Reporting Framework - Materiality Assessment Matrix - Sustainability Matters and SDGs Mapping	 46-47 51 52-54
3-2	List of material topics	Sustainability Statement - Materiality Assessment Matrix - Sustainability Matters and SDGs Mapping	 51 52-54
3-3	Management of material topics	Please refer the explanation in each material topic	N/A

SUSTAINABILITY STATEMENT (Cont'd)

GRI Index applied by Insas Group for the period 1 July 2024 to 30 June 2025 (cont'd)

GRI Code	GRI Content Index		Page Reference
	GRI Disclosure	Response	
GRI 201: Economic Performance 2016			
3-3	Management of material topics	Sustainability Statement - The Group's Key Sustainability Practices - Economic Sustainability - Economic Performance	55
201-1	Direct economic value generated and distributed	Audited Financial Statements Sustainability Statement - The Group's Key Sustainability Practices - Economic Sustainability - Economic Performance	97-232 55
201-2	Financial implications and other risks and opportunities due to climate change	To be applied in future	N/A
201-3	Defined benefit plan obligations and other retirement plans	Audited Financial Statements	97-232
201-4	Financial assistance received from government	The Group did not received any financial assistance from government	N/A
GRI 202: Market Presence 2016			
3-3	Management of material topics	N/A	N/A
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Sustainability Statement - Social Sustainability	62
202-2	Proportion of senior management hired from local community	Sustainability Statement - Social Sustainability - Position and nationality profile - Community engagement and development	61-62 69
GRI 204: Procurement Practices 2016			
3-3	Management of material topics	The Group does not have significant suppliers.	N/A
204-1	Proportion of spending on local suppliers	Sustainability Statement - Social Sustainability - Community engagement and development Bursa Performance Data Table	69 77
GRI 205: Anti-corruption 2016			
3-3	Management of material topics	Sustainability Statement - Governance Sustainability - Anti-Corruption and Anti-Bribery ("ACAB") Policy	70
205-1	Operations assessed for risks related to corruption	Audit Committee Report Statement on Risk Management and Internal Control Sustainability Statement - Governance Sustainability - Anti-Corruption and Anti-Bribery ("ACAB") Policy Bursa Performance Data Table	37-42 28-36 70 77
205-2	Communication and training about anti-corruption policies and procedures	Sustainability Statement - Governance Sustainability - Anti-Corruption and Anti-Bribery ("ACAB") Policy Bursa Performance Data Table Statement on Risk Management and Internal Control	70 77 28-36
205-3	Confirmed incidents of corruption and actions taken	Sustainability Statement - Governance Sustainability - Anti-Corruption and Anti-Bribery ("ACAB") Policy Bursa Performance Data Table -There were no incidents of corruption reported	70 77
GRI 302: Energy 2016			
3-3	Management of material topics	Sustainability Statement - Environmental Sustainability - Energy and water conservation and environmental compliance	57
302-1	Energy consumption within the organisation	Sustainability Statement - Environmental Sustainability - Energy and water conservation and environmental compliance Bursa Performance Data Table	57 77
302-2	Energy consumption outside the organisation	N/A	N/A
302-3	Energy intensity	N/A	N/A
302-4	Reduction of energy consumption	Sustainability Statement - Environmental Sustainability - Energy and water conservation and environmental compliance	57
302-5	Reduction in energy requirements of products and services	N/A	N/A

SUSTAINABILITY STATEMENT
(Cont'd)

GRI Index applied by Insas Group for the period 1 July 2024 to 30 June 2025 (cont'd)

GRI Code	GRI Content Index		Page Reference
	GRI Disclosure	Response	
GRI 303: Water and Effluents 2018			
3-3	Management of material topics	N/A - minimum consumption of water	N/A
303-1	Interactions with water as a shared resource	N/A - minimum consumption of water	N/A
303-2	Management of water discharge-related impacts	N/A - minimum consumption of water	N/A
303-3	Water withdrawal	N/A - minimum consumption of water	N/A
303-4	Water discharge	N/A - minimum consumption of water	N/A
303-5	Water consumption	Sustainability Statement - Environmental Sustainability - Energy and water conservation and environmental compliance Bursa Performance Data Table	57 77
GRI 305: Emissions 2016			
3-3	Management of material topics	Sustainability Statement - Environmental Sustainability - Emissions management	58-59
305-1	Direct (Scope 1) GHG emissions	Sustainability Statement - Environmental Sustainability - Emissions management Bursa Performance Data Table	58-59 77
305-2	Direct (Scope 2) GHG emisisons		
305-3	Other indirect (Scope 3) GHG emissions		
305-4	GHG emissions intensity	To be applied in future	N/A
305-5	Reduction of GHG emissions	To be applied in future	N/A
305-6	Emissions of ozone-depleting substances (ODS)	N/A	N/A
305-7	Nitrogen oxides, sulphur oxides, and other significant air emissions	N/A	N/A
GRI 306: Waste 2016			
3-3	Management of material topics	Sustainability Statement - Environmental Sustainability - Waste management	58
306-1	Waste generation and significant waste-related impacts	Sustainability Statement - Environmental Sustainability - Waste management	58
306-2	Management of significant waste-related impacts	Sustainability Statement - Environmental Sustainability - Waste management	58
306-3	Waste generated	Sustainability Statement - Environmental Sustainability - Waste management Bursa Performance Data Table	58 77
306-4	Waste diverted from disposal		
306-5	Wasted directed to disposal		
GRI 308: Supplier Environmental Assessment 2016			
3-3	Management of material topics	The Group does not have significant suppliers.	N/A
308-1	New suppliers that were screened using environmental criteria	N/A	N/A
308-2	Negative environmental impacts in the supply chain and actions taken	N/A	N/A
GRI 401: Employment 2016			
3-3	Management of material topics	Sustainability Statement - Social Sustainability	59-69
401-1	New employee hires and employee turnover	Sustainability Statement - Social Sustainability - Diversity and Equal Opportunity	60
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Statement - Social Sustainability - Human capital development - Compensation and benefits	64
401-3	Parental leave	Sustainability Statement - Social Sustainability - Human capital development - Compensation and benefits	64
GRI 402: Labour/Management Relations 2016			
3-3	Management of material topics	N/A	N/A
402-1	Minimum notice periods regarding operational changes	We will ensure the employees are informed with appropriate notice periods regarding operational changes in the Group.	N/A
GRI 403: Occupational Health and Safety 2018			
3-3	Management of material topics	Sustainability Statement - Social Sustainability - Health and safety at workplace	64-65
403-1	Occupational health and safety management system	Sustainability Statement - Social Sustainability - Health and safety at workplace	64-65
403-2	Hazard identification, risk assessment and incident investigation	N/A	N/A
403-3	Occupational health services	N/A	N/A

SUSTAINABILITY STATEMENT (Cont'd)

GRI Index applied by Insas Group for the period 1 July 2024 to 30 June 2025 (cont'd)

GRI Code	GRI Content Index		Page Reference
	GRI Disclosure	Response	
GRI 403: Occupational Health and Safety 2018 (cont'd)			
403-4	Worker participation, consultation and communication on occupational health and safety	Sustainability Statement - Social Sustainability - Health and safety at workplace	64-65
403-5	Worker training on occupational health and safety	Sustainability Statement - Social Sustainability - Health and safety at workplace Bursa Performance Data Table	64-65 77
403-6	Promotion of worker health	Sustainability Statement - Social Sustainability - Health and safety at workplace	64-65
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	N/A	N/A
403-8	Workers covered by an occupational health and safety management system	All our employees are covered	N/A
403-9	Work-related injuries	No case reported	N/A
403-10	Work-related ill health	No case reported	N/A
GRI 404: Training and Education 2016			
3-3	Management of material topics	Sustainability Statement - Social Sustainability - Human capital development - Training and development opportunities	62-63
404-1	Average hours of training per year per employee	Sustainability Statement - Social Sustainability - Human capital development - Training and development opportunities	62-63
404-2	Programmes for upgrading employee skills and transition assistance programmes	Sustainability Statement - Social Sustainability - Human capital development - Training and development opportunities	62-63
404-3	Percentage of employees receiving regular performance and career development reviews	We conduct annual performance appraisal for all the employees	N/A
GRI 405: Diversity and Equal Opportunity 2016			
3-3	Management of material topics	Sustainability Statement - Social Sustainability - Diversity and equal opportunity	59-62
405-1	Diversity of governance bodies and employees	Profile of Directors Profile of Key Senior Management Sustainability Statement - Social Sustainability - Diversity and equal opportunity	3-6 7-10 59-62
405-2	Ratio of basic salary and remuneration of women to men	To be applied in future	N/A
GRI 406: Non-discrimination 2016			
3-3	Management of material topics	N/A	N/A
406-1	Incidents of discrimination and corrective actions taken	No incidents of discrimination reported	N/A
GRI 408: Child Labour 2016			
3-3	Management of material topics	N/A - The Group does not utilise child labour	N/A
408-1	Operations and suppliers at significant risk for incidents of child labour	N/A - The Group does not utilise child labour	N/A
GRI 409: Forced or Compulsory Labour 2016			
3-3	Management of material topics	N/A - The Group does not utilise forced or compulsory labour	N/A
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	N/A - The Group does not utilise forced or compulsory labour	N/A
GRI 413: Local Communities 2016			
3-3	Management of material topics	Sustainability Statement - The Group's Key Sustainability Practices - Social Sustainability - Community engagement and development	68-69
413-1	Operations with local community engagement, impact assessments and development programmes	Sustainability Statement - Stakeholders' Engagement - The Community at large - The Group's Key Sustainability Practices -Social Sustainability - Community engagement and development	50 68-69
413-2	Operations with significant actual and potential negative impacts on local communities	N/A	N/A

SUSTAINABILITY STATEMENT
(Cont'd)

GRI Index applied by Insas Group for the period 1 July 2024 to 30 June 2025 (cont'd)

GRI Code	GRI Content Index		Page Reference
	GRI Disclosure	Response	
GRI 414: Supplier Social Assessment 2016			
3-3	Management of material topics	The Group does not have significant suppliers.	N/A
414-1	New suppliers that were screened using social criteria	N/A	N/A
414-2	Negative social impacts in the supply chain and actions taken	N/A	N/A
GRI 415: Public Policy 2016			
3-3	Management of material topics	Sustainability Statement - The Group's Key Sustainability Practices - Governance Sustainability - Anti-Corruption and Anti-Bribery ("ACAB") Policy	70
415-1	Political contributions	Anti-Corruption and Anti-Bribery ("ACAB") Policy The Group did not make any political contribution.	N/A
GRI 416: Customer Health and Safety 2016			
3-3	Management of material topics	Sustainability Statement - Social Sustainability - Health and safety at workplace	64-65
416-1	Assessment of the health and safety impacts of product and service categories	Sustainability Statement - Social Sustainability - Health and safety at workplace	64-65
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Sustainability Statement - Social Sustainability - Health and safety at workplace	64-65
GRI 418: Customer Privacy 2016			
3-3	Management of material topics	Sustainability Statement - Economic Sustainability - Data protection and cybersecurity	56
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Statement - Economic Sustainability - Data protection and cybersecurity Bursa Performance Data Table - There is no complaints concerning breaches of customer privacy and losses of customer data reported.	56 77

N/A: The Group has not applied the GRI Code(s).

SUSTAINABILITY STATEMENT (Cont'd)

BURSA PERFORMANCE DATA TABLE

Indicator	Measurement Unit	2024	2025
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Management	Percentage	94.00	88.00
Executive	Percentage	97.00	88.00
Non-executive	Percentage	52.00	22.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	58.00	73.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	35,000.00	402,558.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	3	6
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Management Under 26	Percentage	0.00	0.00
Management Between 26-35	Percentage	10.00	6.00
Management Between 36-45	Percentage	21.00	21.00
Management Between 46-60	Percentage	59.00	60.00
Management Above 60	Percentage	10.00	13.00
Executive Under 26	Percentage	7.00	7.00
Executive Between 26-35	Percentage	38.00	36.00
Executive Between 36-45	Percentage	23.00	20.00
Executive Between 46-60	Percentage	27.00	31.00
Executive Above 60	Percentage	5.00	6.00
Non-executive Under 26	Percentage	6.00	7.00
Non-executive Between 26-35	Percentage	22.00	21.00
Non-executive Between 36-45	Percentage	21.00	32.00
Non-executive Between 46-60	Percentage	40.00	33.00
Non-executive Above 60	Percentage	11.00	7.00
Gender Group by Employee Category			
Management Male	Percentage	37.00	33.00
Management Female	Percentage	63.00	67.00
Executive Male	Percentage	49.00	45.00
Executive Female	Percentage	51.00	55.00
Non-executive Male	Percentage	68.00	74.00
Non-executive Female	Percentage	32.00	26.00
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	59.00	61.00
Female	Percentage	41.00	39.00
Under 36	Percentage	8.00	6.00
Between 36-45	Percentage	5.00	11.00
Between 46-60	Percentage	41.00	36.00
Above 60	Percentage	46.00	47.00
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	1,246.41	948.68
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.75	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	5	97
Bursa (Labour practices and standards)			
Bursa C6(a) Total hours of training by employee category			
Management	Hours	551	579
Executive	Hours	1,448	1,568
Non-executive	Hours	1,896	475
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	13.00	9.00
Bursa C6(c) Total number of employee turnover by employee category			
Management	Number	6	4
Executive	Number	48	52
Non-executive	Number	22	35
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	96.80	97.80
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	4.840000	3.680000
Bursa (Waste management)			
Bursa C10(a) Total waste generated	Metric tonnes	-	19.49
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	16.90
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	2.59
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	-	2,212.88
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	-	734.28
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	421.56

Internal assurance | External assurance | No assurance | (*) Restated

SUSTAINABILITY STATEMENT
(Cont'd)

STATEMENT OF ASSURANCE

Assurance Undertaken

To strengthen the credibility of the Sustainability Statement of Insas Berhad ("Insas" or "the Company") and its subsidiaries ("the Group"), selected aspects of this Statement were subjected to an internal review by the Group Internal Audit function and has been approved by the Audit Committee.

The assurance process on selected Material Sustainability Matters was conducted in accordance with the Sustainability Reporting Guide (3rd Edition, 2022) issued by Bursa Securities, within defined scopes. The review assessed the adequacy of internal controls in managing and supporting disclosures on economic, environmental, social and governance ("EESG") matters.

Material Sustainability Matters

The internal review covered governance and compliance for the period 1 July 2024 to 30 June 2025, focusing on selected indicators from Bursa Performance Data Table as follows:-

Material Sustainability Matters	Bursa Performance Data Table – Common Indicator
1. Anti-Corruption	• *Percentage (%) of employees who have received training on anti-corruption by employee category as follows:-* *Employee Category* • *Management* • *Executive* • *Non-executive* • *Percentage (%) of operations assessed for corruption-related risks* • *Confirmed incidents (in number) of corruption and action taken*
2. Community/ Society	• *Total amount (in MYR currency) invested in the community where the target beneficiaries (in number) are external to the listed issuer*
3. Health and safety	• *Number of work-related fatalities* • *Lost time incident rate ("LTIR")** **LTIR Formula = number of lost time injuries / total number of hours worked X 200,000* • *Number of employees trained on health and safety standards*
4. Data privacy and security	• *Number of substantiated complaints concerning breaches of customer privacy and losses of customer data*
5. Waste management	• *Total waste generated in metric tonnes* • *Total waste diverted from disposal in metric tonnes* • *Total waste directed to disposal in metric tonnes*
6. Emissions management	• *Scope 1 emissions in tonnes of CO_2e* • *Scope 2 emissions in tonnes of CO_2e* • *Scope 3 emissions in tonnes of CO_2e (at least for the categories of business travel and employee commuting)*

STATEMENT OF ASSURANCE (CONT'D)

Standards and references

The internal assurance and review were carried out with reference to:-

(i) Bursa's Main Market Listing Requirements
(ii) Bursa's Sustainability Reporting Guide (3rd Edition, 2022)
(iii) Bursa's Toolkit: Themes and Indicator (3rd Edition, 2022)
(iv) Securities Commission: Malaysian Code of Corporate Governance

Procedures performed

Our internal review on the selected Material Sustainability Matters consist of audit enquiries primarily of persons responsible for the preparation and reporting of the Material Sustainability Matters presented in the Sustainability Statement and applying analytical audit and other audit procedures as appropriate. These procedures enables:-

a) assurance process to ensure objectives are achieved and developing the measurement;
b) assessment of compliance to local and international sustainability practices;
c) evaluating the effectiveness and performance of sustainability programmes and initiatives; and
d) review the accuracy, transparency and completeness of the Sustainability Statement – Bursa Performance Data Table.

Boundary and restriction

This Statement of Assurance focused primarily on the disclosures in the Sustainability Statement and Bursa Performance Data Table of Insas Berhad. The review covered selected operations in Malaysia and Singapore based on the information available for internal review.

Conclusion

A limited assurance review was conducted, and based on the procedures performed, the disclosures in the Sustainability Statement and Bursa Performance Data Table are fairly presented, properly prepared, and in compliance with applicable requirements.

STATEMENT OF DIRECTORS' RESPONSIBILITY
FOR PREPARING THE ANNUAL AUDITED FINANCIAL STATEMENTS

The Board of Directors of the Company is collectively responsible for ensuring that the financial statements give a true and fair view of the state of affairs of the Company and of the Group as at 30 June 2025 and of its performance and cash flows for the financial year ended on that date.

The Directors are pleased to announce that in preparing the financial statements for the financial year ended 30 June 2025, the Company and the Group have:-

a) ensured compliance with the requirements of the applicable Malaysian Financial Reporting Standards issued by the Malaysian Accounting Standards Board, the IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia;
b) adopted and consistently applied the appropriate and relevant accounting policies; and
c) exercised judgements and estimates that are prudent and reasonable.

The Directors are also responsible for ensuring that the Company and the Group keep proper accounting records. In addition, the Directors have overall responsibilities for proper safeguarding of the assets of the Company and of the Group and taking such reasonable steps for the detection and prevention of fraud and other irregularities.

ADDITIONAL COMPLIANCE INFORMATION

a) Utilisation of proceeds raised from corporate proposal

There were no unutilised proceeds from any corporate proposals.

b) Material contracts involving the interests of directors and major shareholders

There were no material contracts entered into by the Company and the Group that involved the interests of directors and major shareholders during the financial year ended 30 June 2025.

c) Audit fees and non-audit fees

The amount of statutory audit fees and non-audit fees paid and payable by the Company and the Group to the external auditors for the financial year ended 30 June 2025 were as follows:-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Statutory audit fees paid and payable to:-				
- Grant Thornton Malaysia PLT	**496**	540	**60**	65
- Other external auditors	**99**	93	**–**	–
Total (a)	**595**	633	**60**	65
Non-audit fees paid and payable to:-				
- Grant Thornton Malaysia PLT	**144**	128	**8**	8
- Other external auditors	**11**	23	**–**	–
Total (b)	**155**	151	**8**	8
% of non-audit fees (b/a)	**26%**	24%	**14%**	13%

The non-audit services rendered comprised of tax compliance advisory services, annual review of the Statement on Risk Management and Internal Control, and retainer fee for Receiver and Manager services.

In considering the nature and scope of non-audit fees, the Audit Committee was satisfied that they were not likely to create any conflict of interest or impair the independence and objectivity of the external auditors.

After assessing the performance and independence of the external auditors, the Audit Committee made recommendation to the Board of Directors of the Company for the re-appointment of Grant Thornton Malaysia PLT as the Group External Auditors for the ensuing year. The proposed re-appointment will be subject to shareholders' approval at the forthcoming 63rd Annual General Meeting.



DIRECTORS' REPORT AND FINANCIAL STATEMENTS

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DIRECTORS' REPORT

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 30 June 2025.

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding and provision of management services. The principal activities of its subsidiary companies, associate companies and jointly controlled entities are disclosed in Note 50 to Note 52 to the financial statements.

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

FINANCIAL RESULTS

	Group RM'000	Company RM'000
Profit for the financial year	100,517	5,011
Attributable to:-		
Owners of the Company	93,934	5,011
Non-controlling interests	6,583	–
	100,517	5,011

DIVIDENDS

Since the end of the previous financial year, the Company paid the following dividends:-

(i) a preferential cash dividend of 3.8 sen per annum per redeemable preference share amounting to RM2,498,759 pro-rated in respect of the period from 1 January 2024 to 30 June 2024, paid on 19 July 2024;

(ii) an interim single tier cash dividend of 2.5 sen per ordinary share amounting to RM16,578,019 in respect of the financial year ended 30 June 2025, paid on 31 December 2024;

(iii) a preferential cash dividend of 3.8 sen per annum per redeemable preference share amounting to RM2,540,174 pro-rated in respect of the period from 1 July 2024 to 31 December 2024, paid on 17 January 2025; and

The Directors declared a preferential cash dividend of 3.8 sen per annum per redeemable preference share amounting to RM2,498,759 pro-rated for the period from 1 January 2025 to 30 June 2025, paid on 17 July 2025.

The Directors do not recommend any final dividend for the financial year ended 30 June 2025.

RESERVES AND PROVISIONS

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

DIRECTORS' REPORT
(Cont'd)

SHARE CAPITAL AND DEBENTURES

During the financial year, the Company issued 163,500 new ordinary shares from the exercise of Warrants 2021/2026 ("Warrants") at the exercise price of RM0.90 per Warrant as disclosed in Note 22 to the financial statements, totalling RM147,150.

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

There were no issuance of debentures during the financial year.

REDEEMABLE PREFERENCE SHARES ("RPS") AND WARRANTS

There were no issuance of new RPS and Warrants during the financial year.

The terms of the RPS and Warrants are disclosed in Note 28 and Note 24 to the financial statements respectively.

The movements of the Warrants during the financial year are as follows:-

	At 1.7.2024 unit	Exercised unit	At 30.6.2025 unit
Warrants 2021/2026	331,422,790	(163,500)	331,259,290

TREASURY SHARES

During the financial year, the Company did not repurchase any of its shares from the open market. Of the total 693,599,143 issued and fully paid up ordinary shares in the Company, 30,327,291 ordinary shares are being held as treasury shares by the Company for the financial year ended 30 June 2025. Further relevant details are disclosed in Note 23 to the financial statements.

INFORMATION ON THE FINANCIAL STATEMENTS

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

(a) to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and adequate allowance had been made for doubtful debt; and

(b) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including their values as shown in the accounting records of the Group and of the Company have been written down to an amount which they might be expected so to realise.

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

(a) which would render the amount written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or

(b) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or

(c) which have arisen would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

DIRECTORS' REPORT
(Cont'd)

INFORMATION ON THE FINANCIAL STATEMENTS (CONT'D)

No contingent liability or other liability has become enforceable or is likely to become enforceable within the period of 12 months after the end of the financial year which, in the opinion of the Directors, will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due other than those disclosed in the Notes to the financial statements.

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

(a) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liability of any other person; or

(b) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.

SUBSIDIARY COMPANIES

Details of subsidiary companies are set out in Note 50 to the financial statements.

OTHER STATUTORY INFORMATION

The Directors state that:-

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

In their opinion:-

(a) the results of the Group's and of the Company's operations during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature other than those disclosed in the Notes to the financial statements; and

(b) 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 financial year in which this report is made.

The Company maintains Directors and Officers liability insurance for purpose of Section 289 of the Companies Act 2016, throughout the year which provides appropriate insurance cover for the Directors and Officers of the Company and the subsidiary companies. The amount of insurance premium effected as at the financial year end is RM40,000.

DIRECTORS

The Directors who held office during the financial year and up to the date of this report are as follows:-

Y.A.M. Tengku Puteri Seri Kemala Tengku Dato' Sri Setia Hajjah Aishah Binti Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, DK., SAAS., SSAP., SIMP.*
Dato' Wong Gian Kui*
Dato' Dr. Tan Seng Chuan*
Ms. Soon Li Yen*
Dato' Mohamad Azmi Bin Ali*
Datuk Mohamed Arsad Bin Sehan

* Directors of the Company and certain of its subsidiary companies.

DIRECTORS' REPORT
(Cont'd)

DIRECTORS (CONT'D)

The Directors of the subsidiary companies since the beginning of the financial year and up to the date of this report, excluding those who are already Directors of the Company are:-

Dato' Sri Thong Kok Khee
Ms. Thong Mei Chuen
Mr. Thong Weng Sheng
Dato' Thong Kok Yoon
Datin Tan Few Teng
Ms. Winnie Ng Yee Ching
Datuk Tan Choon Peow
Dato' Yong Lei Choo
Dato' Sri Dr. Chee Hong Leong, JP
Mr. Tan Choon Thye
Ms. Yu Hong Tin
Mr. Seet Hon Chiew
Ms. Mun Nga Lai
Ms. Chow Yuet Kuen
Ms. Boon Yat Mee
Mr. Sundararajah A/L Ramasamy
Dato' Ng Jet Heong
Mr. Monteiro Gerard Clair
Ms. Lee Nyok Faa
Mr. Lee Heng Aun
Mr. Yap Shon Leong
Mr. Ng Wei Ping
Datin Sri Yeoh Kwee See (deceased on 8 October 2024)
Ms. Yap Lai Lee
Mr. Lee Siang Korn @ Lee Siang Chin
Mr. Albert Jayaraj A/L Thanimalai
Ms. Laftah Noni Binti Latif (appointed on 4 December 2024)
Dato' Johannis Al-Arif Bin Ibrahim (appointed on 9 December 2024)
Mr. Mohd Syafiq Bin Shahabudin (appointed on 9 December 2024 and resigned on 24 September 2025 as alternate director to Dato' Johannis Al-Arif Bin Ibrahim)
Mr. Loo Hooi Beng (appointed on 12 December 2024)
Ms. Ng Chuk Fa (appointed on 20 March 2025)
Tunku Kamariah Aminah Maimunah Iskandariah Binti Sultan Iskandar (resigned on 9 September 2024)
Mr. Ong Hwee Yeow (resigned on 4 December 2024 as alternate director to Ms. Lam Mei Kuen Winnie)
Mr. Chang Goh Hoo (resigned on 8 January 2025)
Ms. Lam Mei Kuen Winnie (resigned on 26 February 2025)
Mr. Han XiangFeng**
Ms. Rachel Tong**
Mr. Lee Ching-Chun**
Tan Sri Jaganath Derek Steven Sabapathy***

** Up to 14 October 2024 - as disclosed in Note 44(a)(v) to the financial statements.
*** Up to 30 May 2025 - as disclosed in Note 44(a)(ii) to the financial statements.

DIRECTORS' INTERESTS

According to the Register of Directors' shareholdings, the interests and deemed interests of Directors in office at the end of the financial year in shares and Warrants in the Company and its subsidiary companies during the financial year are as follows:-

	Number of Ordinary Shares			
Directors of the Company	**At 1.7.2024**	**Bought**	**Sold**	**At 30.6.2025**
Interest in the Company				
Direct interest				
Y.A.M. Tengku Puteri Seri Kemala Tengku Dato' Sri Setia Hajjah Aishah Binti Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, DK., SAAS., SSAP., SIMP.	121,992	–	–	121,992
Dato' Wong Gian Kui	462,160	–	–	462,160
Dato' Dr. Tan Seng Chuan	350,000	–	–	350,000
Deemed interest				
Dato' Wong Gian Kui	136,000	–	–	136,000

DIRECTORS' REPORT
(Cont'd)

DIRECTORS' INTERESTS (CONT'D)

According to the Register of Directors' shareholdings, the interests and deemed interests of Directors in office at the end of the financial year in shares and Warrants in the Company and its subsidiary companies during the financial year are as follows (cont'd):-

	Number of Ordinary Shares (cont'd)			
Directors of the Company (cont'd)	**At 1.7.2024**	**Bought**	**Sold**	**At 30.6.2025**
Interest in subsidiary companies				
Insas Properties Sdn. Bhd.				
Direct interest				
Dato' Wong Gian Kui	80,000	–	–	80,000
Segar Raya Development Sdn. Bhd.				
Direct interest				
Dato' Wong Gian Kui	129,999	–	–	129,999
Deemed interest				
Dato' Wong Gian Kui	80,000	–	–	80,000
Dellmax Worldwide Sdn. Bhd.				
Deemed interest				
Dato' Wong Gian Kui	35,000	–	–	35,000
M & A Equity Holdings Berhad				
Direct interest				
Dato' Dr. Tan Seng Chuan	–	50,000	(50,000)	–

	Number of Redeemable Preference Shares			
	At 1.7.2024	**Bought**	**Sold**	**At 30.6.2025**
Interest in the Company				
Direct interest				
Dato' Wong Gian Kui	612,900	–	–	612,900
Dato' Dr. Tan Seng Chuan	132,600	–	–	132,600
Deemed interest				
Dato' Wong Gian Kui	119,800	–	–	119,800

	Number of Warrants			
	At 1.7.2024	**Bought**	**Sold**	**At 30.6.2025**
Interest in the Company				
Direct interest				
Dato' Wong Gian Kui	1,782,250	–	–	1,782,250
Deemed interest				
Dato' Wong Gian Kui	299,500	–	–	299,500

DIRECTORS' REPORT
(Cont'd)

DIRECTORS' INTERESTS (CONT'D)

According to the Register of Directors' shareholdings, the interests and deemed interests of Directors in office at the end of the financial year in shares and Warrants in the Company and its subsidiary companies during the financial year are as follows (cont'd):-

Directors of the subsidiary companies	At 1.7.2024/ Date of appointment	Number of Ordinary Shares Bought/ Transmitted from	Sold	At 30.6.2025
Interest in the Company				
Direct interest				
Dato' Sri Thong Kok Khee	5,184,678	–	–	5,184,678
Ms. Thong Mei Chuen	110,000	252,480	–	362,480
Mr. Thong Weng Sheng	110,000	252,480	–	362,480
Dato' Thong Kok Yoon	43,358,813	–	–	43,358,813
Datin Tan Few Teng	2,189,344	–	–	2,189,344
Ms. Winnie Ng Yee Ching	12,652	23,000	–	35,652
Ms. Chow Yuet Kuen	5,304	–	–	5,304
Ms. Lee Nyok Faa	26,000	–	–	26,000
Dato' Sri Dr. Chee Hong Leong, JP	–	610,000	–	610,000
Deemed interest				
Dato' Sri Thong Kok Khee	160,880,284	–	–	160,880,284
Dato' Thong Kok Yoon	30,844,835	–	–	30,844,835
Datin Tan Few Teng	72,014,304	–	–	72,014,304
Mr. Monteiro Gerard Clair	250,000	–	–	250,000
Interest in subsidiary companies				
M & A Equity Holdings Berhad				
Direct interest				
Datuk Tan Choon Peow	30,000,000	–	–	30,000,000
Dato' Sri Dr. Chee Hong Leong, JP	44,734,900	–	–	44,734,900
Ms. Yap Lai Lee	200,900	–	–	200,900
Deemed interest				
Tan Choon Thye	1,000,000	–	–	1,000,000
Darul Majumas Sdn. Bhd.				
Deemed interest				
Dato' Sri Dr. Chee Hong Leong, JP	14,000,000	–	–	14,000,000
Leapwest Sdn. Bhd. (formerly known as Westleap Sdn. Bhd.)				
Deemed interest				
Dato' Johannis Al-Arif Bin Ibrahim	40	–	–	40

DIRECTORS' REPORT
(Cont'd)

DIRECTORS' INTERESTS (CONT'D)

According to the Register of Directors' shareholdings, the interests and deemed interests of Directors in office at the end of the financial year in shares and Warrants in the Company and its subsidiary companies during the financial year are as follows (cont'd):-

	Number of Redeemable Preference Shares			
Directors of the subsidiary companies (cont'd)	**At 1.7.2024**	**Bought/ Transmitted from**	**Sold**	**At 30.6.2025**
Interest in the Company				
Direct interest				
Dato' Sri Thong Kok Khee	1,786,300	–	–	1,786,300
Ms. Thong Mei Chuen	22,000	149,850	–	171,850
Mr. Thong Weng Sheng	22,000	149,850	–	171,850
Dato' Thong Kok Yoon	8,671,762	–	–	8,671,762
Datin Tan Few Teng	437,868	–	–	437,868
Ms. Winnie Ng Yee Ching	2,600	–	–	2,600
Deemed interest				
Dato' Sri Thong Kok Khee	44,142,746	–	–	44,142,746
Dato' Thong Kok Yoon	7,694,185	–	–	7,694,185
Datin Tan Few Teng	15,928,079	–	–	15,928,079
Mr. Monteiro Gerard Clair	50,000	–	–	50,000

	Number of Warrants			
	At 1.7.2024	**Bought/ Transmitted from**	**Sold**	**At 30.6.2025**
Interest in the Company				
Direct interest				
Dato' Sri Thong Kok Khee	4,400,750	–	(4,400,750)	–
Ms. Thong Mei Chuen	55,000	374,625	–	429,625
Mr. Thong Weng Sheng	55,000	374,625	–	429,625
Dato' Thong Kok Yoon	21,679,405	–	(21,679,405)	–
Datin Tan Few Teng	1,094,670	–	(1,094,670)	–
Deemed interest				
Dato' Sri Thong Kok Khee	90,165,150	–	(88,463,700)	1,701,450
Dato' Thong Kok Yoon	18,087,440	–	(18,087,440)	–
Datin Tan Few Teng	38,672,175	–	(38,672,175)	–
Mr. Monteiro Gerard Clair	125,000	–	–	125,000

By virtue of Dato' Sri Thong Kok Khee's interest in the ordinary shares of the Company, he is also deemed interested in the shares of its related corporations to the extent that the Company has an interest pursuant to Section 8 of the Companies Act 2016.

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

DIRECTORS' REPORT
(Cont'd)

DIRECTORS' REMUNERATIONS AND BENEFITS

During the financial year, the fees and other benefits received and receivable by the Directors of the Company and its subsidiary companies are as follows:-

	Group RM'000	Company RM'000
Directors' fee	690	204
Directors' salaries and other emoluments	13,849	437
Defined contribution plan	1,590	50
Benefits-in-kind	120	41
	16,249	732

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

Since the end of the previous financial year, no Director has received or become entitled to receive any benefit (other than benefits as disclosed in the Notes to the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest, except as disclosed in Note 49(b) to the financial statements.

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

Significant events during the financial year are disclosed in Note 53 to the financial statements.

SIGNIFICANT EVENT AFTER THE REPORTING PERIOD

Significant event after the reporting period is disclosed in Note 54 to the financial statements.

DIRECTORS' REPORT
(Cont'd)

AUDITORS

Details of the remuneration paid and payable to the auditors are as follows:-

	Group RM'000	Company RM'000
Grant Thornton Malaysia PLT	496	60
Other external auditors	99	–

There was no indemnity given to or insurance effected for the auditors of the Company, Grant Thornton Malaysia PLT.

Grant Thornton Malaysia PLT have expressed their willingness to continue in office.

Signed on behalf of the Board in accordance with a resolution of the Board of Directors dated 25 September 2025.

DATO' WONG GIAN KUI
)
)
)
)
)
) **DIRECTORS**
)
)
)
DATO' DR. TAN SENG CHUAN)

Kuala Lumpur

STATEMENT BY DIRECTORS

We, Dato' Wong Gian Kui and Dato' Dr. Tan Seng Chuan, being two of the Directors of Insas Berhad, do hereby state that in the opinion of the Directors, the accompanying financial statements are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2025, and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

Signed on behalf of the Board in accordance with a resolution of the Board of Directors dated 25 September 2025.

DATO' WONG GIAN KUI **DATO' DR. TAN SENG CHUAN**

Kuala Lumpur

STATUTORY DECLARATION

I, Dato' Wong Gian Kui, being the Director primarily responsible for the financial management of Insas Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the accompanying financial statements are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by)
the abovenamed at Kuala Lumpur in)
the Federal Territory this day of)
25 September 2025)

DATO' WONG GIAN KUI
MIA NO. CA 5376

Before me:

MOHD OMAR NATHAN BIN ABDULLAH (W 924)
Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF INSAS BERHAD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Insas Berhad, which comprise the statements of financial position as at 30 June 2025 of the Group and of the Company, and the statements of profit or loss and 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 the notes to the financial statements, including a summary of material accounting policies, as set out on pages 97 to 232.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 30 June 2025, and of their financial performance and their cash flows for the 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 Auditor's 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.

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 for the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Recoverability of trade receivables

Due to the inherent subjectivity that is involved in making judgements in relation to credit risk exposures to determine the recoverability of trade receivables, recoverability of trade receivables is considered to be significant audit risk.

The Group applies a simplified approach in calculating provision for expected credit losses ("ECLs"). Therefore, the Group does not track changes in credit risk, but instead recognises a loss provision based on lifetime ECLs at each reporting date. The Group considers among others, its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Our procedures included, amongst others:

- Evaluating and testing the controls relating to credit control and approval process;
- Assessing the recoverability of overdue receivables by comparing management's views of recoverability of overdue receivables to historical patterns of receipts, in conjunction with reviewing receipts subsequent to the financial year end for its effect in reducing overdue receivables as at the financial year end;
- Holding discussions with management personnel to challenge the management's view on justification on the adequacy of allowance for doubtful debts; and
- Assessing the adequacy of the disclosures in respect of credit risk.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF INSAS BERHAD
(Cont'd)

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

Key Audit Matters (cont'd)

Recoverability of trade receivables (cont'd)

The accounting policies in respect of receivables is outlined in the Group material accounting policies, the management's judgement in the Group's significant accounting estimates and judgements and disclosures in Notes 2(d)(iii)(b), 3(b), 4(d)(iii)(a), 4(h)(i) and 18 to the financial statements.

We have determined that there are no key audit matters to communicate in our report in relation to our audit of the financial statements of the Company.

Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the Corporate Information, Profile of Directors, Profile of Key Senior Management, Five Years Group Financial Highlights, Management Discussion and Analysis, Corporate Governance Overview Statement, Statement on Risk Management and Internal Control, Audit Committee Report, Sustainability Statement, Statement of Directors' Responsibility for Preparing the Annual Audited Financial Statements, Additional Compliance Information, Directors' Report and List of Properties, which we obtained prior to the date of this auditors' report, and the rest of the annual report, which is expected to be made available to us after that date. Other information 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 do not cover the other information and we do not express any form of assurance or 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 on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

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.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF INSAS BERHAD
(Cont'd)

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for 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 have provided to the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and communicated with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF INSAS BERHAD
(Cont'd)

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

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

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

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiary companies of which we have not acted as auditors, are disclosed in Note 50 to the financial statements.

Other Matters

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

GRANT THORNTON MALAYSIA PLT
(201906003682 & LLP0022494-LCA)
CHARTERED ACCOUNTANTS (AF 0737)

PHON POOI YIN
(NO: 03654/04/2026 J)
CHARTERED ACCOUNTANT

Kuala Lumpur
25 September 2025

STATEMENTS OF FINANCIAL POSITION
AS AT 30 JUNE 2025

	Note	Group		Company	
		2025	2024	**2025**	2024
		RM'000	RM'000	**RM'000**	RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	6	**78,218**	83,541	**2,644**	1,422
Investment properties	7	**243,080**	233,762	**–**	–
Financial assets at fair value through other comprehensive income	8	**53,553**	53,593	**–**	595
Subsidiary companies	9(a)	**–**	–	**949,466**	983,783
Amount due from subsidiary companies	9(b)	**–**	–	**5,253**	5,144
Associate companies	10(a)	**554,755**	543,466	**148**	152
Jointly controlled entities	11(a)	**(766)**	(672)	**–**	–
Intangible assets	12	**43,891**	43,980	**–**	–
Land and property development costs	13	**68,000**	68,000	**–**	–
Deferred tax assets	14	**2,735**	2,837	**–**	–
Other receivables	15	**7,345**	7,345	**–**	–
Total non-current assets		**1,050,811**	1,035,852	**957,511**	991,096
Current assets					
Land and property development costs	13	**11,772**	11,567	**–**	–
Inventories	16	**18,224**	20,150	**–**	–
Contract assets	17	**–**	–	**–**	–
Trade receivables	18	**521,094**	479,251	**–**	–
Amount due from subsidiary companies	9(b)	**–**	–	**290,854**	235,621
Amount due from associate companies	10(b)	**82,314**	60,440	**152**	152
Amount due from jointly controlled entities	11(b)	**694**	674	**–**	–
Other receivables, deposits and prepayments	15	**58,564**	64,867	**640**	958
Financial assets at fair value through profit or loss	19	**248,762**	236,685	**–**	–
Tax recoverable		**12,769**	6,971	**862**	868
Deposits with licensed banks and financial institutions	20	**978,775**	1,030,990	**28,039**	24,112
Cash and bank balances	21	**174,252**	182,697	**4,517**	4,235
Total current assets		**2,107,220**	2,094,292	**325,064**	265,946
TOTAL ASSETS		**3,158,031**	3,130,144	**1,282,575**	1,257,042

STATEMENTS OF FINANCIAL POSITION
AS AT 30 JUNE 2025
(Cont'd)

	Note	Group		Company	
		2025	2024	**2025**	2024
		RM'000	RM'000	**RM'000**	RM'000
EQUITY AND LIABILITIES					
EQUITY					
Share capital	22	**873,930**	873,780	**873,930**	873,780
Treasury shares	23	**(14,499)**	(14,499)	**(14,499)**	(14,499)
Reserves	24	**40,606**	69,597	**4,933**	4,935
Retained earnings	24	**1,568,894**	1,503,938	**52,259**	64,421
Equity attributable to owners of the Company		**2,468,931**	2,432,816	**916,623**	928,637
Non-controlling interests	25	**175,942**	182,991	**–**	–
TOTAL EQUITY		**2,644,873**	2,615,807	**916,623**	928,637
Non-current liabilities					
Loans and borrowings	26	**13,647**	30,300	**–**	–
Lease liabilities	27	**15,964**	16,127	**788**	725
Deferred tax liabilities	14	**15,127**	15,373	**277**	550
Redeemable preference shares	28	**–**	129,353	**–**	129,353
Total non-current liabilities		**44,738**	191,153	**1,065**	130,628
Current liabilities					
Redeemable preference shares	28	**130,119**	–	**130,119**	–
Derivative financial liabilities	29	**727**	1,983	**–**	–
Trade payables	30	**37,075**	69,739	**–**	–
Contract liabilities	17	**–**	–	**–**	–
Amount due to subsidiary companies	9(b)	**–**	–	**59,512**	66,566
Other payables, deposits received and accruals	31	**38,742**	45,900	**3,486**	3,424
Lease liabilities	27	**7,993**	6,623	**783**	369
Loans and borrowings	26	**253,248**	198,525	**170,987**	127,418
Tax payable		**516**	414	**–**	–
Total current liabilities		**468,420**	323,184	**364,887**	197,777
TOTAL LIABILITIES		**513,158**	514,337	**365,952**	328,405
TOTAL EQUITY AND LIABILITIES		**3,158,031**	3,130,144	**1,282,575**	1,257,042

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

STATEMENTS OF PROFIT OR LOSS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Revenue	32	**205,431**	253,249	**45,066**	24,332
Cost of sales	33	**(98,462)**	(163,794)	**–**	–
Gross profit		**106,969**	89,455	**45,066**	24,332
Other income	34	**134,627**	110,809	**20,441**	11,497
Administration expenses	35	**(25,623)**	(24,362)	**(10,012)**	(8,956)
Other operating expenses	36	**(108,226)**	(86,507)	**(35,689)**	(8,038)
Finance costs	37	**(21,464)**	(20,694)	**(14,380)**	(12,370)
Exceptional item	38	**4,515**	12,850	**–**	–
Share of profits less losses of associate companies		**30,423**	23,595	**–**	–
Share of (losses)/profits of jointly controlled entities		**(94)**	130	**–**	–
Profit before tax		**121,127**	105,276	**5,426**	6,465
Tax expense	39	**(20,610)**	(15,065)	**(415)**	(238)
Profit for the financial year		**100,517**	90,211	**5,011**	6,227
Attributable to:-					
Owners of the Company		**93,934**	82,646	**5,011**	6,227
Non-controlling interests		**6,583**	7,565	**–**	–
		100,517	90,211	**5,011**	6,227
Earnings per share (sen)					
- Basic	40	**14.16**	12.46		
- Diluted	40	**13.82**	11.98		

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

STATEMENTS OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Profit for the financial year	**100,517**	90,211	**5,011**	6,227
Other comprehensive loss may not be reclassified to profit or loss subsequently				
Loss on fair value changes of financial assets at fair value through other comprehensive income, net of tax	**(3,722)**	(60)	**(595)**	–
Other comprehensive (loss)/income may be reclassified to profit or loss subsequently				
Share of other comprehensive (loss)/income of investments accounted for using equity method, net of tax	**(12,809)**	249	**–**	–
Foreign currency translation of foreign operations, net of tax	**(23,509)**	5,535	**–**	–
Total other comprehensive (loss)/income for the financial year, net of tax	**(40,040)**	5,724	**(595)**	–
Total comprehensive income for the financial year, net of tax	**60,477**	95,935	**4,416**	6,227
Attributable to:-				
Owners of the Company	**53,894**	88,370	**4,416**	6,227
Non-controlling interests	**6,583**	7,565	**–**	–
	60,477	95,935	**4,416**	6,227

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Attributable to Owners of the Company									
		Non-distributable reserves				Distributable reserves				
Group	Share capital RM'000	Fair value through other comprehensive income reserve RM'000	Warrants reserve RM'000	Other reserves RM'000	Exchange translation reserve RM'000	Treasury shares RM'000	Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
Balance at 1 July 2023	873,700	–	4,936	(8,511)	66,800	(14,499)	1,419,807	2,342,233	157,976	2,500,209
Total comprehensive (loss)/ income for the financial year										
Profit for the financial year	–	–	–	–	–	–	82,646	82,646	7,565	90,211
Loss on fair value changes of financial assets at fair value through other comprehensive income, net of tax	–	(60)	–	–	–	–	–	(60)	–	(60)
Share of other comprehensive income of investments accounted for using equity method, net of tax	–	–	–	–	134	–	115	249	–	249
Foreign currency translation of foreign operations, net of tax	–	–	–	–	5,535	–	–	5,535	–	5,535
Total comprehensive (loss)/ income for the financial year	–	(60)	–	–	5,669	–	82,761	88,370	7,565	95,935
Transactions with owners:-										
Cash dividends paid to owners of the Company (Note 43)	–	–	–	–	–	–	(16,575)	(16,575)	–	(16,575)
Acquisition of equity interests in a subsidiary company	–	–	–	–	–	–	–	–	756	756
Non-controlling interests' changes in ownership interests in subsidiary companies	–	–	–	–	–	–	5,251	5,251	19,494	24,745
Dividend paid to non-controlling interest of a subsidiary company	–	–	–	–	–	–	–	–	(2,800)	(2,800)
Issuance of ordinary shares pursuant to exercise of warrants (Note 22)	80	–	(1)	–	–	–	–	79	–	79
Transfer of fair value through other comprehensive income reserve to retained earnings	–	60	–	–	–	–	(60)	–	–	–
Total transactions with owners	80	60	(1)	–	–	–	(11,384)	(11,245)	17,450	6,205
Post-acquisition reserves - associate companies	–	–	–	704	–	–	12,754	13,458	–	13,458
Balance at 30 June 2024	**873,780**	**–**	**4,935**	**(7,807)**	**72,469**	**(14,499)**	**1,503,938**	**2,432,816**	**182,991**	**2,615,807**

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025
(Cont'd)

	Attributable to Owners of the Company									
		Non-distributable reserves				Distributable reserves				
Group (cont'd)	Share capital RM'000	Fair value through other comprehensive income reserve RM'000	Warrants reserve RM'000	Other reserves RM'000	Exchange translation reserve RM'000	Treasury shares RM'000	Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
Balance at 1 July 2024	873,780	–	4,935	(7,807)	72,469	(14,499)	1,503,938	2,432,816	182,991	2,615,807
Total comprehensive (loss)/ income for the financial year										
Profit for the financial year	–	–	–	–	–	–	93,934	93,934	6,583	100,517
Loss on fair value changes of financial assets at fair value through other comprehensive income, net of tax	–	(3,722)	–	–	–	–	–	(3,722)	–	(3,722)
Share of other comprehensive loss of investments accounted for using equity method, net of tax	–	–	–	–	(12,806)	–	(3)	(12,809)	–	(12,809)
Foreign currency translation of foreign operations, net of tax	–	–	–	–	(23,509)	–	–	(23,509)	–	(23,509)
Total comprehensive (loss)/ income for the financial year	–	(3,722)	–	–	(36,315)	–	93,931	53,894	6,583	60,477
Transactions with owners:-										
Cash dividends paid to owners of the Company (Note 43)	–	–	–	–	–	–	(16,578)	(16,578)	–	(16,578)
Capital reduction and repayment by subsidiary companies to non-controlling interests	–	–	–	–	–	–	–	–	(7,150)	(7,150)
Subscription of shares in a subsidiary company by non-controlling interests	–	–	–	–	–	–	–	–	500	500
Non-controlling interests' changes in ownership interests in subsidiary companies	–	–	–	–	–	–	(1,728)	(1,728)	(6,982)	(8,710)
Issuance of ordinary shares pursuant to exercise of warrants (Note 22)	150	–	(2)	–	–	–	–	148	–	148
Transfer of fair value through other comprehensive income reserve to retained earnings	–	595	–	–	–	–	(595)	–	–	–
Total transactions with owners	150	595	(2)	–	–	–	(18,901)	(18,158)	(13,632)	(31,790)
Post-acquisition reserves - associate companies	–	–	–	10,453	–	–	(10,074)	379	–	379
Balance at 30 June 2025	873,930	(3,127)	4,933	2,646	36,154	(14,499)	1,568,894	2,468,931	175,942	2,644,873

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025
(Cont'd)

	Non-distributable reserves			Distributable reserves		
Company	**Share capital RM'000**	**Fair value through other comprehensive income reserve RM'000**	**Warrants reserve RM'000**	**Treasury shares RM'000**	**Retained earnings RM'000**	**Total RM'000**
Balance at 1 July 2023	873,700	–	4,936	(14,499)	74,769	938,906
Total comprehensive income for the financial year	–	–	–	–	6,227	6,227
Transactions with owners:-						
Cash dividends paid to owners of the Company (Note 43)	–	–	–	–	(16,575)	(16,575)
Issuance of ordinary shares pursuant to exercise of warrants (Note 22)	80	–	(1)	–	–	79
Balance at 30 June 2024	**873,780**	**–**	**4,935**	**(14,499)**	**64,421**	**928,637**
Total comprehensive (loss)/ income for the financial year						
Total comprehensive income for the financial year	**–**	**–**	**–**	**–**	**5,011**	**5,011**
Loss on fair value changes of financial assets at fair value through other comprehensive income, net of tax	**–**	**(595)**	**–**	**–**	**–**	**(595)**
Total comprehensive (loss)/ income for the financial year	**–**	**(595)**	**–**	**–**	**5,011**	**4,416**
Transactions with owners:-						
Cash dividends paid to owners of the Company (Note 43)	**–**	**–**	**–**	**–**	**(16,578)**	**(16,578)**
Transfer of fair value through other comprehensive income reserve to retained earnings	**–**	**595**	**–**	**–**	**(595)**	**–**
Issuance of ordinary shares pursuant to exercise of warrants (Note 22)	**150**	**–**	**(2)**	**–**	**–**	**148**
Balance at 30 June 2025	**873,930**	**–**	**4,933**	**(14,499)**	**52,259**	**916,623**

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

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Profit before tax	**121,127**	105,276	**5,426**	6,465
Adjustments for:-				
Allowance for diminution in value of inventories	**1,108**	1,218	**–**	–
Allowance for doubtful debts	**6,054**	446	**37**	37
Allowance for doubtful debts no longer required	**(543)**	(180)	**–**	(112)
Amortisation of intangible assets	**68**	69	**–**	–
Bad debts written off	**448**	190	**–**	10
Depreciation of property, plant and equipment	**10,934**	10,937	**1,017**	490
Dividend income	**(9,692)**	(9,492)	**–**	–
Fair value gain on derivative financial instruments	**(1,256)**	(1,651)	**–**	–
Fair value (gain)/loss on investment properties	**(4,428)**	558	**–**	–
Gain on disposal of shares in associate companies	**(20,389)**	(22,362)	**–**	–
(Gain)/Loss on disposal of property, plant and equipment	**(2,681)**	(1,971)	**3**	–
Gain on disposal of investment properties	**(1,602)**	(520)	**–**	–
Gain on disposal of quoted securities held for investment	**(917)**	–	**–**	–
(Gain)/Loss on fair value changes of financial assets at fair value through profit or loss	**(18,686)**	545	**–**	–
Intangible assets written off	**21**	–	**–**	–
Interest expenses	**21,464**	20,694	**14,380**	12,370
Interest income	**(40,120)**	(38,510)	**(12,237)**	(10,761)
Inventories written off	**284**	174	**–**	–
Loss on amount due from subsidiary companies carried at amortised cost	**–**	–	**135**	124
Loss on derecognition of investment in an associate company	**79**	–	**–**	–
Net gain on deemed disposal of equity interests in associate companies	**(4,515)**	(12,850)	**–**	–
Property, plant and equipment written off	**448**	2,381	**2**	13
Provision for impairment loss on investment in subsidiary companies	**–**	–	**35,509**	7,159
Provision/(Reversal of provision) for impairment loss on investment in an associate company	**4**	(152)	**4**	(152)
(Reversal of provision)/Provision for impairment loss on property, plant and equipment	**(37)**	6,917	**–**	–
Share of profits less losses of associate companies	**(30,423)**	(23,595)	**–**	–
Share of losses/(profits) of jointly controlled entities	**94**	(130)	**–**	–
Unrealised foreign exchange loss/(gain)	**20,215**	(3,037)	**(7,457)**	694
Operating profit before working capital changes	**47,059**	34,955	**36,819**	16,337

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025
(Cont'd)

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES (CONT'D)				
Operating profit before working capital changes (cont'd)	**47,059**	34,955	**36,819**	16,337
Changes in working capital:-				
Land and property development costs	**(205)**	2,941	**–**	–
Inventories	**534**	554	**–**	–
Financial assets at fair value through profit or loss	**(2,082)**	(13,224)	**–**	–
Contract assets	**–**	75,923	**–**	–
Contract liabilities	**–**	(1,154)	**–**	–
Receivables	**(46,823)**	(1,521)	**315**	(703)
Payables	**(39,386)**	259	**63**	(110)
Associate companies	**(46,932)**	10,447	**(6)**	(11)
Jointly controlled entities	**(20)**	(24)	**–**	(5)
Subsidiary companies	**–**	–	**(54,358)**	1,159
Net cash (used in)/from operations	**(87,855)**	109,156	**(17,167)**	16,667
Interest received	**40,120**	38,510	**10,305**	8,940
Interest paid	**(20,559)**	(19,927)	**(13,491)**	(11,531)
Net tax paid	**(26,004)**	(13,746)	**(682)**	(548)
Net cash (used in)/from operating activities	**(94,298)**	113,993	**(21,035)**	13,528
CASH FLOWS FROM INVESTING ACTIVITIES				
Acquisition/Subscription of shares in an associate company	**(213)**	(104)	**–**	–
Capital repayment from an associate company	**–**	38	**–**	–
Investment in financial assets at fair value through profit or loss	**(3,852)**	–	**–**	–
Subscription of shares in a jointly controlled entity	**–**	(100)	**–**	–
Purchase of property, plant and equipment **(Note A)**	**(4,274)**	(3,055)	**(1,061)**	(125)
Proceeds from disposal of property, plant and equipment	**3,379**	2,326	**7**	–
Purchase of intangible assets	**–**	(10)	**–**	–
Purchase of investment properties	**(13,537)**	(27,594)	**–**	–
Purchase of unquoted investments	**(3,800)**	(985)	**–**	–
Proceeds from disposal of investment properties	**13,800**	10,143	**–**	–
Proceeds from disposal of shares in associate companies	**27,600**	32,100	**–**	–
Proceeds from partial redemption of unquoted investment	**5**	–	**–**	–
Dividends received	**38,431**	53,264	**–**	–
Net cash inflow on acquisition of equity interest in a subsidiary company (Note 44(f))	**–**	585	**–**	–
Net cash from/(used in) investing activities	**57,539**	66,608	**(1,054)**	(125)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025
(Cont'd)

	Group		Company	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
CASH FLOWS FROM FINANCING ACTIVITIES				
Consideration paid for acquisition of additional shares from non-controlling interests (Note 44(c)(i) (2024: Note 44(h)))	**(8,710)**	(4,255)	**–**	–
Capital reduction and repayment to non-controlling interests	**(7,150)**	–	**–**	–
(Increase)/Decrease in fixed deposits pledged	**(32,285)**	20,313	**(1,229)**	(485)
Decrease/(Increase) in cash and bank balances pledged	**28,750**	(27,921)	**(1,000)**	–
Dividends paid to non-controlling interest of a subsidiary company	**–**	(2,800)	**–**	–
Proceeds from partial disposal of shares in a subsidiary company	**–**	29,000	**–**	–
Proceeds from issuance of ordinary shares	**148**	79	**148**	79
Repayment of lease liabilities	**(7,815)**	(8,017)	**(828)**	(411)
Net drawdown/(repayment) of loans and borrowings	**40,022**	(14,574)	**43,569**	3,388
Proceeds from subscription of shares in a subsidiary company by non-controlling interests	**500**	–	**–**	–
Cash dividends paid to owners of the Company	**(16,578)**	(16,575)	**(16,578)**	(16,575)
Net cash (used in)/from financing activities	**(3,118)**	(24,750)	**24,082**	(14,004)
CASH AND CASH EQUIVALENTS				
Net changes	**(39,877)**	155,851	**1,993**	(601)
Brought forward	**968,505**	812,075	**9,596**	10,196
Exchange differences	**(11,502)**	579	**(13)**	1
Carried forward **(Note B)**	**917,126**	968,505	**11,576**	9,596

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025
(Cont'd)

NOTES TO STATEMENTS OF CASH FLOWS

A. PURCHASE OF PROPERTY, PLANT AND EQUIPMENT

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Total purchase of property, plant and equipment	**12,985**	9,292	**2,251**	1,280
Less: Purchase through lease liabilities	**(7,088)**	(4,802)	**–**	–
Less: Recognition of additional lease liabilities	**(1,623)**	(1,263)	**(1,190)**	(1,155)
Less: Purchase financed by other payables	–	(172)	**–**	–
Cash payments made	**4,274**	3,055	**1,061**	125

B. CASH AND CASH EQUIVALENTS COMPRISE OF:-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Cash and bank balances	**174,252**	182,697	**4,517**	4,235
Deposits with licensed banks and financial institutions	**978,775**	1,030,990	**28,039**	24,112
	1,153,027	1,213,687	**32,556**	28,347
Less:-				
Cash and bank balances pledged (Note 21)	**(1,539)**	(30,289)	**(1,000)**	–
Fixed deposits pledged (Note 20)	**(234,362)**	(214,893)	**(19,980)**	(18,751)
	917,126	968,505	**11,576**	9,596

C. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

Reconciliation of liabilities arising from financing activities are disclosed in Note 26 and Note 27 to the financial statements.

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

NOTES TO THE FINANCIAL STATEMENTS
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1 PRINCIPAL ACTIVITIES AND GENERAL INFORMATION

The principal activities of the Company are investment holding and provision of management services. The principal activities of its subsidiary companies, associate companies and jointly controlled entities are disclosed in Note 50 to Note 52 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad. The registered office of the Company is located at Suite 23.03, Level 23, The Gardens South Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur. The principal place of business of the Company is located at Suite 23.02, Level 23, The Gardens South Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors passed on 25 September 2025.

2 BASIS OF PREPARATION

(a) Statement of compliance

The financial statements of the Group and of the Company have been prepared in accordance with the Malaysian Financial Reporting Standards ("MFRSs") and Issues Committee Interpretations ("IC Interpretations") issued by the Malaysian Accounting Standards Board ("MASB"), IFRS Accounting Standards ("IFRSs") issued by the International Accounting Standards Board ("IASB") and the requirements of the Companies Act 2016 in Malaysia.

(b) Basis of measurement

The financial statements of the Group and of the Company have been prepared under the historical cost convention, except for certain properties and financial instruments that are measured at revalued amounts or fair values at the end of the reporting period as indicated in the summary of material accounting policies.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group and the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

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

2 BASIS OF PREPARATION (CONT'D)

(b) Basis of measurement (cont'd)

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

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

(i) Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

(ii) Level 2 – Valuation techniques for which the lowest level input that is significant to their fair value measurement is directly or indirectly observable.

(iii) Level 3 – Valuation techniques for which the lowest level input that is significant to their fair value measurement is unobservable.

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

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

(c) Functional and presentation currencies

The financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional currency. All financial information presented is in Ringgit Malaysia and all values are rounded to the nearest thousand except when otherwise stated.

(d) The use of estimates and judgements

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

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

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

2 BASIS OF PREPARATION (CONT'D)

(d) The use of estimates and judgements (cont'd)

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities and the reported amounts of revenue and expenses are outlined below:-

(i) Useful lives of depreciable assets

The management reviews annually the estimated useful lives of depreciable assets based on factors such as business plans and strategies, expected level of usage and future technological developments. Actual results, however, may vary due to changes in estimates brought about by changes in the factors mentioned.

The management does not expect any material difference that would arise on the estimation of useful lives of depreciable assets and the current evaluation of the useful lives of depreciable assets represents a fair estimation of the useful lives of the Group's and of the Company's depreciable assets.

(ii) Classification between investment properties and property, plant and equipment and inventories

The Group has developed certain criteria based on MFRS 140 Investment Property in making judgement whether a property qualifies as an investment property. Investment property is a property held to earn rentals or for capital appreciation or both.

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for owner occupation. If the property is not to be sold separately, the property is an investment property only if an insignificant portion is held for owner occupation.

Completed unsold properties that is intended for disposal in the near future are classified as inventories.

(iii) Impairment of assets

(a) Non-financial assets

The carrying amounts of non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated to determine the amount of the impairment loss. For the purpose of impairment testing of non-financial assets, recoverable amount is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. If this is the case, recoverable amount is determined for the cash-generating unit ("CGU") to which the asset belongs to.

A non-financial asset's recoverable amount is the higher of an asset's or CGU's fair value less costs to sell and its value in use. In assessing value in use, the estimated future cash flows expected to be generated by the asset or CGU are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

The assumptions used and results of the impairment assessment of non-financial assets are disclosed in Note 6, Note 9, Note 10 and Note 12 to the financial statements.

2 BASIS OF PREPARATION (CONT'D)

(d) The use of estimates and judgements (cont'd)

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities and the reported amounts of revenue and expenses are outlined below (cont'd):-

(iii) Impairment of assets (cont'd)

(b) Financial assets

Financial assets at amortised cost

Credit losses are the differences between all contractual cash flows of the Group and of the Company that are due and the cash flows that they actually expect to receive. An expected credit loss is the probability-weighted estimate of credit losses which requires the Group's and the Company's judgement. The expected credit losses are discounted at the original effective interest rate (or credit-adjusted effective interest rate for the purchased or originated credit-impaired financial assets).

The Group and the Company evaluate the Expected Credit Losses ("ECL") on a case-by-case basis.

The Group and the Company consider reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's and the Company's historical experience and informed credit assessment and including forward-looking information, where available such as changes in financial capability of the debtor, and default or significant delay in payments.

(iv) Income taxes

Significant estimation is involved in determining the group-wide provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group and the Company recognise liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

(v) Deferred tax assets

Deferred tax assets are recognised for all deductible temporary differences, unutilised business losses and unabsorbed capital allowances to the extent that it is probable that taxable profit will be available against which all the deductible temporary differences, unutilised business losses and unabsorbed capital allowances 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.

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

2 BASIS OF PREPARATION (CONT'D)

(d) The use of estimates and judgements (cont'd)

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities and the reported amounts of revenue and expenses are outlined below (cont'd):-

(vi) Fair value of financial instruments

The management uses valuation techniques in measuring the fair value of financial instruments where active market quotes are not available. Details of the assumptions used are given in the notes regarding financial assets and liabilities. In applying the valuation techniques, the management makes maximum use of market inputs, and uses estimates and assumptions that, as far as possible, consist of observable data that market participants would use in pricing the instrument. Where applicable data is not observable, the management uses its best estimate about the assumptions that market participants would make. These estimates may vary from the actual prices that would be achieved in a negotiated transaction at the reporting date.

(vii) Leases

The measurement of the right-of-use assets and lease liabilities for leases where the Group and the Company are a lessee requires the use of significant judgements and assumptions, such as lease term and incremental borrowing rate.

In determining the lease term, the Group and the Company consider all facts and circumstances including their past practice and any cost that will be incurred to change the asset if an option to extend is not taken. An extension option is only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

In determining the incremental borrowing rate of the respective leases, the Group and the Company first determine the closest available borrowing rates before using significant judgement to determine the adjustments required to reflect the term, security, value or economic environment of the respective leases.

(viii) Fair value of derivative financial instruments and private market investment fund

The fair values of outstanding derivative financial instrument and private market investment fund transactions are based on fair values obtained from major financial institutions. Changes in the underlying assumptions could materially impact the statements of profit or loss.

(ix) Inventories

Inventories are measured at the lower of cost and net realisable value. In estimating net realisable values, management takes into account the most reliable evidence available at the time the estimates are made. The Group's core businesses are subject to economic and technology changes which may cause selling prices to change rapidly, and the Group's profit to change.

The carrying amount of the Group's inventories at the end of the reporting period is disclosed in Note 16 to the financial statements.

2 BASIS OF PREPARATION (CONT'D)

(d) The use of estimates and judgements (cont'd)

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities and the reported amounts of revenue and expenses are outlined below (cont'd):-

(x) Fair value of investment properties

The Group carries its investment properties at fair value, with changes in fair value being recognised in the statements of profit or loss. The Group engaged independent valuation specialists and make reference to market evidence of transacted prices for similar properties using comparable prices adjusted for specific market factors such as nature, location and condition of the properties to assess fair value as at the end of the reporting period.

The key assumptions used to determine the fair value of investment properties are provided in Note 7 to the financial statements.

(xi) Intangible assets - Development costs

The Group capitalises costs for product development projects. Initial capitalisation of costs is based on management's judgement that technological and economic feasibility is confirmed, usually when a product development project has reached a defined milestone according to an established project management model. In determining the amounts to be capitalised, management makes assumptions regarding the expected future cash generation of the project, discount rates to be applied and the expected period of benefits. The carrying amount of the Group's capitalised development costs at the end of the reporting period is disclosed in Note 12 to the financial statements.

(xii) Revenue from contracts with customers

The Group and the Company are required to assess each of their 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. This assessment was made based on the terms and conditions of the contracts, and the provisions of relevant laws and regulations.

The Group and the Company recognise revenue over time in the following circumstances:-

(i) the customer simultaneously receives and consumes the benefits provided by the Group's and the Company's performance as the Group and the Company perform;

(ii) the Group and the Company do not create an asset with an alternative use to the Group and the Company and have an enforceable right to payment for performance completed to date; and

(iii) the Group's and the Company's performance create or enhance an asset that the customer controls as the asset is created or enhanced.

Where the above criteria are not met, revenue is recognised at a point in time. Where revenue is recognised at a point in time, the Group and the Company assess each contract with customers to determine when the performance obligation of the Group and the Company under the contract is satisfied.

NOTES TO THE FINANCIAL STATEMENTS
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(Cont'd)

2 BASIS OF PREPARATION (CONT'D)

(d) The use of estimates and judgements (cont'd)

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities and the reported amounts of revenue and expenses are outlined below (cont'd):-

(xiii) Revenue from property development contracts

Revenue is recognised as and when the control of the asset is transferred to customers and it is probable that the Group will collect the consideration to which it will be entitled in exchange for the asset that will be transferred to the customer. Depending on the terms of the contract and the applicable laws governing the contract, control of the asset may transfer over time or at a point in time.

If control of the asset is transferred over time, revenue is recognised over the period of the contract by reference to the stage of completion of the development activities as at the end of the reporting period. The stage of completion is determined based on the proportion that the property development costs that has been incurred to-date bear to the estimated total costs for the property development.

Significant judgement is required in determining the completeness and accuracy of the total property development costs as estimates of future property development costs are inherently uncertain, which involve management's estimation of future cost to completion of the development. Substantial changes in cost estimates in future periods may affect the profitability of the respective property development projects. In making the estimation, the Group evaluates based on past experiences and by relying on the work of specialists. Where the actual total property development costs are different from the estimated total property development costs, such difference will impact the property development profits/(losses) recognised.

The carrying amount of assets of the Group arising from property development activities are disclosed in Note 17 to the financial statements.

(xiv) Significant influence over associate companies

Where an entity holds 20% or more of the voting power in an investee, it will be presumed the investor has significant influence unless it can be clearly demonstrated that this is not the case. If the holding is less than 20%, the entity will be presumed not to have significant influence unless such influence can be clearly demonstrated.

Interest in Ho Hup Construction Company Berhad ("Ho Hup")

With effect from 1 January 2016, the Group commenced equity accounting for the Group's investment in Ho Hup although it holds less than 20% of the voting shares in Ho Hup, as the Group undertakes to hold its equity interest in Ho Hup for long term and is able to participate in the financial and operating policies in Ho Hup by virtue of having board representation in Ho Hup.

During the financial year, the Group discontinued equity accounting for its investment in Ho Hup after the Group ceased to have any board representation in Ho Hup.

Interest in Inari Amertron Berhad ("Inari")

During the financial year ended 30 June 2018, the Group's equity interest in Inari had been diluted to below 20%. The Group continued equity accounting for the Group's investment in Inari although it holds less than 20% of the voting shares in Inari, as the Group undertakes to hold its equity interest in Inari for long term and is able to participate in the financial and operating policies in Inari by virtue of having board representation in Inari.

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

3 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks are interest rate, credit, foreign currency exchange, liquidity and market risks. Financial risk management is carried out through risk reviews, internal control systems and adherence to the Group financial risk management practices. The Board regularly reviews these risks and approves the treasury policies covering the management of these risks. It is not the Group's policy to engage in speculative transactions.

The main areas of financial risks faced by the Group and the policy in respect of the major areas of treasury activity are set out as follows:-

(a) Interest rate risk

The Group finances its operations through operating cash flows and borrowings. Interest rate exposures arise from the Group's borrowings. It is the Group's policy to manage its interest costs by obtaining the most favourable interest rates on its borrowings. Surplus funds of the Group are placed with licensed banks and financial institutions on term deposits to generate interest income.

(b) Credit risk

The Group seeks to invest cash assets safely and profitably. The Group controls credit risk by application of credit evaluations and approvals, credit limits and monitoring procedures. Trade and loan receivables are monitored on an ongoing basis via management reporting procedures and where necessary, loan receivables are required to deposit sufficient assets as collateral and adhere to credit limits within the fair values of assets placed as collateral. The Group has significant concentration of trade receivables owing which is disclosed in Note 55(b)(ii) to the financial statements. There is no major concentration of credit risk related to any financial instruments.

(c) Foreign currency exchange risk

The Group is exposed to foreign currency exchange risk as a result of its normal operating and investing activities where purchases, sales and investments are transacted in currencies other than the functional currencies of the entities within the Group. The Group maintains a natural hedge, whenever possible, by matching local currency income and investments against local currency expenditure and borrowings to minimise foreign exchange exposure. Where necessary, the Group enters into forward foreign currency exchange contracts to hedge the risk exposure on the receivables and payables. The Group also maintains gross profit margin levels that is sufficient to absorb the increase in cost of purchases arising from fluctuation in foreign currencies exchange rates.

(d) Liquidity risk

The Group actively manages its operating cash flows and the availability of funding so as to ensure that all financing and funding needs are met. As part of its overall prudent liquidity management, the Group maintains sufficient levels of cash or cash convertible instruments to meet its working capital requirements. Certain subsidiary companies within the Group maintain reasonable amount of committed credit and banking facilities to meet their operating needs.

(e) Market risk

The Group faces exposure to the risk from changes in the debt and equity prices, in particular the Group's exposure from changes in market price on its investments in quoted securities. The risk of loss in value of the Group's quoted securities is minimised through thorough analysis before making investments and continuous monitoring of the performance of the investments.

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

4 MATERIAL ACCOUNTING POLICIES

The material accounting policies adopted by the Group and the Company are disclosed as follows:-

(a) Basis of consolidation

The acquisition of subsidiary companies are consolidated using acquisition method in compliance with the provisions under MFRS 3, Business Combination.

Under the acquisition method of accounting, the results of the subsidiary companies acquired or disposed of are included from the date of acquisition or up to the date of disposal. At the date of acquisition, the fair value of the subsidiary companies' net assets are determined and reflected in the Group's financial statements. The excess of the fair value of purchase consideration paid for the shares in the subsidiary companies over the fair value of the underlying net assets of the subsidiary companies acquired represents goodwill arising on consolidation. The goodwill on consolidation is accounted for in accordance with the accounting policy for goodwill stated in Note 4(g) to the financial statements.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.

The excess of fair value of the underlying net assets of the subsidiary companies acquired over the purchase consideration paid for the shares in the subsidiary companies represents excess of fair value over investment costs and it is recognised immediately in the statements of profit or loss.

Upon the loss of control of a subsidiary company, the Group derecognises the assets and liabilities of the subsidiary company, any non-controlling interests and the other components of equity related to the subsidiary company. Any surplus or deficit arising on the loss of control is recognised in the statements of profit or loss.

If the Group retains any interest in the subsidiary company, then such interest is measured at fair value at the date control is lost. Subsequently, it is accounted for as an equity accounted investee or as a financial asset at fair value through other comprehensive income depending on the level of influence retained.

All inter-company transactions, balances and the resulting unrealised gains are eliminated on consolidation and the consolidated financial statements reflect external transactions only. Unrealised losses are eliminated on consolidation unless cost cannot be recovered.

Uniform accounting policies are adopted by the subsidiary companies for transactions and events in similar circumstances. The financial statements of the Company and its subsidiary companies are all drawn up to the same reporting date.

The total assets and liabilities of subsidiary companies are included in the consolidated statements of financial position and the interest of non-controlling interests in the net assets of the subsidiary companies is stated separately.

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(b) Property, plant and equipment

(i) Recognition, measurement and derecognition

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. The policy for the recognition and measurement of impairment losses is in accordance with Note 4(h)(ii) to the financial statements.

When significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Restoration cost relating to an item of property, plant and equipment is capitalised only if such expenditure is expected to increase the future benefits of the existing property, plant and equipment beyond its previously assessed standard of performance.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use. The difference between the net disposal proceeds, if any, and the net carrying amount is recognised in the statements of profit or loss.

(ii) Depreciation

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

Depreciation of other property, plant and equipment is calculated on a straight line basis to write off the cost of each asset to its residual value over the estimated useful life at the following annual rates:-

Buildings	2%
Plant and machineries	10% to 25%
Motor vehicles	12.5% to 33.3%
Renovation	10% to 34%
Office furniture, fittings and equipment	10% to 50%
Leasehold land and buildings	over the period of 99 years
Right-of-use assets - premises	over the period of 2 to 3 years

Capital work-in-progress consists of plant and machineries under installation for their intended use. Plant and machineries under work-in-progress are not depreciated until they are completed and ready for their intended use.

The depreciable amount is determined after deducting the residual value.

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

Leased assets (including leasehold land and buildings and premises and motor vehicles under lease arrangements) that fulfills the conditions to be recognised as right-of-use assets are presented as right-of-use assets in property, plant and equipment. The recognition and initial and subsequent measurements policies to leased assets is stated in Note 4(u) to the financial statements on right-of-use assets.

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(c) Investment properties

Investment properties are properties which are owned or held under a leasehold interest to earn rental income or for capital appreciation or for both. These include land held for a currently undetermined future use.

Investment properties are initially measured at cost. The cost of investment properties includes expenditure that is directly attributable to the acquisition of the assets. Subsequent to initial recognition, investment properties are stated at fair value, which is determined by the Directors by reference to market evidence of transacted prices for similar properties or valuation performed by registered independent valuers having an appropriate recognised professional qualification and recent experience in the location and category of the properties being valued. Gains or losses arising from changes in the fair value of investment properties are included in the statements of profit or loss in the financial year in which they arise.

Investment properties are derecognised when either they have been disposed of or when the investment properties are permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on retirement or disposal of an investment property are recognised in the statements of profit or loss in the financial year in which they arise.

Investment properties under construction are measured at cost. These properties are measured at fair value upon them being brought into use.

Land held for development with no significant development activity is accounted for as an investment property.

Transfers are made to or from investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change.

Right-of-use assets that meet the definition of investment property

Right-of-use assets that meet the definition of investment property in accordance with MFRS 140 Investment Property, is presented in the statements of financial position as investment properties. Subsequent measurement of the right-of-use assets is consistent with those investment properties owned by the Group.

(d) Financial assets

(i) Classification

The classification of financial assets is determined by both:-

- the Group's and the Company's business model for managing the financial assets; and
- the contractual cash flow characteristics of the financial assets.

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(d) Financial assets (cont'd)

(i) Classification (cont'd)

The Group and the Company classify its financial assets in the following categories:-

(a) Amortised cost

Amortised cost category comprises financial assets that are held within a business model whose objective is to hold assets to collect contractual cash flows and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The financial assets are not designated as fair value through profit or loss. The financial assets are classified as current assets, except for those having maturity dates later than 12 months after the reporting date which are classified as non-current. The Group's and the Company's financial assets at amortised cost comprise trade and other receivables and deposits paid, amount due from subsidiary companies, amount due from associate companies, amount due from jointly controlled entities, deposits with licensed banks and financial institutions and cash and bank balances.

(b) Fair value through other comprehensive income

Equity and other investments

This category comprises investment in equity and other investment that are not held for trading but more for strategic investments. The classification as financial assets at fair value through other comprehensive income is an irrevocable election made on initial recognition. The Group's and the Company's equity investments are quoted and unquoted shares held for long-term whereas other investments comprise of club memberships.

(c) Fair value through profit or loss

All financial assets not measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss. This includes derivative financial assets (except for a derivative that is a designated and effective hedging instrument).

(ii) Initial recognition and measurement

A financial asset is recognised in the statements of financial position when, and only when, the Group and the Company become a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without significant financing component) is initially measured at fair value plus, for an item not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition. A trade receivable without a significant financing component is initially measured at the transaction price.

(iii) Subsequent measurement - gains and losses

Classifications of financial assets are determined on initial recognition and are not reclassified subsequent to their initial recognition unless the Group and the Company change their business model for managing financial assets in which case all affected financial assets are reclassified on the first day of the first reporting period following the change of the business model.

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(d) Financial assets (cont'd)

(iii) Subsequent measurement - gains and losses (cont'd)

(a) Amortised cost

Subsequent to initial recognition, these financial assets are measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in the statements of profit or loss. Any gain or loss on derecognition is recognised in the statements of profit or loss.

Interest income is recognised by applying the effective interest rate to the gross carrying amount except for credit impaired financial assets where the effective interest rate is applied to the amortised cost.

(b) Fair value through other comprehensive income

Equity and other investments

This category comprises investment in equity and other investments that are not held for trading. The Group and the Company irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis. Dividends are recognised as income in the statements of profit or loss unless the dividend represents a recovery of part of the cost of investment. Other net gains and losses are recognised in other comprehensive income. On derecognition, gains and losses accumulated in other comprehensive income are reclassified to retained earnings.

(c) Fair value through profit or loss

Financial assets categorised as fair value through profit or loss are subsequently measured at their fair value. Net gains or losses, including any interest or dividend income, are recognised in the statements of profit or loss.

All financial assets, except for those measured at fair value through profit or loss and equity and other investments measured at fair value through other comprehensive income, are subject to impairment assessment.

(iv) Derecognition

A financial asset or part of it is derecognised when, and only when, the contractual rights to the cash flows from the financial asset expires or is transferred, or control of the asset is not retained or substantially all of the risks and rewards of ownership of the financial asset are transferred to another party. On derecognition of a financial asset, the difference between the carrying amount of the financial asset and the sum of consideration received (including any new asset obtained less any new liability assumed) is recognised in the statements of profit or loss.

Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in market place concerned. All regular way purchases or sales of financial assets are recognised or derecognised on the trade date i.e. the date that the Group and the Company commit to purchase or sell the asset.

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(e) Subsidiary companies

Subsidiary companies are entities that are controlled by the Group. Control exists when the Group is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Potential voting rights are considered when assessing control only when such rights are substantive. Besides, the Group considers it has de facto power over an investee when, despite not having the majority of voting rights, it has the ability to direct the activities of the investee that significantly affect the investee's return.

Investments in subsidiary companies, which are eliminated on consolidation, are stated at cost in the Company's financial statements less impairment losses. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down to its recoverable amount. The policy for the recognition and measurement of impairment losses is in accordance with Note 4(h)(ii) to the financial statements.

Upon the disposal of investment in subsidiary companies, the difference between net disposal proceeds and its carrying amounts is recognised in the statements of profit or loss.

Equity loan represents amount due from subsidiary companies for which settlement is not likely to occur in the foreseeable future and is intended to provide the subsidiary companies with a long-term source of additional capital. It is, in substance, an addition to the investment in the subsidiary companies by the Company and accordingly, is accounted for in accordance with MFRS 127 Separate Financial Statements as part of the investments in subsidiary companies and measured at cost.

(f) Associate companies and jointly controlled entities

Associate companies are entities in which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not in control over those policies.

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

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiary companies.

Investments in associate companies and jointly controlled entities are accounted for in the statements of financial position using the equity method. Under the equity method, the investments in associate companies and the jointly controlled entities are initially recognised at cost. The carrying amount of the investments are adjusted to recognise changes in the Group's share of net assets of the associate companies and the jointly controlled entities since the acquisition date. Goodwill relating to the associate companies and the jointly controlled entities is included in the carrying amount of the investment and is neither amortised nor individually tested for impairment.

The statements of profit or loss reflect the Group's share of the results of operations of the associate companies and the jointly controlled entities. Any changes in the statements of comprehensive income of these investees is presented as part of the Group's statements of comprehensive income. In addition, where there has been a change recognised directly in the equity of the associate companies or the jointly controlled entities, the Group recognises its share of such change, when applicable, in the statements of changes in equity. Unrealised gains or losses on transactions between the Group and its associate companies or the jointly controlled entities are eliminated to the extent of the Group's interest in the associate companies or jointly controlled entities. When the Group's share of losses exceeds its interest in the associate companies or the jointly controlled entities, the Group does not recognise further losses except to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate companies or the jointly controlled entities.

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4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(f) Associate companies and jointly controlled entities (cont'd)

The most recent available financial statements of the associate companies and the jointly controlled entities are used by the Group in applying the equity method. Where the dates of the audited financial statements used are not coterminous with those of the Group, the share of results is arrived at from the last audited financial statements available and management financial statements to the end of the reporting period. Where necessary, adjustments are made to these financial statements to ensure consistency of the accounting policies used with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise any impairment loss on its investment in the associate companies or the jointly controlled entities. The Group determines at each reporting date whether there is any objective evidence that the investment in the associate companies or the jointly controlled entities is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate companies or the jointly controlled entities and its carrying value. Any impairment loss is recognised in the statements of profit or loss.

When the Group's interest in an associate company or a jointly controlled entity decreases but does not result in a loss of significant influence, any retained interest is not re-measured. Any gain or loss arising from the decrease in interest is recognised in the statements of profit or loss. Any gains or losses previously recognised in the statements of comprehensive income are also reclassified proportionately to the statements of profit or loss if that gain or loss would be required to be reclassified to the statements of profit or loss on the disposal of the related assets or liabilities.

Upon loss of significant influence over the associate company or the jointly controlled entity, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate company or jointly controlled entity upon loss of significant influence or joint control and the fair value of the retained investment against proceeds from disposal is recognised in the statements of profit or loss.

In the Company's separate statements of financial position, investments in associate companies and the jointly controlled entities are stated at cost less impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is charged or credited to the statements of profit or loss.

When the Group's effective interest in its associate companies reduces over time pursuant to corporate exercises that do not involve the participation of the Group, and whereby the Group continues to equity account the Group's interest in the associate companies, such reduction in effective interest is taken as deemed disposals.

MFRS 128 Investment in Associates and Joint Ventures does not prescribe where the dilution gains or losses from equity transactions by an associate company should be recognised whether in the statements of profit or loss, statements of comprehensive income or statements of changes in equity. In the absence of further guidance, the Group had reported the dilution gains or losses from equity transactions by an associate company that increase or decrease the associate company's net assets in the statements of profit or loss. This is intended to bring the Group's reporting to be in line with the common and best practice adopted by other companies and to adhere to the views of the relevant accounting bodies to enhance the comparability of the Group's financial statements for the benefit of the users of the financial statements. These dilution gains or losses are classified as gains or losses on deemed disposal of equity interests in associate companies in the statements of profit or loss.

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(g) Intangible assets

Intangible assets acquired are measured at cost on initial recognition. The cost of intangible assets acquired in a business combination is their fair value as at the date of acquisition. Following initial recognition, intangible assets, other than goodwill are carried at cost less any accumulated amortisation and impairment losses.

The useful lives of intangible assets are assessed to be either finite or infinite. Intangible assets with finite lives are amortised on a straight-line basis over their estimated economic useful lives and assessed for impairment whenever there is an indication the intangible asset may be impaired. The amortisation period and amortisation method for an intangible asset with a finite useful life are reviewed at least once at each reporting date.

Intangible assets with infinite useful lives are not amortised but tested for impairment annually or more frequently if the events or changes in circumstances indicate that the carrying value may be impaired either individually or at the cash-generating unit level. The useful life of an intangible asset with an infinite life is also reviewed annually to determine whether the useful life assessment continues to be supportable.

The policy for measurement and recognition of impairment losses is in accordance with Note 4(h)(ii) to the financial statements.

Gain or losses arising from derecognition of an intangible asset is measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statements of profit or loss.

Intangible assets - Stock broking dealer's license

The stock broking dealer's license was acquired by M & A Securities Sdn. Bhd., an indirect subsidiary company of the Company, to operate as a "1+1 Broker" and the acquisition cost is recognised as an intangible asset in the statements of financial position.

The useful life of the stock broking dealer's license is reassessed to be infinite and therefore is not amortised. The useful life of the intangible asset is reviewed annually to determine whether the infinite useful life assessment continues to be supportable. If not, the change in useful life from infinite to finite is made on a prospective basis.

Intangible assets - Software

Software is recognised as intangible assets when the software is not an integral part of the related hardware. All software is initially recorded at cost. The cost of an item of software is recognised as an asset if, and only if, it is possible that future benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

Software, considered to have finite useful life, is amortised using the straight-line basis over its estimated useful life of 5 years.

Intangible assets - Trademarks

Trademarks relates to brand names for the Group's manufacturing of consumer food and related products. The trademarks are amortised using the straight-line basis over its estimated useful life of 10 years.

NOTES TO THE FINANCIAL STATEMENTS
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4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(g) Intangible assets (cont'd)

Intangible assets - Development costs

Intangible asset arising from development or from the development phase of an internal project is to be amortised on a straight-line basis over its expected useful life of 5 years.

Intangible assets - Goodwill

Goodwill acquired in a business combination represents the excess of the cost of acquisition over the Group's interest in the fair value of the identifiable assets acquired and the liabilities assumed of a subsidiary company at the date of acquisition.

Goodwill arising on the acquisition of subsidiary companies is included in the consolidated statements of financial position as intangible assets while goodwill arising on the acquisition of associate companies or the jointly controlled entities is included in the carrying amount of the investment in associate companies or the jointly controlled entities.

Goodwill on consolidation is stated at cost less impairment losses. Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that the goodwill may be impaired. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from synergies of the business combination.

An impairment loss is recognised in the statements of profit or loss when the carrying amount of the cash-generating unit including goodwill exceeds the recoverable amount of the cash-generating unit. Recoverable amount of the cash-generating unit is the higher of the cash-generating unit's fair value less cost to sell and its value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and the risks specific to the asset.

The total impairment loss is allocated first to reduce the carrying amount of goodwill allocated to the cash-generating unit and then to the other assets of the cash generating unit proportionately on the basis of the carrying amount of each asset in the cash-generating unit.

Impairment loss recognised on goodwill is not reversed in the event of an increase in recoverable amount in subsequent periods.

(h) Impairment of assets

(i) Impairment of financial assets

The Group and the Company assess on a forward-looking basis the expected credit losses ("ECL") associated with its debt instruments carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

The Group's and the Company's trade and other receivables and deposits paid, contract assets, amount due from subsidiary companies, amount due from associate companies, amount due from jointly controlled entities, deposits with licensed banks and financial institutions and cash and bank balances are subject to the impairment requirements of MFRS 9 Financial Instruments.

ECL represent a probability-weighted estimate of the difference between present value of cash flows according to contract and present value of cash flows the Group and the Company expect to receive, over the remaining life of the financial instrument.

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(h) Impairment of assets (cont'd)

(i) Impairment of financial assets (cont'd)

The measurement of ECL reflects:-

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

Lifetime ECL are the ECL that result from all possible default events over the expected life of the asset while 12 months ECL are the portion of ECL that result from default events that are possible within the 12 months after the reporting date. The maximum period considered when estimating ECL is the maximum contractual period over which the Group and the Company are exposed to credit risk.

The Group and the Company measure loss allowances at an amount equal to lifetime ECL, except for debt instruments that are determined to have low credit risk at the reporting date, and other debt instruments for which credit risk has not increased significantly since initial recognition, which are measured at 12 months ECL. Loss allowances for trade receivables and contract assets, is measured at an amount equal to lifetime ECL.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECL, the Group and the Company consider reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's and the Company's historical experience and informed credit assessment and including forward-looking information, where available.

An impairment loss in respect of financial assets measured at amortised cost is recognised in the statements of profit or loss and the carrying amount of the asset is reduced through the use of an allowance account.

At each reporting date, the Group and the Company assess whether financial assets carried at amortised cost are credit-impaired. A financial asset is credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group and the Company determine that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off are still subjected to enforcement activities in order to comply with the Group's and the Company's procedures for recovery of amounts due.

Stated below is the policy adopted by the stockbroking subsidiary company of the Group on the impairment of trade receivables.

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4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(h) Impairment of assets (cont'd)

(i) Impairment of financial assets (cont'd)

In accordance with Rule 12.04 of the Rules of Bursa Malaysia Securities Berhad ("Rules"), clients' accounts are classified as non-performing (doubtful and bad) under the following circumstances:-

Type of accounts	Criteria for classification as non-performing	
	Doubtful	Bad
Contra losses	When an account remains outstanding for 16 to 30 calendar days from the date of contra transaction.	When an account remains outstanding for more than 30 calendar days from the date of contra transaction.
Overdue purchase contracts	When an account remains outstanding from T+5 market days to 30 calendar days.	When an account remains outstanding for more than 30 calendar days.
	When a Discretionary Financing ("DF") account remains outstanding from T+9 market days to 30 calendar days.	When a DF account remains outstanding for more than 30 calendar days.
Margin accounts	–	When the value of the collateral provided to secure the margin accounts have fallen below 130% of the outstanding balance.

Specific allowances are made for trade receivables which are considered bad and doubtful or have been classified as non-performing, net of interest-in-suspense and taking into consideration any collateral held and the deposits of all amounts due to the stock broking subsidiary company of the Group in accordance with the Rules.

(ii) Impairment of non-financial assets

At each reporting date, the Group and the Company review the carrying amounts of their non-financial assets to determine whether there is any indication of impairment. If any such indication exists, or when annual impairment testing for a non-financial asset is required, the recoverable amount is estimated and an impairment loss is recognised whenever the recoverable amount of the non-financial asset is less than its carrying amount. An asset's recoverable amount is the higher of its fair value less costs to sell and its value in use.

An impairment loss is recognised within other operating expenses in the statements of profit or loss.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses for a non-financial asset may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the non-financial asset recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss be recognised previously.

All reversals of impairment losses are recognised within other income in the statements of profit or loss. After such a reversal, the depreciation and amortisation of non-financial assets charges are adjusted in future periods to allocate the revised carrying amount of the asset, less any residual value, on a systematic basis over its remaining useful life.

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(i) Inventories

(i) Land held for property development

Land held for property development consists of land held for future development where no significant development work has been undertaken or where development activities are not expected to be completed within the normal operating cycle. Such land is classified as non-current asset and is stated at the lower of cost and net realisable value.

Cost associated with the acquisition of land includes the purchase price of the land, professional fees, stamp duties, commissions, conversion fees and other relevant levies.

Net realisable value is the estimated selling price in the ordinary course of business, less the costs of completion and applicable variable selling expenses.

Land held for property development is transferred to property development costs (under current assets) when development activities have commenced where the development activities can be completed within the normal operating cycle.

The Group presents land held for property development in the statements of financial position as land and property development costs.

(ii) Property development costs

Property development costs are determined based on a specific identification basis. Property development costs comprising costs of land, direct materials, direct labour, other direct costs and related overheads incurred and are stated at the lower of cost and net realisable value. The property development costs are subsequently recognised as an expense in the statements of profit or loss when or as the control of the asset is transferred to the customer over time or at a point in time.

Net realisable value is the estimated selling price in the ordinary course of business, less the costs of completion and applicable variable selling expenses.

Property development costs for which works has been undertaken and development activities are expected to be completed within the normal operating cycle, are classified as current asset.

Property development costs of completed but unsold unit is transferred to completed development properties once the development is completed.

The Group presents property development costs in the statements of financial position as land and property development costs.

(iii) Other inventories

Other inventories comprising goods purchased for resale, manufacturing goods and completed development properties held for sale are stated at the lower of cost and net realisable value.

Cost is determined using first-in first-out method, weighted average cost method, or by specific identification. The cost of manufacturing goods includes conversion cost of labour and variable and fixed production overheads. The cost of completed development properties held for sale under inventories comprises cost associated with the acquisition of land and construction costs, other direct costs and appropriate proportion of common costs.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs incurred in marketing, selling and distribution.

Allowance for diminution in value of inventories is recognised in the statements of profit or loss.

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4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(j) Contract assets and contract liabilities

Contract asset is the right to consideration for goods or services transferred to the customers. The Group's contract asset is the excess of revenue recognised over the billings to-date and deposits or advances received from customers.

Where there is objective evidence of impairment, the amount of impairment losses is determined by comparing the contract assets' carrying amount and the present value of estimated future cash flows to be generated by the contract asset.

Contract asset is reclassified to trade receivables at the point at which invoices have been billed to customers.

A contract liability is recognised if a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group has performed under the contract and transfer control of the related goods or services to the customers.

(k) Cash and cash equivalents

Cash and cash equivalents comprise of cash and bank balances and deposits with licensed banks and financial institutions that are free from encumbrances and short-term highly liquid investments which have an insignificant risk of change in value.

The Group has excluded dealer's representatives' security deposits and clients' monies held in trust by the stock broking subsidiary company and cash and deposits pledged to licensed banks and financial institutions from its cash and cash equivalents.

(l) Financial liabilities

(i) Classification

The Group and the Company classify their financial liabilities in the following categories:-

(a) Fair value through profit or loss

Fair value through profit or loss category comprises financial liabilities that are derivatives (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument). The Group's financial liabilities measured at fair value through profit or loss are derivative financial instruments entered into by the Group that do not meet the hedge accounting criteria.

(b) Amortised cost

The Group's and the Company's other financial liabilities not categorised as fair value through profit or loss include trade payables, other payables, deposits received and accruals, loans and borrowings, redeemable preference shares and amount due to subsidiary companies.

Loans and borrowings are classified as current liabilities unless the Group and the Company have unconditional rights to defer settlement of the liability for at least 12 months after the reporting date.

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(l) Financial liabilities (cont'd)

(ii) Initial recognition and measurement

A financial liability is recognised in the statements of financial position when, and only when, the Group and the Company become a party to the contractual provisions of the instrument.

Trade and other payables are recognised initially at fair value plus directly attributable transaction costs.

Loans and borrowings are recognised initially at fair value, net of transaction costs incurred.

(iii) Subsequent measurement - gains and losses

(a) Fair value through profit or loss

Financial liabilities categorised as fair value through profit or loss are subsequently measured at their fair value with gains and losses, including any interest expense are recognised in the statements of profit or loss.

(b) Amortised cost

Other financial liabilities not categorised as fair value through profit or loss are subsequently measured at amortised cost using the effective interest method.

Interest expense and foreign exchange gains or losses are recognised in the statements of profit or loss. Any gains or losses on derecognition are also recognised in the statements of profit or loss.

(iv) Derecognition

A financial liability or a part of it is derecognised when, and only when, the obligation specified in the contract is discharged, cancelled or expires. A financial liability is also derecognised when its terms are modified and the cash flows of the modified liability are substantially different, in which case, a new financial liability based on modified terms is recognised at fair value. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in statements of profit or loss.

(m) Derivative financial instruments

Derivative financial instruments are initially recognised at fair value at the date a derivative financial instrument contract is entered into and are subsequently remeasured to their fair value at the end of each reporting date. The resulting gain or loss is recognised in the statements of profit or loss immediately.

Fair value changes on derivative financial instruments that are not designated or do not qualify for hedge accounting are recognised in statements of profit or loss when the changes arise.

A derivative financial instrument with a positive fair value is recognised as a financial asset whereas a derivative financial instrument with a negative fair value is recognised as a financial liability. A derivative financial instrument is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realised or settled within 12 months. Other derivative financial instruments are presented as current assets or current liabilities.

NOTES TO THE FINANCIAL STATEMENTS
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4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(n) Equity instruments

(i) Share capital and treasury shares

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

Interim dividends on ordinary shares are recognised in equity in the period in which they are declared.

Final dividends on ordinary shares are recognised in equity in the period in which they are approved for payment.

When issued shares of the Company are repurchased, the consideration paid, including directly attributable transaction costs is presented as a change in equity. Repurchased shares that have not been cancelled are classified as treasury shares and presented as a deduction from equity. No gain or loss is recognised in the statements of profit or loss on the sale, reissuance or cancellation of treasury shares.

When treasury shares are distributed as share dividends, the cost of the treasury shares is applied as a reduction in retained earnings.

(ii) Redeemable preference shares ("RPS")

The RPS issued by the Company are regarded as a compound instrument, consisting of a liability component and an equity component. The component of RPS that exhibits characteristics of a liability is recognised as a financial liability in the statements of financial position. The fair value of the liability component is calculated based on the present value of the discounted cash flows of the RPS and RPS dividends over the term of the RPS, using the weighted average cost of borrowings of the Company. The dividends on the RPS are recognised as interest expense in the statements of profit or loss using the effective interest rate method.

The equity component is represented by the fair value of the free warrants issued pursuant to the issuance of the RPS, of which the fair value is allocated based on the difference between the gross proceeds from the issuance of the RPS and the fair value of the RPS, net of deferred tax. The accounting policy for warrants is in accordance with Note 4(n)(iii) to the financial statements.

(iii) Warrants

The warrants issued by the Company is recognised as an equity instrument in the statements of financial position. Its value is determined based on the difference between the gross proceeds from the issuance of the RPS and the fair value of the RPS, net of deferred tax and is classified as warrants reserve in equity.

The issuance of ordinary shares upon exercise of the warrants are recognised as new subscription of ordinary shares in the Company. The proceeds from exercise of the warrants are credited to share capital together with the proportionate amount of the warrants reserve for the number of warrants exercised. The warrants reserve in relation to the unexercised warrants will be reversed to retained earnings upon expiry of the warrants.

(o) Non-controlling interests

Non-controlling interests in the consolidated statements of financial position consist of their proportionate share of the identifiable assets and liabilities of the acquiree and advances received from the non-controlling interests.

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(o) Non-controlling interests (cont'd)

Non-controlling interests are presented in the consolidated statements of financial position and consolidated statements of changes in equity within equity, separately from equity attributable to the owners of the Company. Non-controlling interests in the results of the Group is presented on the face of the consolidated statements of profit or loss as an allocation of the total profit or loss for the period between the non-controlling interests and the owners of the Company.

Changes in the Group's ownership interest in a subsidiary company that do not result in a loss of control are accounted for as equity transactions. The carrying amounts of the Group's interest and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary company. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

Losses applicable to the non-controlling interests in a subsidiary company are allocated to the non-controlling interests even if it results in the non-controlling interests carrying a deficit balance.

(p) Provision for liabilities

Provision for liabilities are recognised when the Group has a present legal or constructive obligation as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligations and a reliable estimate of the amount can be made. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Where the effect of the time value of money is material, the amount of provision is the present value of the expenditure expected to be required to settle the obligation.

(q) Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument. Financial guarantee contracts are recognised in the statements of financial position, initially as a liability at fair value, net of transaction costs.

Financial guarantee contracts are subsequently measured at the higher of:-

- the amount determined in accordance with the Expected Credit Losses model under MFRS 9 Financial Instruments; and
- the amount initially recognised, less, when appropriate, the cumulative amount of income recognised in accordance with the principles of MFRS 15 Revenue from Contracts with Customers.

As at the end of the reporting period, no values were placed on corporate guarantees provided by the Company as the Directors of the Company regard the value of the credit enhancement provided by the corporate guarantee to be minimal.

(r) Income tax and deferred tax

Income tax in the statements of profit or loss for the financial year comprises current and deferred tax. Current tax is the expected amount of income taxes payable in respect of the taxable profit for the financial year and is measured using the tax rates that have been enacted or substantively enacted at the reporting date.

Current tax is recognised in the statements of profit or loss except to the extent that the tax relates to items recognised outside the statements of profit or loss, either in other comprehensive income or directly in equity.

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(Cont'd)

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(r) Income tax and deferred tax (cont'd)

Deferred tax is provided for, using the liability method, on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts in the financial statements. In principle, deferred tax liabilities are recognised for all taxable temporary differences and deferred tax assets are recognised for all deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, unused tax losses and unused tax credits can be utilised. Deferred tax is not recognised if the temporary differences arise from goodwill or negative goodwill or from the initial recognition of an asset or liability in a transaction which is not a business combination and at the time of the transaction, affects neither accounting profit nor taxable profit.

Deferred tax is measured at the tax rates that are expected to apply in the period when the asset is realised or the liability is settled, based on tax rates that have been enacted or substantively enacted at the reporting date. Deferred tax is recognised in the statements of profit or loss, except when it arises from a transaction which is recognised directly in equity, in which case the deferred tax is also charged or credited directly in equity, or when it arises from a business combination that is an acquisition, in which case the deferred tax is included in the resulting goodwill or negative goodwill.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same tax authorities.

(s) Revenue recognition

The Group and the Company recognise revenue from contracts with customers for the provision of services and sale of goods based on the five-step revenue recognition model as set out below:-

(i) Identify contract(s) with a customer. A contract is defined as an agreement between two or more parties that creates enforceable rights and obligations and sets out the criteria that must be met.

(ii) Identify performance obligations in the contract. A performance obligation is a promise in a contract with a customer to transfer a good or service to the customer.

(iii) Determine the transaction price. The transaction price is the amount of consideration to which the Group and the Company expect to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

(iv) Allocate the transaction price to the performance obligations in the contract. For a contract that has more than one performance obligation, the Group and the Company allocate the transaction price to each performance obligation in an amount that depicts the amount of consideration to which the Group and the Company expect to be entitled in exchange for satisfying each performance obligation.

(v) Recognise revenue when or as the Group and the Company satisfy a performance obligation.

The Group and the Company satisfy a performance obligation and recognise revenue over time if the Group's and the Company's performance:-

(i) Do not create an asset with an alternative use to the Group and the Company and have an enforceable right to payment for performance completed to-date; or

(ii) Create or enhance an asset that the customer controls as the asset is created or enhanced; or

(iii) Provide benefits that the customer simultaneously receives and consumes as the Group and the Company perform.

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(s) Revenue recognition (cont'd)

For performance obligations where any one of the above conditions is not met, revenue is recognised at the point in time at which the performance obligation is satisfied.

When the Group and the Company satisfy a performance obligation by delivering the promised goods or services, it creates a contract based asset on the amount of consideration earned by the performance. Where the amount of consideration received from a customer exceeds the amount of revenue recognised, this gives rise to a contract liability.

Revenue is measured at the fair value of consideration received or receivable. The following describes the performance obligations in contracts with customers:-

(i) Sale of goods and trading activities

Revenue from sale of goods and trading activities is recognised at a point in time which is recognised upon delivery of product and customer acceptance, if any, net of discount and sale returns. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of goods.

(ii) Sale of securities

Revenue from sale of securities are recognised based on the contracted date and value.

(iii) Revenue from stock broking activities

Revenue from stock broking activities are recognised upon execution of contract. Brokerage income is accounted for before dealer's representatives' commissions and incentives.

(iv) Rental income

Rental income from investment properties and car rental and related services are recognised in the statements of profit or loss on a straight-line basis over the specific tenure of the respective leases. The aggregate cost of incentives provided to lessee is recognised as a reduction of rental income over the lease term on a straight-line basis.

(v) Dividend income

Dividend income is recognised when the right to receive payment has been established and no significant uncertainty existed with regard to its receipt.

(vi) Interest income

Interest income is recognised on accrual basis unless recoverability is in doubt, in which case the recognition of interest is suspended. Subsequent to suspension, interest is recognised on receipt basis.

Interest income from investments in loan stocks and other income generating investments are recognised on a time proportion basis that takes into account the effective yield of the assets.

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(s) Revenue recognition (cont'd)

Revenue is measured at the fair value of consideration received or receivable. The following describes the performance obligations in contracts with customers (cont'd):-

(vii) Revenue from services and fee income

Revenue from services is recognised when services are rendered and invoice issued. Revenue is recognised net of sales and service tax, where applicable.

Fee from advisory and corporate finance activities, revenue on fee income from sale of customised goods and services and contract maintenance are recognised over a period of time upon completion of each stage of the engagement.

(viii) Revenue from property development

Revenue from property development is recognised as and when the control of the asset is transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to-date.

If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset.

The Group recognises revenue over time using the input method, which is based on the level the proportion that the property development costs incurred to date bear to the estimated total costs for the property development.

The Group recognises revenue at a point in time for the sale of completed properties, when the control of the properties has been transferred to the purchasers, being when the properties have been completed and delivered to the customers.

(ix) Management fee income

Management fee income derived from provision of investment advisory and/or management services is recognised on an accrual basis in accordance with the rates stipulated in the agreements entered.

Management fees arising from fund management services are charged as a percentage of the net asset value of the funds under management. As the fund management services are provided on a continuous basis, revenue from management fees is recognised over time as the services are rendered.

(x) Other revenue

All other revenues are recognised when the right to receive payment is established and to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured.

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(t) Foreign currencies

(i) Functional and presentation currencies

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in Ringgit Malaysia, which is also the functional currency of the Company.

(ii) Foreign currency translation and balances

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency (foreign currencies) are recorded in the functional currencies using the exchange rates prevailing at the dates of the transactions. At each reporting date, monetary assets and liabilities denominated in foreign currencies are translated at the rates prevailing on the reporting date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing on the date when the fair value was determined. Non-monetary items denominated in foreign currencies that are measured at historical cost are translated using the exchange rates at the dates of initial transaction.

Exchange differences arising on the settlement of monetary items and on the translation of monetary items are included in the statements of profit or loss for the period. Exchange differences arising on the translation of non-monetary items carried at fair value are included in the statements of profit or loss for the period except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised directly in equity. Exchange differences arising from such non-monetary items are also recognised directly in equity.

(iii) Foreign operations

For the purposes of consolidation, net assets of the foreign subsidiary and associate companies are translated into Ringgit Malaysia at the exchange rate ruling at the reporting date. Income and expenses of the foreign subsidiary companies and share of comprehensive income less losses of associate companies are translated at the average rates for the financial year, which is taken as a close approximation of the exchange rates applicable at the date of the transactions. All resulting exchange differences arising from these translations are recognised in other comprehensive income and accumulated under the exchange translation reserve in equity. The exchange translation reserve is reclassified from equity to the statements of profit or loss on disposal of the foreign operation.

(u) Leases

The Group and the Company as lessee

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

Contracts may contain both lease and non-lease components. The Group and the Company have elected the practical expedient provided in MFRS 16 not to separate lease and non-lease components and will instead account for the lease and non-lease components as a single lease component.

Leases are recognised as right-of-use ("ROU") asset with a corresponding liability at the date on which the leased asset is available for use by the Group and the Company (i.e. the commencement date).

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(u) Leases (cont'd)

The Group and the Company as lessee (cont'd)

(i) Lease term

In determining the lease term, the Group and the Company consider all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not to be terminated).

The Group and the Company reassess the lease term upon the occurrence of a significant event or change in circumstances that is within the control of the Group and the Company and assess whether the Group and the Company are reasonably certain to exercise an option not previously included in the determination of lease term, or not to exercise an option previously included in the determination of lease term. A revision in lease term results in remeasurement of the lease liabilities.

(ii) ROU assets

The Group and the Company present ROU assets that meet the definition of investment property in the statements of financial position as investment properties. ROU assets that are not investment properties are presented within property, plant and equipment as disclosed in Note 6 to the financial statements.

Recognition and initial measurement

The ROU assets are initially measured at cost, which comprise the initial amount of the corresponding lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and the estimated costs of dismantling and restoration costs, less any lease incentives received.

Subsequent measurement

ROU assets that are not investment properties are subsequently measured at cost, less accumulated depreciation and accumulated impairment loss (if any) and adjusted for any remeasurement of the lease liability. The policy for the recognition and measurement of impairment losses is in accordance with Note 4(h)(ii) to the financial statements.

The ROU assets are generally depreciated over the shorter of the assets' useful life and the lease term on a straight-line basis. The estimated useful lives of the ROU assets are determined on the same basis as those of property, plant and equipment as disclosed in Note 4(b)(ii) to the financial statements. If the Group and the Company are reasonably certain to exercise a purchase option, the ROU assets are depreciated over the underlying assets' useful life.

(iii) Lease liabilities

The Group and the Company present the lease liabilities as a separate line item in the statements of financial position. Interest expense on the lease liability is presented within finance costs in the statements of profit or loss.

Recognition and initial measurement

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the interest rate implicit in the lease. If this rate cannot be readily determined, the Group and the Company use their incremental borrowing rate as the discount rate.

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(u) Leases (cont'd)

The Group and the Company as lessee (cont'd)

(iii) Lease liabilities (cont'd)

Recognition and initial measurement (cont'd)

Lease payments included in the measurement of the lease liability can comprise of the followings:-

- fixed payments, including in-substance fixed payments less any incentives receivable;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee;
- the exercise price under a purchase and extension option that the Group and the Company are reasonably certain to exercise; and
- penalties for early termination of a lease unless the Group and the Company are reasonably certain not to terminate early.

The Group and the Company exclude variable lease payments that depend on future performance or usage of the underlying asset from the lease liability. Instead, these payments are recognised in the statements of profit or loss in the period in which the performance or use occurs.

Subsequent measurement

The lease liability is subsequently measured at amortised cost using the effective interest method. It is remeasured when there is a change in the future lease payments (other than lease modification that is not accounted for as a separate lease) with the corresponding adjustment made to the carrying amount of the ROU asset or is recognised in statements of profit or loss if the carrying amount has been reduced to zero.

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

The Group and the Company apply recognition exemption to their short-term leases and low value assets. Short-term leases are leases with a lease term of twelve months or less and do not contain a purchase option. Payments associated with short-term leases and low value assets are recognised as an expense in the statements of profit or loss on a straight-line basis over the lease term.

The Group as lessor

Recognition and initial measurement

When the Group acts as lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is finance lease, if not, then it is an operating lease.

Subsequent measurement

Where the Group acts as lessor in an operating lease arrangement, the Group recognises lease payments received in the statements of profit or loss on a straight-line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(v) Borrowing costs

All borrowing costs are expensed to the statements of profit or loss using the effective interest method, in the period in which they are incurred except to the extent that they are capitalised as part of the cost of a qualifying asset if the cost is directly attributable to the acquisition, construction or production of the qualifying asset.

Capitalisation of borrowing costs commences when the activities to prepare the qualifying asset for its intended use or sale are in progress and the expenditure and borrowing costs are incurred. Borrowing costs are capitalised until the asset is substantially completed for its intended use or sale. Capitalisation of borrowing costs is suspended or ceased when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are interrupted or completed.

(w) Employee benefits

(i) Short-term employee benefits

Wages, salaries, allowances, bonuses, incentives, employment insurance scheme and social security contributions are recognised as expenses in the financial year in which the associated services are rendered by employees of the Group. Short-term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short-term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(ii) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities or funds and will have no legal or constructive obligation to pay further if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years.

Such contribution is recognised as an expense in the statements of profit or loss as incurred. As required by law, companies in Malaysia make contributions to the Employees Provident Fund ("EPF"). Some of the Group's foreign subsidiary companies make contributions to their respective countries statutory pension schemes.

(x) Segmental reporting

The Group prepares segmental reporting wherein the operating segments are identified on the basis of internal reports on the operating segments of the Group that are regularly reviewed by the Group's chief operating decision maker in order to allocate resources to the segments and to assess their performance.

In identifying the operating segments, the management generally follows the Group's classification of operating segments, which represent the main products and services provided by the Group. Each of these operating segments is managed separately as each of these segments requires different technologies and resources. All inter segment transfers are carried out on negotiated basis.

4 MATERIAL ACCOUNTING POLICIES (CONT'D)

(y) Related parties

A related party is a person or entity that is related to the entity that is preparing its financial statements ("the reporting entity"). A related party transaction is a transfer of resources, services or obligations between the reporting entity and its related party, regardless of whether a price is charged.

A person or a close member of that person's family is related to the reporting entity if that person:-

- has control or joint control over the reporting entity;
- has significant influence over the reporting entity; or
- is a member of the key management personnel of the reporting entity.

An entity is related to the reporting entity if any of the following conditions applies:-

- the entity and the reporting entity are members of the same group;
- one entity is an associate company or jointly controlled entity of the reporting entity;
- both the entities are jointly controlled entities of the same third party;
- one entity is a jointly controlled entity of a third entity and the other entity is an associate company of the third entity;
- the entity is controlled or jointly controlled by a person identified in the preceding paragraph above;
- the entity provides key management personnel services to the reporting entity; or
- a person who has control or joint control over the reporting entity has significant influence over the entity or is a member of the key management personnel of the entity.

(z) Sales and Service Tax ("SST")

SST is recognised as part of the cost of acquisition of the asset or as part of the expense item.

The amount of SST payable to the taxation authority is included as part of payables in the statements of financial position.

5 MFRSs

The accounting policies adopted by the Group and the Company are consistent with those of the previous financial year and in conformity with the applicable MFRSs issued by the Malaysian Accounting Standards Board ("MASB"):-

(a) Adoption of revised Standards that are effective

At the beginning of the current financial year, the Group and the Company adopted amendments to Standards issued by the MASB which are relevant to the Group and the Company for the financial year beginning on or after 1 July 2024.

The amendments to Standards did not have any material financial impact to the financial statements of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS
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(Cont'd)

5 MFRSs (CONT'D)

The accounting policies adopted by the Group and the Company are consistent with those of the previous financial year and in conformity with the applicable MFRSs issued by the Malaysian Accounting Standards Board ("MASB") (cont'd):-

(b) New and revised Standards that have been issued but are not yet effective

At the date of authorisation of these financial statements, the following new Standards, amendments to Standards and annual improvements to Standards have been issued by the MASB but are not yet effective, and have not been early adopted by the Group and the Company:-

Effective for financial 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 financial period beginning on or after 1 January 2026

Amendments to MFRS 9 and MFRS 7	Financial Instruments and Financial Instruments: Disclosures - Amendments to the Classification and Measurement of Financial Instruments
Amendments to MFRS 9 and MFRS 7	Financial Instruments and Financial Instruments: Disclosures - Contracts Referencing Nature - Dependent Electricity

Annual Improvements to MFRS Accounting Standards - Volume 11
- Amendments to MFRS 1 First-time Adoption of MFRS Accounting Standards
- Amendments to MFRS 7 Financial Instruments: Disclosures
- Amendments to MFRS 9 Financial Instruments
- Amendments to MFRS 10 Consolidated Financial Statements
- Amendments to MFRS 107 Statement of Cash Flow

Effective for financial period beginning on or after 1 January 2027

MFRS 18	Presentation and Disclosure in Financial Statements
MFRS 19	Subsidiaries without Public Accountability: Disclosures

Management anticipates that all relevant pronouncements will be adopted in the Group's and the Company's accounting policies for the first period beginning after the effective date of the pronouncements.

The initial applications of the relevant new Standards, amendments to Standards and annual improvements to Standards are not expected to have any material financial impact to the financial statements of the Group and the Company except for:-

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 will replace MFRS 101 'Presentation of Financial Statements' upon its adoption. MFRS 18 aims to enhance the transparency and comparability of financial information by introducing new disclosure requirements. MFRS 18 introduces new categories and subtotals in the statements of profit or loss and also requires disclosure of management-defined performance measures and includes new requirements for the location, aggregation and disaggregation of financial information. The adoption of MFRS 18 will have no impact on the Group and the Company's net profit but will result in changes to the presentation and disclosure of information in the financial statements and notes.

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

6 PROPERTY, PLANT AND EQUIPMENT

Group

	Owned assets						ROU assets			
	Land and buildings RM'000	Plant and machineries RM'000	Motor vehicles RM'000	Renovation RM'000	Office furniture, fittings and equipment RM'000	Plant and machineries work-in-progress RM'000	Land and buildings RM'000	Motor vehicles under lease RM'000	Premises under lease RM'000	Total RM'000
2025										
Cost										
At beginning of financial year	15,876	1,321	21,387	7,724	9,394	16,539	28,940	43,990	1,350	146,521
Additions	–	48	376	1,650	1,289	–	–	7,999	1,623	12,985
Reclassify to investment properties	(4,173)	–	–	–	–	–	(4,005)	–	–	(8,178)
Disposals	–	(1,070)	(7,380)	–	(90)	(55)	–	(1,911)	–	(10,506)
Reclassification	–	4	7,204	(36)	36	(4)	–	(7,204)	–	–
Written off	–	(170)	–	(23)	(713)	–	–	–	–	(906)
Expiration of lease contract	–	–	–	–	–	–	–	–	(87)	(87)
Exchange differences	(396)	–	–	(25)	(8)	–	–	–	–	(429)
At end of financial year	11,307	133	21,587	9,290	9,908	16,480	24,935	42,874	2,886	139,400
Accumulated depreciation										
At beginning of financial year	3,578	1,037	19,683	5,987	6,465	–	2,520	16,629	164	56,063
Charge for the financial year	226	41	1,282	428	932	–	302	6,779	944	10,934
Reclassify to investment properties	(1,780)	–	–	–	–	–	(461)	–	–	(2,241)
Disposals	–	(937)	(7,094)	–	(56)	–	–	(1,721)	–	(9,808)
Reclassification	–	–	6,496	1	(1)	–	–	(6,496)	–	–
Written off	–	(87)	–	(9)	(362)	–	–	–	–	(458)
Expiration of lease contract	–	–	–	–	–	–	–	–	(87)	(87)
Exchange differences	(68)	–	–	(26)	(7)	–	–	–	–	(101)
At end of financial year	1,956	54	20,367	6,381	6,971	–	2,361	15,191	1,021	54,302
Accumulated impairment losses										
At beginning of financial year	–	–	–	–	–	6,917	–	–	–	6,917
Reversal during the financial year	–	–	–	–	–	(37)	–	–	–	(37)
At end of financial year	–	–	–	–	–	6,880	–	–	–	6,880
Net carrying amount as at 30 June 2025	9,351	79	1,220	2,909	2,937	9,600	22,574	27,683	1,865	78,218

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

6 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Group (cont'd)

Analysis of land and buildings:-

	Owned assets	ROU assets	
	Freehold land and buildings RM'000	Long term leasehold land and buildings RM'000	Total RM'000
2025			
Cost			
At beginning of financial year	**15,876**	**28,940**	**44,816**
Reclassify to investment properties	**(4,173)**	**(4,005)**	**(8,178)**
Exchange differences	**(396)**	**–**	**(396)**
At end of financial year	**11,307**	**24,935**	**36,242**
Accumulated depreciation			
At beginning of financial year	**3,578**	**2,520**	**6,098**
Charge for the financial year	**226**	**302**	**528**
Reclassify to investment properties	**(1,780)**	**(461)**	**(2,241)**
Exchange differences	**(68)**	**–**	**(68)**
At end of financial year	**1,956**	**2,361**	**4,317**
Net carrying amount as at 30 June 2025	**9,351**	**22,574**	**31,925**

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

6 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Group (cont'd)

	Owned assets						ROU assets			
	Land and buildings RM'000	Plant and machineries RM'000	Motor vehicles RM'000	Renovation RM'000	Office furniture, fittings and equipment RM'000	Plant and machineries work-in-progress RM'000	Land and buildings RM'000	Motor vehicles under lease RM'000	Premises under lease RM'000	Total RM'000
2024										
Cost										
At beginning of financial year	28,163	1,250	17,658	7,474	8,446	19,311	26,750	49,641	1,216	159,909
Additions	–	6	6	877	1,169	11	–	5,960	1,263	9,292
Reclassify from investment properties	–	–	–	–	–	–	2,190	–	–	2,190
Reclassify to investment properties	(12,335)	–	–	–	–	–	–	–	–	(12,335)
Disposals	–	–	(4,793)	–	(10)	–	–	(3,002)	–	(7,805)
Reclassification	–	65	8,609	13	451	(529)	–	(8,609)	–	–
Written off	–	–	(93)	(643)	(663)	(2,254)	–	–	–	(3,653)
Expiration of lease contract	–	–	–	–	–	–	–	–	(1,129)	(1,129)
Exchange differences	48	–	–	3	1	–	–	–	–	52
At end of financial year	15,876	1,321	21,387	7,724	9,394	16,539	28,940	43,990	1,350	146,521
Accumulated depreciation										
At beginning of financial year	3,313	998	15,580	6,299	6,442	–	2,186	19,381	845	55,044
Charge for the financial year	335	39	2,507	248	645	–	334	6,381	448	10,937
Reclassify to investment properties	(77)	–	–	–	–	–	–	–	–	(77)
Disposals	–	–	(4,543)	–	(6)	–	–	(2,901)	–	(7,450)
Reclassification	–	–	6,232	–	–	–	–	(6,232)	–	–
Written off	–	–	(93)	(563)	(616)	–	–	–	–	(1,272)
Expiration of lease contract	–	–	–	–	–	–	–	–	(1,129)	(1,129)
Exchange differences	7	–	–	3	–	–	–	–	–	10
At end of financial year	3,578	1,037	19,683	5,987	6,465	–	2,520	16,629	164	56,063
Accumulated impairment losses										
At beginning of financial year	–	–	–	–	–	–	–	–	–	–
Charge for the financial year	–	–	–	–	–	6,917	–	–	–	6,917
At end of financial year	–	–	–	–	–	6,917	–	–	–	6,917
Net carrying amount as at 30 June 2024	12,298	284	1,704	1,737	2,929	9,622	26,420	27,361	1,186	83,541

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

6 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Group (cont'd)

Analysis of land and buildings:-

	Owned assets	ROU assets	
	Freehold land and buildings RM'000	Long term leasehold land and buildings RM'000	Total RM'000
2024			
Cost			
At beginning of financial year	28,163	26,750	54,913
Reclassify from investment properties	–	2,190	2,190
Reclassify to investment properties	(12,335)	–	(12,335)
Exchange differences	48	–	48
At end of financial year	15,876	28,940	44,816
Accumulated depreciation			
At beginning of financial year	3,313	2,186	5,499
Charge for the financial year	335	334	669
Reclassify to investment properties	(77)	–	(77)
Exchange differences	7	–	7
At end of financial year	3,578	2,520	6,098
Net carrying amount as at 30 June 2024	12,298	26,420	38,718

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

6 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Company

	← Owned assets →					ROU asset	
	Motor vehicles RM'000	Renovation RM'000	Furniture and fittings RM'000	Computer equipment RM'000	Office equipment RM'000	Premises under lease RM'000	Total RM'000
2025							
Cost							
At beginning of financial year	**343**	**108**	**404**	**273**	**205**	**1,155**	**2,488**
Additions	**–**	**643**	**286**	**104**	**28**	**1,190**	**2,251**
Disposals	**–**	**–**	**(7)**	**–**	**(10)**	**–**	**(17)**
Written off	**–**	**–**	**(5)**	**(8)**	**(40)**	**–**	**(53)**
At end of financial year	**343**	**751**	**678**	**369**	**183**	**2,345**	**4,669**
Accumulated depreciation							
At beginning of financial year	**229**	**108**	**381**	**146**	**138**	**64**	**1,066**
Charge for the financial year	**68**	**118**	**28**	**44**	**10**	**749**	**1,017**
Disposals	**–**	**–**	**(3)**	**–**	**(4)**	**–**	**(7)**
Written off	**–**	**–**	**(4)**	**(8)**	**(39)**	**–**	**(51)**
At end of financial year	**297**	**226**	**402**	**182**	**105**	**813**	**2,025**
Net carrying amount as at 30 June 2025	**46**	**525**	**276**	**187**	**78**	**1,532**	**2,644**
2024							
Cost							
At beginning of financial year	343	108	523	240	220	1,129	2,563
Additions	–	–	–	99	26	1,155	1,280
Written off	–	–	(119)	(66)	(41)	–	(226)
Expiration of lease contract	–	–	–	–	–	(1,129)	(1,129)
At end of financial year	343	108	404	273	205	1,155	2,488
Accumulated depreciation							
At beginning of financial year	160	108	493	182	160	815	1,918
Charge for the financial year	69	–	3	30	10	378	490
Written off	–	–	(115)	(66)	(32)	–	(213)
Expiration of lease contract	–	–	–	–	–	(1,129)	(1,129)
At end of financial year	229	108	381	146	138	64	1,066
Net carrying amount as at 30 June 2024	114	–	23	127	67	1,091	1,422

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

6 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(a) The net carrying amount of property, plant and equipment pledged to licensed banks and financial institutions for banking facilities granted to the Group are as follows:-

	Group	
	2025	2024
	RM'000	RM'000
Owned assets		
Freehold land and buildings	**2,759**	5,214
ROU assets		
Long term leasehold land and buildings	**22,574**	26,420

(b) The net carrying amount of property, plant and equipment acquired under lease liabilities are as follows:-

	Group	
	2025	2024
	RM'000	RM'000
Motor vehicles	**27,683**	27,361

(c) The Group and the Company have certain leases of equipments, premises and motor vehicles with lease terms of 12 months or less or with low value. The Group and the Company had applied the short term lease and lease of low value assets recognition exemptions for these leases.

(d) Extension and termination options are included in premises' and motor vehicle's leases. These are used to maximise operational flexibility in terms of managing the assets used in operations.

Upon expiry of the leases' term, the Group shall have the option to renew the leases at an annual rent to be mutually agreed with the lessors, which the options are exercisable by the Group. In the event the leases are terminated before expiry of the tenure, the Group shall be liable to pay the lessors a sum equal to the annual rent for the remaining unexpired period.

(e) The Group's cost and accumulated depreciation for motor vehicles under lease amounting to RM7,204,000 (2024: RM8,609,000) and RM6,496,000 (2024: RM6,232,000) respectively were reclassified from ROU assets to owned assets within property, plant and equipment due to ownership of the leased motor vehicles were transferred to the Group as the lease liabilities for the motor vehicles have been fully settled during the financial year.

(f) The cost and carrying amounts of the freehold land and leasehold land are not segregated from the buildings as required details are not available and unreasonable expenses would be incurred.

(g) Plant and machineries work-in-progress is in respect of set-up of production plant and machineries for the Group's food manufacturing business.

In the preceding financial year, due to the competitive business environment in the food manufacturing business that led to later than expected commencement of operation, the Group has carried out a review of the recoverable amounts of the plant and machineries work-in-progress. The recoverable amounts are determined based on fair value less costs to sell method and are within Level 3 of the fair value hierarchy. An impairment loss amounting to RM6,917,000 had been recognised in the preceding financial year. During the financial year, the Group had recorded reversal of impairment loss of RM37,000 arising from disposal.

6 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(g) (cont'd)

Details of the Level 3 fair value method used in obtaining the recoverable amounts are as follows:-

Valuation method and key inputs	Significant unobservable inputs	Relationship of unobservable inputs and fair value
Information available through internal research and directors' best estimate	Estimated sale price of plant and machineries in close proximity	The higher the estimated sales price, the higher the fair value

In the preceding financial year, certain direct attributable costs incurred for set-up of the production plant and machineries for the food manufacturing business amounting to RM2,254,000 were written off which the management of the food manufacturing subsidiary company no longer intend to pursue.

7 INVESTMENT PROPERTIES

Group

	ROU assets		Owned assets		
	Long term leasehold land and buildings RM'000	Long term leasehold land and buildings under construction RM'000	Freehold land and buildings RM'000	Land held for development RM'000	Total RM'000
2025					
At beginning of financial year	**55,728**	**26,720**	**113,314**	**38,000**	**233,762**
Additions	**49**	**–**	**13,488**	**–**	**13,537**
Disposal	**–**	**–**	**(12,198)**	**–**	**(12,198)**
Reclassify from property, plant and equipment	**3,544**	**–**	**2,393**	**–**	**5,937**
Fair value gain	**2,317**	**–**	**2,111**	**–**	**4,428**
Exchange differences	**–**	**–**	**(2,386)**	**–**	**(2,386)**
Net carrying amount as at 30 June 2025					
- At cost	**–**	**26,720**	**–**	**–**	**26,720**
- At fair value	**61,638**	**–**	**116,722**	**38,000**	**216,360**
	61,638	**26,720**	**116,722**	**38,000**	**243,080**

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7 INVESTMENT PROPERTIES (CONT'D)

Group (cont'd)

	ROU assets		Owned assets		
	Long term leasehold land and buildings RM'000	Long term leasehold land and buildings under construction RM'000	Freehold land and buildings RM'000	Land held for development RM'000	Total RM'000
2024					
At beginning of financial year	57,901	–	110,021	38,000	205,922
Additions	788	26,720	86	–	27,594
Disposal	–	–	(9,623)	–	(9,623)
Reclassify from property, plant and equipment	–	–	12,258	–	12,258
Reclassify to property, plant and equipment	(2,190)	–	–	–	(2,190)
Fair value (loss)/gain	(771)	–	213	–	(558)
Exchange differences	–	–	359	–	359
Net carrying amount as at 30 June 2024					
- At cost	–	26,720	–	–	26,720
- At fair value	55,728	–	113,314	38,000	207,042
	55,728	26,720	113,314	38,000	233,762

The cost and carrying amounts of the long term leasehold land and freehold land are not segregated from the buildings as required details are not available and unreasonable expenses would be incurred.

(a) The rental income and associated direct operating expenses of the investment properties are disclosed in Note 32, Note 33 and Note 36 to the financial statements.

(b) The carrying amount of investment properties pledged to licensed banks and financial institutions for banking facilities granted to the Group are as follows:-

	Group	
	2025 RM'000	2024 RM'000
Freehold land and buildings	**31,720**	92,904
Long term leasehold land and buildings	**37,550**	31,640
	69,270	124,544

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7 INVESTMENT PROPERTIES (CONT'D)

(c) The following table provides an analysis of the fair value hierarchy of the investment properties that are measured subsequent to initial recognition at fair value, grouped into Level 1 to Level 3 based on degree to which the fair value is observable:-

(i) Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

(ii) Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

(iii) Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Group	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2025				
Investment properties				
ROU assets - Long term leasehold land and buildings	**–**	**61,638**	**–**	**61,638**
Freehold land and buildings	**–**	**116,722**	**–**	**116,722**
Land held for development	**–**	**38,000**	**–**	**38,000**
	–	**216,360**	**–**	**216,360**
2024				
Investment properties				
ROU assets - Long term leasehold land and buildings	–	55,728	–	55,728
Freehold land and buildings	–	113,314	–	113,314
Land held for development	–	38,000	–	38,000
	–	207,042	–	207,042

The Level 2 fair value measurements are derived from the following valuation methods adopted to determine the fair value of the investment properties:-

(i) Sales comparison method entails analysing the recent transactions and asking prices of similar property in and around the locality for comparison purposes with adjustments made to differences in location, visibility, size and tenure etc.

(ii) Reference to market evidence of transacted prices for similar properties using comparable prices adjusted for specific market factors such as nature, location and condition of the investment properties.

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8 FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

	Group		Company	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
At fair value				
Quoted investment in Malaysia	**–**	–	**–**	–
Unquoted investments outside Malaysia	**32,775**	32,893	**–**	–
Unquoted investments in Malaysia	**20,778**	20,105	**–**	–
Other investment outside Malaysia	**–**	595	**–**	595
	53,553	53,593	**–**	595

The fair value of quoted investment is determined based on the valuation techniques supported by reference to its published market closing price at the reporting date, adjusted for risks associated with the investee's current financial condition.

The fair value of unquoted investments is determined based on the valuation techniques supported by available inputs comprising precedent transaction for similar financial instruments.

The fair value of other investment is determined based on the fair value obtained from the club memberships' websites whereby the quotes obtained reflected transactions in similar instruments.

During the financial year:-

(i) the Group reclassified investment in an associate company, Ho Hup to quoted investment in Malaysia upon the Group discontinued equity accounting in Ho Hup. The fair value upon derecognition of Ho Hup as an associate company is RM Nil, after taking into account of Ho Hup's current financial condition. The details are disclosed in Note 10(a) and Note 44(d) to the financial statements;

(ii) the Group's unquoted investment outside Malaysia amounting to RM5,000 was partially redeemed;

(iii) the Group recognised unrealised loss on fair value changes on unquoted investment in Malaysia of RM3,127,000 to the fair value through other comprehensive income reserve; and

(iv) the Group and the Company recognised realised loss on fair value changes on other investment outside Malaysia of RM595,000 to the fair value through other comprehensive income reserve. The amount charged to the reserve was subsequently transferred and charged out to retained earnings.

In the preceding financial year:-

(i) the Group reclassified investment in an associate company to unquoted investment in Malaysia due to the Group's equity interest in the associate company was diluted from 30% to 12.3%. The fair value upon derecognition of the investment in the associate company was RM18,127,000. The details are disclosed in Note 44(i) to the financial statements; and

(ii) the Group recognised realised loss on fair value changes on other investment in Malaysia of RM60,000 to the fair value through other comprehensive income reserve. The amount charged to the reserve was subsequently transferred and charged out to retained earnings.

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9 SUBSIDIARY COMPANIES

		Company	
		2025	2024
		RM'000	RM'000
(a)	Investment in quoted shares, at cost	**222,000**	222,000
	Investment in unquoted shares, at cost	**80,511**	80,511
	Equity loans (Note 9(c))	**277,320**	277,418
	Redeemable convertible preference shares (Note 9(d))	**450,350**	449,060
	Less: Accumulated impairment loss	**(80,715)**	(45,206)
		949,466	983,783
	Market value of quoted shares	**252,273**	373,364

The movement of the impairment account used to record the impairment is as follows:-

	Company	
	2025	2024
	RM'000	RM'000
At beginning of financial year	**45,206**	38,047
Charge for the financial year	**35,509**	7,159
At end of financial year	**80,715**	45,206

The Company assesses whether there is any indication of impairment during the financial year. If any such indication exists, the management of the Company assesses the recoverable amount of the investment in the subsidiary companies and an impairment loss is recognised when the recoverable amount of the investment in the subsidiary companies is less than their carrying amount. The recoverable amount of the investment in the subsidiary companies are determined based on fair value less costs to sell method and are within Level 3 of the fair value hierarchy. An impairment loss on investment in subsidiary companies amounting to RM35,509,000 (2024: RM7,159,000) had been recognised during the financial year.

Details of the Level 3 fair value method used in obtaining the recoverable amount are as follows:-

Valuation method and key inputs	**Significant unobservable inputs**	**Relationship of unobservable inputs and fair value**
Adjusted net asset method which derives the fair value of an investee's equity by reference to the fair value of its assets and liabilities	Fair value of individual assets and liabilities	The higher the net assets, the higher the fair value

The Group's and the Company's equity interest in the subsidiary companies, their respective principal activities and countries of incorporation are shown in Note 50 to the financial statements. The Group's does not have any subsidiary companies which are controlled with less than a majority of voting rights. The Group's material non-controlling interests is disclosed in Note 25 to the financial statements.

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9 SUBSIDIARY COMPANIES (CONT'D)

(b) Amount due from/(to) subsidiary companies

	Company	
	2025	2024
	RM'000	RM'000
Non-current asset		
Amount due from subsidiary companies	**5,253**	5,144
Current asset		
Amount due from subsidiary companies	**291,269**	236,005
Less: Allowance for impairment	**(415)**	(384)
	290,854	235,621
Total	**296,107**	240,765

The amount due from subsidiary companies represents non-trade balances which are interest bearing (except for certain balances which are interest free), unsecured and are repayable on demand.

The amount due to subsidiary companies represents non-trade balances which are interest free, unsecured and are repayable on demand.

The movement of the allowance account used to record the impairment is as follows:-

	Company	
	2025	2024
	RM'000	RM'000
At beginning of financial year	**384**	465
Charge for the financial year	**31**	31
Writeback during the financial year*	**–**	(112)
At end of financial year	**415**	384

* The writeback of the allowance for impairment of RM112,000 in the preceding financial year was due to amount due from a subsidiary company capitalised by way of investment in RCPS.

The carrying amount of amount due from subsidiary companies is as follows:-

	Company	
	2025	2024
	RM'000	RM'000
Amount due from subsidiary companies, at gross	**297,133**	241,845
Less: Fair value adjustment calculated based on cash flows discounted using weighted average effective interest rate	**(611)**	(696)
Amount due from subsidiary companies, at amortised cost	**296,522**	241,149
Less: Allowance for impairment	**(415)**	(384)
	296,107	240,765

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9 SUBSIDIARY COMPANIES (CONT'D)

(b) Amount due from/(to) subsidiary companies (cont'd):-

The carrying amount of amount due from subsidiary companies is as follows (cont'd):-

	Company	
	2025	2024
	RM'000	RM'000
Represented by:-		
Amount due from subsidiary companies		
- non-current	**5,253**	5,144
- current	**290,854**	235,621
	296,107	240,765

The reconciliation of movements to fair value adjustment for non-current amount due from subsidiary companies is as follows:-

	Company	
	2025	2024
	RM'000	RM'000
At beginning of financial year	**(696)**	(799)
Unwinding interest on amount due from subsidiary companies carried at amortised cost during the financial year	**220**	227
Loss on amount due from subsidiary companies carried at amortised cost during the financial year	**(135)**	(124)
At end of financial year	**(611)**	(696)

(c) Equity loans

During the financial year, an amount of RM Nil (2024: RM3,507,000) due from a subsidiary company was reclassified as equity loan as the amount is not expected to be repayable within the next twelve months and is equity in nature. The fair value of this amount cannot be reliably measured, and consequently, the amount has been measured at cost. During the financial year, equity loan of RM98,000 due from a subsidiary company (2024: RM4,315,000 due from subsidiary companies) was repaid.

(d) Redeemable convertible preference shares ("RCPS")

During the financial year, an amount of RM1,290,000 (2024: RM29,960,000) due from certain subsidiary companies were capitalised by way of investment in RCPS upon the allotment of 1,290,000 units (2024: 29,960,000 units) of RCPS by the subsidiary companies to the Company at an issue price of RM1.00 per RCPS.

In the preceding financial year, 18,000,000 RCPS were redeemed by a subsidiary company at the redemption price of RM1.00 per RCPS out of the capital of the subsidiary company for total cash of RM18,000,000.

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10 ASSOCIATE COMPANIES

		Group		Company	
		2025	2024	**2025**	2024
		RM'000	RM'000	**RM'000**	RM'000
(a)	Quoted shares in Malaysia, at cost	**145,569**	168,112	**–**	–
	Unquoted shares in Malaysia, at cost	**14,406**	14,406	**262**	262
	Unquoted shares outside Malaysia, at cost	**40,672**	35,703	**–**	–
	Group's share of post acquisition:-				
	- profits less losses	**115,841**	128,528	**–**	–
	- reserves	**238,584**	233,791	**–**	–
		555,072	580,540	**262**	262
	Less:-				
	Accumulated impairment loss				
	- quoted shares	**–**	(36,761)	**–**	–
	- unquoted shares	**(317)**	(313)	**(114)**	(110)
		554,755	543,466	**148**	152
	Represented by:-				
	Share of net assets	**478,953**	486,400		
	Goodwill on acquisition	**75,802**	57,066		
		554,755	543,466		
	Market value of quoted shares in Malaysia	**1,046,718**	1,957,941		

The movement of the impairment account used to record the impairment is as follows:-

	Group		Company	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
At beginning of financial year	**37,074**	39,149	**110**	262
Charge for the financial year	**4**	–	**4**	–
Writeback during the financial year	**–**	(152)	**–**	(152)
Derecognition of associate companies	**(36,761)**	(1,923)	**–**	–
At end of financial year	**317**	37,074	**114**	110

10 ASSOCIATE COMPANIES (CONT'D)

(a) (cont'd):-

The Group and the Company assess whether there is any indication of impairment during the financial year. If any such indication exists, management of the Group and of the Company assess the recoverable amount of the investment in the associate companies and an impairment loss is recognised when the recoverable amount of the investment in the associate companies is less than their carrying amount. The recoverable amount of the investment in the associate companies are determined based on fair value less costs to sell method and are within Level 1 and Level 3 of the fair value hierarchy. Based on the assessment, the Group and the Company recognised impairment loss amounting to RM4,000 (2024: RM Nil) and RM4,000 (2024: RM Nil) in the statements of profits or loss respectively. The Group and the Company has also recorded reversal of impairment loss of RM Nil (2024: RM152,000) and RM Nil (2024: RM152,000) respectively on investment in associate companies in the statements of profit or loss during the financial year due to the recoverable amount is higher than the carrying amount.

Details of the Level 3 fair value method used in obtaining the recoverable amount are as follows:-

Valuation method and key inputs	Significant unobservable inputs	Relationship of unobservable inputs and fair value
Adjusted net asset method which derives the fair value of an investee's equity by reference to the fair value of its assets and liabilities	Fair value of individual assets and liabilities	The higher the net assets, the higher the fair value

The Group's and the Company's equity interest in the associate companies, their respective principal activities and countries of incorporation are shown in Note 51 to the financial statements.

Interest in Ho Hup Construction Company Berhad ("Ho Hup")

With effect from 1 January 2016, the Group commenced equity accounting for the Group's investment in Ho Hup although it holds less than 20% of the voting shares in Ho Hup, as the Group undertakes to hold its equity interest in Ho Hup for long term and is able to participate in the financial and operating policies in Ho Hup by virtue of having board representation in Ho Hup.

During the financial year, the Group discontinued equity accounting for its investment in Ho Hup after the Group ceased to have any board representation in Ho Hup and subsequently, the Group accounted for its investment in Ho Hup as financial asset at fair value through other comprehensive income. The carrying amount of Ho Hup upon derecognition was RM Nil.

Interest in Inari Amertron Berhad ("Inari")

During the financial year ended 30 June 2018, the Group's equity interest in Inari had been diluted to below 20%. The Group continued with equity accounting for the Group's investment in Inari although it holds less than 20% of the voting shares in Inari, as the Group undertakes to hold its equity interest in Inari for long term and is able to participate in the financial and operating policies in Inari by virtue of having board representation in Inari.

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10 ASSOCIATE COMPANIES (CONT'D)

(b) Amount due from associate companies

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Amount due from associate companies	**83,033**	61,166	**439**	433
Less: Allowance for impairment	**(719)**	(726)	**(287)**	(281)
	82,314	60,440	**152**	152

The amount due from associate companies represents trade and non-trade balances which are unsecured, interest free (except for certain balances which are interest bearing) and are repayable on demand.

The movement of the impairment account used to record the impairment is as follows:-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
At beginning of financial year	**726**	716	**281**	275
Charge for the financial year	**6**	10	**6**	6
Writeback during the financial year*	**(13)**	–	**–**	–
At end of financial year	**719**	726	**287**	281

* The writeback of the allowance for impairment of the Group of RM13,000 (2024: RM Nil) was due to bad debts written off.

(c) The associate companies did not have any contingent liabilities as at 30 June 2025 and 30 June 2024.

(d) Quoted shares in an associate company with market value of RM560,148,000 (2024: RM1,211,014,000) have been pledged to licensed banks and financial institutions for credit facilities granted to the Company and certain subsidiary companies.

(e) Major capital commitments reported by the associate companies as at the reporting date are as follow:-

	Group	
	2025 RM'000	2024 RM'000
Authorised and contracted for:-		
- Purchase of property, plant and equipment	**11,531**	27,400

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10 ASSOCIATE COMPANIES (CONT'D)

(f) The summarised financial information in respect of the Group's major associate companies are as follows:-

	Inari Amertron Berhad Group RM'000	Melium Holdings Sdn. Bhd. Group RM'000	Divfex Berhad Group RM'000	Other associate companies RM'000	Total RM'000
Financial positions as at 30 June 2025					
Assets and liabilities					
Non-current assets	**769,582**	**67,486**	**48,944**	**137,343**	**1,023,355**
Current assets	**2,631,526**	**66,089**	**87,776**	**296,071**	**3,081,462**
Non-current liabilities	**(354,736)**	**(38,386)**	**(9,732)**	**(15,218)**	**(418,072)**
Current liabilities	**(282,653)**	**(56,170)**	**(84,131)**	**(247,244)**	**(670,198)**
Net assets	**2,763,719**	**39,019**	**42,857**	**170,952**	**3,016,547**
Carrying amount of proportion of the Group's ownership	**370,569**	**16,807**	**12,390**	**79,187**	**478,953**
Financial performance for financial year ended 30 June 2025					
Results					
Revenue	**1,351,937**	**161,497**	**82,002**	**104,172**	**1,699,608**
Attributable to owners of the investee:-					
Profit for the financial year	**218,745**	**345**	**5,414**	**2,582**	**227,086**
Other comprehensive (loss)/ income	**(78,598)**	**–**	**260**	**(4,834)**	**(83,172)**
Total comprehensive income/ (loss)	**140,147**	**345**	**5,674**	**(2,252)**	**143,914**
Group's share of:-					
Profit/(Loss) for the financial year	**29,330**	**150**	**1,565**	**(622)**	**30,423**
Other comprehensive (loss)/ income	**(10,687)**	**–**	**74**	**(2,196)**	**(12,809)**
Total comprehensive income/ (loss)	**18,643**	**150**	**1,639**	**(2,818)**	**17,614**
Dividend received	**29,191**	**–**	**–**	**–**	**29,191**

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10 ASSOCIATE COMPANIES (CONT'D)

(f) The summarised financial information in respect of the Group's major associate companies are as follows (cont'd):-

	Inari Amertron Berhad Group RM'000	Ho Hup Construction Company Berhad Group RM'000	Melium Holdings Sdn. Bhd. Group RM'000	Divfex Berhad Group RM'000	Other associate companies RM'000	Total RM'000
Financial positions as at 30 June 2024						
Assets and liabilities						
Non-current assets	810,324	209,175	75,702	15,360	144,428	1,254,989
Current assets	2,743,790	889,762	62,096	62,959	268,551	4,027,158
Non-current liabilities	(412,208)	(145,951)	(35,904)	(8,340)	(16,351)	(618,754)
Current liabilities	(348,089)	(651,912)	(63,244)	(32,796)	(228,671)	(1,324,712)
Net assets	2,793,817	301,074	38,650	37,183	167,957	3,338,681
Carrying amount of proportion of the Group's ownership	381,960	2,573	16,657	10,662	74,548	486,400
Financial performance for financial year ended 30 June 2024						
Results						
Revenue	1,478,749	100,608	153,955	55,009	84,084	1,872,405
Attributable to owners of the investee:-						
Profit/(Loss) for the financial year	300,193	(110,664)	4,639	6,656	(24,026)	176,798
Other comprehensive income/(loss)	1,271	1,468	–	(60)	684	3,363
Total comprehensive income/(loss)	301,464	(109,196)	4,639	6,596	(23,342)	180,161
Group's share of:-						
Profit/(Loss) for the financial year	41,041	(14,457)	2,011	1,842	(6,842)	23,595
Other comprehensive income/(loss)	174	202	–	(16)	(111)	249
Total comprehensive income/(loss)	41,215	(14,255)	2,011	1,826	(6,953)	23,844
Dividend received	44,162	–	–	–	–	44,162

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11 JOINTLY CONTROLLED ENTITIES

		Group	
		2025	2024
		RM'000	RM'000
(a)	Unquoted shares in Malaysia, at cost	**250**	250
	Group's share of post acquisition losses	**(1,016)**	(922)
		(766)	(672)

The Group's equity interest in the jointly controlled entities, their principal activities and country of incorporation are shown in Note 52 to the financial statements.

(b) The amount due from jointly controlled entities of the Group amounting to RM694,000 (2024: RM674,000) represents non-trade balances which are unsecured, interest bearing and are repayable on demand.

(c) The summarised financial information in respect of the jointly controlled entities are as follows:-

	2025	2024
	RM'000	RM'000
Financial position as at 30 June		
Assets and liabilities		
Non-current asset	**3**	4
Current assets	**222**	419
Current liabilities	**(1,756)**	(1,764)
Net liabilities	**(1,531)**	(1,341)
Carrying amount of proportion of the Group's ownership	**(766)**	(672)
Financial performance for the financial year ended 30 June		
Results		
Revenue	**1,557**	1,538
(Loss)/Profit for the financial year	**(190)**	267
Group's share of:-		
(Loss)/Profit for the financial year	**(94)**	130
Dividend received	**–**	–

(d) The jointly controlled entities did not have any contingent liabilities and capital commitment as at 30 June 2025 and 30 June 2024.

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12 INTANGIBLE ASSETS

Group

	Stock broking dealer's license RM'000	Software RM'000	Development costs RM'000	Trademarks RM'000	Goodwill on consolidation RM'000	Total RM'000
2025						
Cost						
At beginning of financial year	**45,500**	**259**	**83**	**10**	**17,729**	**63,581**
Written off	**–**	**–**	**(42)**	**(10)**	**–**	**(52)**
At end of financial year	**45,500**	**259**	**41**	**–**	**17,729**	**63,529**
Less:-						
Accumulated amortisation						
At beginning of financial year	**7,053**	**108**	**40**	**–**	**–**	**7,201**
Charge for the financial year	**–**	**51**	**17**	**–**	**–**	**68**
Written off	**–**	**–**	**(31)**	**–**	**–**	**(31)**
At end of financial year	**7,053**	**159**	**26**	**–**	**–**	**7,238**
Accumulated impairment losses						
At beginning and end of financial year	**12,400**	**–**	**–**	**–**	**–**	**12,400**
Net carrying amount	**26,047**	**100**	**15**	**–**	**17,729**	**43,891**
2024						
Cost						
At beginning of financial year	45,500	259	83	–	17,247	63,089
Acquisition of subsidiary companies	–	–	–	–	482	482
Additions	–	–	–	10	–	10
At end of financial year	45,500	259	83	10	17,729	63,581
Less:-						
Accumulated amortisation						
At beginning of financial year	7,053	56	23	–	–	7,132
Charge for the financial year	–	52	17	–	–	69
At end of financial year	7,053	108	40	–	–	7,201
Accumulated impairment losses						
At beginning and end of financial year	12,400	–	–	–	–	12,400
Net carrying amount	26,047	151	43	10	17,729	43,980

12 INTANGIBLE ASSETS (CONT'D)

Impairment testing of stock broking dealer's license

The stock broking dealer's license had been allocated to the stock broking subsidiary company's stock broking business as a cash-generating unit ("CGU"), a reportable segment for impairment testing. The recoverable amount of the CGU has been determined based on a value in use calculation using cash flow projections covering a five-year period. The recoverable amount of the CGU is compared to the total carrying amount of the dealer's license. The management of the stock broking subsidiary company believes that no reasonable possible change in any of the key assumptions would cause the carrying value to materially exceed its recoverable amount.

Key assumptions used in value in use calculation of CGU

The key assumptions on which the management of the stock broking subsidiary company has based its cash flow projections to undertake impairment testing of the stock broking dealer's license are set out below:-

(a) The revenue growth rate of 4% (2024: 5%) is determined based on the CGU's past performance and management's expectation of the performance of the local stock market index and overall market development.

(b) The pre-tax discount rate of 7% (2024: 7%) was applied in determining the recoverable amount. The discount rate was estimated based on the weighted average cost of capital plus a reasonable risk premium.

(c) Cash flows beyond the five-year period were extrapolated using the estimated terminal growth rate of 2% (2024: 2%). The terminal growth rate used was consistent with historical average inflation rates.

Impairment testing of development costs and trademarks

Development costs and trademarks amounting to RM42,000 and RM10,000 respectively had been allocated to the Group's food manufacturing business as a cash-generating unit ("CGU"), a reportable segment for impairment testing.

During the financial year, the carrying amount of development costs amounting to RM11,000 and trademarks amounting to RM10,000 had been written off in the statements of profit or loss as the management of the food manufacturing subsidiary company do not expect to derive any future economic benefit from the assets.

Impairment testing on goodwill on consolidation

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to the CGUs identified according to the operating segments, that is expected to benefit from the business combination. The following are the CGUs, being the lowest level of asset for which the management monitors the goodwill of the Group:-

	Group	
	2025	2024
	RM'000	RM'000
In relation to the Group's investment in M & A Equity Holdings Berhad:-		
Investment holding and property development CGUs	**17,247**	17,247
Financial services CGUs	**482**	482
	17,729	17,729

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12 INTANGIBLE ASSETS (CONT'D)

Impairment testing on goodwill on consolidation (cont'd)

Investment holding and property development CGUs

The goodwill was tested for impairment using the fair value less costs to sell ("FVLCTS") method. The FVLCTS was determined by reference to the published market closing price on the quoted closing bid price at the reporting date and is within Level 1 of the fair value hierarchy.

Based on the impairment test, no impairment is required for goodwill attributed to the investment holding and property development CGUs.

Financial services CGUs

The derivation of the goodwill on consolidation of RM482,000 in the preceding financial year is disclosed in Note 44(f) to the financial statements.

Goodwill arising from the acquisition of a subsidiary company had been allocated to the financial services segment as the CGUs. The recoverable amount of the CGUs has been determined based on value in use calculations using cash flow projections covering a five-year period approved by the management of the subsidiary company. The recoverable amount of the CGUs is compared to the total carrying amount of the goodwill.

The key assumptions on which the management of the subsidiary company has based its cash flow projections to undertake impairment testing of the goodwill are as follows:-

- the revenue growth rate of 31% (2024: 80%) is determined based on the CGU's past performance and management's expectation of the performance of the local stock market index and overall market development.

- the pre-tax discount rate of 6% (2024: 7%) was applied in determining the recoverable amount. The discount rate was estimated based on the weighted average costs of capital plus a reasonable risk premium.

- cash flows beyond the five-year period were extrapolated using the estimated terminal growth rate of 2% (2024: 2%). The terminal growth rate used was consistent with historical average inflation rates.

Based on the impairment test, no impairment is required for goodwill attributed to the financial services CGUs.

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13 LAND AND PROPERTY DEVELOPMENT COSTS

	Group	
	2025	2024
	RM'000	RM'000
Non-current		
Freehold land		
At beginning of financial year	**68,000**	68,041
Reversal of land related cost during the financial year	**–**	(41)
At end of financial year	**68,000**	68,000
Current		
Property development costs		
At beginning of financial year	**272,726**	270,556
Addition during the financial year	**205**	8,608
Amount recoverable reclassed to other receivables	**–**	(6,438)
At end of financial year	**272,931**	272,726
Less: Accumulated costs recognised in statements of profit or loss		
At beginning of financial year	**(261,159)**	(256,089)
Recognised in statements of profit or loss	**–**	(5,070)
At end of financial year	**(261,159)**	(261,159)
	11,772	11,567

The freehold land amounting RM68,000,000 had been pledged to a licensed bank as security for credit facilities granted to the Group. During the financial year, the freehold land was discharged as security upon the full repayment of a term loan by a subsidiary company of M & A Equity Holdings Berhad ("M & A Equity").

The property development activities carried out by a subsidiary company of M & A Equity were completed in the preceding financial year and the property development costs related to the property development activities were fully recognised in the statements of profit or loss.

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14 DEFERRED TAX ASSETS/(LIABILITIES)

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
At beginning of financial year	**(12,536)**	(14,224)	**(550)**	(905)
Recognised in statements of profit or loss (Note 39)	**144**	1,644	**273**	355
Acquisition of a subsidiary company (Note 44(f))	**–**	44	**–**	–
At end of financial year	**(12,392)**	(12,536)	**(277)**	(550)
Presented as follows:-				
Deferred tax assets	**2,735**	2,837	**–**	–
Deferred tax liabilities	**(15,127)**	(15,373)	**(277)**	(550)
	(12,392)	(12,536)	**(277)**	(550)

The components of deferred tax assets and liabilities during the financial year are as follows:-

Deferred tax assets

Group	**Temporary differences between depreciation and capital allowances RM'000**	**Other timing differences RM'000**	**Total RM'000**
2025			
At beginning of financial year	**370**	**2,467**	**2,837**
Recognised in statements of profit or loss	**65**	**(167)**	**(102)**
At end of financial year	**435**	**2,300**	**2,735**
2024			
At beginning of financial year	1	1,279	1,280
Acquisition of a subsidiary company (Note 44(f))	–	44	44
Recognised in statements of profit or loss	369	1,144	1,513
At end of financial year	370	2,467	2,837

The utilisation of the deferred tax assets is dependent on future taxable profits in excess of the profits arising from the reversal of existing taxable temporary differences.

14 DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

The components of deferred tax assets and liabilities during the financial year are as follows (cont'd):-

Deferred tax liabilities

	Real property gains tax on fair value adjustment of investment properties RM'000	Temporary differences between depreciation and capital allowances RM'000	Warrants reserve RM'000	Land and property development costs RM'000	Other timing differences RM'000	Total RM'000
Group						
2025						
At beginning of financial year	**5,985**	**33**	**780**	**8,838**	**(263)**	**15,373**
Recognised in statements of profit or loss	**24**	**28**	**(184)**	**–**	**(114)**	**(246)**
At end of financial year	**6,009**	**61**	**596**	**8,838**	**(377)**	**15,127**
2024						
At beginning of financial year	5,761	27	956	8,838	(78)	15,504
Recognised in statements of profit or loss	224	6	(176)	–	(185)	(131)
At end of financial year	5,985	33	780	8,838	(263)	15,373
Company						
2025						
At beginning of financial year	**–**	**33**	**780**	**–**	**(263)**	**550**
Recognised in statements of profit or loss	**–**	**25**	**(184)**	**–**	**(114)**	**(273)**
At end of financial year	**–**	**58**	**596**	**–**	**(377)**	**277**
2024						
At beginning of financial year	–	27	956	–	(78)	905
Recognised in statements of profit or loss	–	6	(176)	–	(185)	(355)
At end of financial year	–	33	780	–	(263)	550

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14 DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

As at reporting date, the Group has deferred tax assets (stated at gross) not recognised in the financial statements as follows:-

	Group	
	2025	2024
	RM'000	RM'000
Property development costs	**10,317**	10,317
Unutilised tax losses		
- expiry by year of assessment 2028	**21,509**	22,747
- expiry by year of assessment 2029	**10,568**	10,569
- expiry by year of assessment 2030	**9,307**	9,309
- expiry by year of assessment 2031	**2,979**	3,021
- expiry by year of assessment 2032	**4,442**	4,442
- expiry by year of assessment 2033	**6,441**	6,534
- expiry by year of assessment 2034	**4,000**	5,883
- expiry by year of assessment 2035	**1,511**	–
- foreign subsidiary companies	**41,883**	45,444
	102,640	107,949
Unabsorbed capital allowances	**14,581**	13,375
	127,538	131,641

The above unutilised tax losses and unabsorbed capital allowances are available for offset against future taxable profits. Deferred tax assets in respect of these items have not been recognised as it was not certain that future taxable profit will be available against which the Group can utilise the benefits.

Effective from year of assessment 2019 as announced in the Malaysia Budget 2019, the unutilised tax losses of the Group's Malaysian companies as at 30 June 2019 and thereafter will only be available for carry forward for a period of 7 consecutive years. Upon expiry of the 7 years, the unutilised tax losses will be disregarded. The existing time limit to carry forward unutilised tax losses is extended to 10 consecutive years as announced in the Budget 2022.

15 OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	Group		Company	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
Non-current asset				
Sundry receivables	**7,345**	7,345	**–**	–
Current assets				
Sundry receivables	**47,156**	58,407	**70**	68
Deposits paid	**5,861**	7,375	**397**	792
Prepayments	**8,175**	1,539	**173**	98
Goods and services tax recoverable	**1**	23	**–**	–
	61,193	67,344	**640**	958
Less: Allowance for impairment	**(2,629)**	(2,477)	**–**	–
	58,564	64,867	**640**	958
	65,909	72,212	**640**	958

15 OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS (CONT'D)

The Group's and the Company's sundry receivables are creditworthy debtors and are repayable on demand. The Group's and the Company's deposits paid are not impaired.

Included in sundry receivables of the Group are:-

(i) interest receivable on deposits with licensed banks and financial institutions amounting to RM4,745,000 (2024: RM4,812,000). The interest rates of the deposits with licensed banks and financial institutions are disclosed in Note 20 to the financial statements.

(ii) the deposits paid to Bursa Malaysia Securities Clearing Sdn. Bhd. amounting to RM6,644,000 (2024: RM6,480,000) by the stock broking subsidiary company for the purpose of clearing and settlement of trade contracts.

(iii) sum recoverable by a subsidiary company from third parties contributing towards the third parties' share of cost for access road and integrated water supply ("Facilities"), built and paid by the subsidiary company, whereby the Facilities serves the various property development projects owned by the subsidiary company and the third parties amounting to RM Nil (2024: RM6,438,000).

Included in sundry receivables of the Company is interest receivable on deposits with licensed banks amounting to RM62,000 (2024: RM65,000). The interest rates of the deposits with licensed banks are disclosed in Note 20 to the financial statements.

The carrying amount of non-current sundry receivables is as follows:-

	Group	
	2025	2024
	RM'000	RM'000
Sundry receivables, at gross	**7,985**	7,985
Less: Fair value adjustment calculated based on cash flows discounted using weighted average effective interest rate	**(640)**	(640)
Sundry receivables, at amortised cost	**7,345**	7,345

The reconciliation of movements to fair value adjustment for the non-current sundry receivables is as follows:-

	Group	
	2025	2024
	RM'000	RM'000
At beginning and end of financial year	**(640)**	(640)

The movement of the allowance account used to record impairment is as follows:-

	Group	
	2025	2024
	RM'000	RM'000
At beginning of financial year	**2,477**	2,477
Charge for the financial year	**153**	–
Exchange difference	**(1)**	–
At end of financial year	**2,629**	2,477

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16 INVENTORIES

	Group	
	2025	2024
	RM'000	RM'000
Completed apartments units and retail lots	**13,328**	14,428
Manufactured goods		
- raw materials, packaging materials and finished goods	**–**	914
Wines and others	**4,896**	4,808
	18,224	20,150

17 CONTRACT ASSETS/(LIABILITIES)

	Group	
	2025	2024
	RM'000	RM'000
Contract assets	**–**	–
Contract liabilities	**–**	–
	–	–
Property development activities		
At beginning of financial year	**–**	74,769
Addition during the financial year:-		
- Recognised in statements of profit or loss	**–**	5,434
Less: progress billings during the financial year	**–**	(80,203)
At end of financial year	**–**	–

As at the end of the preceding financial year, property development revenue of a subsidiary company was fully recognised to statements of profit or loss, as the property development activities were completed upon the issuance of certificate of completion and compliance on 14 July 2023.

18 TRADE RECEIVABLES

	Group	
	2025	2024
	RM'000	RM'000
Trade receivables	**529,608**	482,400
Less: Allowance for impairment	**(8,514)**	(3,149)
	521,094	479,251

Trade receivables are recognised at their original invoice amounts which represent their fair values on initial recognition.

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18 TRADE RECEIVABLES (CONT'D)

The ageing analysis of the Group's trade receivables is as follows:-

	Group	
	2025	2024
	RM'000	RM'000
Neither past due nor impaired	**481,324**	427,778
1 to 30 days past due not impaired	**6,331**	340
31 to 60 days past due not impaired	**4,291**	435
61 to 90 days past due not impaired	**1,602**	344
91 to 120 days past due not impaired	**155**	158
More than 120 days past due not impaired	**27,391**	50,196
	39,770	51,473
Impaired	**8,514**	3,149
	529,608	482,400

Trade receivables that are neither past due nor impaired are creditworthy debtors with insignificant losses noted. These trade receivables amounting to RM409,396,000 (2024: RM363,928,000) are secured in nature.

Trade receivables that are past due but not impaired amounting to RM36,806,000 (2024: RM42,459,000) are secured in nature. The remaining balance of trade receivables of RM2,964,000 (2024: RM9,014,000) that are past due but not impaired are unsecured in nature and the management is of the view these debts are recoverable and it relates to a number of independent customers from whom there is no recent history of default.

Trade receivables that are impaired amounting to RM8,514,000 (2024: RM3,149,000) relate to receivables that are in significant financial difficulties and have defaulted on repayments. These receivables are not secured by any collateral.

The fair value of the collateral at the reporting date is RM736,460,000 (2024: RM852,248,000).

Information on the credit risk of trade receivables is disclosed in Note 55(b)(ii) to the financial statements.

Included in trade receivables in the preceding financial year is an amount due from an associate company of RM121,430,000, which are secured and interest bearing (except for certain balances which is unsecured and interest bearing/interest free).

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18 TRADE RECEIVABLES (CONT'D)

The movement of the allowance account used to record impairment is as follows:-

	Group	
	2025	2024
	RM'000	RM'000
At beginning of financial year	**3,149**	2,984
Charge for the financial year	**5,895**	436
Written off during the financial year	**–**	(91)
Writeback during the financial year*	**(530)**	(180)
At end of financial year	**8,514**	3,149
Individually impaired	**8,514**	3,149

* The writeback of the allowance for impairment of RM530,000 (2024: RM180,000) was due to recovery of doubtful debts of RM194,000 (2024: RM53,000) and bad debts written off of RM336,000 (2024: RM127,000).

19 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	Group	
	2025	2024
	RM'000	RM'000
Quoted securities, at market value		
- in Malaysia	**26,160**	35,871
- outside Malaysia	**220,441**	200,814
Private market investment fund, at fair value		
- outside Malaysia	**2,161**	–
	248,762	236,685

The Group's financial assets at fair value through profit or loss amounting to RM177,728,000 (2024: RM169,928,000) are pledged to certain licensed banks and financial institutions for banking facilities granted to the Group.

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20 DEPOSITS WITH LICENSED BANKS AND FINANCIAL INSTITUTIONS

	Group		Company	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
Deposits with licensed banks and financial institutions consist of the following:-				
- fixed deposits	**666,467**	625,823	**19,980**	19,477
- short-term deposits	**312,308**	405,167	**8,059**	4,635
	978,775	1,030,990	**28,039**	24,112

Deposits placed with licensed banks and financial institutions amounting to RM234,362,000 (2024: RM214,893,000) of the Group are pledged to licensed banks and financial institutions as security for banking and credit facilities granted to the Group.

Deposits placed with licensed banks amounting to RM19,980,000 (2024: RM18,751,000) of the Company is pledged as security for credit facilities granted to the Company.

Dealer's representatives' deposits and monies held in trust on behalf of clients of RM167,706,000 (2024: RM161,572,000) in respect of the stockbroking business are excluded from deposits with licensed banks and financial institutions of the Group in accordance with Financial Reporting Standards Implementation Committee ("FRSIC") Consensus 18, as disclosed in Note 30 and Note 31 to the financial statements.

The effective interest rates for deposits with licensed banks and financial institutions of the Group and of the Company range from 0.042% to 5.13% (2024: 0.25% to 5.63%) and 2.25% to 3.00% (2024: 2.25% to 3.00%) per annum respectively.

21 CASH AND BANK BALANCES

Included in the cash and bank balances of the Group are:-

(a) an amount of RM655,000 (2024: RM885,000) maintained pursuant to Section 7A of the Housing Development (Control and Licensing) Act, 1966 and are restricted from use in other operations. The withdrawal of funds from the housing development account is restricted to cost incurred in respect of the development project.

(b) an amount of RM1,539,000 (2024: RM30,289,000) is pledged to a licensed bank and a licensed financial institution for banking facilities granted to the Group.

Included in the cash and bank balances of the Company is an amount of RM1,000,000 (2024: RM Nil) that is pledged to a licensed bank for banking facility granted to the Company.

Dealer's representatives' deposits and monies held in trust on behalf of clients of RM93,983,000 (2024: RM161,027,000) in respect of the stockbroking business are excluded from cash and bank balances of the Group in accordance with Financial Reporting Standards Implementation Committee ("FRSIC") Consensus 18, as disclosed in Note 30 and Note 31 to the financial statements.

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22 SHARE CAPITAL

	Group and Company			
	Number of shares		Amount	
	2025	2024	**2025**	2024
	Unit'000	Unit'000	**RM'000**	RM'000
Issued and fully paid with no par value:-				
Ordinary shares				
At beginning of financial year	**693,436**	693,348	**873,780**	873,700
Issuance of shares pursuant to exercise of warrants	**163**	88	**150**	80
At end of financial year	**693,599**	693,436	**873,930**	873,780

The holders of the ordinary shares are entitled to receive dividends as and when declared and paid by the Company. All ordinary shares carry one vote per share without restrictions and rank equally with regard to the Company's residual assets.

During the financial year, the Company increased its issued and paid-up ordinary shares from RM873,780,000 comprising 693,435,643 shares to RM873,930,000 comprising 693,599,143 shares by way of:-

(a) issuance of 163,500 new ordinary shares pursuant to the exercise of 163,500 Warrants 2021/2026 ("Warrants") at the exercise price of RM0.90 per Warrant, totalling RM147,150; and

(b) transferred from warrants reserve amounting to RM2,435 upon the exercise of 163,500 Warrants.

In the preceding financial year, the Company increased its issued and paid-up ordinary shares from RM873,700,000 comprising 693,348,053 shares to RM873,780,000 comprising 693,435,643 shares by way of:-

(a) issuance of 87,590 new ordinary shares pursuant to the exercise of 87,590 Warrants at the exercise price of RM0.90 per Warrant, totalling RM78,831; and

(b) transferred from warrants reserve amounting to RM1,304 upon exercise of 87,590 Warrants.

23 TREASURY SHARES

	Group and Company			
	Number of shares		Amount	
	2025	2024	**2025**	2024
	Unit'000	Unit'000	**RM'000**	RM'000
At beginning and end of financial year	**30,327**	30,327	**14,499**	14,499

The shareholders of the Company had by an ordinary resolution passed at the Annual General Meeting held on 29 November 2024, approved the Company's plan to purchase its own shares of up to a maximum of 69,344,914 ordinary shares representing 10% of the total issued and fully paid up share capital (including the 30,327,291 treasury shares) of the Company.

The Directors of the Company are of the opinion that the share buy-back is in the best interest of the Company and its shareholders.

The Company did not repurchase any of its shares from the open market during the financial year. The share buy-back transactions in the preceding financial years were financed by internal generated funds of the Company. The shares bought back are being held as treasury shares in accordance with the provision of Section 127 of the Companies Act 2016.

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24 RESERVES AND RETAINED EARNINGS

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Non-distributable:-				
- Exchange translation reserve	**36,154**	72,469	**–**	–
- Warrants reserve	**4,933**	4,935	**4,933**	4,935
- Fair value through other comprehensive income reserve	**(3,127)**	–	**–**	–
- Other reserves	**2,646**	(7,807)	**–**	–
	40,606	69,597	**4,933**	4,935

Exchange translation reserve

The exchange translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency and the Group's equity share of certain associate companies' exchange translation reserves.

Warrants reserve

	Group and Company	
	2025 RM'000	2024 RM'000
At beginning of financial year	**4,935**	4,936
Transferred to share capital upon exercise of Warrants (Note 22)	**(2)**	(1)
At end of financial year	**4,933**	4,935

The carrying amount in warrants reserve represents the allocated fair value of 331,510,380 free detachable warrants issued by the Company on 1 March 2021 pursuant to the rights issue of 132,604,152 redeemable preference shares ("RPS") at an issue price of RM1.00 each in the Company on the basis of five (5) free warrants for every two (2) RPS subscribed and is reduced by the exercise of the Warrants, if any.

The movements to the number of Warrants in issue during the financial year are as follows:-

	At 1.7.2024 unit	**Exercised unit**	**At 30.06.2025 unit**
Warrants 2021/2026	331,422,790	(163,500)	**331,259,290**

The fair value of the warrants is allocated based on the difference between the gross proceeds from the issuance of the RPS and the fair value of the RPS, net of deferred tax.

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24 RESERVES AND RETAINED EARNINGS (CONT'D)

Warrants reserve (cont'd)

The salient terms of the warrants are as follows:-

(i) The warrants may be exercised into ordinary shares in the Company at any time during the tenure of the warrants of five (5) years including and commencing from the issue date of the warrants and ending on the expiry date, 28 February 2026.

(ii) Each warrant carries the entitlement to subscribe for one (1) new ordinary share in the Company at the exercise price of RM0.90 which shall be satisfied fully by cash or by way of surrendering 1 RPS held by the warrants holders for cancellation at 100% of the issue price of the RPS in lieu of the exercise price of the warrants, subject to adjustments in accordance with the Deed Poll. The difference between the exercise price of the warrants and the issue price of the RPS shall be repaid by the Company within 1 month from the date the warrants holder exercising his warrant.

(iii) The warrants holders are not entitled to any voting rights or participation in any dividends, rights, allotments and/or other distributions in the Company until and unless such holder of warrants exercise their warrants into new ordinary shares in the Company.

(iv) All new ordinary shares to be issued arising from the exercise of the warrants shall upon allotment, rank pari passu in all respects with the existing ordinary shares in the Company, save and except that such new shares will not entitled its holders to any dividends, rights, allotments and/or other distributions which may be declared, made or paid to the ordinary shareholders prior to the relevant date of allotment of the new ordinary shares arising from the exercise of the warrants.

(v) Where a resolution has been passed for a members' voluntary winding-up, compromise or arrangement to which the warrants holders or some persons designated by them for such purposes by a special resolution will be a party, the terms of such winding-up, compromise or arrangement will be binding on all the warrants holders.

(vi) Subject to the provisions in the Deed Poll, the exercise price and the number of warrants held by each warrants holder may from time to time be adjusted in the event of any alteration to the share capital of the Company.

(vii) The rights attached to the warrants which are not exercised during the exercise period will lapse on the expiry date on 28 February 2026.

Fair value through other comprehensive income reserve

The fair value through other comprehensive income reserve refer to the cumulative fair value changes to the Group's financial assets at fair value through other comprehensive income held until the investment is derecognised.

Other reserves

Other reserves refer to the Group's equity share of certain associate companies' capital and other reserves and a subsidiary company's other reserve.

Retained earnings

Included in the Group's retained earnings are the accumulated dilution gains comprising share of capital and other reserves of the associate companies from deemed disposals of the Group's equity interest in associate companies arising from equity transactions by associate companies amounting to RM236,581,000 (2024: RM229,438,000).

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25 NON-CONTROLLING INTERESTS

Set out below are the summarised financial information for a subsidiary company that has non-controlling interests ("NCI") that are material to the Group. The financial information is based on amounts before inter-company eliminations:-

	M & A Equity Group	
	2025	2024
NCI's percentage of ownership interest and voting interest (%)	**41.93**	43.60
Carrying amount of NCI (RM'000)	**178,915**	185,386
Profit allocated to NCI (RM'000)	**7,098**	8,456

	M & A Equity Group	
	2025	2024
	RM'000	RM'000
Financial position as at 30 June		
Assets and liabilities		
Non-current assets	**130,116**	140,983
Current assets	**387,040**	416,791
Non-current liabilities	**(9,937)**	(24,861)
Current liabilities	**(67,772)**	(104,573)
Net assets	**439,447**	428,340
Attributable to:-		
Owners of the Company	**434,078**	415,812
Non-controlling interests	**5,369**	12,528
	439,447	428,340
Financial performance for the financial year ended 30 June		
Results		
Revenue	**51,657**	57,749
Profit for the year	**17,607**	20,359
Attributable to:-		
Owners of the Company	**18,266**	20,448
Non-controlling interests	**(659)**	(89)
	17,607	20,359
Summary of Statements of Cash flows for the financial year ended 30 June		
Changes in cash and cash equivalents		
Net cash from/(used in) operating activities	**8,779**	(623)
Net cash from/(used in) investing activities	**18,003**	(5,750)
Net cash used in financing activities	**(28,393)**	(9,772)
Net decrease in cash and cash equivalents	**(1,611)**	(16,145)
Dividend paid to NCI by a subsidiary company of M & A Equity	**–**	2,800

The NCI of the other subsidiary companies totalling -RM2,973,000 (2024: -RM2,395,000) were individually immaterial to the Group.

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26 LOANS AND BORROWINGS

	Group		Company	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
Short-term loans and borrowings - secured				
Term loans	**52,330**	61,106	**–**	–
Revolving credit facilities	**199,088**	137,418	**170,987**	127,418
Margin financing facility	**1,830**	1	**–**	–
	253,248	198,525	**170,987**	127,418
Long-term loans and borrowings - secured				
Term loans	**13,647**	30,300	**–**	–
	13,647	30,300	**–**	–
	266,895	228,825	**170,987**	127,418

The maturity profile of the loans and borrowings as at the reporting date are as follows:-

	Group		Company	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
Amount repayable:-				
On demand or within 1 year	**253,248**	198,525	**170,987**	127,418
More than 1 year but not later than 2 years	**1,140**	3,616	**–**	–
More than 2 years but not later than 5 years	**3,549**	10,971	**–**	–
More than 5 years	**8,958**	15,713	**–**	–
	266,895	228,825	**170,987**	127,418

The loans and borrowings of the Group are secured against the followings:-

(i) fixed charge over certain properties of the Group;
(ii) certain quoted securities, fixed deposits and bank balances of the Group;
(iii) corporate guarantee by the Company (2024: by the Company and a subsidiary company);
(iv) deeds of assignment over the rights, titles and interests of certain properties of the Group;
(v) assignment of rental proceeds of certain properties of the Group; and
(vi) power of attorney in favor of the financial institutions over certain pledged properties of the Group.

The loans and borrowings of the Company are secured against the followings:-

(i) fixed charge over certain properties held by certain subsidiary companies;
(ii) quoted securities held by certain subsidiary companies;
(iii) fixed deposits and certain bank balances of the Company and a subsidiary company;
(iv) a deed of assignment over the rights, titles and interests of certain properties held by a subsidiary company; and
(v) assignment of rental proceeds of properties held by certain subsidiary companies.

26 LOANS AND BORROWINGS (CONT'D)

The effective interest rates per annum on the loans and borrowings as at the reporting date were as follows:-

	Group		Company	
	2025	2024	**2025**	2024
Bank overdrafts	**–**	8.14%-8.72%	**–**	–
Term loans	**3.05%-6.92%**	4.18%-6.84%	**–**	–
Revolving credit facilities	**4.02%-6.00%**	4.70%-6.02%	**5.01%-5.64%**	4.70%-5.81%
Margin financing facility	**6.67%**	6.67%	**–**	–

The reconciliation of liabilities arising from financing activities in the statements of cash flows is as follows:-

Group	**At beginning of financial year RM'000**	**Net addition/ (repayment) RM'000**	**Exchange differences RM'000**	**At end of financial year RM'000**
2025				
Term loans	**91,406**	**(23,477)**	**(1,952)**	**65,977**
Revolving credit facilities	**137,418**	**61,670**	**–**	**199,088**
Margin financing facility	**1**	**1,829**	**–**	**1,830**
	228,825	**40,022**	**(1,952)**	**266,895**
2024				
Term loans	108,712	(17,744)	438	91,406
Revolving credit facilities	134,030	3,388	–	137,418
Margin financing facility	219	(218)	–	1
	242,961	(14,574)	438	228,825

Company	**At beginning of financial year RM'000**	**Net addition RM'000**	**At end of financial year RM'000**
2025			
Revolving credit facilities	**127,418**	**43,569**	**170,987**
2024			
Revolving credit facilities	124,030	3,388	127,418

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27 LEASE LIABILITIES

	Group		Company	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
Current				
Lease liabilities for motor vehicles	**7,014**	6,185	**–**	–
Lease liabilities for premises	**979**	438	**783**	369
	7,993	6,623	**783**	369
Non-current				
Lease liabilities for motor vehicles	**15,029**	15,374	**–**	–
Lease liabilities for premises	**935**	753	**788**	725
	15,964	16,127	**788**	725
Total lease liabilities	**23,957**	22,750	**1,571**	1,094

The maturity analysis of lease liabilities of the Group and of the Company are disclosed in Note 55(b)(iv) to the financial statements.

The lease liabilities for motor vehicles of the Group are secured by:-

(i) The motor vehicles acquired under the finance leases;
(ii) Corporate guarantee by the Company amounting to RM17,874,000 (2024: RM18,244,000);
(iii) Corporate guarantee by a subsidiary company amounting to RM Nil (2024: RM17,000); and
(iv) Personal guarantee extended by directors of subsidiary companies.

The effective interest rates per annum for lease liabilities are as follows:-

	Group		Company	
	2025	2024	**2025**	2024
Lease liabilities for motor vehicles	**1.71%-9.89%**	1.71%-7.86%	**–**	–
Lease liabilities for premises	**3.10%-5.78%**	4.13%-5.78%	**5.22%-5.26%**	4.13%-5.22%

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27 LEASE LIABILITIES (CONT'D)

The reconciliation of liabilities arising from financing activities in the statements of cash flows is as follows:-

	At beginning of financial year RM'000	Addition of new lease RM'000	Repayment RM'000	Others RM'000	At end of financial year RM'000
Group					
2025					
Lease liabilities for motor vehicles	**21,559**	**7,260**	**(6,780)**	**4**	**22,043**
Lease liabilities for premises	**1,191**	**1,623**	**(1,035)**	**135**	**1,914**
	22,750	**8,883**	**(7,815)**	**139**	**23,957**
2024					
Lease liabilities for motor vehicles	23,703	5,379	(7,529)	6	21,559
Lease liabilities for premises	386	1,263	(488)	30	1,191
	24,089	6,642	(8,017)	36	22,750
Company					
2025					
Lease liabilities for premises	**1,094**	**1,190**	**(828)**	**115**	**1,571**
2024					
Lease liabilities for premises	326	1,155	(411)	24	1,094

Cash outflows for leases as a lessee is as follows:-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Included in cash flows from operating activities				
Payment relating to short-term and low value leases	**2,061**	2,953	**92**	59
Payment relating to interest on lease liabilities	**1,337**	1,387	**–**	–
Included in cash flows from financing activities				
Payment of lease liabilities	**7,815**	8,017	**828**	411
Total cash outflows on leases liabilities	**11,213**	12,357	**920**	470

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28 REDEEMABLE PREFERENCE SHARES ("RPS")

RPS issued by the Company

	Group and Company			
	Number of RPS		Amount	
	2025	2024	**2025**	2024
	Unit'000	Unit'000	**RM'000**	RM'000
Issued and fully paid with no par value:-				
At beginning of financial year	**132,603**	132,604	**132,603**	132,604
Surrendered during the financial year	**–**	(1)	**–**	(1)
At end of financial year	**132,603**	132,603	**132,603**	132,603

The initial recognition and measurement and the subsequent measurement of the RPS is as follows:-

	Group and Company	
	2025	2024
	RM'000	RM'000
Face value of RPS	**132,604**	132,604
Less: Equity component of RPS		
- Fair value of 331,510,380 free warrants recognised in equity under warrants reserve	**4,936**	4,936
- Deferred tax liability on fair value of warrants	**1,559**	1,559
	6,495	6,495
RPS - liability component at initial recognition	**126,109**	126,109
Cumulative RPS dividends recognised in the statements of profit or loss:-		
At beginning of financial year	**20,045**	14,274
During the financial year	**5,805**	5,771
At end of financial year	**25,850**	20,045
Cumulative RPS dividends payable/paid:-		
At beginning of financial year	**(16,800)**	(11,761)
During the financial year	**(5,039)**	(5,039)
At end of financial year	**(21,839)**	(16,800)
Cumulative RPS surrendered:-		
At beginning of financial year	**(1)**	–
During the financial year	**–**	(1)
At end of financial year	**(1)**	(1)
RPS - liability component at end of financial year	**130,119**	129,353

On 1 March 2021, the Company issued 132,604,152 RPS 2021/2026 at an issue price of RM1.00 per RPS together with 331,510,380 free detachable warrants on the basis of five (5) free warrants for every two (2) RPS subscribed. The warrants are convertible into ordinary shares in the Company at an exercise price of RM0.90 per warrant. The salient terms of the warrants are disclosed in Note 24 to the financial statements.

28 REDEEMABLE PREFERENCE SHARES ("RPS") (CONT'D)

In the preceding financial year, 636 units of RPS was surrendered by a RPS holder arising from the conversion of Warrants where settlement is by way of surrendering 636 units of RPS to the Company. The difference between the exercise price of 636 Warrants and the issued price of the RPS was repaid to the RPS holder.

The salient terms of the RPS 2021/2026 are as follows:-

(i) The RPS is not convertible into new ordinary shares of the Company.

(ii) The RPS carries the right to receive cumulative gross preferential dividend out of distributable profits of the Company at a dividend rate of 3.8% per annum on the issue price of the RPS. The dividends shall be made every 6-monthly ending on 30 June and 31 December of each year ("Dividend Date"). The dividends are payable in arrears whereby payment of the dividends shall be made not later than 14 business days from the Dividend Date. The last dividend payment shall be calculated from the date immediately after the last Dividend Date to the maturity date and shall be made not later than 14 business days from the maturity date.

(iii) The tenure of the RPS is for five (5) years from the date of issuance of the RPS, unless the tenure, if permitted by law, is extended by the Company and the RPS holders.

(iv) The RPS is redeemable at 100% of the issue price of the RPS at any time during the tenure of the RPS at the option of the Company as the issuer (where a written notice of not less than 14 business days must be given). The Company may redeem the RPS on a pro-rata basis at 100% of the issue price of the RPS commencing from the date of issue of the RPS up to the maturity date. Any RPS not redeemed by the Company or surrendered by the RPS holders at the maturity date shall be redeemed by the Company at 100% of the issue price.

(v) In the event of liquidation, dissolution, winding-up or other repayment of capital (other than on redemption) and commencement of any dissolution or winding-up of the Company (other than pursuant to a permitted reorganisation) before any redemption of the RPS, the RPS shall confer on the RPS holders the right to receive equally without any preference or priority among themselves and in priority to the holders of all other ordinary and other preference class of shares in the Company but shall rank behind all secured and unsecured obligations of the Company, cash repayment in full together with declared but unpaid dividend. In the event that the Company has insufficient assets to permit payment to the RPS holders of their full preferential amounts, then all the remaining available funds and assets of the Company shall be distributed rateably among the RPS holders in proportion to the amount that each RPS holder would otherwise be entitled to receive.

(vi) The RPS holders shall have the same rights as ordinary shareholders as regards to receiving notices, reports and audited financial statements and attending general meetings of the Company. The RPS holders however are not entitled to any voting rights in the Company, except in the following circumstances:-

(a) where the dividend or part of the dividend on the RPS has been declared but remains unpaid for more than six (6) months;

(b) on a proposal to reduce the Company's share capital;

(c) on a proposal for the disposal of the Group's assets, business and undertakings in excess of 50% of the Group's total assets based on the latest audited financial statements;

(d) upon any resolution which varies or is deemed to vary the rights and privileges attaching to the RPS;

(e) upon any resolution for the liquidation, dissolution, winding-up or other repayment of capital (other than on redemption of RPS) of the Company; and

(f) other circumstances as may be provided under the law which is applicable to preference shares and/or preference shareholders from time to time.

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29 DERIVATIVE FINANCIAL LIABILITIES

Details of derivative financial liabilities are set out below:-

	Group			
	Contract/Notional value		Negative fair value	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
Other equity related contracts				
- Less than 1 year	**20,720**	32,879	**727**	1,983

These contracts are not designated as cash flows or fair value hedges and are entered into for periods consistent with currency transaction exposure and fair value changes exposure. Such derivatives do not qualify for hedge accounting.

30 TRADE PAYABLES

Monies held in trust on behalf of clients amounting to RM250,060,000 (2024: RM307,513,000) in respect of the stock broking business are excluded from trade payables of the Group in accordance with Financial Reporting Standards Implementation Committee ("FRSIC") Consensus 18, as disclosed in Note 20 and Note 21 to the financial statements.

31 OTHER PAYABLES, DEPOSITS RECEIVED AND ACCRUALS

Other payables, deposits received and accruals consist of the followings:-

	Group		Company	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
Accrued expenses	**24,492**	28,122	**599**	614
Accrued interest expenses	**2,894**	2,892	**2,809**	2,810
Deposits received	**3,416**	4,079	**28**	–
Other payables	**6,332**	8,420	**50**	–
Sales and service tax payables	**1,598**	1,489	**–**	–
Goods and services tax payables	**10**	898	**–**	–
	38,742	45,900	**3,486**	3,424

Dealer's representatives' security deposits amounting to RM11,552,000 (2024: RM14,971,000) and sundry deposits received amounting to RM77,000 (2024: RM115,000) in respect of the stock broking business are excluded from other payables and deposits received of the Group in accordance with Financial Reporting Standards Implementation Committee ("FRSIC") Consensus 18, as disclosed in Note 20 and Note 21 to the financial statements.

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32 REVENUE

Significant categories of revenue recognised during the financial year are as follows:-

	Group		Company	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
Financial services and credit & leasing:-				
- Interest income	**28,562**	20,180	**–**	–
- Brokerage commissions	**12,139**	15,290	**–**	–
- Secretarial and share registration fee income	**352**	379	**–**	–
- Corporate finance advisory fee income	**24,697**	24,665	**–**	–
- Management fee income	**519**	–	**–**	–
- Others	**790**	–	**–**	–
	67,059	60,514	**–**	–
Investment holding and trading:-				
- Sale of financial instruments	**83,733**	89,009	**–**	–
- Secretarial fee	**–**	–	**121**	126
- Internal audit services fee income	**–**	–	**200**	100
- Arranger and management fees income	**214**	380	**795**	656
- Rental income from letting of properties	**2,929**	2,882	**–**	–
- Dividend income	**712**	676	**43,950**	23,450
- Others	**35**	29	**–**	–
	87,623	92,976	**45,066**	24,332
Technology and IT-related manufacturing, trading and services:-				
- Sale of financial instruments	**3,924**	58,731	**–**	–
- Sale of goods and services	**28,347**	15,853	**–**	–
- Rental income from letting of properties	**1,203**	732	**–**	–
	33,474	75,316	**–**	–
Manufacturing and distribution of consumer products and services and retail trading and car rental:-				
- Income from car rental and related services	**13,421**	14,893	**–**	–
- Sale of goods and services	**1,884**	3,214	**–**	–
	15,305	18,107	**–**	–
Property investment and development:-				
- Sale of goods and services	**141**	116	**–**	–
- Arranger and management fees income	**1,281**	208	**–**	–
- Rental income from letting of properties	**548**	578	**–**	–
- Property development	**–**	5,434	**–**	–
	1,970	6,336	**–**	–
	205,431	253,249	**45,066**	24,332

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32 REVENUE (CONT'D)

Significant categories of revenue recognised during the financial year are as follows (cont'd):-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Disaggregation of revenue are as follows:-				
Revenue from contracts with customers - timing of revenue recognition:-				
- at a point in time	**132,840**	183,157	**1,116**	882
- over time	**25,216**	30,151	**–**	–
Revenue from other sources:-				
- Interest income	**28,562**	20,180	**–**	–
- Rental income	**18,101**	19,085	**–**	–
- Dividend income	**712**	676	**43,950**	23,450
	205,431	253,249	**45,066**	24,332

33 COST OF SALES

Included in cost of sales are, amongst other items, the followings:-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Cost of inventories recognised in cost of sales	**25,139**	15,677	**–**	–
Depreciation of property, plant and equipment	**7,722**	8,711	**–**	–
Direct operating expenses arising from investment properties:-				
- rental generating properties	**23**	30	**–**	–
Allowance for diminution in value of inventories	**8**	18	**–**	–
Property development costs				
- current financial year	**–**	5,070	**–**	–
- (over)/underprovision in prior year	**(189)**	72	**–**	–
Short-term lease expenses	**157**	571	**–**	–

34 OTHER INCOME

Included in other income are, amongst other items, the followings:-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Allowance for doubtful debts no longer required	**543**	180	**–**	112
Bad debts recovered	**29**	6	**585**	–
Fair value gain on derivative financial instruments	**1,256**	1,651	**–**	–
Fair value gain on investment properties	**4,428**	–	**–**	–
Gain on disposal of property, plant and equipment	**2,681**	1,971	**–**	–
Gain on disposal of shares in associate companies	**20,389**	22,362	**–**	–
Gain on disposal of investment properties	**1,602**	520	**–**	–
Gain on disposal of quoted securities held for investment	**917**	–	**–**	–
Gain on fair value changes of financial assets at fair value through profit or loss	**18,686**	–	**–**	–
Gross dividends from financial assets at fair value through profit or loss:-				
- quoted in Malaysia	**543**	1,240	**–**	–
- quoted outside Malaysia	**9,133**	8,252	**–**	–
Gross dividends from financial assets at fair value through other comprehensive income				
- unquoted outside Malaysia	**16**	–	**–**	–
Interest income from:-				
- deposits and cash balances with licensed banks and financial institutions	**36,778**	35,487	**695**	813
- a jointly controlled entity	**19**	20	**–**	–
- subsidiary companies	**–**	–	**11,307**	9,711
- trade and other receivables	**953**	237	**–**	–
- amount due from subsidiary companies carried at amortised cost	**–**	–	**220**	227
- accretion in value on short-term money market funds	**2,148**	2,461	**15**	10
- others	**222**	305	**–**	–
Rental income	**249**	206	**153**	–
Realised foreign exchange gain	**–**	–	**–**	459
Unrealised foreign exchange gain	**–**	3,037	**7,457**	–
Reversal of provision for impairment loss on property, plant and equipment	**37**	–	**–**	–
Reversal of provision for impairment loss on investment in an associate company	**–**	152	**–**	152

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35 ADMINISTRATION EXPENSES

Included in administration expenses are, amongst other items, the followings:-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Auditors' remuneration:-				
Grant Thornton Malaysia PLT				
Statutory audit fees				
- current financial year	**508**	520	**60**	60
- (over)/underprovision in preceding financial year	**(12)**	20	**–**	5
Non-audit fee	**144**	128	**8**	8
Other external auditors				
Statutory audit fees				
- current financial year	**99**	105	**–**	–
- overprovision in preceding financial year	**–**	(12)	**–**	–
Non-audit fee	**11**	23	**–**	–
Amortisation of intangible assets	**8**	9	**–**	–
Depreciation of property, plant and equipment	**1,152**	605	**1,017**	490
Short-term and low value lease expenses	**413**	905	**92**	59

36 OTHER OPERATING EXPENSES

Included in other operating expenses are, amongst other items, the followings:-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Allowance for doubtful debts	**6,054**	446	**37**	37
Allowance for diminution in value of inventories	**1,100**	1,200	**–**	–
Amortisation of intangible assets	**60**	60	**–**	–
Bad debts written off	**448**	190	**–**	10
Depreciation of property, plant and equipment	**2,060**	1,621	**–**	–
Direct operating expenses arising from investment properties:-				
- rental generating properties	**1,409**	1,395	**–**	–
- non-rental generating properties	**681**	360	**–**	–
Fair value loss on investment properties	**–**	558	**–**	–
Inventories written off	**284**	174	**–**	–
Intangible assets written off	**21**	–	**–**	–
Loss on amount due from subsidiary companies carried at amortised cost	**–**	–	**135**	124
Loss on fair value changes of financial assets at fair value through profit or loss	**–**	545	**–**	–
Loss on disposal of property, plant and equipment	**–**	–	**3**	–

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36 OTHER OPERATING EXPENSES (CONT'D)

Included in other operating expenses are, amongst other items, the followings (cont'd):-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Loss on derecognition of investment in an associate company	**79**	–	**–**	–
Property, plant and equipment written off	**448**	2,381	**2**	13
Provision for impairment loss on investment in an associate company	**4**	–	**4**	–
Provision for impairment loss on investment in subsidiary companies	**–**	–	**35,509**	7,159
Provision for impairment loss on property, plant and equipment	**–**	6,917	**–**	–
Short-term and low value lease expenses	**1,491**	1,477	**–**	–
Realised foreign exchange loss	**399**	4,132	**–**	–
Unrealised foreign exchange loss	**20,215**	–	**–**	694

37 FINANCE COSTS

Finance costs comprise of the following interest expenses:-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Interest expenses on:-				
- term loans	**4,929**	6,311	**–**	–
- bank overdrafts	**–**	8	**–**	–
- revolving credit facilities	**8,830**	7,144	**8,045**	6,563
- dividends on RPS	**5,805**	5,771	**5,805**	5,771
- interest on lease liabilities	**1,476**	1,423	**115**	24
- margin financing facility	**415**	12	**–**	–
- charged by a subsidiary company	**–**	–	**415**	12
- others	**9**	25	**–**	–
	21,464	20,694	**14,380**	12,370

38 EXCEPTIONAL ITEM

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Net gain on deemed disposal of equity interests in associate companies (Note 4(f))	**4,515**	12,850	**–**	–

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39 TAX EXPENSE

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Income tax:-				
Provision for current financial year				
- Malaysian income tax	**19,339**	17,442	**689**	594
- Overseas income tax	**385**	294	**–**	–
Under/(Over)provision in preceding financial year				
- Malaysian income tax	**1,034**	(1,027)	**(1)**	(1)
- Overseas income tax	**(4)**	–	**–**	–
Deferred tax (Note 14):-				
Transfer to deferred taxation	**(152)**	(1,653)	**(273)**	(355)
Overprovision in preceding financial year	**(15)**	(215)	**–**	–
Deferred real property gains tax	**23**	224	**–**	–
	20,610	15,065	**415**	238

The reconciliation of income tax expense on profit before tax with the applicable statutory income tax rate is as follows:-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Profit before tax	**121,127**	105,276	**5,426**	6,465
Income tax at the Malaysian statutory tax rate of 24% (2024: 24%)	**29,070**	25,266	**1,302**	1,552
Tax effects in respect of:-				
Non-allowable expenses	**21,650**	13,728	**11,649**	4,546
Income not subject to tax	**(30,032)**	(24,102)	**(12,535)**	(5,859)
Effect of different tax rates in other countries	**(627)**	(1,102)	**–**	–
Overseas tax paid on dividend income	**496**	431	**–**	–
Deferred real property gains tax on fair value adjustment of investment properties	**23**	224	**–**	–
Utilisation of previously unrecognised deferred tax assets	**(1,665)**	(243)	**–**	–
Deferred taxation not recognised in the financial statements	**680**	2,105	**–**	–
Tax expense for current financial year	**19,595**	16,307	**416**	239
Under/(Over)provision for tax expense in preceding financial year	**1,030**	(1,027)	**(1)**	(1)
Overprovision for deferred taxation in preceding financial year	**(15)**	(215)	**–**	–
Total tax expense for the financial year	**20,610**	15,065	**415**	238

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39 TAX EXPENSE (CONT'D)

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Unutilised tax losses carried forward subject to agreement of the tax authorities	**102,640**	107,949	**–**	–
Unabsorbed capital allowances carried forward subject to agreement of the tax authorities	**14,581**	13,375	**–**	–

40 EARNINGS PER SHARE

Basic earnings per share

Earnings per ordinary share is calculated by dividing the Group's profit for the financial year attributable to owners of the Company of RM93,934,000 (2024: RM82,646,000) to the weighted average number of ordinary shares in issue during the financial year of 663,147,000 ordinary shares (2024: 663,046,000 ordinary shares), net of ordinary shares bought back by the Company.

Diluted earnings per share

Diluted earnings per ordinary share was calculated by dividing the Group's profit attributable to owners of the Company of RM93,934,000 (2024: RM82,646,000) to the weighted average number of ordinary shares in issue (adjusted for the assumed conversion of dilutive Warrants into ordinary shares at the beginning of the financial year) of 679,587,000 (2024: 690,101,000) ordinary shares.

41 DIRECTORS' REMUNERATION

The aggregate remuneration paid and payable to the Directors of the Company and subsidiary companies for the financial year, categorised into the appropriate components are as follows:-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Executive Directors:-				
Directors of the Company				
Salaries and other emoluments	**3,284**	**3,092**	**420**	420
Defined contribution plan	**520**	**515**	**50**	50
Benefits-in-kind	**40**	**16**	**16**	16
	3,844	**3,623**	**486**	486
Directors of subsidiary companies				
Salaries and other emoluments	**9,401**	**9,468**	**–**	–
Defined contribution plan	**991**	**935**	**–**	–
Fees	**103**	**72**	**–**	–
Benefits-in-kind	**55**	**38**	**–**	–
	10,550	**10,513**	**–**	–
Total Executive Directors' remuneration	**14,394**	**14,136**	**486**	486

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41 DIRECTORS' REMUNERATION (CONT'D)

The aggregate remuneration paid and payable to the Directors of the Company and subsidiary companies for the financial year, categorised into the appropriate components are as follows (cont'd):-

	Group		Company	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
Non-Executive Directors:-				
Directors of the Company				
Salaries and other emoluments	**894**	861	**17**	16
Defined contribution plan	**79**	75	**–**	–
Fees	**348**	324	**204**	204
Benefits-in-kind	**25**	25	**25**	25
	1,346 *	1,285 *	**246**	245
Directors of subsidiary companies				
Salaries and other emoluments	**270**	241	**–**	–
Fees	**239**	172	**–**	–
	509	413	**–**	–
Total Non-Executive Directors' remuneration	**1,855**	1,698	**246**	245
Total Directors' remuneration	**16,249**	15,834	**732**	731

* This includes the aggregate remuneration of Non-Executive Directors of the Company who are Directors and management staff of certain subsidiary companies.

42 STAFF COSTS

	Group		Company	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
Salaries, bonus, allowances and fees	**52,431**	51,064	**5,569**	5,267
Defined contribution plan	**5,968**	5,362	**597**	565
Social security cost	**266**	223	**34**	30
Other staff related expenses	**305**	251	**39**	38
	58,970	56,900	**6,239**	5,900

Included in staff costs of the Group and of the Company are executive and non-executive Directors' remuneration amounting to RM16,129,000 (2024: RM15,755,000) and RM691,000 (2024: RM690,000) respectively as disclosed in Note 41 to the financial statements.

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43 DIVIDENDS

	Company	
	2025	2024
	RM'000	RM'000
Interim single-tier dividend of 2.5 sen per ordinary share paid on 31 December 2024 in respect of financial year ended 30 June 2025	**16,578**	–
Interim single-tier dividend of 2.5 sen per ordinary share paid on 17 January 2024 in respect of financial year ended 30 June 2024	**–**	16,575
	16,578	16,575

44 ACQUISITION AND DISSOLUTION AND CHANGES IN THE GROUP'S OWNERSHIP INTEREST IN SUBSIDIARY COMPANIES, ASSOCIATE COMPANIES AND A JOINTLY CONTROLLED ENTITY

During the financial year:-

(a) Information on the dissolution of subsidiary companies, an associate company and a jointly controlled entity:-

(i) Win Veritas Sdn. Bhd. ("WVSB"), a dormant direct 50% owned jointly controlled entity, had been officially struck off from the register of Companies Commission of Malaysia ("CCM"), upon publication in the Gazette by the Registrar of Companies on 1 October 2024, pursuant to Section 551(3) of the Companies Act 2016.

(ii) Special Windfall Sdn. Bhd. ("SWSB"), a dormant indirect 60% owned subsidiary company, had conducted its final meeting on 30 May 2025 to conclude the members' voluntary winding up. The return by liquidator relating to final meeting was lodged to CCM on 3 June 2025. SWSB has been dissolved on the expiration of 3 months after the said lodgement date.

(iii) On 30 June 2025, the directors and shareholders of Ideal Dragon Sdn. Bhd. ("IDSB"), a dormant indirect 20% owned associate company, passed a resolution for IDSB to apply to CCM to strike off its name from the Registrar of Companies. The strike off application was submitted to CCM on 3 July 2025.

Subsidiary companies of M & A Equity

(iv) Nuri Meriah Sdn. Bhd. ("NMSB"), a dormant indirect wholly-owned subsidiary company of M & A Equity, had been officially struck off from the register of CCM, upon publication in the Gazette by the Registrar of Companies on 26 July 2024, pursuant to Section 551(3) of the Companies Act 2016.

(v) Prosperous Decade Sdn. Bhd. ("PDSB"), a dormant indirect 75% owned subsidiary company of M & A Equity, had been officially struck off from the register of CCM, upon publication in the Gazette by the Registrar of Companies on 14 October 2024, pursuant to Section 551(3) of the Companies Act 2016.

(vi) Tomisho Sdn. Bhd. ("TSB"), SYF Construction Sdn. Bhd. ("SYFC"), and Nikmat Sekitar Sdn. Bhd. ("NSSB"), dormant direct and indirect wholly-owned subsidiary companies of M & A Equity, had conducted their final meeting on 7 April 2025 to conclude the member's voluntary winding up. The returns by liquidators relating to final meetings were lodged to CCM on 10 April 2025 respectively. TSB, SYFC and NSSB have been dissolved on the expiration of 3 months after the said lodgement date.

The strike off applications and members'/member's voluntary winding up have no material financial effect on the earnings and net assets of the Group.

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44 ACQUISITION AND DISSOLUTION AND CHANGES IN THE GROUP'S OWNERSHIP INTEREST IN SUBSIDIARY COMPANIES, ASSOCIATE COMPANIES AND A JOINTLY CONTROLLED ENTITY (CONT'D)

During the financial year (cont'd):-

(b) Acquisition of a subsidiary company - Leapwest Sdn. Bhd. ("Leapwest") (formerly known as Westleap Sdn. Bhd.)

On 8 November 2024, Insas Technology Berhad ("ITB"), a direct wholly-owned subsidiary company, had acquired 1 ordinary share, representing the entire equity interest in Leapwest for a cash consideration of RM1.00.

On 6 December 2024, ITB had further subscribed for 59 new ordinary shares in Leapwest, representing 59% of the enlarged share capital in Leapwest for a total subscription price of RM59. Arising thereon, Leapwest became a 60% owned subsidiary company of ITB and the Group.

Leapwest is a private limited company incorporated in Malaysia on 1 October 2024 and its principal activities are manufacturing, distribution, trading and retailing of food and beverage products. Leapwest has not commenced operations as at 30 June 2025.

(c) Changes in the Group's ownership interest in subsidiary companies that did not result in a loss of control:-

(i) M & A Equity Holdings Berhad ("M & A Equity")

On 20 December 2024, the Group acquired 33,500,000 ordinary shares in M & A Equity for a total purchase consideration of RM8.71 million. Arising therefrom, the Group's equity interests in M & A Equity increased from 56.40% to 58.07%.

(ii) QBI Packaging Sdn. Bhd. ("QBI") and Makan Channel Sdn. Bhd. ("MCSB")

On 8 January 2025, ITB had entered into Share Sale and Purchase Agreements with Classets Holdings Sdn. Bhd. ("CHSB") to acquire the remaining 30% of the issued shares comprising 100,000 ordinary shares in QBI and 30,000 ordinary shares in MCSB from CHSB for a cash consideration of RM1.00 respectively.

Arising thereon, both QBI and MCSB became 100% owned subsidiary companies of ITB and the Group.

(d) Discontinuance of equity accounting due to loss of significant influence in an associate company - Ho Hup Construction Company Berhad ("Ho Hup")

During the financial year, the Group discontinued equity accounting for its investment in Ho Hup after the Group ceased to have any board representation in Ho Hup.

In the preceding financial year:-

(e) Incorporation of a subsidiary company - M & A Digital Sdn. Bhd. ("M & A Digital")

On 27 July 2023, M & A Equity, a 56.4% owned listed subsidiary company, incorporated M & A Digital with an issued and paid-up share capital of RM2 divided into 2 ordinary shares. M & A Digital is 100% owned by M & A Equity. On 23 October 2023, the issued and paid-up share capital of M & A Digital has been increased from RM2 to RM2,000,000.

The principal activities of M & A Digital are financing activities and other related services.

44 ACQUISITION AND DISSOLUTION AND CHANGES IN THE GROUP'S OWNERSHIP INTEREST IN SUBSIDIARY COMPANIES, ASSOCIATE COMPANIES AND A JOINTLY CONTROLLED ENTITY (CONT'D)

In the preceding financial year (cont'd):-

(f) Acquisition of a subsidiary company - M & A Value Partners Asset Management Malaysia Sdn. Bhd. ("M & A VPAM")

On 12 October 2023, M & A Equity had entered into a conditional Share Sale and Purchase Agreement with Value Partners Group Limited for the acquisition of 75% equity interest in M & A VPAM comprising 8,700,000 ordinary shares in M & A VPAM for a total cash consideration of RM2,750,000 ("the Acquisition").

M & A VPAM has a wholly-owned subsidiary, Prosperous Decade Sdn. Bhd. ("PDSB"). PDSB has an issued share capital of RM1 comprising 1 ordinary share.

Following the completion of the Acquisition on 8 March 2024 ("Completion Date"), M & A VPAM and PDSB became 75% owned subsidiary companies of M & A Equity. M & A VPAM (formerly known as Value Partners Asset Management Malaysia Sdn. Bhd.), was subsequently renamed to M & A Value Partners Asset Management Malaysia Sdn. Bhd. on 22 April 2024.

The principal activity of M & A VPAM is provision of fund management services, while PDSB is a dormant company.

Assets recognised and liabilities assumed

The fair value of assets acquired and liabilities assumed as at the Completion Date are as follows:-

	Group 2024 RM'000
Net assets acquired:-	
Deferred tax assets	44
Other receivables, deposits and prepayments	211
Tax recoverable	436
Cash and cash equivalents	3,335
Other payables and accruals	(1,002)
Net assets as at the Completion Date	3,024
Non-controlling interest's share of net assets on Completion Date	(756)
Group's share of net assets on Completion Date	2,268
Goodwill on acquisition (Note 12)	482
Purchase consideration	2,750
Less: Cash and cash equivalents acquired	(3,335)
Net cash inflow on acquisition of equity interest in a subsidiary company	(585)

The Acquisition gave rise to a goodwill of RM482,000 which has been accounted for as an intangible asset in the statements of financial position.

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44 ACQUISITION AND DISSOLUTION AND CHANGES IN THE GROUP'S OWNERSHIP INTEREST IN SUBSIDIARY COMPANIES, ASSOCIATE COMPANIES AND A JOINTLY CONTROLLED ENTITY (CONT'D)

In the preceding financial year (cont'd):-

(f) Acquisition of a subsidiary company - M & A Value Partners Asset Management Malaysia Sdn. Bhd. ("M & A VPAM") (cont'd)

The effects of the Acquisition of M & A VPAM on the financial results of the Group from Completion Date to end of the preceding financial year are as follows:-

	Group 2024 RM'000
Revenue	53
Other income	3
Administration expenses	(28)
Other operating expenses	(703)
Loss before tax	(675)
Tax expense	(45)
Loss for the financial period	(720)
Attributable to:-	
Owners of the Company	(301)
Non-controlling interests	(419)
	(720)

(g) Acquisition of an associate company - Transiontech Pte. Ltd. ("Transiontech")

On 29 April 2024, Insas Technology Pte. Ltd. ("ITPL"), an indirect wholly-owned subsidiary company had entered into a share subscription agreement to subscribe for 30,000 new ordinary shares in Transiontech, representing 37.5% of the enlarged share capital in Transiontech for a total subscription price of SGD30,000 or RM104,000.

The subscription of shares was completed on 28 June 2024. Arising thereon, Transiontech became an associate company of the Group.

Transiontech's principal activity on completion date was wholesale of telecommunications equipment.

(h) Changes in the Group's ownership interest in subsidiary companies that did not result in a loss of control

On 15 January 2024, the Group's effective equity interest in M & A Equity was diluted from 60.83% to 55.82% arising from the partial disposal of M & A Equity shares for a total sale consideration of RM29 million.

In June 2024, the Group acquired 11,500,000 shares in M & A Equity from the open market for a total purchase consideration of RM4.255 million. Arising therefrom, the Group's equity interests in M & A Equity has increased to 56.40%.

The dilution of the Group's equity interests in M & A Equity from 60.83% to 56.40% during the preceding financial year did not result in a loss of control and the Group recorded a net gain of RM5.251 million which was recognised in retained earnings.

44 ACQUISITION AND DISSOLUTION AND CHANGES IN THE GROUP'S OWNERSHIP INTEREST IN SUBSIDIARY COMPANIES, ASSOCIATE COMPANIES AND A JOINTLY CONTROLLED ENTITY (CONT'D)

In the preceding financial year (cont'd):-

(i) Changes in the Group's ownership interest in an associate company that resulted in a loss of significant influence - Duramitt Sdn. Bhd. ("Duramitt")

On 17 July 2023, ITB entered into a Share Sale and Subscription Agreement ("SSSA") with Teow Yen Kim, Duramitt and GHH Hong Kong Limited ("GHH") wherein ITB disposed 774,812 ordinary shares in Duramitt to GHH for a cash consideration of RM2.1 million and Duramitt agreed to issue and allot to GHH 2,951,663 new ordinary shares for a total consideration of RM8 million.

The SSSA was completed on 18 October 2023. Arising thereon, ITB's shareholding in Duramitt was diluted from 30% to 12.3% and Duramitt ceased to be an associate company of the Group.

(j) Information on the dissolution of subsidiary companies, an associate company and a jointly controlled entity:-

(i) On 19 October 2023, Clear Foods Pte. Ltd. ("CFPL"), a dormant 33.3% indirect owned associate company, had applied to the Accounting and Corporate Regulatory Authority of Singapore ("ACRA") for the striking off of CFPL pursuant to Section 344A of the Singapore Companies Act.

The application had been approved by ACRA on 19 October 2023 and the name of CFPL has been struck off from the register on 5 February 2024 and CFPL ceased to be associate company of the Group.

(ii) On 14 March 2024, the Company announced that SWSB, a dormant indirect 60% owned subsidiary company, has commenced members' voluntary winding-up pursuant to Section 439(1)(b) of the Companies Act 2016.

(iii) On 28 June 2024, the directors and shareholders of WVSB, a dormant direct 50% owned jointly controlled entity, passed a resolution for WVSB to apply to the CCM to strike off its name from the Registrar of Companies. The strike off application was submitted to the CCM on 3 July 2024.

Subsidiary companies of M & A Equity

(iv) On 31 January 2024, M & A Equity announced the commencement of member's voluntary winding up of its dormant direct and indirect wholly-owned subsidiary companies namely TSB, SYFC and NSSB pursuant to Section 439(1)(b) of the Companies Act 2016.

(v) On 18 March 2024, NMSB, a dormant indirect wholly-owned subsidiary company of M & A Equity, submitted a strike off application to the CCM.

(vi) On 24 May 2024, PDSB, a dormant indirect 75% owned subsidiary company of M & A Equity, submitted a strike off application to the CCM.

The strike off applications and member's/members' voluntary winding up have no material financial impact to the Group.

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45 FINANCIAL GUARANTEES (UNSECURED)

	Group	
	Limit RM'000	**Amount utilised RM'000**
Bank guarantee issued by licensed banks in favour of local authorities for the performance of development projects:-		
2025		
- certain subsidiary companies	**1,336**	**1,336**
2024		
- certain subsidiary companies	1,309	1,309

	Company	
	Limit RM'000	**Amount utilised RM'000**
Corporate guarantees extended to licensed banks and financial institutions for credit facilities granted to:-		
2025		
- certain subsidiary companies	**178,841**	**62,571**
2024		
- certain subsidiary companies	95,203	44,004

As at the reporting date, no values were placed on the corporate guarantees provided by the Company as the Directors regard the value of the credit enhancement provided on the corporate guarantees to be minimal.

46 CAPITAL COMMITMENTS

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Authorised and contracted for:-				
- Acquisition of property, plant and equipment	**382**	1,731	**68**	343
- Investment commitments in relation to financial assets at fair value through other comprehensive income	**521**	537	**–**	–
	903	2,268	**68**	343

46 CAPITAL COMMITMENTS (CONT'D)

The Group and the Company had a lease contract that has not yet commenced as at 30 June 2025. The future lease payments for this non-cancellable lease contract which will be recognised as a ROU asset is as follows:-

	Group and Company	
	2025	2024
	RM'000	RM'000
Not later than 1 year	**94**	–
Later than 1 year but not more than 5 years	**110**	–
	204	–

47 LEASE COMMITMENTS

(a) Operating lease commitments - as lessor

The Group has entered into property leases for certain of its investment properties. The non-cancellable leases are for lease terms of between 1 to 3 years. These leases include a market review clause to enable revision of the rental charge upon renewal of the leases based on prevailing market rates.

As at the reporting date, commitments in respect of non-cancellable operating leases of the Group's investment properties to third parties are as follows:-

	Group	
	2025	2024
	RM'000	RM'000
Not later than 1 year	**4,472**	3,652
Later than 1 year but not more than 5 years	**2,532**	1,947
	7,004	5,599

(b) Operating lease commitments - as lessee

Future lease payments in respect of non-cancellable operating leases as at the reporting date and payable:-

	Group	
	2025	2024
	RM'000	RM'000
Not later than 1 year	**50**	91
Later than 1 year but not more than 5 years	**–**	42
	50	133

The Group and the Company did not recognised as ROU assets for the short-term leases, leases of low value assets and leases whereby the landlords have the substantial right to substitute the assets being leased throughout the period of the lease.

(c) Lease liabilities and finance lease commitments

The future minimum lease payments under lease liabilities are disclosed in Note 55(b)(iv) to the financial statements.

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48 SEGMENTAL INFORMATION

(a) Operating Segments

2025	Financial services and credit & leasing RM'000	Investment holding and trading RM'000	Technology and IT-related manufacturing, trading and services RM'000	Manufacturing and distribution of consumer products and services, retail trading and car rental RM'000	Property investment and development RM'000	Elimination RM'000	Group RM'000
Revenue							
External revenue	67,059	87,623	33,474	15,305	1,970	–	205,431
Inter-segment revenue	291	46,803	23,339	466	216	(71,115)	–
Total segment revenue	67,350	134,426	56,813	15,771	2,186	(71,115)	205,431
Results							
Interest income	7,168	22,578	21,720	330	1,038	(12,714)	40,120
Finance costs	(11,767)	(18,106)	(636)	(2,156)	(1,436)	12,637	(21,464)
Depreciation and amortisation	(1,060)	(1,508)	(503)	(7,929)	(2)	–	(11,002)
Share of profits less losses of associate companies	–	979	31,833	150	(2,539)	–	30,423
Share of losses of a jointly controlled entity	(94)	–	–	–	–	–	(94)
Tax expense	(8,611)	(6,735)	(3,528)	(213)	(1,523)	–	(20,610)
Other non-cash items (i)	(5,608)	7,632	1,052	(1,071)	(1,201)	–	804
Segment profit/(loss)	19,388	23,625	63,790	(2,255)	(4,031)	–	100,517
Assets							
Investments in associate companies	–	61,429	471,747	17,582	3,997	–	554,755
Additions to non-current assets (ii)	1,778	3,459	14,270	7,228	–	–	26,735
Segment assets	804,093	865,828	1,176,095	68,392	243,623	–	3,158,031
Liabilities							
Segment liabilities	65,119	371,870	35,930	24,702	15,537	–	513,158

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48 SEGMENTAL INFORMATION (CONT'D)

(a) Operating Segments (cont'd)

2024	Financial services and credit & leasing RM'000	Investment holding and trading RM'000	Technology and IT-related manufacturing, trading and services RM'000	Manufacturing and distribution of consumer products and services, retail trading and car rental RM'000	Property investment and development RM'000	Elimination RM'000	Group RM'000
Revenue							
External revenue	60,514	92,976	75,316	18,107	6,336	–	253,249
Inter-segment revenue	926	25,934	34,917	467	251	(62,495)	–
Total segment revenue	61,440	118,910	110,233	18,574	6,587	(62,495)	253,249
Results							
Interest income	6,548	21,951	21,194	773	568	(12,524)	38,510
Finance costs	(11,316)	(16,811)	(467)	(2,831)	(1,721)	12,452	(20,694)
Depreciation and amortisation	(707)	(933)	(461)	(8,831)	(74)	–	(11,006)
Share of profits less losses of associate companies	–	(2,649)	39,121	1,242	(14,119)	–	23,595
Share of profits of jointly controlled entities	121	–	–	9	–	–	130
Tax expense	(6,286)	(6,131)	(2,711)	117	(54)	–	(15,065)
Other non-cash items (i)	(41)	3,651	10,034	(3,886)	(4,317)	–	5,441
Segment profit/(loss)	20,996	5,186	88,678	(4,877)	(19,772)	–	90,211
Assets							
Investments in associate companies	–	57,315	462,176	17,438	6,537	–	543,466
Additions to non-current assets (ii)	2,479	1,302	1,199	5,399	26,721	–	37,100
Segment assets	779,431	866,156	1,124,928	70,888	288,741	–	3,130,144
Liabilities							
Segment liabilities	98,063	342,931	12,319	25,100	35,924	–	514,337

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48 SEGMENTAL INFORMATION (CONT'D)

(a) Operating Segments (cont'd)

Segment revenue, expenses and results include transfers between segments. The prices charged on inter-segment transactions are on negotiated basis. These transactions are eliminated on consolidation.

The Group is organised into five main operating segments. The main operating segments of the Group and their respective business activities are:-

Operating segments	Business activities
Financial services and credit & leasing	Stock broking and dealing in securities, provision of corporate finance and advisory services, credit and leasing and granting of loans and other related financing activities, provision of share registration services, nominee agents and related registration services and provision of fund management services.
Investment holding and trading	Investment holding, trading of quoted securities and other related financial instruments and provision of management services.
Technology and IT-related manufacturing, trading and services	Manufacturing of semiconductor related products and services and provision of electronic manufacturing services, chip fabrication, die preparation, final testing of advanced communication chips, manufacturing, assembling and testing of optoelectronic and sensor components modules and systems, designing, developing and manufacturing of fiber optic products, electronics optical fiber devices and optoelectronics devices, design, assembly and supply of semiconductor manufacturing process tools and parts, design and development of software and web applications and provision of communication and networking services, electronic components sourcing, computer hardware dealers and maintenance, trading of multimedia and electronic products, and design, manufacture, repair, assembly and testing of semiconductor equipment and IT consultancy services and protection films trading business and sale of goods.
Manufacturing and distribution of consumer products and services, retail trading and car rental	Food manufacturing, sales and distribution of consumer food and related products, cars and limousines for hire/rental, promote use of electric vehicles, wine merchant, retail and trading of high fashion wear, leather goods and other lifestyle-related products and operating food and beverages outlets.
Property investment and development	Property development, property holding and investments and project and property management.

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48 SEGMENTAL INFORMATION (CONT'D)

(a) Operating Segments (cont'd)

(i) Other material non-cash items consist of the following items:-

	2025 RM'000	2024 RM'000
Allowance for diminution in value of inventories	**(1,108)**	(1,218)
Allowance for doubtful debts	**(6,054)**	(446)
Allowance for doubtful debts no longer required	**543**	180
Bad debts written off	**(448)**	(190)
Fair value gain/(loss) on investment properties	**4,428**	(558)
Fair value gain on derivative financial instruments	**1,256**	1,651
Gain/(Loss) on fair value changes of financial assets at fair value through profit or loss	**18,686**	(545)
Intangible assets written off	**(21)**	–
Inventories written off	**(284)**	(174)
Loss on derecognition of investment in an associate company	**(79)**	–
Net gain on deemed disposal of equity interests in associates companies	**4,515**	12,850
Property, plant and equipment written off	**(448)**	(2,381)
(Provision)/Reversal of provision for impairment loss on investment in an associate company	**(4)**	152
Reversal of provision/(Provision) for impairment loss on property, plant and equipment	**37**	(6,917)
Unrealised foreign exchange (loss)/gain	**(20,215)**	3,037
	804	5,441

(ii) Additions to non-current assets consist of the following items:-

	2025 RM'000	2024 RM'000
Property, plant and equipment	**12,985**	9,292
Investment properties	**13,537**	27,594
Associate companies	**213**	104
Intangible assets	**–**	10
Jointly controlled entities	**–**	100
	26,735	37,100

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48 SEGMENTAL INFORMATION (CONT'D)

(b) Geographical Information

Revenue and non-current assets information based on geographical location of the customers and assets respectively are as follows:-

	Revenue RM'000	Non-current assets RM'000
2025		
Malaysia	**164,335**	**868,620**
Singapore	**40,569**	**118,558**
Other countries	**527**	**–**
	205,431	**987,178**
2024		
Malaysia	186,376	857,482
Singapore	66,823	114,595
Other countries	50	–
	253,249	972,077

Non-current assets information presented above consist of the following items as presented in the consolidated statements of financial position:-

	2025 RM'000	2024 RM'000
Property, plant and equipment	**78,218**	83,541
Investment properties	**243,080**	233,762
Associate companies	**554,755**	543,466
Jointly controlled entities	**(766)**	(672)
Intangible assets	**43,891**	43,980
Land and property development costs	**68,000**	68,000
	987,178	972,077

(c) Information about major customer

The Group does not have any revenue from a single external customer which represents 10% or more the Group's revenue except the followings:-

	Revenue		Segment
	2025 RM'000	2024 RM'000	
Customer A	**27,803**	–	Technology and IT-related manufacturing, trading and services

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49 RELATED PARTY DISCLOSURES

(a) Outstanding balances arising from related companies transactions

The outstanding balances arising from related companies transactions as at the reporting date are disclosed in Note 9(b), Note 10(b), Note 11(b), and Note 18 to the financial statements.

(b) The Group has the following transactions with the following related parties at negotiated terms agreed between the parties during the financial year:-

	Group	
	2025	2024
	RM'000	RM'000
Companies related to directors of the Company and directors of certain subsidiary companies:-		
- management fees income	**48**	48
- refurbishment and maintenance works income	**117**	109
- website design fee income	**3**	–
Companies related to directors of certain subsidiary companies:-		
- rental of motor vehicles income	**355**	797
- rental of motor vehicles expense	**28**	327
- landowner's entitlement	**–**	718
- rental income from letting of property	**16**	17
- management fees income	**93**	–
Associate companies of the Group:-		
- advances to	**246**	310
- finder's fee expense	**485**	100
- professional fee income	**202**	500
- project management fee expense	**490**	496
- purchase of investment properties	**13,000**	26,720
- purchase of property, plant and equipment	**3**	–
- rental income from letting of properties	**138**	93
- rental of motor vehicles income	**–**	13
- rental of motor vehicles expense	**–**	15
- refurbishment and maintenance works income	**14**	7
- sale of goods	**27,803**	15,249
- secretarial, share registration and other related services fee income	**349**	335
- website, network maintenance and support fee expense and purchase of computer hardware and software	**28**	166
- website design fee and support fee income	**41**	–
Jointly controlled entities of the Group:-		
- advances to	**2**	5
- interest income	**19**	20
- secretarial and other related services fee income	**2**	2
- secretarial and other related services fee expense	**62**	52
- bad debts written off	**–**	10
- management fee income	**–**	225

NOTES TO THE FINANCIAL STATEMENTS
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49 RELATED PARTY DISCLOSURES (CONT'D)

(c) The Company has the following transactions with the following related corporations during the financial year:-

	Company	
	2025	2024
	RM'000	RM'000
Subsidiary companies:-		
- advances to	**74,777**	59,412
- bad debts recovered	**585**	–
- dividend income	**43,950**	23,450
- interest income	**11,307**	9,711
- interest expense	**415**	12
- internal audit services fee income	**200**	100
- management fee income	**795**	656
- professional fee expense	**–**	420
- rental income from letting of office premise	**153**	–
- rental of motor vehicle expense	**58**	–
- rental of office premises expense	**29**	59
- refurbishment and maintenance works expense	**123**	145
- secretarial fee income	**126**	136
- secretarial, share registration and other related services fee expense	**6**	6
- website maintenance and support fee expense and purchase of computer hardware and software	**90**	–
- sales of property, plant and equipment	**7**	–
- security deposit received	**28**	–
Associate companies:-		
- advances to	**6**	10
- website maintenance and support fee expense and purchase of computer hardware and software	**13**	97
Jointly controlled entity:-		
- advances to	**2**	5
- bad debts written off	**–**	10

(d) Remuneration of key management personnel

The remuneration of Directors and other members of key management personnel during the financial year were as follows:-

	Group		Company	
	2025	2024	**2025**	2024
	RM'000	RM'000	**RM'000**	RM'000
Salaries, bonus, allowances and fees	**13,611**	13,420	**420**	420
Defined contribution plan	**1,590**	1,525	**50**	50
Social security cost	**11**	10	**1**	1
Benefits-in-kind	**95**	54	**16**	16
	15,307	15,009	**487**	487

49 RELATED PARTY DISCLOSURES (CONT'D)

(d) Remuneration of key management personnel (cont'd)

Included in the total compensation of key management personnel were:-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Executive Directors' remuneration (Note 41)	**14,394**	14,136	**486**	486

Other members of key management personnel comprise Executive Directors of the Group and persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly.

50 LIST OF SUBSIDIARY COMPANIES

Name of companies	% Effective equity interest **2025**	2024	Principal activities	Country of incorporation
Cellar-One Sdn. Bhd.	**100**	100	Wine merchant	Malaysia
Dellmax Worldwide Sdn. Bhd.	**69.3**	69.3	Investment holding	Malaysia
Delta Crest (M) Sdn. Bhd.	**55**	55	Property investment	Malaysia
Delta Crest (KL) Sdn. Bhd.	**55**	55	Investment holding	Malaysia
Desa Juara Sdn. Bhd.	**100**	100	Property investment	Malaysia
Filmont Holdings Sdn. Bhd.	**100**	100	Investment holding and property investment	Malaysia
Gryphon Asset Management Sdn. Bhd.	**100**	100	Investment holding and trading	Malaysia
Insas Construction Sdn. Bhd.	**100**	100	Construction, landscaping, renovation and other related works	Malaysia
Insas Corporate Services Sdn. Bhd.	**100**	100	Provision of consultancy and management services and investment holding	Malaysia
Insas Credit & Leasing Sdn. Bhd.	**100**	100	Credit and leasing and other related financing activities	Malaysia
Insas Logistics (M) Sdn. Bhd.	**100**	100	Investment holding	Malaysia
Insas Plaza Sdn. Bhd.	**100**	100	Investment holding, investment trading, property investment, project and property management	Malaysia
Insas Project Management Sdn. Bhd.	**100**	100	Property and project management and property investment	Malaysia

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50 LIST OF SUBSIDIARY COMPANIES (CONT'D)

Name of companies	% Effective equity interest 2025	2024	Principal activities	Country of incorporation
Insas Properties Sdn. Bhd.	**90**	90	Investment holding and property investment	Malaysia
Insas Management Services Sdn. Bhd.	**90**	90	Property and project management and provision of management and consultancy services	Malaysia
Insas (S) Pte. Ltd.*	**100**	100	Investment holding	Singapore
Insas Technology Berhad	**100**	100	Investment holding and provision of management services, provision of information technology and consultancy services and trading of electronic, telecommunications and other products	Malaysia
Insas Technology Pte. Ltd.*	**100**	100	Investment holding	Singapore
Insas Pacific Rent-A-Car Sdn. Bhd.	**100**	100	Rental of motor vehicles	Malaysia
Langdale E3 Pte. Ltd.*	**100**	100	Provide telecommunication services, electronic components sourcing and distribution and sale of mobile wireless and fixed line broadband solutions, devices and related peripherals	Singapore
Langdale Systems Sdn. Bhd.	**100**	100	Computer trading and software consultation	Malaysia
Leapwest Sdn. Bhd. (formerly known as Westleap Sdn. Bhd.)	**60**	–	Manufacturing, distribution, trading and retailing of food and beverage products	Malaysia
Lifestyle-One Sdn. Bhd.	**100**	100	Investment holding	Malaysia
M & A Securities (HK) Limited*	**100**	100	Dormant	Hong Kong
Makan Channel Sdn. Bhd.	**100**	70	Sales and distribution of consumer food and related products	Malaysia
Megapolitan Management Services Sdn. Bhd.	**100**	100	Provision of corporate secretarial, share registration and management services	Malaysia
Media Lang Limited*	**100**	100	Investment in securities	Hong Kong
Montania Holdings Sdn. Bhd.	**100**	100	Property investment	Malaysia
Montego Assets Limited	**100**	100	Investment holding and trading	British Virgin Islands

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50 LIST OF SUBSIDIARY COMPANIES (CONT'D)

Name of companies	% Effective equity interest 2025	2024	Principal activities	Country of incorporation
Montego (S) Pte. Ltd.*	**100**	100	Investment holding, investment trading and investment and rental of properties	Singapore
Numoni Pte. Ltd.*	**100**	100	Investment holding (dormant)	Singapore
Numoni Malaysia Sdn. Bhd.	**100**	100	Provision of telecommunications services, trading of electronic and telecommunications equipment and services and other trading business	Malaysia
Parkfair Development Sdn. Bhd.	**90**	90	Investment holding	Malaysia
PRAC GreenTech Sdn. Bhd.	**67**	67	Long term leasing of electric vehicles	Malaysia
Premium Realty Sdn. Bhd.	**100**	100	Property investment	Malaysia
PRAC Logistics Sdn. Bhd.	**55**	55	Long term car lease, fleet management and limousine services	Malaysia
PRAC Transport Sdn. Bhd.	**100**	100	Provision of transportation services, delivery of goods and courier services	Malaysia
PRAC BlueBox Sdn. Bhd.	**100**	100	Provision of transportation services, courier services and leasing of trucks	Malaysia
QBI Packaging Sdn. Bhd.	**100**	70	Food manufacturing	Malaysia
Segar Raya Development Sdn. Bhd.	**71.1**	71.1	Real property and housing developer	Malaysia
Sensecube Sdn. Bhd.	**100**	100	Investment holding and property investment and provision of information technology and consultancy services and trading of electronic and other products	Malaysia
Southgroup Investments Limited*	**100**	100	Investment holding	Hong Kong
Special Windfall Sdn. Bhd.	**–**	60	Company wound-up	Malaysia
Teraju Usaha Sdn. Bhd.	**100**	100	Provision of consultancy and advisory services, commission agent and property investment	Malaysia
Topacres Sdn. Bhd.	**100**	100	Investment holding	Malaysia

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50 LIST OF SUBSIDIARY COMPANIES (CONT'D)

Name of companies	% Effective equity interest 2025	2024	Principal activities	Country of incorporation
Valencia Homes Sdn. Bhd.	**90**	90	Property investment and letting out of properties	Malaysia
VigSys Sdn. Bhd.	**100**	100	Manufacture and distribution of mobile wireless and fixed line broadband solutions, devices and related peripherals	Malaysia
VigTech Labs Sdn. Bhd.	**70**	70	Design and development of software and web applications, provision of communication and networking services and digital media solutions and protection films for vehicles and sale of goods and other trading business	Malaysia
M & A Equity Holdings Berhad	**58.1**	56.4	Investment holding and provision of management services	Malaysia
Subsidiary companies of M & A Equity Holdings Berhad				
Darul Majumas Sdn. Bhd.	**75^**	75^	Property developer	Malaysia
Giat Armada Sdn. Bhd.	**100^**	100^	Property developer	Malaysia
M & A Nominee (Asing) Sdn. Bhd.	**100^**	100^	Nominee agent and registration services	Malaysia
M & A Nominee (Tempatan) Sdn. Bhd.	**100^**	100^	Nominee agent and registration services	Malaysia
M & A Securities Sdn. Bhd.	**100^**	100^	Stock broking and dealing in securities and provision of corporate finance and advisory services	Malaysia
M & A Digital Sdn. Bhd.	**100^**	100^	Financing activities and other related services	Malaysia
M & A Value Partners Asset Management Malaysia Sdn. Bhd.	**75^**	75^	Provision of fund management services	Malaysia
Nikmat Sekitar Sdn. Bhd.	**–**	100^	Company wound-up	Malaysia
Nuri Meriah Sdn. Bhd.	**–**	100^	Company struck off	Malaysia
Prosperous Decade Sdn. Bhd.*	**–**	75^	Company struck off	Malaysia
SYF Venture Sdn. Bhd.	**100^**	100^	Investment holding	Malaysia
SYF Development Sdn. Bhd.	**100^**	100^	Property holding	Malaysia
SYF Construction Sdn. Bhd.	–	100^	Company wound-up	Malaysia

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50 LIST OF SUBSIDIARY COMPANIES (CONT'D)

Name of companies	% Effective equity interest 2025	2024	Principal activities	Country of incorporation
Subsidiary companies of M & A Equity Holdings Berhad (cont'd)				
Tomisho Sdn. Bhd.	**–**	100^	Company wound-up	Malaysia
Venturescape Sdn. Bhd.	**100^**	100^	Property investment	Malaysia

* Companies not audited by Grant Thornton Malaysia PLT.
^ Represents effective equity interest held by M & A Equity Holdings Berhad.

51 LIST OF ASSOCIATE COMPANIES

Name of companies	% Effective equity interest 2025	2024	Principal activities	Country of incorporation
Centreplus Sdn. Bhd.	**35**	35	Property investment	Malaysia
Melium Holdings Sdn. Bhd.	**43.4**	43.4	Retailer of high fashion products, operating food and beverage restaurants, property investment and investment holding	Malaysia
Inari Amertron Berhad	**13.4**	13.7	Manufacture of electronics and semiconductor related products and services, provision of electronic manufacturing services, testing of advanced communication chips, manufacture, assemble and testing of optoelectronic and sensor components, modules and systems, investment holding, property investment and provision of management services	Malaysia
Ho Hup Construction Company Berhad*	**–**	13.1	Investment holding, foundation engineering, civil engineering, building contracting works and provision of management services	Malaysia
Winfields Development Sdn. Bhd.	**40**	40	Investment holding and rental of properties	Malaysia
Winfields Development Pte. Ltd.*	**40**	40	Investment holding in properties and trading of securities and other financial instruments	Singapore
Montprimo Sdn. Bhd.*	**45**	45	Investment holding and real property and housing development	Malaysia

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51 LIST OF ASSOCIATE COMPANIES (CONT'D)

Name of companies	% Effective equity interest 2025	2024	Principal activities	Country of incorporation
Paragon Spectrum Sdn. Bhd.*	**40**	40	Investment holding	Malaysia
True Acres Sdn. Bhd.	**40.1**	40.1	Investment holding	Malaysia
PEP Innovation Pte. Ltd.*	**30**	30	Assembly and testing of semiconductors products	Singapore
Symphony Interactive Sdn. Bhd.*	**35**	35	Investment holding and property investment	Malaysia
Inshoku Ten Sdn. Bhd.	**20**	20	Dormant	Malaysia
Pyxis CF Pte. Ltd. *	**22.6**	22.6	Design, manufacture and repair of semiconductor equipment	Singapore
Divfex Berhad*	**28.9**	28.7	Investment holding, business of computer networking solutions and system integration, digital media solutions and services, computer distribution and maintenance of computer networking, network security storage and network management solutions, provision of technology solutions for food and related industries	Malaysia
Ideal Dragon Sdn. Bhd.	**20**	20	Application for striking off	Malaysia
Transiontech Pte. Ltd. *	**37.5**	37.5	Manufacture of electric power cables and wires and other electronic components and boards	Singapore

* Companies not audited by Grant Thornton Malaysia PLT.

52 LIST OF JOINTLY CONTROLLED ENTITIES

Name of companies	% Effective equity interest 2025	2024	Principal activities	Country of incorporation
Quadrant Biz Solutions Sdn. Bhd.	**50**	50	Provision of corporate secretarial and management services	Malaysia
Win Veritas Sdn. Bhd.	**–**	50	Company struck off	Malaysia

53 SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

The details of changes in the composition of the Group during the financial year and in the preceding financial year are disclosed in Note 44 to the financial statements.

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54 SIGNIFICANT EVENT AFTER THE REPORTING PERIOD

On 28 July 2025, the Company announced that the Group, through its subsidiary companies, have subscribed for and were allotted an aggregate of 479,462,800 ordinary shares and 479,462,800 free detachable warrants in Microlink Solutions Berhad ("MSB") pursuant to MSB's renounceable rights issue of 536,198,072 new ordinary shares together with 536,198,072 free detachable warrants at an issue price of RM0.16 per ordinary share ("Subscription of MSB Shares").

Arising from the Subscription of MSB Shares, the Group holds 529,142,800 ordinary shares in MSB representing 32.89% equity interest in MSB. Consequently, MSB becomes an associate company of the Group pursuant to the provisions of MFRS 128 Investments in Associates and Joint Ventures, and the Group commences equity accounting on its investment in MSB effective from the date of allotment of MSB shares.

MSB is principally engaged in investment holding and provision of research and development on information technology solutions to the financial services industry and the public sectors.

55 FINANCIAL INSTRUMENTS

(a) Categories of financial instruments

The table below provides an analysis on the categories of financial instruments:-

(i) Amortised cost ("AC")
(ii) Fair value through other comprehensive income ("FVTOCI")
- Equity instrument and other investments designated upon initial recognition ("EIDUIR")

(iii) Fair value through profit or loss ("FVTPL")
- Mandatorily required by MFRS 9

	Carrying amount RM'000	AC RM'000	FVTOCI - EIDUIR RM'000	Mandatorily at FVTPL RM'000
2025				
Group				
Financial assets				
Financial assets at fair value through other comprehensive income	**53,553**	**–**	**53,553**	**–**
Trade receivables	**521,094**	**521,094**	**–**	**–**
Amount due from associate companies	**82,314**	**82,314**	**–**	**–**
Amount due from a jointly controlled entity	**694**	**694**	**–**	**–**
Other receivables and deposits paid	**57,733**	**57,733**	**–**	**–**
Financial assets at fair value through profit or loss	**248,762**	**–**	**–**	**248,762**
Deposits with licensed banks and financial institutions	**978,775**	**978,775**	**–**	**–**
Cash and bank balances	**174,252**	**174,252**	**–**	**–**
	2,117,177	**1,814,862**	**53,553**	**248,762**

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55 FINANCIAL INSTRUMENTS (CONT'D)

(a) Categories of financial instruments (cont'd)

The table below provides an analysis on the categories of financial instruments (cont'd):-

	Carrying amount RM'000	AC RM'000	Mandatorily at FVTPL RM'000
2025 (cont'd)			
Group (cont'd)			
Financial liabilities			
Derivative financial liabilities	**727**	**–**	**727**
Trade payables	**37,075**	**37,075**	**–**
Other payables, deposits received and accruals	**37,134**	**37,134**	**–**
Loans and borrowings	**266,895**	**266,895**	**–**
Redeemable preference shares	**130,119**	**130,119**	**–**
	471,950	**471,223**	**727**

	Carrying amount RM'000	AC RM'000
Company		
Financial assets		
Amount due from subsidiary companies	**296,107**	**296,107**
Amount due from associate companies	**152**	**152**
Other receivables and deposits paid	**467**	**467**
Deposits with licensed banks and financial institutions	**28,039**	**28,039**
Cash and bank balances	**4,517**	**4,517**
	329,282	**329,282**
Financial liabilities		
Amount due to subsidiary companies	**59,512**	**59,512**
Other payables, deposit received and accruals	**3,486**	**3,486**
Loans and borrowings	**170,987**	**170,987**
Redeemable preference shares	**130,119**	**130,119**
	364,104	**364,104**

55 FINANCIAL INSTRUMENTS (CONT'D)

(a) Categories of financial instruments (cont'd)

The table below provides an analysis on the categories of financial instruments (cont'd):-

	Carrying amount RM'000	AC RM'000	FVTOCI - EIDUIR RM'000	Mandatorily at FVTPL RM'000
2024				
Group				
Financial assets				
Financial assets at fair value through other comprehensive income	53,593	–	53,593	–
Trade receivables	479,251	479,251	–	–
Amount due from associate companies	60,440	60,440	–	–
Amount due from a jointly controlled entity	674	674	–	–
Other receivables and deposits paid	70,650	70,650	–	–
Financial assets at fair value through profit or loss	236,685	–	–	236,685
Deposits with licensed banks and financial institutions	1,030,990	1,030,990	–	–
Cash and bank balances	182,697	182,697	–	–
	2,114,980	1,824,702	53,593	236,685

	Carrying amount RM'000	AC RM'000	Mandatorily at FVTPL RM'000
Financial liabilities			
Derivative financial liabilities	1,983	–	1,983
Trade payables	69,739	69,739	–
Other payables, deposits received and accruals	43,513	43,513	–
Loans and borrowings	228,825	228,825	–
Redeemable preference shares	129,353	129,353	–
	473,413	471,430	1,983

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55 FINANCIAL INSTRUMENTS (CONT'D)

(a) Categories of financial instruments (cont'd)

The table below provides an analysis on the categories of financial instruments (cont'd):-

	Carrying amount RM'000	AC RM'000	FVTOCI - EIDUIR RM'000
2024 (cont'd)			
Company			
Financial assets			
Financial assets at fair value through other comprehensive income	595	–	595
Amount due from subsidiary companies	240,765	240,765	–
Amount due from associate companies	152	152	–
Other receivables and deposits paid	860	860	–
Deposits with licensed banks and financial institutions	24,112	24,112	–
Cash and bank balances	4,235	4,235	–
	270,719	270,124	595

	Carrying amount RM'000	AC RM'000
Financial liabilities		
Amount due to subsidiary companies	66,566	66,566
Other payables and accruals	3,424	3,424
Loans and borrowings	127,418	127,418
Redeemable preference shares	129,353	129,353
	326,761	326,761

(b) Financial risk management and policies

The Group and the Company are exposed to financial risks arising from the use of financial instruments. The Group's and the Company's financial risk management policies seek to ensure that adequate financial resources are available for the development of the Group's and of the Company's businesses whilst managing its interest rate, credit, foreign currency exchange, liquidity and market risks. The Group and the Company operate within guidelines approved by the Board and the Group's and the Company's policies are not to engage in speculative transactions.

55 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows:-

(i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and of the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group and the Company are not significantly exposed to interest rate risk except for the floating rate borrowings. The interest rates applicable on the Group's and the Company's amount due from associate companies, amount due from a jointly controlled entity, trade and other receivables, deposits with licensed banks and financial institutions, lease liabilities, redeemable preference shares, deposit received and amount due from subsidiary companies are mainly fixed rate in nature and are not exposed to interest rate risk.

The interest rate profiles of the Group's and of the Company's financial assets and financial liabilities are set out as follows:-

	Floating rates instruments RM'000	Fixed rates instruments RM'000	Total RM'000	Effective interest rates during the year % per annum
2025				
Group				
Financial assets				
Trade receivables	–	462,540	462,540	9.00% - 18.00%
Amount due from an associate company	–	2,650	2,650	8.00%
Amount due from a jointly controlled entity	–	650	650	3.00%
Other receivables	–	8,485	8,485	2.81% - 5.00%
Deposits with licensed banks and financial institutions	–	978,775	978,775	0.042% - 5.13%
Financial liabilities				
Deposit received	–	507	507	2.40%
Loans and borrowings	266,895	–	266,895	3.05% - 6.92%
Lease liabilities	–	23,957	23,957	1.71% - 9.89%
Redeemable preference shares	–	130,119	130,119	3.80%

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55 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows (cont'd):-

(i) Interest rate risk (cont'd)

The interest rate profiles of the Group's and of the Company's financial assets and financial liabilities are set out as follows (cont'd):-

	Floating rates instruments RM'000	Fixed rates instruments RM'000	Total RM'000	Effective interest rates during the year % per annum
2025 (cont'd)				
Company				
Financial assets				
Amount due from subsidiary companies	**–**	**287,856**	**287,856**	**3.00% - 6.67%**
Deposits with licensed banks and financial institutions	**–**	**28,039**	**28,039**	**2.25% - 3.00%**
Financial liabilities				
Loans and borrowings	**170,987**	**–**	**170,987**	**5.01% - 5.64%**
Lease liabilities	**–**	**1,571**	**1,571**	**5.22% - 5.26%**
Redeemable preference shares	**–**	**130,119**	**130,119**	**3.80%**
2024				
Group				
Financial assets				
Trade receivables	–	364,957	364,957	8.00% - 18.00%
Amount due from an associate company	–	2,650	2,650	8.00%
Amount due from a jointly controlled entity	–	650	650	3.00%
Other receivables	–	8,238	8,238	2.69% - 5.00%
Deposits with licensed banks and financial institutions	–	1,030,990	1,030,990	0.25% - 5.63%
Financial liabilities				
Loans and borrowings	228,825	–	228,825	4.18% - 8.72%
Lease liabilities	–	22,750	22,750	1.71% - 7.86%
Redeemable preference shares	–	129,353	129,353	3.80%

55 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows (cont'd):-

(i) Interest rate risk (cont'd)

The interest rate profiles of the Group's and of the Company's financial assets and financial liabilities are set out as follows (cont'd):-

	Floating rates instruments RM'000	Fixed rates instruments RM'000	Total RM'000	Effective interest rates during the year % per annum
2024 (cont'd)				
Company				
Financial assets				
Amount due from subsidiary companies	–	232,583	232,583	3.00% - 6.67%
Deposits with licensed banks and financial institutions	–	24,112	24,112	2.25% - 3.00%
Financial liabilities				
Loans and borrowings	127,418	–	127,418	4.70% - 5.81%
Lease liabilities	–	1,094	1,094	4.13% - 5.22%
Redeemable preference shares	–	129,353	129,353	3.80%

The Group's and the Company's exposure to interest rate risk for a 1% (2024: 1%) increase/(decrease) in interest rate on the financial assets and liabilities with floating interest rates at the reporting date would result in a corresponding effect to the profit/equity for the financial year as follows:-

	Profit/Equity for the financial year RM'000
Group	
2025	
Variable rates	
- increase by 1%	**(2,669)**
- decrease by 1%	**2,669**
2024	
Variable rates	
- increase by 1%	(2,288)
- decrease by 1%	2,288

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55 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows (cont'd):-

(i) Interest rate risk (cont'd)

The Group's and the Company's exposure to interest rate risk for a 1% (2024: 1%) increase/ (decrease) in interest rate on the financial assets and liabilities with floating interest rates at the reporting date would result in a corresponding effect to the profit/equity for the financial year as follows (cont'd):-

	Profit/Equity for the financial year RM'000
Company	
2025	
Variable rates	
- increase by 1%	**(1,710)**
- decrease by 1%	**1,710**
2024	
Variable rates	
- increase by 1%	(1,274)
- decrease by 1%	1,274

The assumed movement in interest rate of 1% for the interest rate sensitivity analysis is based on the prudent estimate of the current market environment.

(ii) Credit risk

Credit risk is the risk of a financial loss to the Group and the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The Group has significant concentration of trade receivables owing on 4 (2024: 8) debtors which comprise approximately 52% (2024: 54%) of the trade receivables balances as at the reporting date. There is no major concentration of credit risk as these trade receivables are largely secured with collateral.

The Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of trade and other receivables and amount due from subsidiary companies, associate companies and jointly controlled entities in the statements of financial position.

The credit risk for cash and cash equivalents are considered negligible since the counterparties are reputable banks and financial institutions with high credit rating. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, it is not provided for.

55 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows (cont'd):-

(ii) Credit risk (cont'd)

Risk management objectives, policies and processes for managing credit risk

The Group's and the Company's risk management objectives, policies and processes for managing credit risk are disclosed in Note 3(b) to the financial statements.

Recognition and measurement of impairment loss - Trade receivables

In managing credit risk of trade receivables, the Group manages its debtors and takes appropriate actions to recover long overdue balances. For trade and loan receivables' credit terms that are past due but not impaired, the Group's debt recovery process is the Group will initiate a structured debt recovery process which is monitored via management reporting procedures and where necessary, loan receivables are required to deposit sufficient assets as collateral and adhere to credit limits within the fair values of assets placed as collateral.

The Group applies the simplified approach under MFRS 9 to measure expected credit losses, which uses a lifetime expected credit loss allowance for all trade receivables. The Group evaluates the expected credit losses on a case-by-case basis.

The Group assesses the expected loss rates based on historical payment profiles of the trade receivables and the corresponding historical credit losses experienced. The historical loss rates are adjusted to reflect current and forward-looking information on factors affecting the financial capability of the debtor and default or significant delay in payments. No significant changes to estimation techniques or assumptions were made during the reporting period.

The Group's normal trade credit terms to trade receivables ranges from 7 to 90 days (2024: 7 to 90 days) except for a subsidiary company whose credit terms is 2 market days (2024: 2 market days) according to Bursa Malaysia Securities Berhad's Fixed Delivery and Settlement System Trading Rules. The Group's normal credit term in relation to rental receivables is 7 to 14 days (2024: 7 to 14 days). Other credit terms are assessed and approved on a case-by-case basis.

At each reporting date, the Group assesses whether any of the trade receivables are credit impaired. The gross carrying amounts of credit impaired trade receivables are written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Trade receivables that are written off are still subjected to enforcement activities.

As at the reporting date, the management is of the opinion that all necessary impairment that is required has been provided for and the trade receivables that have not been impaired are creditworthy debtors whereby impairment is not required. Information in respect of the provision for impairment losses, ageing analysis for trade receivables and trade receivables secured by collaterals are disclosed in Note 18 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
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55 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows (cont'd):-

(ii) Credit risk (cont'd)

Recognition and measurement of impairment loss - Debt instruments at amortised cost other than trade receivables

The Group and the Company assess on a forward-looking basis the expected credit losses associated with its debt instruments carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

The Group and the Company use three categories to reflect their credit risk and how the loss allowance is determined for each of those categories. A summary of the assumptions underpinning the Group's and the Company's expected credit losses model is as follows:-

Category	Definition of categories	Basis of recognising expected credit losses
Performing	Receivables that have a low risk of default and a strong capacity to meet contractual cash flows.	12 months expected credit losses
Underperforming	Receivables for which there is a significant increase in credit risk due to actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations.	Lifetime expected credit losses
Non-performing	Receivables which are credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows have occurred.	Lifetime expected credit losses

Based on the above, loss allowance is derived as follows:-

(i) the likelihood that the debtor would not be able to repay during the contractual period;

(ii) the percentage of contractual cash flows that will not be collected if default happens; and

(iii) the outstanding amount that is exposed to default risk.

As at the reporting date, the management are of the opinion that all necessary impairment that is required have been accounted for.

55 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows (cont'd):-

(ii) Credit risk (cont'd)

Financial guarantees

The Company provides unsecured financial guarantees to banks and financial institutions in respect of banking facilities granted to certain subsidiary companies and monitored the on-going repayments by the subsidiary companies closely. As at the reporting date, there was no indication that the subsidiary companies will default on payment of the banking facilities. The maximum exposure to credit risk is as disclosed in Note 45 to the financial statements.

(iii) Foreign currency exchange risk

Foreign currency exchange risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group and the Company are exposed to foreign currency exchange risk on their revenue, operating costs and expenses, assets and investments and liabilities that are denominated in currencies other than the respective functional currencies of the Group entities. The currencies giving rise to this risk are principally the United States Dollar ("US Dollar"), Singapore Dollar, Euro, Sterling Pound, Australian Dollar and the Hong Kong Dollar.

The Group is also exposed to foreign currency exchange risk arising from translation of the net assets of the Group's foreign subsidiary and associate companies.

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55 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows (cont'd):-

(iii) Foreign currency exchange risk (cont'd)

The net unhedged financial assets and liabilities of the Group and of the Company that are not denominated in their respective functional currencies are as follows:-

	US Dollar RM'000	Singapore Dollar RM'000	Euro RM'000	Sterling Pound RM'000	Australian Dollar RM'000	Hong Kong Dollar RM'000	Other currencies RM'000	Total RM'000
2025								
Group								
Financial assets at fair value through other comprehensive income	2,340	–	–	30,435	–	–	–	32,775
Trade receivables	553	4,169	89	35	–	590	–	5,436
Other receivables, deposits and prepayments	291	131	20	35	28	7	–	512
Financial assets at fair value through profit or loss	45,608	116,137	89	885	7,765	40,777	11,341	222,602
Deposits with licensed banks and financial institutions	145,975	65,883	–	30,219	28,023	21,644	–	291,744
Cash and bank balances	10,205	5,948	1,317	1,718	131	1,899	55	21,273
Lease liabilities	–	(34)	–	–	–	–	–	(34)
Loans and borrowings	–	(35,827)	(9,984)	(5,400)	–	–	–	(51,211)
Derivative financial liabilities	(607)	(11)	–	–	–	(109)	–	(727)
Trade payables	–	(27)	–	–	–	–	–	(27)
Other payables, deposits received and accruals	–	(284)	(12)	(11)	–	(41)	–	(348)
Net financial assets/ (liabilities)	204,365	156,085	(8,481)	57,916	35,947	64,767	11,396	521,995
Company								
Cash and bank balances	–	–	–	–	100	–	–	100
Amount due from subsidiary companies	–	(13)	–	–	–	–	–	(13)
Amount due to subsidiary companies	–	–	–	–	–	(59,305)	–	(59,305)
Net financial (liabilities)/ assets	–	(13)	–	–	100	(59,305)	–	(59,218)

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55 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows (cont'd):-

(iii) Foreign currency exchange risk (cont'd)

The net unhedged financial assets and liabilities of the Group and of the Company that are not denominated in their respective functional currencies are as follows (cont'd):-

	US Dollar RM'000	Singapore Dollar RM'000	Euro RM'000	Sterling Pound RM'000	Australian Dollar RM'000	Hong Kong Dollar RM'000	Other currencies RM'000	Total RM'000
2024								
Group								
Financial assets at fair value through other comprehensive income	2,458	–	–	31,030	–	–	–	33,488
Trade receivables	535	1,871	57	101	–	2,463	–	5,027
Other receivables, deposits and prepayments	473	219	21	16	–	36	–	765
Financial assets at fair value through profit or loss	30,593	111,235	128	1,011	8,654	38,104	11,089	200,814
Deposits with licensed banks and financial institutions	168,121	69,372	570	29,750	1,597	19,302	1,017	289,729
Cash and bank balances	11,272	7,388	1,846	1,424	29,989	36	57	52,012
Lease liabilities	–	(115)	–	–	–	–	–	(115)
Loans and borrowings	–	(40,181)	(12,093)	(5,237)	–	–	–	(57,511)
Derivative financial liabilities	(405)	(181)	–	–	(102)	(1,295)	–	(1,983)
Trade payables	–	(3)	–	–	–	–	–	(3)
Other payables, deposits received and accruals	–	(1,205)	(22)	(16)	–	(46)	–	(1,289)
Net financial assets/ (liabilities)	213,047	148,400	(9,493)	58,079	40,138	58,600	12,163	520,934
Company								
Financial assets at fair value through other comprehensive income	–	–	–	595	–	–	–	595
Cash and bank balances	–	–	–	–	111	–	–	111
Amount due from subsidiary companies	–	(14)	–	–	–	–	–	(14)
Amount due to subsidiary companies	–	–	–	–	–	(66,338)	–	(66,338)
Net financial (liabilities)/ assets	–	(14)	–	595	111	(66,338)	–	(65,646)

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55 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows (cont'd):-

(iii) Foreign currency exchange risk (cont'd)

A 5% (2024: 5%) strengthening/weakening of Ringgit Malaysia ("RM") against the following major foreign currencies at the reporting date would increase/(decrease) the Group's and the Company's profit/equity for the financial year by the amounts shown below with all other variables held constant:-

		Group's profit/ equity for the financial year RM'000	Company's profit/ equity for the financial year RM'000
2025			
US Dollar/RM	- strengthening	**10,218**	**–**
	- weakening	**(10,218)**	**–**
Singapore Dollar/RM	- strengthening	**7,804**	**(1)**
	- weakening	**(7,804)**	**1**
Euro/RM	- strengthening	**(424)**	**–**
	- weakening	**424**	**–**
Sterling Pound/RM	- strengthening	**2,896**	**–**
	- weakening	**(2,896)**	**–**
Australian Dollar/RM	- strengthening	**1,797**	**5**
	- weakening	**(1,797)**	**(5)**
Hong Kong Dollar/RM	- strengthening	**3,238**	**(2,965)**
	- weakening	**(3,238)**	**2,965**
2024			
US Dollar/RM	- strengthening	10,652	–
	- weakening	(10,652)	–
Singapore Dollar/RM	- strengthening	7,420	(1)
	- weakening	(7,420)	1
Euro/RM	- strengthening	(475)	–
	- weakening	475	–
Sterling Pound/RM	- strengthening	2,904	30
	- weakening	(2,904)	(30)
Australian Dollar/RM	- strengthening	2,007	6
	- weakening	(2,007)	(6)
Hong Kong Dollar/RM	- strengthening	2,930	(3,317)
	- weakening	(2,930)	3,317

The assumed movement in foreign currency exchange rate of 5% for the foreign currency exchange rate sensitivity analysis is based on the prudent estimate of the current market environment.

55 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows (cont'd):-

(iv) Liquidity risk

Liquidity risk is the risk that the Group and the Company are unable to meet its financial obligations when they fall due as a result of shortage of funds. The Group's and the Company's liquidity risk exposure mainly arise from trade and other payables, deposits received and accruals, derivative financial liabilities, lease liabilities, loans and borrowings, redeemable preference shares and amount due to subsidiary companies.

The Group and the Company monitor and maintain sufficient level of cash and cash equivalents to ensure adequate financing of the Group's and the Company's operations. The Group and the Company also ensure the availability of funding through adequate amount of committed credit facilities.

During the financial year, the Company reported a net current liabilities position mainly due to the classification of redeemable preference shares as current liabilities in view of its maturity in the next financial year. The Directors have assessed the liquidity and capital position of the Group and the Company and satisfied themselves that adequate resources are available to meet the Group's and the Company's financial obligations as and when they fall due.

The normal trade credit terms granted to the Group is 7 to 90 days (2024: 30 days) except for a subsidiary company whose credit terms is 2 market days (2024: 2 market days) according to Bursa Malaysia Securities Berhad's Fixed Delivery and Settlement System Trading Rules.

The table below summarised the maturity profile of the Group's and of the Company's financial liabilities based on contractual undiscounted repayment obligations:-

	Less than 1 year RM'000	2 to 5 years RM'000	After 5 years RM'000	Total RM'000
2025				
Group				
Financial liabilities				
Derivative financial liabilities	**727**	**–**	**–**	**727**
Trade payables	**37,075**	**–**	**–**	**37,075**
Other payables, deposits received and accruals	**37,134**	**–**	**–**	**37,134**
Loans and borrowings	**253,859**	**6,599**	**10,211**	**270,669**
Lease liabilities	**9,226**	**17,254**	**–**	**26,480**
Redeemable preference shares	**135,959**	**–**	**–**	**135,959**

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55 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows (cont'd):-

(iv) Liquidity risk (cont'd)

The table below summarised the maturity profile of the Group's and of the Company's financial liabilities based on contractual undiscounted repayment obligations (cont'd):-

	Less than 1 year RM'000	2 to 5 years RM'000	After 5 years RM'000	Total RM'000
2025 (cont'd)				
Company				
Financial liabilities				
Amount due to subsidiary companies	**59,512**	**–**	**–**	**59,512**
Other payables, deposits received and accruals	**3,486**	**–**	**–**	**3,486**
Loans and borrowings	**170,987**	**–**	**–**	**170,987**
Lease liabilities	**865**	**831**	**–**	**1,696**
Redeemable preference shares	**135,959**	**–**	**–**	**135,959**
Financial guarantee *	**62,571**	**–**	**–**	**62,571**
2024				
Group				
Financial liabilities				
Derivative financial liabilities	1,983	–	–	1,983
Trade payables	69,739	–	–	69,739
Other payables, deposits received and accruals	43,513	–	–	43,513
Loans and borrowings	200,323	19,564	17,533	237,420
Lease liabilities	7,779	17,242	279	25,300
Redeemable preference shares	5,038	135,959	–	140,997
Company				
Financial liabilities				
Amount due to subsidiary companies	66,566	–	–	66,566
Other payables and accruals	3,424	–	–	3,424
Loans and borrowings	127,418	–	–	127,418
Lease liabilities	426	781	–	1,207
Redeemable preference shares	5,038	135,959	–	140,997
Financial guarantee *	44,004	–	–	44,004

* Exposure to liquidity risk on financial guarantees will arise only when the financial guarantees, which are contingent liabilities, crystalised and become definite liabilities.

55 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows (cont'd):-

(v) Market risk

Market risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market price of quoted securities and private market investment fund held as financial assets and derivative financial liabilities at fair value through profit or loss.

	Group	
	2025 RM'000	2024 RM'000
Financial assets at fair value through profit or loss		
- quoted securities in Malaysia	**26,160**	35,871
- quoted securities outside Malaysia	**220,441**	200,814
- private market investment fund outside Malaysia	**2,161**	–
	248,762	236,685
Derivative financial liabilities	**727**	1,983

If prices of quoted securities, private market investment fund and derivative financial liabilities change by 5% (2024: 5%) with other variables held constant, the effects of the change on the Group's profit/equity for the financial year will be as follows:-

	Group's profit/ equity for the financial year RM'000
2025	
Financial assets at fair value through profit or loss and derivative financial liabilities	
- increase by 5%	**12,402**
- decrease by 5%	**(12,402)**
2024	
Financial assets at fair value through profit or loss and derivative financial liabilities	
- increase by 5%	11,735
- decrease by 5%	(11,735)

The assumed movement in market price of quoted securities, private market investment fund and derivative financial liabilities of 5% for the market price sensitivity analysis is based on the prudent estimate of the current market environment.

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55 FINANCIAL INSTRUMENTS (CONT'D)

(c) Fair values of financial instruments

Fair value is the amount at which the financial instruments could be exchanged between knowledgeable willing parties in an arm's length transaction, other than in a forced and liquidation sale.

(i) Financial instruments not carried at fair value but fair value is disclosed

The Group and the Company do not have any financial instruments not carried at fair value but fair value is disclosed.

(ii) Financial instruments carried at fair value

Financial assets and liabilities of the Group and of the Company that are carried at fair value are as follows:-

- Financial assets at fair value through other comprehensive income - unquoted investments and other investments
- Financial assets at fair value through profit or loss
- Derivative financial liabilities

Other than the above, the carrying amounts of the remaining financial instruments in the statements of financial position are reasonable approximation of their fair values due to their relatively short-term nature and the insignificant impact of discounting.

The following methods and assumptions summarised below are used to determine the fair values of each class of financial instruments:-

(i) Quoted securities

The fair values of quoted securities is determined by reference to their published market closing price or the quoted closing bid price at the reporting date.

(ii) Unquoted investments and other investments

The fair values of the unquoted investments are determined based on valuation techniques supported by available inputs such as precedent transaction for similar financial instruments.

The fair values of other investments are determined based on the fair values obtained from the club memberships' websites whereby the quotes obtained reflected transactions in similar instruments.

(iii) Derivative financial instruments and private market investment fund

The fair values of outstanding derivative transactions and private market investment fund are obtained from major financial institutions.

(iv) Financial assets and liabilities with short-term maturity

The carrying amounts of these financial assets and liabilities at the reporting date are reasonable approximation of their fair values due to their short-term nature and therefore have insignificant impact on discounting.

(v) Other fixed interest rates financial assets and liabilities

The fair values of these financial assets and liabilities are estimated by discounting the future cash flows at market incremental lending rate for similar investment and borrowing arrangements at the reporting date.

55 FINANCIAL INSTRUMENTS (CONT'D)

(d) Fair value hierarchy of financial instruments

The following table provides an analysis of the financial instruments that are measured subsequent to initial recognition at fair value, grouped into Level 1 to 3 based on the degree to which the fair value is observable.

(i) Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

(ii) Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

(iii) Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2025				
Group				
Financial assets at fair value through other comprehensive income				
- unquoted investments	**–**	**–**	**53,553**	**53,553**
Financial assets at fair value through profit or loss				
- quoted securities	**246,601**	**–**	**–**	**246,601**
- private market investment fund	**–**	**2,161**	**–**	**2,161**
	246,601	**2,161**	**53,553**	**302,315**
Derivative financial liabilities	**–**	**727**	**–**	**727**
2024				
Group				
Financial assets at fair value through other comprehensive income				
- other investments	–	595	–	595
- unquoted investments	–	–	52,998	52,998
Financial assets at fair value through profit or loss				
- quoted securities	236,685	–	–	236,685
	236,685	595	52,998	290,278
Derivative financial liabilities	–	1,983	–	1,983

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55 FINANCIAL INSTRUMENTS (CONT'D)

(d) Fair value hierarchy of financial instruments (cont'd)

The following table provides an analysis of the financial instruments that are measured subsequent to initial recognition at fair value, grouped into Level 1 to 3 based on the degree to which the fair value is observable (cont'd):-

	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2024 (cont'd)				
Company				
Financial asset at fair value through other comprehensive income - other investments	–	595	–	595

The following table shows the reconciliation of Level 3 fair values:-

	Group	
	2025 RM'000	2024 RM'000
Unquoted investments		
At beginning of financial year	**52,998**	33,874
Additions	**3,800**	985
Loss on fair value changes recognised in other comprehensive income	**(3,127)**	–
Partial redemption	**(5)**	–
Exchange differences	**(113)**	12
Reclassified from investment in associate company	**–**	18,127
At end of financial year	**53,553**	52,998

Policy on transfer between levels

The fair value of the financial instruments to be transferred between levels are determined as of the date of the event or change in circumstances that caused the transfer.

There is no transfer between Level 1, 2 and 3 during the reporting period.

55 FINANCIAL INSTRUMENTS (CONT'D)

(e) Measurement of fair value of financial instruments

The following table shows the valuation techniques used in measuring Level 2 and Level 3 fair values, as well as the significant unobservable inputs used:-

Types of financial instrument carried at fair value	Level	Valuation techniques	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Derivative financial liabilities and private market investment fund	2	Market comparison technique. The fair values are based on quotes obtained from licensed financial institutions. Similar contracts are traded in an active market and the quotes reflect transactions in similar instruments.	Not applicable	Not applicable
Other investments	2	Market comparison technique. The fair values are obtained from the club memberships' websites whereby the quotes obtained reflected transactions in similar instruments.	Not applicable	Not applicable
Unquoted investments	3	Market comparison technique. The fair values are based on market multiples derived from recent quotes of similar financial instruments.	Adjusted market multiple	The estimated fair values would increase/decrease if the adjusted market multiple were higher/ lower.

56 FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

The Group and the Company do not have any non-financial assets measured at fair value, other than investment properties which have been disclosed in Note 7 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
- 30 JUNE 2025
(Cont'd)

57 CAPITAL MANAGEMENT

The primary objective of capital management is to ensure that an entity maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholders value.

The Group and the Company manage their capital structure to safeguard their ability to continue as going concerns in order to maintain investors, creditors and market confidence and to sustain future business development. The Group's and the Company's overall strategy remain unchanged from the preceding financial year. There were no externally imposed capital requirements that the Group and the Company need to be in compliance with for the financial years ended 30 June 2025 and 30 June 2024 except for the stock broking subsidiary company which is supervised by the Securities Commission and Bursa Malaysia Securities Berhad and a subsidiary company that provides fund management services which is under the purview of the Securities Commission. Both companies are subject to a number of minimum capital adequacy requirements, which have been complied with.

The Group and the Company monitor capital using a gearing ratio, which is derived by dividing the amount of borrowings over shareholders' funds. The Group's and the Company's policy is to keep the gearing ratio within manageable ratio.

The Group's and the Company's gearing ratio are summarised as below:-

	Group		Company	
	2025 RM'000	2024 RM'000	**2025 RM'000**	2024 RM'000
Total interest bearing borrowings	**420,971**	380,928	**302,677**	257,865
Total equity attributable to owners of the Company	**2,468,931**	2,432,816	**916,623**	928,637
Gearing ratio	**0.17**	0.16	**0.33**	0.28

LIST OF PROPERTIES

- HELD BY INSAS BERHAD GROUP AS AT 30 JUNE 2025

Location/Address	Description / Existing use	Area	Tenure	Approximate age of building (years)	Date of acquisition	Date of valuation	Carrying amount RM'000
6, Jalan 31/70A Desa Sri Hartamas 50480 Kuala Lumpur	4 storey shophouse for lease	1,765 sq feet (Land area)	Freehold	28	31-Oct-2001	30-Jun-2025	4,200
Block 45 & 47 The Boulevard Offices Mid Valley City Lingkaran Syed Putra 59200 Kuala Lumpur	2 blocks of 11 storey shop offices for lease and for own use as office premise	54,277 sq feet	Leasehold (unexpired lease period of 77 years)	23	17-Jun-2002	30-Jun-2025	60,123
21, Plaza Crystalville 1 Jalan 23/70A Desa Sri Hartamas 50480 Kuala Lumpur	3 storey shop office for lease	4,620 sq feet	Freehold	24	3-Jan-2000	30-Jun-2025	4,000
R-3A-1 D'Aman Ria Apartment Jalan PJU 1A/41 Ara Jaya 47301 Petaling Jaya Selangor	Apartment for lease	1,133 sq feet	Freehold	22	22-Jun-2007	30-Jun-2025	450
8A, Orange Grove Road #11-03, D'Grove Villas Singapore	Apartment for lease	2,701 sq feet	Freehold	32	14-Feb-1996	30-Jun-2025	21,200
5, Draycott Drive #15-02 The Arc at Draycott Singapore	Apartment for lease	1,270 sq feet	Freehold	17	27-Nov-2008	30-Jun-2025	10,931
21 Claymore Road #07-02 The Tate Residences Singapore	Apartment for lease	1,894 sq feet	Freehold	15	24-Feb-2010	30-Jun-2025	19,213
H S (D) 11371 No. P T 14461 Bukit Tinggi Resort Mukim and District of Bentong Pahang	Vacant land	130 acres	Freehold	Not applicable	24-Oct-1995	30-Jun-2025	38,000
Ampang Putra Residensi Jalan Ampang Putra 6 68000 Ampang Selangor	15 units of apartments & 3 units of retail lots held for sale and for lease	16,584 sq feet	Leasehold (unexpired lease period of 80 years)	15	7-May-2010 3-Sep-2010	–	4,148
Lot No. 2-12, 2-13, 2-18 2-19, 2-31 & 2-32 No. 65, Jalan 1/17 Fadason Business Centre Taman Fadason Off Jalan Kepong 52000 Kuala Lumpur	6 units of retail lots held for sale	4,200 sq feet	Leasehold	14	11-Jul-2011	–	1,504

LIST OF PROPERTIES
- HELD BY INSAS BERHAD GROUP AS AT 30 JUNE 2025 (Cont'd)

Location/Address	Description / Existing use	Area	Tenure	Approximate age of building (years)	Date of acquisition	Date of valuation	Carrying amount RM'000
D-07-1, D-07-2, D-07-3 Block D Plaza Kelana Jaya Jalan SS7/13A 47301 Petaling Jaya Selangor	3 storey shop office for lease and for own use as office premise	4,387 sq feet	Freehold	14	17-Mar-2011	30-Jun-2025	2,007
38, Jalan Pemimpin #07-09 M38 Singapore 577178	1 unit factory/ office premise for own use as operational premise	2,820 sq feet	Freehold	10	25-Jun-2014	–	6,591
No. 8 Jalan Serendah 26/41 Sekitar 26, Seksyen 26 40400 Shah Alam Selangor	1 unit 3 storey semi-detached factory for lease	10,075 sq feet (Land area)	Freehold	6	31-Oct-2019	30-Jun-2025	6,300
No. 10 Jalan Serendah 26/41 Sekitar 26, Seksyen 26 40400 Shah Alam Selangor	1 unit 3 storey semi-detached factory for lease	10,075 sq feet (Land area)	Freehold	4	8-Jun-2021	28-Jun-2025	6,200
A-21-02	2 units of apartments for lease and for sale	1,529 sq feet	Freehold	8	24-Jul-2012	28-Jun-2025	700
A-22-02 Duet Residence Jalan Kinrara 6 Bandar Kinrara 47180 Puchong Selangor		1,529 sq feet	Freehold	8	24-Jul-2012	28-Jun-2025	700
No. C10 and C11 Aurora Place Plaza Bukit Jalil No.1, Persiaran Jalil 1 Bandar Bukit Jalil 57000 Kuala Lumpur	2 units of 5 storey shop offices for lease, for sale and for own use as office premise	17,657 sq feet	Freehold	7	28-Dec-2012	30-Jun-2025	13,552
A-01-02, A-01-03 A-01-3A, A-01-05 A-02-02, A-03-03 A-3A-02, A-06-02 A-18-02, B-01-01 B-01-03, B-01-06 B-03-06, B-03A-06 B-13-06, B-13A-03 B-16-03, B-19-03 B-20-03, B-21-01 & B-21-02 Duet Residence Jalan Kinrara 6 Bandar Kinrara 47180 Puchong Selangor	21 units of apartments for lease and for sale	41,134 sq feet	Freehold	8	22-Nov-2017	30-Jun-2025	13,840

LIST OF PROPERTIES
- HELD BY INSAS BERHAD GROUP AS AT 30 JUNE 2025 (Cont'd)

Location/Address	Description / Existing use	Area	Tenure	Approximate age of building (years)	Date of acquisition	Date of valuation	Carrying amount RM'000
No. 75 Lorong Setiabistari 1 Bukit Damansara 50490 Kuala Lumpur	1 unit of 2 storey linked house for lease	3,810 sq feet	Freehold	5	7-Oct-2020	30-Jun-2025	2,700
No. 8A Jalan Utarid U5/16 Seksyen U5 40150 Shah Alam Selangor	3 storey office premise cum factory for lease	21,824 sq feet	Leasehold (unexpired lease period of 71 years)	3	29-Jul-2022	30-Jun-2025	7,400
No. 1 Jalan Halba Satu 16/16A Seksyen 16 40200 Shah Alam Selangor	2 blocks of factory/ warehouse buildings for lease and for own use as warehouse	66,736 sq feet	Leasehold (unexpired lease period of 69 years)	3	26-Jan-2023	30-Jun-2025	16,600
Unit A-03-05, A-03-06 A-03-07, A-03A-03 A-03A-05, A-03A-06 A-03A-07, A-05-05 A-05-06, A-05-07 A-06-05, A-06-06 A-06-07, A-07-06 A-07-07, A-07-08 and A-08-07 The Crown Town Lease 017561536 Daerah Kota Kinabalu Sabah	17 units of serviced suites under construction	31,349 sq feet	Leasehold	Not applicable	11-Dec-2023	–	26,720
Unit 2-05-01	2 units of office suite for lease	9,238 sq feet	Freehold	7	02-Apr-2025	–	6,016
Unit 2-06-01 Ho Hup Tower Plaza Bukit Jalil, No. 1, Persiaran Jalil 1, Bandar Bukit Jalil 57000 Kuala Lumpur		10,039 sq feet	Freehold	7	02-Apr-2025	–	7,472

LIST OF PROPERTIES
- HELD BY INSAS BERHAD GROUP AS AT 30 JUNE 2025
(Cont'd)

Location/Address	Description / Existing use	Area	Tenure	Approximate age of building (years)	Date of acquisition	Date of valuation	Carrying amount RM'000
Properties held by M & A Equity Holdings Berhad Group							
Unit 04-11	2 units of apartments held for sale	1,058 sq feet	Freehold	6	26-Jul-2019	30-Jun-2025	406
Unit 17-10 Iris Residence Jalan Kiara Sungai Long Bandar Sungai Long 43000 Kajang Selangor		1,058 sq feet	Freehold	6	26-Jul-2019	30-Jun-2025	425
Unit SF-01, SF-02, SF-23 SF-26, SF-28, SG-14 SG-23, SG-24, SG-25 SG-26, SG-27 and SG-28 Kiara Plaza Jalan Semenyih 43500 Semenyih Selangor	12 units of retail lots held for sale and for lease	17,803 sq feet	Freehold	7	30-May-2018	30-Jun-2025	6,935
Lot 25285 Geran 312793	2 parcels of vacant land	387,393 sq feet	Freehold	Not applicable	13-Oct-2011	20-Jun-2025	46,500
Lot 25299 Geran 312794 Mukim Semenyih Daerah Ulu Langat Selangor		215,493 sq feet	Freehold	Not applicable	5-Aug-2011	20-Jun-2025	21,500

ANALYSIS OF SHAREHOLDINGS
AS AT 30 SEPTEMBER 2025

ORDINARY SHARES

Number of shares issued	:	663,271,852 (excluding 30,327,291 treasury shares)
Class of shares	:	Ordinary shares
Voting rights	:	One vote per ordinary share

ANALYSIS BY SIZE OF HOLDINGS

Size of holdings	No. of shareholders	%	No. of ordinary shares	%
Less than 100	2,596	12.56	89,234	0.01
100 - 1,000	1,631	7.89	688,662	0.10
1,001 - 10,000	12,766	61.76	43,988,521	6.63
10,001 - 100,000	3,151	15.25	88,955,643	13.41
100,001 - less than 5% of issued shares	523	2.53	389,441,445	58.72
5% and above of issued shares	2	0.01	140,108,347	21.13
	20,669	**100.00**	**663,271,852**	**100.00**

THIRTY LARGEST SHAREHOLDERS

	Name	No. of ordinary shares	%
1.	M & A Nominee (Asing) Sdn Bhd - M&A Investments International Limited	96,749,534	14.59
2.	Dato' Thong Kok Yoon	43,358,813	6.54
3.	M & A Nominee (Asing) Sdn Bhd - M&A Investments Pte Ltd	27,670,755	4.17
4.	M & A Nominee (Tempatan) Sdn Bhd - Baktihan Sdn Bhd	21,746,400	3.28
5.	Yap Chooi Wah	18,300,000	2.76
6.	Tan Pau Son	16,023,100	2.42
7.	Immobillaire Holdings Sdn Bhd	13,538,635	2.04
8.	Berjaya Equity Nominees (Tempatan) Sdn Bhd - Exempt An For Berjaya Mutual Berhad	7,460,000	1.12
9.	Alliancegroup Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Dato' Ong Choo Meng (6000478)	7,400,000	1.12
10.	Lim Gaik Bway @ Lim Chiew Ah	6,724,100	1.01
11.	Kim Poh Holdings Sdn Bhd	6,364,800	0.96
12.	Dato' Sri Thong Kok Khee	5,184,678	0.78
13.	Khoo Loon See	5,010,000	0.76
14.	Gan Peoy Hong	4,741,801	0.71
15.	Thong Weng Tim	4,739,543	0.71
16.	Amsec Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Ong Tzu Chuen	4,371,113	0.66

ANALYSIS OF SHAREHOLDINGS
AS AT 30 SEPTEMBER 2025
(Cont'd)

THIRTY LARGEST SHAREHOLDERS (CONT'D)

	Name	No. of ordinary shares	%
17.	Affin Hwang Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for TNTT Realty Sdn Bhd (M04)	4,188,200	0.63
18.	CGS International Nominees Malaysia (Tempatan) Sdn Bhd - Pledged Securities Account for Dato' Ong Choo Meng (MY3273)	4,150,000	0.63
19.	CGS International Nominees Malaysia (Tempatan) Sdn Bhd - Pledged Securities Account for Ong Kah Hoe (MY1325)	4,020,000	0.61
20.	Phillip Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Ong Tzu Chuen	4,000,000	0.60
21.	CGS International Nominees Malaysia (Tempatan) Sdn Bhd - Pledged Securities Account for Ong Choo Meng (Dato') (MY3918)	3,940,500	0.59
22.	Citigroup Nominees (Asing) Sdn Bhd - CBNY for Emerging Markets Core Equity 2 Portfolio of DFA Investment Dimensions Group Inc.	3,559,302	0.54
23.	Chu Beng Han	3,500,000	0.53
24.	UOB Kay Hian Nominees (Asing) Sdn Bhd - Exempt An For UOB Kay Hian Pte Ltd (A/C Clients)	3,459,773	0.52
25.	HLB Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Toh Hooi Hak	3,400,000	0.51
26.	Low Chu Mooi	3,307,000	0.50
27.	Public Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Chee Sai Mun (E-KLC)	3,085,797	0.47
28.	Ong Ah How @ Ong Beng Hwa	2,989,100	0.45
29.	CGS International Nominees Malaysia (Tempatan) Sdn Bhd - Pledged Securities Account for Charlie Ching Wee Chun (MY3732)	2,653,100	0.40
30.	CGS International Nominees Malaysia (Asing) Sdn Bhd - Exempt An for CGS International Securities Singapore Pte Ltd (Retail Clients)	2,483,273	0.37
		338,119,317	**50.98**

SUBSTANTIAL SHAREHOLDERS
AS AT 30 SEPTEMBER 2025

	Name of substantial shareholders	No. of ordinary shares	%
1.	Dato' Sri Thong Kok Khee *	166,064,962	25.04
2.	M & A Investments International Limited	124,420,289	18.76
3.	Dato' Thong Kok Yoon **	74,203,648	11.19

* Direct and deemed interest by virtue of his family members' interest and his substantial interest in M & A Investments International Limited, Immobillaire Holdings Sdn Bhd, Baktihan Sdn Bhd, Winfields Development Sdn Bhd and Montprimo Sdn Bhd.

** Direct and deemed interest by virtue of his family members' interest and his substantial interest in Perak Traders Holdings Sdn Bhd and Baktihan Sdn Bhd.

ANALYSIS OF WARRANTS HOLDINGS
AS AT 30 SEPTEMBER 2025

WARRANTS 2021/2026

No. of outstanding warrants	:	331,259,290
Exercise price per warrant	:	RM0.90
Expiry date of warrants	:	28 February 2026

ANALYSIS BY SIZE OF HOLDINGS

Size of holdings	No. of warrants holders	%	No. of warrants	%
Less than 100	136	5.96	5,825	0.01
100 - 1,000	183	8.02	104,759	0.03
1,001 - 10,000	792	34.72	3,490,667	1.05
10,001 - 100,000	731	32.05	31,238,105	9.43
100,001 - less than 5% of issued warrants	438	19.20	272,463,234	82.25
5% and above of issued warrants	1	0.05	23,956,700	7.23
	2,281	**100.00**	**331,259,290**	**100.00**

THIRTY LARGEST WARRANTS HOLDERS

	Name	No. of warrants	%
1.	Alliancegroup Nominees (Asing) Sdn Bhd - Pledged Securities Account for Andrew Christopher Campbell Diamond (6000441)	23,956,700	7.23
2.	Ng Kok Hin	11,990,700	3.62
3.	Public Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Chee Sai Mun (E-KLC)	8,635,250	2.61
4.	Yeoh Joey Keng	8,000,000	2.42
5.	Yeoh Joey Keng	5,700,000	1.72
6.	Public Nominees (Asing) Sdn Bhd - Pledged Securities Account for Hiroshi Yamaguchi (E-JBU)	4,934,050	1.49
7.	Er Soon Puay	4,428,800	1.34
8.	Maybank Nominees (Tempatan) Sdn Bhd - Maybank Private Wealth Management for Imran Ho Bin Abdullah (PW-M01041) (422728)	4,043,600	1.22
9.	Tan Boon Lee	4,000,000	1.21
10.	Phuan We Ping	3,628,500	1.10
11.	RHB Capital Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Chee Sai Mun	3,579,800	1.08
12.	CGS International Nominees Malaysia (Asing) Sdn Bhd - Exempt An for CGS International Securities Singapore Pte Ltd (Retail Clients)	3,564,385	1.08
13.	Lim Ching Hui	3,277,100	0.99
14.	Kenanga Nominees (Tempatan) Sdn Bhd - Rakuten Trade Sdn Bhd for Ee Chin Long	3,034,500	0.92

ANALYSIS OF WARRANTS HOLDINGS
AS AT 30 SEPTEMBER 2025
(Cont'd)

THIRTY LARGEST WARRANTS HOLDERS (CONT'D)

	Name	No. of warrants	%
15.	iFast Nominees (Tempatan) Sdn Bhd - Loh Kwai Hee	3,000,000	0.91
16.	Maybank Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Chuah Chaw Song	3,000,000	0.91
17.	Public Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Teh Kian Lang (E-KLC)	2,685,600	0.81
18.	Public Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Wong Yew Soon (E-TWU)	2,567,600	0.78
19.	Cimsec Nominees (Tempatan) Sdn Bhd - CIMB for Ong Yoong Nyock (PB)	2,500,000	0.75
20.	Chow Jiechan	2,400,000	0.72
21.	Low Chu Mooi	2,353,500	0.71
22.	Affin Hwang Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Chua Hock Gee	2,280,000	0.69
23.	CGS International Nominees Malaysia (Tempatan) Sdn Bhd - Pledged Securities Account for Chow Jiechan (MP0297)	2,200,000	0.66
24.	Maybank Securities Nominees (Asing) Sdn Bhd - Maybank Securities Pte Ltd for Lim Chuan Seng	2,200,000	0.66
25.	Maybank Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Lim Gim Leong	2,162,300	0.65
26.	San Huan Nyem	2,150,000	0.65
27.	Chin Lit Chan	2,144,900	0.65
28.	Maybank Nominees (Tempatan) Sdn Bhd - Low Ken Chin	2,000,100	0.60
29.	Mark Stuart Woodruff	1,995,000	0.60
30.	CGS International Nominees Malaysia (Tempatan) Sdn Bhd - Pledged Securities Account for Tan Boon Chai (MY1175)	1,800,000	0.54
		130,212,385	**39.31**

ANALYSIS OF REDEEMABLE PREFERENCE SHARES HOLDINGS

AS AT 30 SEPTEMBER 2025

REDEEMABLE PREFERENCE SHARES ("RPS")

Number of RPS issued	:	132,603,516
Class of shares	:	RPS
Maturity date	:	28 February 2026
Voting rights	:	The holders of RPS are not entitled to any voting rights except in circumstances set out in the Company's Constitution

ANALYSIS BY SIZE OF HOLDINGS

Size of holdings	No. of RPS holders	%	No. of RPS	%
Less than 100	52	3.09	1,705	0.01
100 - 1,000	524	31.17	298,379	0.23
1,001 - 10,000	746	44.38	2,640,610	1.99
10,001 - 100,000	243	14.46	8,997,869	6.79
100,001 - less than 5% of issued RPS	113	6.72	83,496,745	62.96
5% and above of issued RPS	3	0.18	37,168,208	28.02
	1,681	**100.00**	**132,603,516**	**100.00**

THIRTY LARGEST RPS HOLDERS

	Name	No. of RPS	%
1.	M & A Nominee (Asing) Sdn Bhd - M&A Investments International Limited	19,355,000	14.60
2.	M & A Nominee (Asing) Sdn Bhd - For Qing Shui Wan Holdings Pte Ltd	9,141,446	6.89
3.	Dato' Thong Kok Yoon	8,671,762	6.54
4.	Gan Peoy Hong	6,136,600	4.63
5.	M & A Nominee (Tempatan) Sdn Bhd - Baktihan Sdn Bhd	5,849,200	4.41
6.	M & A Nominee (Asing) Sdn Bhd - M&A Investments Pte Ltd	5,535,000	4.17
7.	Ho Chu Chai	4,696,500	3.54
8.	TA Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Wong Dek Kong	4,135,500	3.12
9.	Ong Ah How @ Ong Beng Hwa	3,932,600	2.97
10.	Immobillaire Holdings Sdn Bhd	3,828,400	2.89
11.	Ho Chu Chai	2,596,000	1.96
12.	Fung Lee Yin	2,000,000	1.51
13.	Oppstar Technology Sdn Bhd	1,923,200	1.45
14.	Phuah Bee Lan	1,880,000	1.42

ANALYSIS OF REDEEMABLE PREFERENCE SHARES HOLDINGS
AS AT 30 SEPTEMBER 2025
(Cont'd)

THIRTY LARGEST RPS HOLDERS (CONT'D)

	Name	No. of RPS	%
15.	Dato' Sri Thong Kok Khee	1,786,300	1.35
16.	Goh Hock Hun	1,500,000	1.13
17.	Kim Poh Holdings Sdn Bhd	1,272,960	0.96
18.	Lee Kong Beng	1,200,000	0.90
19.	Chu Yee San	1,120,000	0.84
20.	Maybank Nominees (Tempatan) Sdn Bhd - Maybank Private Wealth Management for Philip A/L K.O.Kunjappy (PW-M00774)(420784)	1,050,000	0.79
21.	Lim Bun Hwa	1,000,000	0.75
22.	Tan Boon Ann	1,000,000	0.75
23.	Saw Sau Kin	990,000	0.75
24.	Thong Weng Tim	973,208	0.73
25.	Kenanga Nominees (Tempatan) Sdn Bhd - Rakuten Trade Sdn Bhd for Goh Hock Hun	940,100	0.71
26.	Tong Seow Mei	902,000	0.68
27.	Maybank Nominees (Tempatan) Sdn Bhd - Tan Ah Mooi	792,100	0.60
28.	Carolyn Kok Hang Poh	780,000	0.59
29.	Maybank Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Lim Boon Chee	779,800	0.59
30.	Ong Chin Teik	768,900	0.58
		96,536,576	**72.80**

STATEMENT OF DIRECTORS' INTEREST

IN INSAS BERHAD AND ITS RELATED CORPORATIONS AS AT 30 SEPTEMBER 2025

DIRECTORS' INTEREST IN ORDINARY SHARES

		Ordinary Shares			
		Direct Interest		Deemed Interest	
Insas Berhad		**Number**	**%**	**Number**	**%**
1.	Y.A.M. Tengku Puteri Seri Kemala Tengku Dato' Sri Setia Hajjah Aishah Binti Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, DK., SAAS., SSAP., SIMP.	121,992	0.02	–	–
2.	Dato' Wong Gian Kui	462,160	0.07	136,000[1]	0.02
3.	Dato' Dr. Tan Seng Chuan	350,000	0.05	–	–
4.	Ms. Soon Li Yen	–	–	–	–
5.	Dato' Mohamad Azmi Bin Ali	–	–	–	–
6.	Datuk Mohamed Arsad Bin Sehan	–	–	–	–
Subsidiary Company – Insas Properties Sdn Bhd					
1.	Dato' Wong Gian Kui	80,000	10.00	–	–
Subsidiary Company – Segar Raya Development Sdn Bhd					
1.	Dato' Wong Gian Kui	129,999	13.00	80,000[1]	8.00
Subsidiary Company – Dellmax Worldwide Sdn Bhd					
1.	Dato' Wong Gian Kui	–	–	35,000[2]	35.00

Notes:-

(1) Deemed interested by virtue of his spouse's interest.
(2) Deemed interested by virtue of his interest in True Acres Sdn Bhd and his spouse's interest.

STATEMENT OF DIRECTORS' INTEREST
IN INSAS BERHAD AND ITS RELATED CORPORATIONS AS AT 30 SEPTEMBER 2025 (Cont'd)

DIRECTORS' INTEREST IN WARRANTS

		Warrants 2021/2026			
		Direct Interest		Deemed Interest	
Insas Berhad		**Number**	**%**	**Number**	**%**
1.	Y.A.M. Tengku Puteri Seri Kemala Tengku Dato' Sri Setia Hajjah Aishah Binti Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, DK., SAAS., SSAP., SIMP.	–	–	–	–
2.	Dato' Wong Gian Kui	1,782,250	0.54	299,500[(1)]	0.09
3.	Dato' Dr. Tan Seng Chuan	–	–	–	–
4.	Ms. Soon Li Yen	–	–	–	–
5.	Dato' Mohamad Azmi Bin Ali	–	–	–	–
6.	Datuk Mohamed Arsad Bin Sehan	–	–	–	–

Note:-

(1) Deemed interested by virtue of his spouse's interest.

DIRECTORS' INTEREST IN REDEEMABLE PREFERENCE SHARES

		Redeemable Preference Shares			
		Direct Interest		Deemed Interest	
Insas Berhad		**Number**	**%**	**Number**	**%**
1.	Y.A.M. Tengku Puteri Seri Kemala Tengku Dato' Sri Setia Hajjah Aishah Binti Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, DK., SAAS., SSAP., SIMP.	–	–	–	–
2.	Dato' Wong Gian Kui	612,900	0.46	119,800[(1)]	0.09
3.	Dato' Dr. Tan Seng Chuan	132,600	0.10	–	–
4.	Ms. Soon Li Yen	–	–	–	–
5.	Dato' Mohamad Azmi Bin Ali	–	–	–	–
6.	Datuk Mohamed Arsad Bin Sehan	–	–	–	–

Note:-

(1) Deemed interested by virtue of his spouse's interest.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 63rd Annual General Meeting of Insas Berhad ("Company") will be held at Dewan Berjaya, Bukit Kiara Equestrian and Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur on **Friday, 28 November 2025** at **10.30 a.m.** for the following purposes: -

AGENDA

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 30 June 2025 and the Reports of the Directors and Auditors thereon. — **Please see Explanatory Note 1**

2. To approve the following payments:-

   2.1 Directors' fees of RM204,000 for the financial year ended 30 June 2025. — **Ordinary Resolution 1**

   2.2 Directors' benefits of up to RM60,000 for the period from 29 November 2025 until the next Annual General Meeting of the Company. — **Ordinary Resolution 2**

3. To re-elect the following Directors retiring by rotation pursuant to Clause 103 of the Company's Constitution:-

   3.1 Dato' Mohamad Azmi Bin Ali — **Ordinary Resolution 3**

   3.2 Datuk Mohamed Arsad Bin Sehan — **Ordinary Resolution 4**

4. To re-appoint Messrs Grant Thornton Malaysia PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. — **Ordinary Resolution 5**

AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions, with or without modifications:

5. **AUTHORITY TO ISSUE AND ALLOT SHARES PURSUANT TO SECTION 75 AND 76 OF THE COMPANIES ACT 2016** — **Ordinary Resolution 6**

   "**THAT**, subject to the Companies Act 2016, the Constitution of the Company and the approvals of the relevant authorities where required, the Directors of the Company be and are hereby empowered, pursuant to Section 75 and 76 of the Companies Act 2016, to issue and allot new shares in the Company ("New Shares") from time to time and upon such terms and conditions and for such purposes as the Directors may deem fit provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company (excluding treasury shares) for the time being ("Mandate") and that such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company and that the Directors be and are hereby empowered to obtain the approval from Bursa Malaysia Securities Berhad for the listing of and quotation for the additional shares so issued.

   AND THAT pursuant to Section 85 of the Companies Act 2016 read together with Clause 70 of the Company's Constitution, approval be hereby given to waive the statutory pre-emptive rights conferred upon the shareholders of the Company and the Board, in exercising the authority granted under the Mandate, is exempted from the obligation to offer such New Shares first to the existing shareholders of the Company."

NOTICE OF ANNUAL GENERAL MEETING
(Cont'd)

6. **PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN SHARES** **Ordinary Resolution 7**

"**THAT**, subject to the Companies Act 2016 ("the Act"), rules, regulations and orders made pursuant to the Act, the Company's Constitution, Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and any other relevant authorities, the Directors of the Company be and are hereby authorised to make purchases of ordinary shares in the Company's share capital through Bursa Securities and to take all such steps as are necessary (including the opening and maintaining of a depository account under the Securities Industry (Central Depositories) Act, 1991) and enter into any agreements, arrangements and guarantees with any party or parties to implement, finalise and give full effect to the aforesaid purchases with full powers to assent to any conditions, modifications, variations and/or amendments (if any) as may be imposed by the relevant authorities from time to time and to do all such acts and things as the Directors may deem fit and expedient in the best interests of the Company, subject further to the following:-

(i) the maximum number of ordinary shares which may be purchased and held by the Company pursuant to this resolution shall not exceed 10% of the total number of issued shares of the Company at the time of purchase;

(ii) the maximum funds to be allocated by the Company for the purpose of purchasing the ordinary shares shall not exceed the total retained profits of the Company;

(iii) the authority conferred by this resolution will commence immediately upon the passing of this resolution and will expire at the conclusion of the next Annual General Meeting of the Company following the passing of this resolution (unless earlier revoked or varied by an ordinary resolution of the shareholders of the Company in a general meeting) but not so as to prejudice the completion of purchases by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of the Act, the rules and regulations made pursuant thereto and the guidelines issued by Bursa Securities and/or any other relevant authorities; and

(iv) upon completion of the purchase(s) of the ordinary shares or any part thereof by the Company, the Directors of the Company be and are hereby authorised to cancel all the shares so purchased or retain all the shares as treasury shares (of which may be dealt with in accordance with Section 127(7) of the Act) or retain part thereof as treasury shares and cancelling the balance, and in any other manner as prescribed by the Act, rules, regulations and orders made pursuant to the Act and the requirements of Bursa Securities and any other relevant authorities for the time being in force."

7. To transact any other business of the Company of which due notice shall have been given in accordance with the Company's Constitution and the Companies Act 2016.

By Order of The Board

Chow Yuet Kuen
MAICSA 7010284
SSM Practising Certificate No. 202008002730
Company Secretary

Lau Fong Siew
MAICSA 7045893
SSM Practising Certificate No. 202008002625
Company Secretary

Kuala Lumpur
30 October 2025

NOTICE OF ANNUAL GENERAL MEETING
(Cont'd)

A. Notes:-

1. ***Proxy***

(a) *A member entitled to attend and vote at the 63rd Annual General Meeting ("AGM") is entitled to appoint not more than two (2) proxies to attend and vote in his stead. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy. A proxy need not be a member of the Company.*

(b) *Where a member is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.*

(c) *Where a member is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991 which holds shares in the Company for multiple beneficial owners in one securities account ('omnibus account'), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.*

(d) *The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorised in writing or if the appointer is a corporation either under its common seal or under the hand of an officer or attorney duly authorised in writing.*

(e) *The instrument appointing a proxy may be deposited in hard copy or by electronic means in the following manner not less than forty-eight (48) hours before the time set for holding the meeting i.e.* ***no later than 26 November 2025 at 10.30 a.m.*** *or at any adjournment thereof:*

i) *Hard copy*
Deposit the original proxy form at Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, deposit in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur.

ii) *Electronic means*
Lodge the proxy form electronically via Vistra Share Registry and IPO (MY) portal at https://srmy.vistra.com by following the procedures provided in the Administrative Guide which is available on the Company's website at http://www.insas.net/ar-gm.html.

2. ***General Meeting Record of Depositors***
Only members whose names appear in the Record of Depositors as at ***18 November 2025*** *shall be entitled to attend and vote at the AGM or appoint a proxy to attend and vote on his behalf.* ***Kindly take note that ONLY Ordinary Shareholders are entitled to vote at the AGM.***

3. ***Voting***
Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements, all the resolutions set out in the notice of AGM will be put to vote by poll.

NOTICE OF ANNUAL GENERAL MEETING
(Cont'd)

B. Explanatory Notes to Ordinary and Special Businesses:-

1. ***Audited Financial Statements***

This agenda item is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act 2016 does not require a formal approval of the shareholders for the Audited Financial Statements. Hence, this agenda item is not put forward for voting.

2. ***Ordinary Resolutions 1 and 2 – Directors' fees and benefits***

The Board had reviewed the Directors' fees (including Board Committees) and benefits after taking into account the responsibilities and time commitment required from the Non-Executive Directors to ensure the fees is in line with market trend for similar positions and is otherwise fair and not excessive.

The benefits payable to the Non-Executive Directors comprise of car, fuel, driver and meeting allowances for attending the Board, Board Committees and general meetings of the Company for the period from 29 November 2025 until the next Annual General Meeting in 2026. The meeting allowance is estimated based on the number of scheduled and unscheduled meetings and the number of Non-Executive Directors involved in these meetings.

The payment of Directors' fees for the financial year 2025 will be payable in full upon the shareholders' approval while the Directors' benefits will be paid as and when they are incurred.

3. ***Ordinary Resolution 6 – Authority to issue and allot shares pursuant to Section 75 and 76 of the Companies Act 2016***

The proposed Ordinary Resolution 6, if passed, will renew the general mandate given to the Directors of the Company to issue and allot shares up to an amount not exceeding 10% of the total number of issued shares of the Company for the time being for such purposes as the Directors consider would be in the best interest of the Company. The general mandate sought for the issue of shares is a renewal of the general mandate which was approved by shareholders at the last Annual General Meeting held on 29 November 2024. Up to the date of this notice, the Company has not issued any new shares under this general mandate which will lapse at the conclusion of the 63rd Annual General Meeting.

The renewal of the general mandate will provide flexibility to the Company for any possible fund raising activities including but not limited to issuance of new shares for funding investment projects, working capital and/or acquisitions and to avoid any delay and costs involved in convening a general meeting of the Company to approve such issuance of shares.

Pursuant to Section 85 of the Companies Act 2016 read together with Clause 70 of the Company's Constitution, shareholders have pre-emptive rights to be offered any new shares in the Company which rank equally to the existing issued shares in the Company. This proposed Ordinary Resolution 6, if passed, will waive the shareholders' pre-emptive rights to be offered the new shares that may be issued by the Company pursuant to the said resolution.

This authority to issue and allot shares, unless revoked or varied at a general meeting, will expire at the conclusion of the next Annual General Meeting of the Company.

4. ***Ordinary Resolution 7 – Proposed renewal of authority for the Company to purchase its own shares***

The proposed Ordinary Resolution 7, if passed, is to empower the Directors to purchase the Company's shares of up to 10% of the total number of issued shares of the Company by utilising the funds allocated out of the retained profits of the Company. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next Annual General Meeting of the Company in 2026. For information on the Proposed Renewal of Share Buy-Back Authority, please refer to the Statement in Relation to the Proposed Renewal of Authority for the Company to Purchase its Own Shares on pages 250 to 254 of the Annual Report 2025.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

PURSUANT TO PARAGRAPH 8.27(2) OF THE MAIN MARKET LISTING REQUIREMENTS OF BURSA MALAYSIA SECURITIES BERHAD

1. Details of individuals who are standing for re-election as Directors

The profile of the Directors who are standing for re-election as per Agenda 3 in the notice of Annual General Meeting ("AGM") is set out on pages 3 to 6 of the Company's Annual Report 2025. The details of their interest in the securities of the Company are set out in the Statement of Directors' Interest on pages 243 to 244 of the Annual Report.

Based on the results of the board effectiveness evaluation, the Nomination and Remuneration Committee ("NRC") views that the Directors standing for re-election meet the criteria as prescribed under Paragraph 2.20A of the Main Market Listing Requirements and adhere to the fit and proper criteria as set out in the Directors' Fit and Proper Policy. With the recommendation of NRC, the Board supports the re-election of these Directors.

2. Statement relating to general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad

The proposed Ordinary Resolution 6 is a renewal of the general mandate which was approved by shareholders at the last AGM held on 29 November 2024. Up to the date of this notice, no new shares were issued under this general mandate which will lapse at the conclusion of the 63rd AGM.

STATEMENT IN RELATION TO THE PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN SHARES

("PROPOSED SHARE BUY-BACK")

Bursa Malaysia Securities Berhad ("Bursa Securities") takes no responsibility for the contents of this statement, makes no representation as to its accuracy or completeness and expressly disclaims any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this statement.

1. INTRODUCTION

On 25 September 2025, the Company announced its intention to seek shareholders' approval to renew the authority for the Company to purchase and/or hold its own ordinary shares ("Shares") up to a maximum of 10% of the total number of issued shares of the Company.

The purpose of this statement is to provide you with the details of the Proposed Share Buy-Back and to seek your approval for the Ordinary Resolution 7 to be tabled at the 63rd Annual General Meeting ("AGM") of the Company which will be held at Dewan Berjaya, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur on Friday, 28 November 2025 at 10.30 a.m.

2. PROPOSED SHARE BUY-BACK

At the 62nd AGM of the Company held on 29 November 2024, the Company had obtained the shareholders' approval for, amongst others, the renewal of the authority for the Company to purchase its own Shares. The said authority will expire at the conclusion of the 63rd AGM of the Company.

A new mandate is required from the shareholders of the Company to renew the authority to purchase up to 10% of the total number of issued shares of the Company. The authority from shareholders, if renewed, will be effective upon the passing of the ordinary resolution for the Proposed Share Buy-Back at the forthcoming AGM, and will remain in force until the conclusion of the next AGM of the Company, or until the expiry of the period within which the next AGM is required by law to be held, unless revoked or varied by an ordinary resolution of the shareholders of the Company in general meeting, whichever occurs first.

Based on the number of issued shares of the Company as at 30 September 2025 of 693,599,143 Shares, the number of Shares that can be purchased by the Company is up to 69,359,914 Shares representing 10% of the total number of issued shares of the Company inclusive of 30,327,291 Shares that have been purchased and retained as treasury shares. As such, the balance that can be purchased by the Company is 39,032,623 Shares.

As at 30 September 2025, the Company has 331,259,290 outstanding warrants 2021/2026 ("Warrants") which may be exercised into Shares in the Company. For illustrative purposes, assuming that all the 331,259,290 outstanding Warrants are exercised, the maximum number of Shares that can be purchased is 102,485,843 inclusive of 30,327,291 treasury shares as at 30 September 2025, representing 10% of the proforma enlarged issued shares of 1,024,858,433 Shares.

3. SOURCE OF FUNDS

Pursuant to Chapter 12 of the Listing Requirements, the Proposed Share Buy-Back must be made wholly out of retained profits of the listed company. Based on the latest audited financial statements as at 30 June 2025, the retained profits of the Company is RM52,259,000. The Board therefore proposes to allocate a sum up to the aggregate of the retained profits for the Proposed Share Buy-Back, which shall be funded by internal generated funds of the Group and/or external borrowings. In the event that the Company intends to fund the Proposed Share Buy-Back via external borrowings, the Company would ensure there is sufficient funds to repay the external borrowings and that the repayment would have no material impact on the cash flows of the Group.

STATEMENT IN RELATION TO THE PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN SHARES
("PROPOSED SHARE BUY-BACK")
(Cont'd)

4. RATIONALE FOR, AND POTENTIAL ADVANTAGES AND DISADVANTAGES OF THE PROPOSED SHARE BUY-BACK

The Proposed Share Buy-Back will enable the Company to utilise its financial resources to purchase its own Shares from the market. The Company may, through this scheme, be able to reduce the liquidity of the Shares in the market which generally will have a positive impact on the market price of the Shares.

The Directors may at its discretion retain the purchased Shares as treasury shares, or for resale on the Bursa Securities with the intention of realising a potential gain, or to distribute the treasury shares to the shareholders of the Company as dividends to serve as a reward to the shareholders. The Directors could also opt for the purchased Shares to be cancelled, or retain part thereof as treasury shares and cancelling the balance, and to treat the Shares in any manner as prescribed by the Companies Act 2016 ("Act"), rules, regulations and orders made pursuant to the Act, the requirements of Bursa Securities and any other relevant authorities.

The Proposed Share Buy-Back will nevertheless reduce the financial resources of the Group and may result in the Group foregoing other investment opportunities that may emerge in the future.

The Board will be mindful of the interest of the Company and its shareholders in implementing the Proposed Share Buy-Back.

5. EFFECTS OF THE PROPOSED SHARE BUY-BACK

The effects of the Proposed Share Buy-Back on the share capital, earnings, net assets, working capital, public shareholding spread and shareholdings of Substantial Shareholders and Directors of the Company are based on the following assumptions:-

Minimum Scenario

Assuming the Proposed Share Buy-Back is undertaken in full and that none of the 331,259,290 outstanding Warrants are exercised into Shares.

Maximum Scenario

Assuming the Proposed Share Buy-Back is undertaken in full and all the 331,259,290 outstanding Warrants are exercised into Shares.

5.1 Share Capital

The effect of the Proposed Share Buy-Back on the issued shares of the Company will depend on the intention of the Board with regards to the treatment of the purchased Shares. Assuming that 10% of the Company's issued shares are purchased and cancelled, the proforma effect on the issued shares of the Company is illustrated as follows:-

	No. of Shares	
	Minimum Scenario	Maximum Scenario
Issued shares as at 30 September 2025	693,599,143	693,599,143
Assuming full exercise of all outstanding Warrants	–	331,259,290
Enlarged issued shares	693,599,143	1,024,858,433
Maximum number of Shares that may be purchased and cancelled [(1)]	(69,359,914)	(102,485,843)
Resultant issued shares	624,239,229	922,372,590

Note:-

(1) Inclusive of the 30,327,291 Shares already purchased and retained as treasury shares as at 30 September 2025.

STATEMENT IN RELATION TO THE PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN SHARES
("PROPOSED SHARE BUY-BACK")
(Cont'd)

If all the purchased Shares are to be retained as treasury shares, the Proposed Share Buy-Back will not have any effect on the issued shares of the Company, but the rights attached to the treasury shares so as to voting, dividends and participation in other distribution or otherwise will be suspended.

5.2 Earnings

The effect of the Proposed Share Buy-Back on the earnings and earnings per share of the Group will depend on the quantum of Shares purchased, the purchase price and the effective funding cost thereon.

5.3 Net Assets

The effect of the Proposed Share Buy-Back on the net assets per share of the Group will depend on the quantum of Shares purchased and the purchase price of the Shares at the time of buy-back.

5.4 Working Capital

The Proposed Share Buy-Back will reduce the working capital of the Company, the quantum of which will depend, amongst others, the quantum of Shares purchased and the purchase price of the Shares at the time of buy-back.

5.5 Public Shareholding Spread

The public shareholding spread of the Company as at 30 September 2025 and the resulting public shareholding spread of the Company, assuming the Company purchases 10% of its own issued Shares, are as follows:-

As at 30 September 2025	After the Proposed Share Buy-Back	
	Minimum Scenario	Maximum Scenario
66.79%	64.71%	75.76%

5.6 Shareholdings of Substantial Shareholders and Directors

The effects of the Proposed Share Buy-Back on the shareholdings of the Substantial Shareholders and Directors of the Company based on the Register of Substantial Shareholders and the Register of Directors' shareholdings respectively as at 30 September 2025 are as follows:-

Minimum Scenario

	As at 30 September 2025[1]				After the Proposed Share Buy-Back[2]			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Substantial Shareholders								
Dato' Sri Thong Kok Khee[3]	5,184,678	0.78	160,880,284	24.26	5,184,678	0.83	160,880,284	25.77
M & A Investments International Limited	124,420,289	18.76	–	–	124,420,289	19.93	–	–
Dato' Thong Kok Yoon[4]	43,358,813	6.54	30,844,835	4.65	43,358,813	6.95	30,844,835	4.94
Directors								
Y.A.M. Tengku Puteri Seri Kemala Tengku Dato' Sri Setia Hajjah Aishah Binti Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, DK., SAAS., SSAP., SIMP.	121,992	0.02	–	–	121,992	0.02	–	–
Dato' Wong Gian Kui[5]	462,160	0.07	136,000	0.02	462,160	0.07	136,000	0.02
Dato' Dr. Tan Seng Chuan	350,000	0.05	–	–	350,000	0.06	–	–
Ms. Soon Li Yen	–	–	–	–	–	–	–	–
Dato' Mohamad Azmi Bin Ali	–	–	–	–	–	–	–	–
Datuk Mohamed Arsad Bin Sehan	–	–	–	–	–	–	–	–

STATEMENT IN RELATION TO THE PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN SHARES ("PROPOSED SHARE BUY-BACK") (Cont'd)

Notes:-

(1) *Calculated based on 663,271,852 Shares, after adjusting for 30,327,291 Shares already purchased and retained as treasury shares as at 30 September 2025.*

(2) *Assuming the Proposed Share Buy-Back is undertaken in full and the maximum number of 69,359,914 Shares so purchased representing 10% of the total number of issued shares of the Company as at 30 September 2025 are purchased and cancelled.*

(3) *Direct interest and deemed interest by virtue of his family members' interest and his substantial interest in M & A Investments International Limited, Immobillaire Holdings Sdn Bhd, Baktihan Sdn Bhd, Winfields Development Sdn Bhd and Montprimo Sdn Bhd.*

(4) *Direct interest and deemed interest by virtue of his family members' interest and his substantial interest in Perak Traders Holdings Sdn Bhd and Baktihan Sdn Bhd.*

(5) *Direct interest and deemed interest by virtue of his spouse's interest.*

Maximum Scenario

	As at 30 September 2025(1)				(I) Assuming full exercise of Warrants(2)			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Substantial Shareholders								
Dato' Sri Thong Kok Khee (4)	5,184,678	0.78	160,880,284	24.26	5,184,678	0.52	162,152,134	16.30
M & A Investments International Limited	124,420,289	18.76	–	–	124,420,289	12.51	–	–
Dato' Thong Kok Yoon (5)	43,358,813	6.54	30,844,835	4.65	43,358,813	4.36	30,844,835	3.10
Directors								
Y.A.M. Tengku Puteri Seri Kemala Tengku Dato' Sri Setia Hajjah Aishah Binti Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, DK., SAAS., SSAP., SIMP.	121,992	0.02	–	–	121,992	0.01	–	–
Dato' Wong Gian Kui (6)	462,160	0.07	136,000	0.02	2,244,410	0.23	435,500	0.04
Dato' Dr. Tan Seng Chuan	350,000	0.05	–	–	350,000	0.04	–	–
Ms. Soon Li Yen	–	–	–	–	–	–	–	–
Dato' Mohamad Azmi Bin Ali	–	–	–	–	–	–	–	–
Datuk Mohamed Arsad Bin Sehan	–	–	–	–	–	–	–	–

	After (I) and the Proposed Share Buy-Back(3)			
	Direct		Indirect	
	No. of Shares	%	No. of Shares	%
Substantial Shareholders				
Dato' Sri Thong Kok Khee (4)	5,184,678	0.56	162,152,134	17.58
M & A Investments International Limited	124,420,289	13.49	–	–
Dato' Thong Kok Yoon (5)	43,358,813	4.70	30,844,835	3.34
Directors				
Y.A.M. Tengku Puteri Seri Kemala Tengku Dato' Sri Setia Hajjah Aishah Binti Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, DK., SAAS., SSAP., SIMP.	121,992	0.01	–	–
Dato' Wong Gian Kui (6)	2,244,410	0.24	435,500	0.05
Dato' Dr. Tan Seng Chuan	350,000	0.04	–	–
Ms. Soon Li Yen	–	–	–	–
Dato' Mohamad Azmi Bin Ali	–	–	–	–
Datuk Mohamed Arsad Bin Sehan	–	–	–	–

STATEMENT IN RELATION TO THE PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN SHARES
("PROPOSED SHARE BUY-BACK")
(Cont'd)

Notes:-

(1) Calculated based on 663,271,852 Shares, after adjusting for 30,327,291 Shares already purchased and retained as treasury shares as at 30 September 2025.

(2) Calculated based on 994,531,142 Shares, assuming full exercise of 331,259,290 outstanding Warrants and after adjusting for 30,327,291 Shares already purchased and retained as treasury shares.

(3) Calculated based on 922,372,590 Shares, assuming full exercise of 331,259,290 outstanding Warrants and the Proposed Share Buy-Back is undertaken in full; and the maximum number of 102,485,843 Shares representing 10% of the enlarged issued shares of the Company are purchased and cancelled.

(4) Direct interest and deemed interest by virtue of his family members' interest and his substantial interest in M & A Investments International Limited, Immobillaire Holdings Sdn Bhd, Baktihan Sdn Bhd, Winfields Development Sdn Bhd, Montprimo Sdn Bhd and Qing Shui Wan Holdings Pte Ltd.

(5) Direct interest and deemed interest by virtue of his family members' interest and his substantial interest in Perak Traders Holdings Sdn Bhd and Baktihan Sdn Bhd.

(6) Direct interest and deemed interest by virtue of his spouse's interest.

6. IMPLICATION OF THE MALAYSIAN CODE ON TAKE-OVERS AND MERGERS 2016 ("CODE")

Pursuant to the Code, a person and/or any person acting in concert with him will be required to make a mandatory offer for the remaining shares not already owned by him/them if his and/or their holding of voting shares in a company is increased beyond 33% or, if his and/or their holding of voting shares is more than 33% but less than 50%, his and/or their holding of voting shares is increased by more than 2% in any 6 months period. The Board is mindful of the potential implications under the Code and intend to monitor closely the Proposed Share Buy-Back such that it will not cause any party to trigger the obligation to undertake a Mandatory Offer pursuant to the Code as a result of the Proposed Share Buy-Back undertaken by the Company.

7. DIRECTORS' AND SUBSTANTIAL SHAREHOLDERS' INTEREST

Save for the proportionate increase in the percentage shareholdings and/or voting rights of all the shareholders in the Company as a consequence of the Proposed Share Buy-Back, none of the Directors and Substantial Shareholders and persons connected to them have any interest, direct or indirect, in the Proposed Share Buy-Back and, if any, the resale of the treasury shares.

8. DIRECTORS' RECOMMENDATION

The Directors are of the opinion that the Proposed Share Buy-Back is in the best interest of the Company and accordingly recommend that you vote in favour of the Ordinary Resolution 7 to be tabled at the 63rd AGM.

9. FURTHER INFORMATION

Shareholders are requested to refer to the Company's Statements of Changes in Equity for the financial year ended 30 June 2025 and Note 23 to the audited financial statements for further information on the purchases made by the Company of its own Shares.

PROXY FORM
63RD ANNUAL GENERAL MEETING

INSAS BERHAD
(Registration No. 196101000026 (4081-M))

NO. OF ORDINARY SHARES HELD	CDS ACCOUNT NO.
NO. OF REDEEMABLE PREFERENCE SHARES HELD	**CDS ACCOUNT NO.**

I/We _____
(FULL NAME IN BLOCK LETTERS)

NRIC No./Company No. _____ Tel No. _____

of _____
(FULL ADDRESS)

_____

being a member(s) of **INSAS BERHAD**, hereby appoint:-

1. Name of Proxy _____ NRIC No. _____
(FULL NAME IN BLOCK LETTERS)

Address _____

_____
(FULL ADDRESS)

and

2. Name of Proxy _____ NRIC No. _____
(FULL NAME IN BLOCK LETTERS)

Address _____

_____
(FULL ADDRESS)

or failing him/her, the Chairperson of the meeting, as my/our proxy(ies) to vote for me/us on my/our behalf at the 63rd Annual General Meeting of the Company to be held at Dewan Berjaya, Bukit Kiara Equestrian and Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur on **Friday, 28 November 2025** at **10.30 a.m.** or at any adjournment thereof in the manner indicated below:

NO.	RESOLUTIONS	FOR	AGAINST
1.	To approve the payment of Directors' fees		
2.	To approve the payment of Directors' benefits		
3.	To re-elect Dato' Mohamad Azmi Bin Ali as Director		
4.	To re-elect Datuk Mohamed Arsad Bin Sehan as Director		
5.	To re-appoint Messrs Grant Thornton Malaysia PLT as Auditors		
6.	To approve the authority to issue and allot shares		
7.	To approve the renewal of authority for the Company to purchase its own shares		

Please indicate with an "X" in the spaces provided how you wish your vote to be cast. If no specific instruction is given on the voting, the proxy will vote or abstain from voting at his/her discretion.

Signed this _____ day of _____ 2025

_____
Signature(s)/Common Seal of Member(s)

For appointment of two proxies, the shareholdings to be represented by the proxies		
	No. of shares	**Percentage**
Proxy 1		
Proxy 2		
Total		100%

Notes:-

1. ***Proxy***

   (a) A member entitled to attend and vote at the 63rd Annual General Meeting ("AGM") is entitled to appoint not more than two (2) proxies to attend and vote in his stead. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy. A proxy need not be a member of the Company.

   (b) Where a member is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

   (c) Where a member is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991 which holds shares in the Company for multiple beneficial owners in one securities account ('omnibus account'), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

   (d) The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorised in writing or if the appointer is a corporation either under its common seal or under the hand of an officer or attorney duly authorised in writing.

(e) *The instrument appointing a proxy may be deposited in hard copy or by electronic means in the following manner not less than forty-eight (48) hours before the time set for holding the meeting i.e.* ***no later than 26 November 2025 at 10.30 a.m.*** *or at any adjournment thereof:*

i) *Hard copy*
Deposit the original proxy form at Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, deposit in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur.

ii) *Electronic means*
Lodge the proxy form electronically via Vistra Share Registry and IPO (MY) portal at https://srmy.vistra.com by following the procedures provided in the Administrative Guide which is available on the Company's website at http://www.insas.net/ar-gm.html.

2. ***General Meeting Record of Depositors***

Only members whose names appear in the Record of Depositors as at ***18 November 2025*** *shall be entitled to attend and vote at the AGM or appoint a proxy to attend and vote on his behalf.* ***Kindly take note that ONLY Ordinary Shareholders are entitled to vote at the AGM.***

3. ***Voting***

Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements, all the resolutions set out in the notice of AGM will be put to vote by poll.

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AFFIX
STAMP

INSAS BERHAD
c/o TRICOR INVESTOR & ISSUING HOUSE SERVICES SDN BHD
Unit 32-01, Level 32
Tower A, Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur

2nd Fold Here

Fold This Flap For Sealing

INSAS BERHAD Registration No. 196101000026 (4081-M)

Suite 23.02 Level 23, The Gardens South Tower, Mid Valley City
Lingkaran Syed Putra, 59200 Kuala Lumpur, MALAYSIA

Tel : 03 2282 9311
Fax : 03 2284 8500

www.insas.net