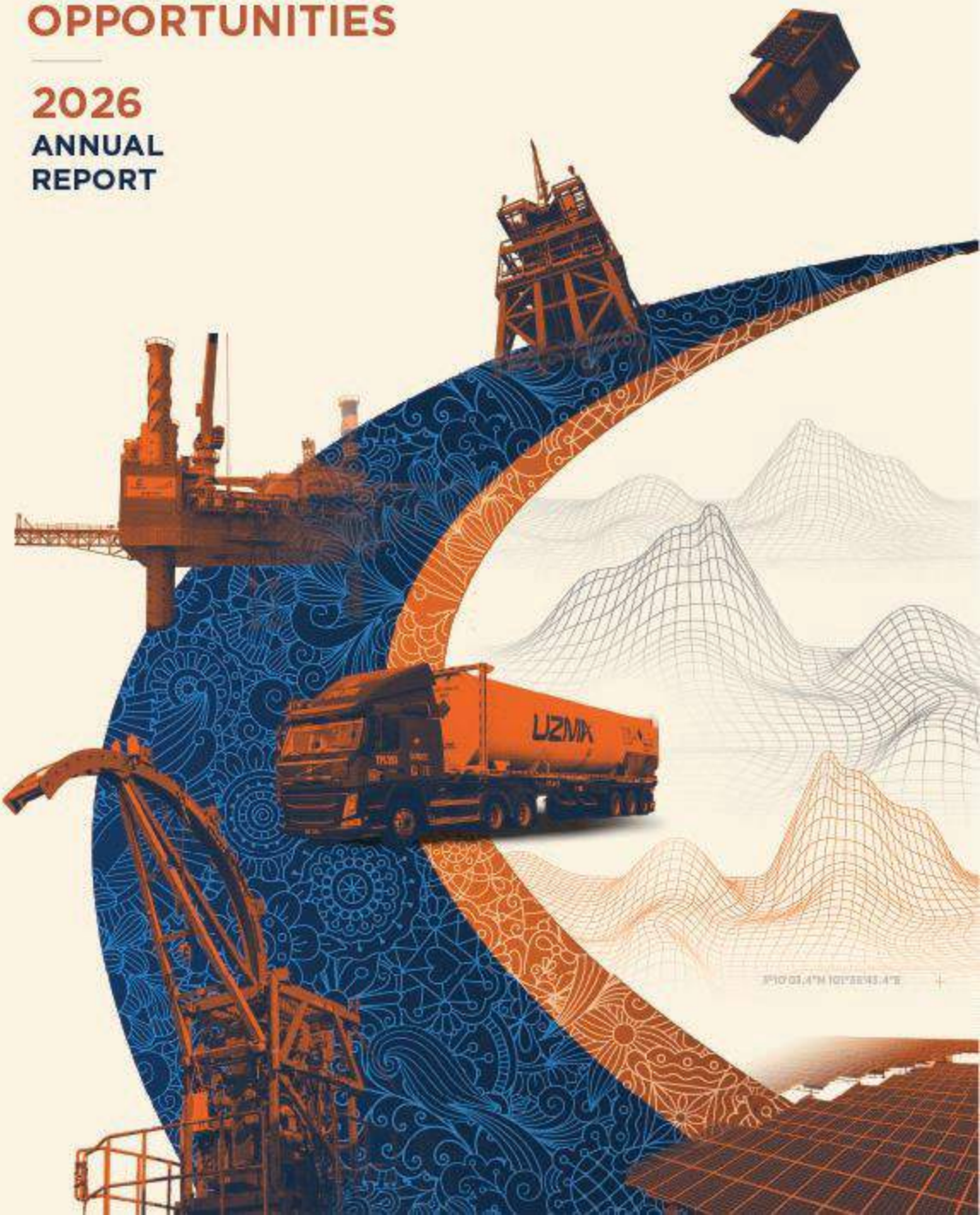
BEYOND THE HORIZONS SEIZING OPPORTUNITIES

2026 ANNUAL REPORT



UZMA BERHAD'S
ANNUAL REPORT 2026

BEYOND THE HORIZONS

SEIZING OPPORTUNITIES



Cover Theme Rational

"BEYOND THE HORIZONS, SEIZING OPPORTUNITIES"

The theme of Uzma's Annual Report 2026 signifies our determination in exploring further solutions and closing the gaps within the Oil & Gas and Technology landscapes.

This year's Annual Report focuses on Uzma's strategy in maintaining a stronger sustainable growth of market expansion in Malaysia and the Southeast Asia region, as we continue navigating our readiness throughout global and local challenges.

In FY2026, we utilise both, innovation and creativity hand-in-hand, further advancing our capabilities to greater heights–highlighting changes in the leadership development, operational activities, and industry demands to meet the needs of our community and stakeholders.

About This Report

Uzma Berhad ("Uzma" or "the Company") is pleased to present our Annual Report 2026 for the Financial Year Ended 30 June 2026 ("Report"). This Report reflects our capability and commitment to creating sustainable value for our stakeholders. Our mission is to provide a comprehensive overview of our strategies, progress, and value creation journey. We also aim to shed light on how we manage business risks and seize opportunities in the ever-evolving external landscape.

In this Report, we provide clear and transparent insights into our value creation strategies for all stakeholder groups. Our goal is to empower our stakeholders with the information they need to make informed decisions regarding the Company. This Report underscores our dedication to transparency and accountability.

Reporting Scope And Boundary

The scope of this Report encompasses Uzma and its group of companies (collectively referred to as "Uzma Group". It covers the financial reporting period from 1 July 2025 to 30 June 2026 ("FY2026"), adhering to the Malaysian Financial Reporting Standards ("MFRS"). This includes, all entities within Uzma Group where we hold a substantial interest and majority ownership.

The Report provides disclosures related to our business segments, subsidiaries, and joint venture operations, including significant events occurring from 1 July 2025 up to the publication date.

Materiality

This report highlights material matters identified by our Board of Directors ("Board") with support from management. These matters are essential to our ability to generate value and achieve our core business objectives. The identification of these significant issues takes into account both internal and external factors, as well as the needs, expectations, and concerns of our stakeholders and Uzma's strategic priorities.

The principle of materiality guided the disclosure and content of this report. A topic is considered material if it substantially influences decision-making processes and decisions of the Uzma Group and its stakeholders affecting our ability to create value over the short, medium, and long term. We reviewed our material matters through a desktop validation against industry peers and international reporting frameworks to ensure their relevance and currency.

Sustainability Reporting

Sustainability considerations are integral to our business, and they are woven throughout this Report. Our Sustainability Statement within this report provides disclosures on sustainability governance, framework, strategic priorities, programs, initiatives, outcomes, and future plans.

Uzma is committed to managing its business in a holistic, responsible, and sustainable manner, aligning with Bursa Malaysia's Sustainability Reporting Guide.

Reporting Frameworks And Guidelines

In preparing this Report, we followed various frameworks and regulations to ensure compliance and transparency. These include:

- Bursa Malaysia Securities Berhad's Main Market Listing Requirements ("MMLR")
- Malaysian Code on Corporate Governance 2021 ("MCCG 2021")
- Companies Act 2016 ("Act")
- Malaysian Financial Reporting Standards ("MFRS")

Our Sustainability Statement was developed in alignment with the following frameworks and indicators:

- Bursa Malaysia Sustainability Reporting Guide
- United Nations' Sustainable Development Goals ("UNSDGs")
- Global Reporting Initiative ("GRI") Standards (Core)
- Task Force on Climate-related Financial Disclosures ("TCFD")
- FTSE Russell's ESG Rating Indicators

Assurance

The Report has undergone careful review and approval by the Board of Directors. Our external auditors, Messrs. Morison LC PLT, have ensured the accuracy of all financial data. Financial data in this Report has been audited by Messrs. Morison LC PLT, adhering to reporting standards and processes. Non-financial performance data in this report has not undergone formal auditing. However, the Management of Uzma Group has exercised due diligence to provide an accurate and fair judgment on all material matters, including strategic plans.

Information On Exclusion

Certain categories of information have been withheld in line with our disclosure strategy. These include information that could jeopardize our strategic and competitive advantage, information subject to contractual restrictions, and information we are unable to verify.

Forward-Looking Statements

This report contains forward-looking statements of Uzma's financial position, results, operations, and businesses. These statements involve risk and uncertainty and are based on information available as at 30 June 2026. Actual results may differ from projections due to various factors, and readers are encouraged to conduct due diligence.

Directors' Responsibility Statement

The Board takes responsibility for the accuracy and reliability of Uzma's Annual Report 2026. We believe it provides a fair assessment of the Group's performance and covers all essential material issues contributing to value creation. This report was approved by the Board on 16 October 2026.

Feedback And Inquiries

We welcome your feedback form and inquiries to enhance our reporting communications. We are committed to ongoing improvements in our reporting quality.

Please feel free to reach out to our **Group Communications** unit:

Tel: +603 7611 4000

Email: communications@uzmagroup.com

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Day & Date :
Wednesday, 25th November 2026

Time :
10.00 am

Broadcast Venue :
Theatre, Damansara Performing Arts Centre (DPAC),
G Floor, Uzma Tower, No. 2, Jalan PJU 8/8A, Damansara Perdana, 47820 Petaling Jaya, Selangor Darul Ehsan, Malaysia

Method :
Physical Meeting

Read Uzma's Annual Report 2026 via our Website

In line with Uzma's commitment to sustainability and the environment, we will not be distributing hard copies of this Report, except upon request.

We encourage you to read the Report on our website, which is available at **www.uzmagroup.com**, you can also access it by scanning this QR code.

19TH ANNUAL GENERAL MEETING



Overview of Uzma

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SECTION 1

Who We Are



Our **Story**

From its humble beginnings as a manpower consultancy supply company in 2000, Uzma has evolved into a prominent player in the energy and technology industry. Our operational footprint extends across Malaysia, Thailand, Indonesia, and the Philippines, with work delivered in Southeast Asia, North Africa, India Subcontinent, and the Middle East, firmly establishing Uzma's presence in the region. Our hallmark has been the delivery of exceptional customer service and the provision of high-quality solutions.

Driven by an unwavering passion for technological innovation, we have embarked on a trajectory of rapid growth, venturing into new markets and pioneering innovative service offerings that transcend Malaysia's borders. Our transformative second Five-Year Plan, covering FY2026 to FY2030, is strategically realigning our business, placing a strong emphasis on strengthening our core businesses, expanding our capabilities and building a more resilient portfolio.

At Uzma, a commitment to continuous innovation is at the core of our ethos. Our DNA, embodied in the uzmaWAY, encapsulates our unwavering pursuit of excellence. This guiding principle empowers us to tackle the ever-evolving challenges of the industry and deliver exceptional value to our clients. With steadfast dedication and a focused approach, we take pride in our contribution to a more sustainable industry ecosystem, consistently innovating solutions that benefit all our stakeholders.

Uzma Berhad has been proudly listed on Bursa Malaysia's Main Market since July 2008. For more information on Uzma and our transformative solutions, visit us at **www.uzmagroup.com**.

Our **Vision**

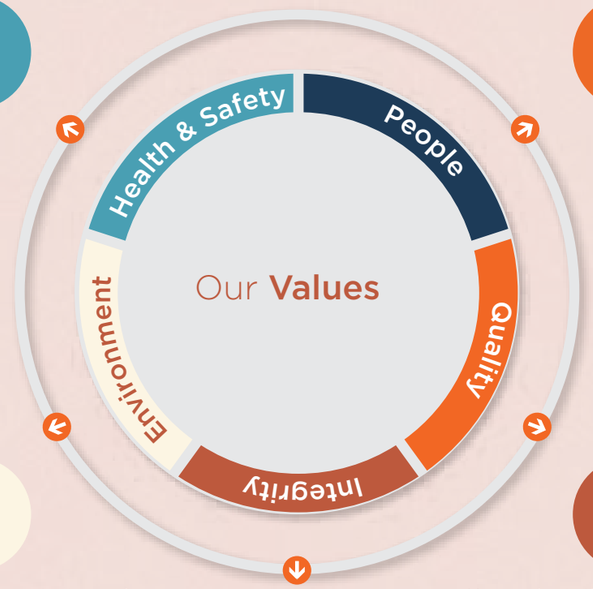
We aspire to become a leading energy and technology company in the region, dedicated to fostering sustainable growth and enhancing value for all stakeholders. We aim to achieve this by fostering excellence through continuous innovation.

Our **Mission**

As a dynamic, integrated regional energy and technology company, we are committed to delivering lasting excellence and value to our stakeholders through our niche and innovative solutions across a diverse portfolio.

Uzma Group is an integrated group of companies that provides cost-effective solutions to the energy and technology industries throughout the value chain. We are driven by the aspiration to exceed our stakeholders' expectations. We deliver this aspiration by adhering to a set of unified corporate values known as the **uzmaWAY**. These values serve as the foundational pillars of our corporate identity and culture across our organisation.

Our **Values**



Uzma believes in providing a healthy, secure, and safe working environment in all of our operations and activities, regardless of where we are on the globe. A positive health and safety culture is instilled within our organisation. Our stakeholders and their loved ones shall have a peace of mind knowing that they are always in good hands.

Uzma aspires to be the employer of choice and to be a catalyst for a balanced passion towards work and life. We nurture leadership, teamwork, and innovation to achieve our common goals. We develop the personal and professional competencies of our people. We remain humble, respectful, and exude positive attributes in our communication with stakeholders.

Uzma embraces proactivity and cost-effectiveness in planning, executing, and continuously improving our deliverables to exceed the expectations of all our stakeholders. We ensure that our people are efficient and effective in executing their responsibilities. We possess the agility to quickly adapt to our stakeholders' expectations and strive to be the best in everything we do.

Uzma believes in coexisting with and preserving the environment. Our stakeholders can rest assured that we constantly strive to leave xevery activity we undertake on this precious planet.

Uzma adopts the highest standards of personal and professional integrity in executing its business activities, both internally and externally. We are committed to ethical business practices and good corporate governance to be an exemplary corporate citizen.

These core values are embraced, practiced, and demonstrated by everybody at Uzma.

Recognising that we are only as strong as our weakest link, we ensure that our employees, partners, consultants, and supply chain fully understand and voluntarily subscribe to the **uzmaWAY**.

What We Do

REVOLUTIONISING ENERGY, EMPOWERING SUCCESS.



Uzma continues to drive innovation across the energy and technology value chain. In Oil & Gas, the Group delivers integrated Well and Production Solutions that improve field productivity, enhance uptime, and extend asset life. In New Energy, Uzma focuses on solar and other renewable initiatives, offering comprehensive EPCC and energy efficiency solutions that contribute to the national energy transition. In Digital Earth, the Group leverages satellite and geospatial technologies to provide advanced analytics and data-driven insights. Complementing these pillars, the Energy Trading division engages in LNG and petrochemical trading to ensure efficient and reliable energy supply across regional markets.

OIL & GAS DIVISION

01 Oilfied Well Solutions

Whether it's revitalising wells through hydraulic workover, ensuring safe and efficient abandonment, or deploying advanced technologies in coiled tubing and wireline operations, Uzma stands as a trusted partner in optimising well performance.

Our commitment to excellence is evident in every aspect of well services, where cutting-edge solutions meet the complex demands of the energy sector.

- **Hydraulic Workover Services & Integrated Project Management**
- **Plug and Abandonment**
- **Coiled Tubing Services**
- **Wireline Services**
- **Workover Services**
- **Perforation Services**
- **Cementing & Pressure Pumping**
- **Desander & Flowback**
- **Directional Drilling**
- **Stimulation & Chemical Services**
- **Drilling/ Well Services Consultancy**

02 Production Solutions

At Uzma, our Production Solutions division stands at the forefront of revolutionising the oil and gas industry through a commitment to excellence and innovation.

With a focus on optimising production efficiency and ensuring sustainable reservoir management, we are dedicated to maximising hydrocarbon recovery while embracing environmentally-conscious practices.

- **Advanced Production Enhancement System (uzmAPRES™)**
- **Water Injection Facilities (uzmaWIF)**
- **Portable Water Injection Module (uzmaWIM)**
- **Gas Handling System**
- **Early Production Facilities**
- **Filtration Services**
- **Artificial Lift**
- **Production Chemicals**
- **Pump Manufacturing**
- **Supply and Installation of Non-Metallic Pipeline**
- **Supply of Equipment and Consumables**
- **Geoscience Studies & Laboratory Services**
- **Well Testing Equipment Rental & Services**

NEW BUSINESS DIVISIONS

01 New Energy

Uzma's New Energy division drives the global energy transition through innovation, sustainability, and strategic expertise. We deliver end-to-end renewable energy solutions, from project development and large-scale deployment to advanced EPCC of utility-scale projects, accelerating national energy goals and advancing regional decarbonisation. Backed by deep technical know-how, we are committed to building reliable, responsible, and resilient energy systems that power economies and protect the planet.

- **Developer and Operator of Renewable and Clean Energy**
- **Engineering, Procurement, Construction and Commissioning Contractor for Solar Photovoltaic**
- **Energy Efficiency**

02 Energy Trading

Uzma's Energy Trading division specialises in LNG, leveraging market insights and strategic partnerships to ensure seamless cross-border resource flow and energy security. With a strong focus on value creation and sustainability, we provide unparalleled solutions to meet global energy needs. Recognised as the Malaysia's largest VPS ("Virtual Pipeline Systems") LNG trader in 2023, 2024 and 2025, we continue to strengthen strategic alliances and shape a future where energy flows efficiently and sustainably.

- **LNG Virtual Pipeline**
- **TPA Natural Gas**

03 Digital Earth

Uzma's Digital Earth segment leverages advanced satellite technology, geospatial AI analytics, and Earth observation to deliver high-resolution data and transformative insights for smarter, data-driven decision-making. Anchored by UzmaSAT-1, a commercial very-high resolution Earth Observation ("EO") satellite, we provide critical solutions for sectors such as agriculture, environmental monitoring, urban planning, and infrastructure development, driving connectivity, innovation, and sustainability in the digital frontier.

- **Satellite Development & Operations Geospatial Services**
- **Geospatial AI-Enabled Monitoring & Analytics**
- **Satellite Earth Observation**
- **Satellite IOT**

Oil and Gas Division

01

Oilfield Well Solutions

Summary

Uzma is recognised as a trusted partner in delivering safe, efficient and high quality well solutions. Our expertise spans the entire lifecycle of the well, from intervention and stimulation to abandonment and recovery, supported by strong operational capabilities and innovative technologies.

We combine hydraulic workover, coiled tubing, wireline, perforation, directional drilling and advanced chemicals into integrated packages that are designed to maximise well performance while minimising downtime. Our commitment to continuous improvement ensures that each project is executed with precision, meeting stringent safety and quality requirements in line with global standards.

With a track record built across Malaysia, Thailand, Indonesia, Myanmar, the Philippines and other regional markets, we have become a reliable service provider for national and international oil companies. By offering both conventional and innovative solutions, we extend the productive life of wells and support our clients in achieving sustainable reservoir management.

Our portfolio today represents one of the most comprehensive well service offerings in the region, supported by a fleet of high performance units and specialised teams. As we look to the future, we are advancing towards smarter, more automated solutions that will improve efficiency, reduce environmental footprint and ensure that mature fields continue to deliver value for years to come.

Key Highlights

- 400+ well interventions executed via CTU.
- 500+ wells workovered via HWU.
- South East Asia's largest HWU fleet, with unit capacity from 225k to 500k.
- Largest coiled tubing fleet in Malaysia.
- 100% safety compliance across multi-well campaigns.
- >15 million manhours with zero lost-time incidents.
- Pioneer of catenary coiled tubing in Malaysia.
- Rigless wireline solutions reducing downtime.
- Integrated directional drilling and MWD services.
- Continuous R&D in well chemicals and stimulation.

Our Capabilities

Hydraulic Workover Unit (HWU)

High-performance rigs for safe and efficient well interventions, recompletions and plug & abandonment. Our units have consistently delivered complex workovers with zero incidents and no lost-time injuries, completing projects ahead of schedule and demonstrating consistently high levels of operational uptime and reliability. More than 500 wells have been delivered via HWU, from South East Asia's largest HWU fleet, with unit capacity ranging from 225k to 500k and work across China, India, Bangladesh and South East Asia.



Coiled Tubing Units (CTU / Catenary CTU)

Malaysia's largest coiled tubing fleet with >400 interventions executed since 2015, with work across Malaysia, Thailand, Indonesia, Myanmar and the Philippines. Includes catenary CTU systems that enable operations on constrained deck platforms, reducing heavy lifting and enhancing safety.



Wireline Services and Equipment

Comprehensive cased-hole services including logging, perforation, fishing and recovery. Our wireline operations have been recognised for operational excellence, enabling safe and cost-effective well interventions without the need for full rigs.



Directional Drilling and MWD Units

Integrated directional drilling tools with Measurement While Drilling (MWD) technology to support precise wellbore placement, reservoir evaluation and real-time decision-making in both onshore and offshore environments.



Well Pumping, Cementing and Stimulation Packages

Full suite of pumping and cementing units to deliver zonal isolation, stimulation and well integrity restoration, complemented by advanced data acquisition systems for improved control.



Nitrogen and Desander Packages

Auxiliary nitrogen units for pressure support and stimulation, as well as desander and flowback packages for efficient well clean-up and solids management.



Oil and Gas Division (Cont'd)

02

Production Solutions

Summary

Uzma's Production Solutions division is anchored by proprietary assets and technologies that enhance oil and gas recovery while ensuring long term reservoir integrity. Our approach combines innovation with operational discipline, allowing us to deliver sustainable solutions for clients managing mature and complex fields.

Central to our portfolio are the Water Injection Facilities (uzmaWIF), Malaysia's first self elevating mobile platforms dedicated exclusively to water injection, complemented by the Portable Water Injection Module (uzmaWIM) for smaller offshore installations. Together, these assets provide zero CAPEX options to clients, enabling improved recovery without the burden of upfront investment.

In addition, our proprietary Advanced Production Enhancement System (uzmAPRES™) has achieved cumulative incremental oil gains of more than 13 million barrels, while our Early Production Facilities and chemical solutions support flexible, cost efficient production. Through these offerings, we help our clients maximise recovery, optimise efficiency and extend the life of their assets.

Our success is underpinned by consistent uptime performance of over 95% across facilities, reflecting our focus on operational excellence. Moving forward, we are enhancing our systems with digital integration and advanced monitoring to deliver even greater value, sustainability and resilience in production.

Key Highlights

Water Injection Facilities (uzmaWIF)

- Nearly 100 million barrels of water injected since 2016, at 95%+ uptime
- Up to 66,000 BWPD per facility, on a zero CAPEX model for clients
- Service life of 10 years offshore without drydocking, with living quarters for 60 people

Manufacturing and Laboratory

- 1,000+ wells served from our API Q1 manufacturing hub in Rayong, Thailand
- 300+ well strings evaluated across South East Asia, Africa and Europe

Production Enhancement

- 13 million barrels of incremental oil from uzmAPRES™
- TTESP exported to the Middle East Early Production Facilities deployed across multiple fields

Our Capabilities

Water Injection Facilities (uzmaWIF) MARSYA

Malaysia's first standalone mobile self-elevating platforms dedicated to water injection. Deployed since 2016, each uzmaWIF facility delivers injection rates of up to 66,000 BWPD, with >95% uptime. The facilities are designed for long-term offshore operation, with a service life of up to 10 years without drydocking.



Portable Water Injection Module (uzmaWIM)

Compact, relocatable injection modules designed for platforms with space constraints. Offers clients a zero CAPEX solution with scalable capacity to maintain reservoir pressure and improve recovery.



Advanced Production Enhancement System (uzmAPRES™)

Proprietary low-pressure stimulation system that has achieved cumulative incremental recovery of over 13 million barrels of oil. Deployed since 2008 across multiple mature fields offshore Malaysia, Thailand and Turkmenistan to boost production while extending asset life.



Early Production Facilities (EPF)

Rapidly deployable units that enable early monetisation of hydrocarbons prior to full field development. Designed for flexible operations, ensuring cost-efficient production.



Gas Handling and Filtration Systems

Customised packages for produced gas streams, providing safe and efficient processing across a range of reservoir conditions.



Production and Integrity Chemicals

Specialty chemical solutions for corrosion inhibition, flow assurance and integrity management to ensure reliable long-term operations.



Oil and Gas Division (Cont'd)

02

Production Solutions

Manufacturing Facility (Rayong, Thailand)

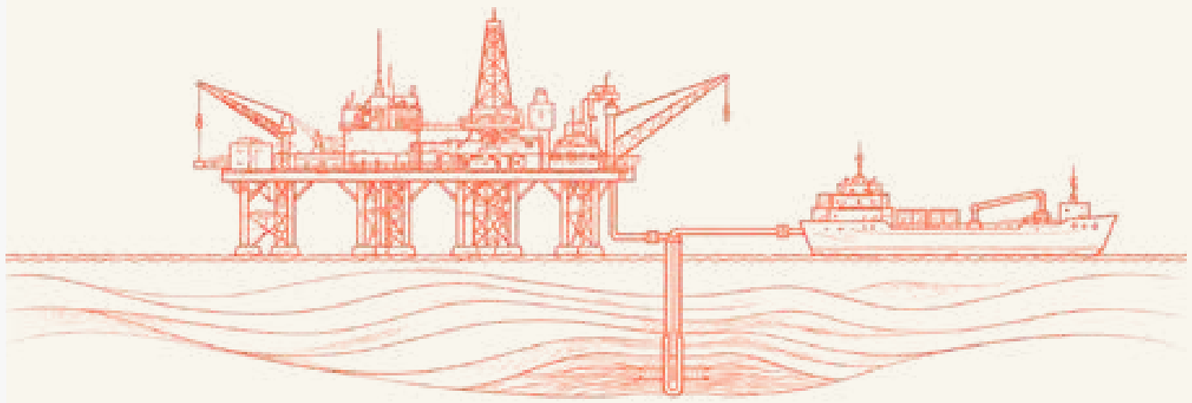
An API Q1-registered manufacturing hub backed by a global field service network, covering the full lifecycle from reservoir through to life extension. The facility holds API Spec Q1 (9th Edition), ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 certification, is built on more than 20 years of artificial lift manufacturing and engineering experience, and has served more than 1,000 wells worldwide.



Geological Laboratory (Shah Alam, Malaysia)

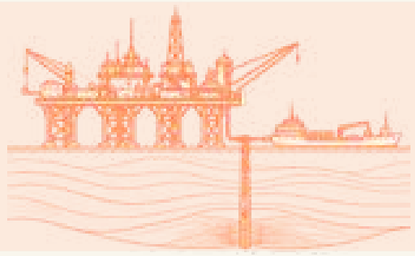
The first Malaysian-owned advanced geological laboratory, covering core analysis, reservoir geology, stratigraphy, geochemistry, formation damage, rock mechanics and RockWash advanced cutting analysis. The laboratory also formulates deepwater production chemicals such as oxygen scavengers, corrosion inhibitors and biocides, and has evaluated more than 300 well strings across South East Asia, Africa and Europe.





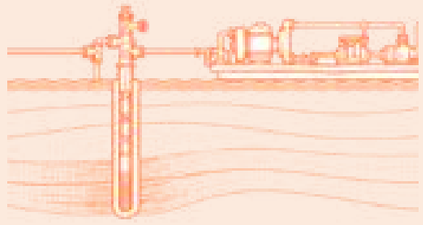
TTESP (Thru-Tubing ESP)

A compact, high-speed Electrical Submersible Pump engineered to run in 3.5-inch tubing without requiring a workover rig. Exported to the Middle East.



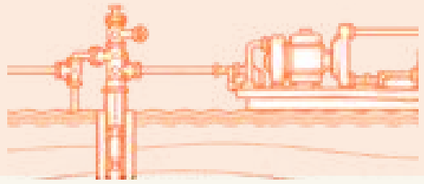
uzmaBOOST (Hybrid Gas Lift Submersible Pump)

Combines gas lift with submersible pump technology in a single system, extending artificial lift options for wells that do not suit a conventional single-method approach.



URP (Uzma Rodless Pump)

Suited to low-volume production and gas or tail-producing wells, extending artificial lift options beyond conventional ESP applications.



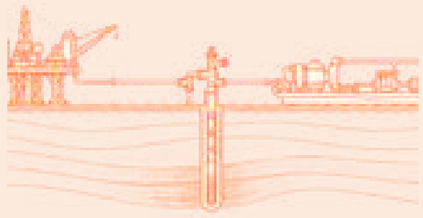
HSPS (Horizontal Surface Pumping System)

A versatile surface pumping unit for transfer, injection, disposal and boosting applications, complementing Uzma's artificial lift portfolio.



CIPS (Can Installed Pumping System)

A compact, high-pressure water injection solution installed in unused well slots or hung over the platform side, minimising footprint on space-constrained platforms.



New Business Division

01

New Energy

Summary

Uzma is advancing Malaysia's energy transition by developing, owning and operating renewable energy projects that deliver reliable, concession-backed power. Our New Energy division leverages deep technical expertise and EPCC capabilities to support the national and regional shift towards clean and sustainable energy systems.

Our flagship (73MWdc) solar farm in Bukit Selambau, Kuala Muda, Kedah (UKM) stands as a landmark project under the Large Scale Solar (LSS4) programme, providing clean electricity under a long term power purchase agreement with Tenaga Nasional Berhad. Over its lifecycle, the plant is expected to offset nearly 1.9 million tonnes of CO2 emissions, making a significant contribution to Malaysia's decarbonisation goals.

In addition to utility scale projects, Uzma also operates distributed solar assets under NEM and FiT schemes, and has begun diversifying into geothermal and energy efficiency services. Together, these capabilities position Uzma as a key enabler of the clean energy future.

Collectively, our renewable assets avoid more than 162,800 tonnes of CO2 emissions to date, the equivalent to powering more than ~130,000 homes. With a pipeline of future projects including battery storage and hybrid solutions, we are prepared to play an even stronger role in delivering reliable, low carbon energy for the region.

Key Highlights

- 150MWp total solar portfolio capacity 127,000 tonnes CO_2 avoided annually.
- 162,800 tonnes CO_2 avoided to date.
- Equivalent to >7 million trees planted.
- ~35,000 cars taken off the road, equivalent.
- 50MWac Kuala Muda solar farm commissioned in 2024.
- 23% conversion efficiency with advanced PV tech.
- Portfolio of rooftop and NEM solar across Malaysia.
- Energy Efficiency and Sustainability Solutions.

Our Capabilities

50MWac Large Scale Solar Plant (Kuala Muda, Kedah)

Flagship utility-scale solar project under LSS4, with 73MWdc capacity on a 230 acre site in Bukit Selambau. Installed with 117,300 N-Type bifacial PV modules (>23% efficiency), generating >2,600GWh of clean energy over its 25-year PPA tenure. Offsets 1,924,000 tonnes of CO_2 annually.



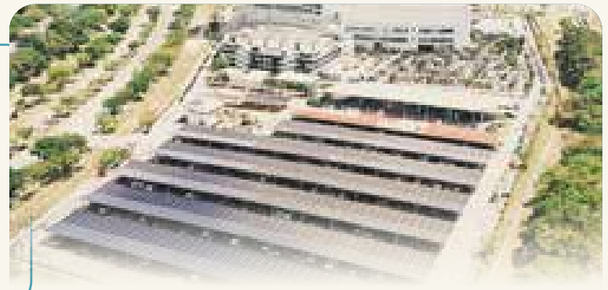
CGPP Bahau (12.13MWp)

CGPP-based solar PV system developed under Malaysia's Corporate Green Power Programme (CGPP) over a 21-year period, generating approximately 15.8 million kWh of clean energy each year, resulting in an estimated reduction of 10,080 tonnes of CO_2 emissions annually.



LHDN Cyberjaya (1,344kWp)

LHDN's 1.344 MWp Building-Integrated Photovoltaic system developed under the NEM programme is designed to maximise on-site renewable energy generation and enhance building sustainability. The system is expected to generate approximately 1.91 million kWh of clean energy annually, resulting in an estimated reduction of 1,221 tonnes of CO_2 emissions each year.



EM GoMEn – 20 Mosques, Wakaf Pulau Pinang (1.8 MWp)

Under the NEM GoMEn programme, a total solar PV capacity of 1.8 MWp was awarded for installation across 20 mosques under Wakaf Pulau Pinang. The initiative aims to promote renewable energy adoption within religious institutions, reducing reliance on grid electricity while supporting long-term energy cost savings and contributing towards carbon emissions reduction.



Universiti Pendidikan Sultan Idris (833.93 kWp)

Development and implementation of an 833.93 kWp rooftop solar photovoltaic (PV) system at Universiti Pendidikan Sultan Idris (UPSI), Tanjung Malim, Perak. Across 6 residential college blocks (Blocks A, B, C, D, E, and F) and Dewan Kolej Ungku Omar, under the Net Energy Metering (NEM 3.0) programme. The system is expected to approximately generate 1,149,470.000 kWh of clean energy each year with an estimate reduction CO_2/year of 672.44 tonnes.



New Business Division

02

Energy Trading

Summary

Uzma's Energy Trading division connects supply and demand across the region, ensuring reliable energy flows and creating value for stakeholders. By focusing on LNG supply via Virtual Pipeline and TPA natural gas trading, we enhance energy security while delivering cost competitive solutions to industrial users and partners. Together, both arms offer substantial cost savings over diesel and meaningful emission reductions, a practical bridge to clients' ESG goals.

Our leadership is anchored by recognition as Malaysia's largest VPS LNG trader in 2023, 2024 and 2025, with over 1,800 LNG road tankers successfully delivered to date. Through strong alliances and deep market insights, we ensure that energy resources are transported seamlessly and sustainably across borders.

As global energy markets evolve, we continue to expand our reach, strengthen partnerships and explore opportunities in emerging markets. Our trading platform supports clients in achieving flexibility, efficiency and sustainability in their energy procurement strategies.

The division is also building digital capabilities to support better market visibility, improved risk management and more efficient trading operations. These advancements ensure that Uzma remains a competitive and trusted partner in the dynamic global energy landscape.

Key Highlights

- Domestic and cross-border supply capability.
- Virtual Pipeline System fleet for off-grid customers.
- TPA natural gas trading through licensed access to Peninsular Malaysia's national.
- Three licences: import into a regasification terminal, shipping access and bulk LNG trading.
- Expanding petrochemical trading portfolio.
- Strong regional partnerships for reliable supply.
- Integrated logistics and distribution support.
- Building digital tools for trading visibility and risk management.

Our Capabilities

Virtual Pipeline System (VPS) LNG Fleet

Malaysia's largest VPS LNG delivery platform, recognised as #1 trader in 2023, 2024, and 2025. Provides flexible LNG supply to off-grid customers and industries. LNG is delivered in ISO tanks to remote and off-grid locations, with volumes tailored to each client's demand, under international safety and regulatory compliance standards.



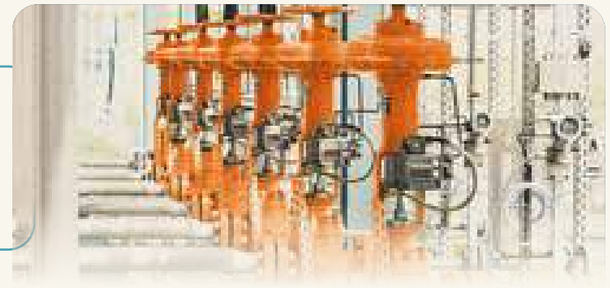
LNG Cargo Trading Portfolio

>1,800 LNG road tankers delivered since March 2023, showcasing reliability, flexibility and cross-border reach.



Petrochemical Trading

Growing portfolio including LNG derivatives, methanol and condensates, ensuring industrial and utility clients have access to competitive energy resources.



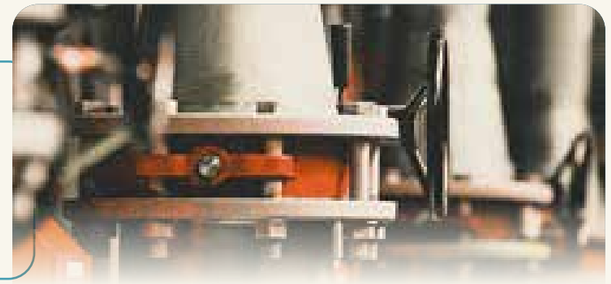
Strategic Partnerships

Collaborations with regional and international suppliers and buyers to strengthen supply security, logistics and market access.



TPA Natural Gas

Trades pipeline-based natural gas directly through licensed Third-Party Access to Peninsular Malaysia's national infrastructure, holding three licences, for import into a regasification terminal, for shipping access, and for bulk LNG trading, issued by the Ministry of Domestic Trade and Cost of Living.



As global energy markets evolve, UZMA continue to expand our reach, strengthen partnerships and explore opportunities in emerging markets. Our trading platform supports clients in achieving flexibility, efficiency and sustainability in their energy procurement strategies.

New Business Division

03

Digital Earth

Summary

Uzma is at the forefront of Malaysia's emerging space economy through its Digital Earth division, which integrates satellite technology with advanced geospatial analytics. Our ambition is to unlock new data-driven insights that support better decision-making across industries, governments and communities.

In January 2025, UzmaSAT-1, a commercial very high-resolution Earth Observation satellite, was launched. Uzma continues to expand its presence in the space economy, with a focus on advancing geospatial capabilities and exploring potential applications across agriculture, urban planning, infrastructure monitoring and environmental management.

Looking ahead, the award of the PSPJN Remote Sensing Satellite Project marks a new phase in our journey, supported by innovations in InSAR slope monitoring and precision agriculture solutions. With our Geospatial AI platform, we transform satellite imagery into actionable intelligence, enabling smarter, safer and more sustainable outcomes.

Uzma's investments in Digital Earth are designed not only to strengthen national capabilities but also to address regional challenges such as climate resilience, food security and sustainable development. By combining satellite assets with local expertise and advanced AI, we are shaping the foundation of a connected, data driven future.

Key Highlights

- UzmaSAT-1 launched Jan 2025 on SpaceX Falcon 9 (Transporter-12).
- A commercial very-high resolution Earth Observation (EO) satellite.
- Delivers up to 50cm resolution imagery with up to five daily revisits.
- PSPJN Remote Sensing Satellite Project.
- Over 1.7 million hectares area analysed monitored via geospatial services.
- UzmaSATRIA AI-powered detection for defence applications.
- UzmaLENS pixel-level AI classification of satellite imagery.
- Precision agriculture solutions for plantations and paddy sectors.
- Partnerships with national agencies and global space technology players.

Our Capabilities

UzmaSAT-1

A commercial very-high resolution Earth Observation satellite, launched in January 2025 aboard SpaceX's Falcon 9. It delivers up to 50cm optical imagery with up to five daily revisits and multispectral imaging, supporting applications in agriculture, infrastructure monitoring, environmental management and national security.



Uzma Digital Earth Platform

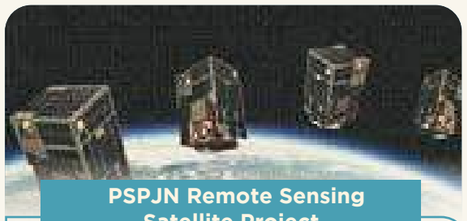
Proprietary analytics platform that transforms satellite imagery into actionable insights, with applications in precision agriculture, ESG monitoring, urban planning and infrastructure management.





Slope and Ground Movement Monitoring

Satellite-based early warning system using Interferometric Synthetic Aperture Radar (InSAR) technology to detect subsidence and slope instability. Deployed for infrastructure and slope safety nationwide.



PSPJN Remote Sensing Satellite Project

National-scale remote sensing programme awarded in 2025. Designed to strengthen sovereign space capability and integrate with Uzma's Geospatial AI platform.



Precision Agriculture Solutions

Geospatial intelligence applied to crop monitoring, irrigation management and yield forecasting. Supports food security and plantation optimisation.

UzmaLENS

Deep learning semantic segmentation that classifies every pixel of raw satellite imagery, delivering insight in hours rather than weeks and improving continuously as it is retrained on new labelled data.

UzmaSATRIA

AI-powered aircraft detection at scale for defence applications. Reduces dependency on analyst-heavy workflows, enables nationwide and regional surveillance, and supports early threat identification and pattern analysis, moving from reactive to predictive intelligence.

Uzma's Year in a Brief

Events in Uzma

JULY 2025



Uzma's 1st AI-Ideation Day for 2025



The Sofoil x Uzma Technical Workshop in July 2025

AUGUST 2025



Uzma received the MINDA25 Award for "Technology & Innovation" category



Uzmarians gathered for solat hajat in hopes to strengthen the bond among one another and further success



Uzma, together with MARA's senior leadership team including YBhg. Dato' Zulfikri Osman, Director General of Majlis Amanah Rakyat (MARA), discussed further collaborations in Education, TVET, and Talent Development beyond MRSM



Uzma Recreational Club (URC) hosted a pickle ball session with a local twist while wearing kain pelikat and batik during Merdeka

SEPTEMBER 2025



Uzma joined as the Diamond Sponsor for KSA25 5km and 10km Night Run in Putrajaya



Uzma held a Revitalize Health and Wellness Week 2.0 as Uzmarians competed in the Uzma Tower Run on 23 September 2025



Celebrating Geospatial AI Sdn Bhd's milestone of officially becoming a trusted member of the International Astronautical Federation (IAF)



MBSB's Anchor Companies Open Day & Vendor Business Matching Sessions held on 30 September 2025 at the Sime Darby Convention Centre

NOVEMBER 2025



Johnson Pump (Malaysia) Sdn. Bhd. held a Mini Townhall 2025



Uzma hosted the 2nd Ideation Day 2025 with the talk "Voices of NextGen: Patah Tumbuh Hilang Berganti" by interns and new joiners and "Bijaksana Bijaksini: Selected Provisions for Your Journey" by Tan Sri (Dr.) Azman Mokhtar



Geospatial AI showcased UzmaSAT-1 in shaping the future of sustainable plantation management at the International Conference on Oil Palm Protection (ICOPP) 2025



Uzma's 18th Annual General Meeting 2025

OCTOBER 2025



Uzmarians presented their Capstone Projects in the Upskilling & Reskilling Programme (Technology Management) at MIGHT Partnership Hub



People Division of Uzma hosted an interactive Human Resource Management practices with Grade 12 Business Management students from IGB International School



Uzma Annual Townhall 2025, marking the launch of a new Five-Year Plan driven by the spirit of #NoConstraints, as we unite our people to pursue new opportunities, accelerate innovation and deliver sustainable growth for the years ahead.



DKRM shared Low Earth Orbit (LEO) satellites and InSAR technology in infrastructure monitoring, environmental management, and industrial efficiency is shaping sustainability, resilience, and industrial competitiveness at MIGHT Academy's "Space Forward: Driving Innovation for a Sustainable Space Future".



Uzmarians came together for Uzma Treasure Hunt 2025 exploring Uzma Tower.



Uzma joined forces with Apadilangit Space Academy, sparking curiosity on space technology and data analytics, encouraging future innovators to explore their place in Malaysia's growing space ecosystem at the Cosmolab X Apadilangit X Uzma Space Tech Workshop by Universiti Teknologi PETRONAS Stellar Astronomy Club.



Uzmarians participated in a Pinktober Awareness Campaign at Uzma Tower.

DECEMBER 2025



Uzma joined the SPE/ICoTA Symposium and Exhibition: Well Intervention



Uzma welcomed Universiti Malaysia Terengganu (UMT) a visit at Uzma Tower



Uzma delivered a session on Satellite Technology for Humanity during the Hari Profesion Teknikal Negara 2025 (HPTN 2025)





DKRM was selected as the EY Entrepreneur Of The Year 2025.

2026

JANUARY 2026



Uzma showcased UzmaSAT-1 and the role of satellite intelligence at the Majlis Peluncuran Dasar Industri Pertahanan Negara (DIPN).



Uzma welcomed Universiti Putra Malaysia (UPM) students at Uzma Tower, providing industry exposure.

MARCH 2026



DKRM and 3 panellists of leaders in religious scholarship, academia and industry discussed their views on integrity, leadership and faith in the forum "Huffaz Teknokrat Membina Profesional Berintegriti" during Perhimpunan Gen Huffaz Teknokrat MARA 2026 at Masjid Wilayah Persekutuan, Kuala Lumpur.



Uzma showed appreciation to Uzmarian Women on International Women's Day.



Uzmarians volunteered in the CSR Rewang Bubur Lambuk programme at Masjid An-Nur Temasya Glenmarie during Ramadan.



DKRM, the President of the Malaysia Space Industry Consortium (MASIC), was invited to the "One Moon, Many Worlds" programme at Planetarium Negara, Kuala Lumpur.

FEBRUARY 2026



Uzma held the 1st Uzma 25 The Long Game with around 160 golfers at Tasik Puteri Golf & Country Club, Rawang on 7/2/2026.



Geospatial AI, a subsidiary of Uzma and Kouyo Daiichi Consultants Co. Ltd., Japan exchanged on the strategic Letter of Intent (LOI) at MARA OISCA International Business Forum 2026 (MOIBF 2026) in Langkawi.



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Uzma's annual Tazkirah Ramadan sessions featured Ustaz Elyas Ismail, Ustazah Wan Nurhazila, Ustaz Abdullah Khairi, and Ustaz Haslin Baharim each week.



Uzma joined in on the Ramadan outreach programme organised by TIM GANUKITER, providing Ramadan Packs to 100 asnaf students of SK Ayer Jerneh and SK Bukit Anak Dara in Kemaman, Terengganu.



Uzma held the annual Bazaar Ramadan.



Uzma and Gentari joined forces in strengthening the nationwide solarisation of PETRONAS stations and Malaysia's renewable energy ecosystem.

APRIL 2026



Uzma Space and Defence Sdn. Bhd. signed an MoU with Boustead Holdings Berhad to explore collaboration in satellite communications and geospatial intelligence at DSA & NATSEC 2026.



URC hosted Uzma Annual Bowling Raya.



Uzma and SPIA organised "Uzmarian Women in Action: Restore Our Rivers".



Uzma hosted "From Awareness to Action: Implementing ESG in Supply Chain Management", featuring IMPACTO Sdn Bhd | Certified B Corporation and Mole.

JUNE 2026



Uzma showcased UzmaSAT-1 and the role of satellite intelligence at the Majlis Peluncuran Dasar Industri Pertahanan Negara (DIPN).



Uzma hosted an Anti-Bribery & Corporate Liability Awareness session led by PKP Tuan Nik Lokman Hakim Nik Mohd Nor, MACC.



Uzma's Annual Ideation Day, "Space Forward", featuring Prof. Emerita Tan Sri Dato' Seri Dr Mazlan Othman, in collaboration with MIGHT and MASIC.



Uzma supported the Johor Women's Hockey Team in their preparations for SUKMA 2026.

MAY 2026



Uzma collaborated with Majlis Amanah Rakyat (MARA) to enhance industry capabilities and talent development in renewable energy, aerospace and defence MRO, and energy transition.



Dato' Kamarul Muhamed joined a distinguished panel comprising Khairy Jamaluddin, former Malaysia Health Minister; Prof. Dato' Ir. Dr. Faisal Rafiq Mahamd Adikan, Vice President (Research and Development), Monash University Malaysia; Dr. Ahmad Syahid A. Fawzal, Senior CFD Engineer at Koch Technology, UK; and Leia Mayssa Masyerin, MIT student and MARA World's Top Universities Program Scholar. The session explored how exposure, education and real-world experience shape globally competitive individuals, moderated by Prof. Dr. Kushsairy Kadir, Deputy President (Academic and Technology), Universiti Kuala Lumpur.



DKRM presented a talk on strengthening collaboration within the Malaysian space during "TECHNOMART Malaysia–Japan: SpaceTech Collaboration II" hosted by MIGHT and MYSA, in partnership with JAXA: Japan Aerospace Exploration Agency, MASIC - Malaysia Space Industry Consortium, CONSEO and JETRO - Japan External Trade Organization.



Uzma visited the Assembly, Integration, and Test (AIT) Facility in Banting.



Uzma Environergy Sdn. Bhd., under New Energy, has been selected for a Solar Project at Masjid At-Taqwa TBTTS by Wakaf Pulau Pinang (WPP).

HSE Awards

MECAS

Finalist for Shell Safety Award

From: Shell
Received date: July 2025

MECAS was shortlisted as one of the finalists for 2025 Shell Safety Award under upstream category. **Rigless Plug Retrieval operations**.

Competition during HSSEQ Week

From: EPIC
Received date: October 2025

MECAS representative announced as 3rd place for HSE poster competition during EPIC HSSEQ Week.

Shell Contract KPI & Scorecard | Gumusut Kakap Contract scored 99.57%

From: SSPC
Received date: April 2026

Scoring 99.57% for Q1'26. The rating was given to MECAS as part of evaluation of overall commitment and performance on HSE, Value Improvement, Cost, Technical Performance and Service under existing GK Deepwater contract.

DOSH SOLVE 4 SME Programme Safety Award

From: DOSH
Received date: September 2025

MECAS achieved Stage 4 out of 5 (Gold Recognition) through a structured one-year journey involving training, audits, verification and continuous improvement

Customer Feedback Survey score average 86%

From: All Customer
Received date: January 2026

Evaluation from 11 customers for their satisfaction on MECAS services, product and HSE. Average score is 86%.

Shell Contract KPI & Scorecard | IPC Contract scored 98.26%

From: SSPC
Received date: April 2026

Scoring 98.26 % for Q1'26. The rating was given to MECAS as part of evaluation of overall commitment and performance on HSE, Value Improvement, Cost, Technical Performance and Service under existing IPC shallow water application contract.

Winner of Video Competition during HSSEQ Week

From: EPIC
Received date: October 2025

MECAS representative announced as winner for HSE video competition during EPIC HSSEQ Week.

Shell Contract KPI & Scorecard | Malikai Contract scored 98.26%

From: SSPC
Received date: April 2026

Scoring 98.26% for Q1'26. The rating was given to MECAS as part of evaluation of overall commitment and performance on HSE, Value Improvement, Cost, Technical Performance and Service under existing Malikai Deepwater contract.

Shell Contract KPI & Scorecard | TIMI Contract scored 98.26%

From: SSPC
Received date: April 2026

Scoring 98.26 % for Q1'26. The rating was given to MECAS as part of evaluation of overall commitment and performance on HSE, Value Improvement, Cost, Technical Performance and Service under existing TIMI contract.

MMSVS

CEO SSHE Excellence Award

From: PTTEP
Received date: April 2026

Safety, Security, Health and Environment (SSHE) Performance Excellence.

OTN/W Best SOC Sharing Award

From: PTTEP S1
Received date: January 2026

The second place - Recognised for outstanding sharing of Safety Observation Cards (SOC) that promote proactive safety culture and continuous improvement in workplace safety performance.

OTN/W Best Hazard Hunt Award

From: PTTEP S1
Received date: October 2025

Awarded for excellent performance in hazard identification and proactive risk elimination activities contributing to a safer work environment.

OTN/W Best Hazard Hunt Award

From: PTTEP S1
Received date: February 2026

Awarded for excellent performance in hazard identification and proactive risk elimination activities contributing to a safer work environment.

Stop Work Exercise Award

From: PTTEP S1
Received date: August 2025

Acknowledged for promoting the Stop Work Authority campaign and demonstrating proactive intervention in potential unsafe conditions.

Stop Work Exercise Award

From: PTTEP S1
Received date: January 2026

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SVP

Exemplary HSE Engagement Award

From: PCSB-SBA
Received date: October 2025
SVP received Exemplary HSE Engagement Award, 2nd Runner-Up during SBA Partners Connect 2025.

Certificate of HSSE Excellence 2025

From: Jadestone Energy
Received date: May 2026
In recognition of SVP collaboration and contribution towards a safe and healthy towards a safe and healthy workplace.

Certificate of Appreciation

From: Petronas Carigali (QEM)
Received date: January 2026
Uzma Wireline (SVP) has been awarded a Certificate of Appreciation for outstanding performance in ensuring safe and efficient operations, positively impacting overall team performance.

Certificate of Appreciation

From: EnQuest
Received date: May 2026
In appreciation of participation in EnQuest Marine Partners Safety Engagement for exemplary commitment to safety excellence, collaboration and continuous improvement.

Wells Delivery Focused Recognition

From: EnQuest
Received date: November 2025
SVP has been recognised for demonstrating EQ Safe Results values, such as delivering safe results, working collaboratively, showing respect and openness, and fostering growth and learning throughout the contract period.

Appreciation 2026 Contractor HSSE Forum

From: Jadestone Energy
Received date: May 2026
Greatest appreciation for SVP as a Business Partner, during 2026 Contractor HSSE Forum: Advancing Human Performance.

Appreciation for Successful Execution

From: Petronas Carigali (PMA2)
Received date: May 2026
Uzma Wireline (SVP) has received a sincere gratitude and appreciation for the successful execution of GuA-25L GLVCO, Leak Detection, Add Perforation and Set Packoff activity in March 2026.

This achievement has been instrumental in sustaining the vitality of Guntong, increasing at least ~600 BOPD in daily production, a substantial number for PMA production.

Certificate of Appreciation

From: PSCB-SBA
Received date: December 2025
SVP has contributed towards 50 Million Safe Manhours for PCSB Sabah Asset.

Recognised Solution Partner 2025

From: Petronas Carigali
Received date: June 2026
SVP is recognised for demonstrating excellent HSE, service quality and performance throughout the year in Well Intervention Services Category.

Appreciation for Successful Execution

From: Petronas Carigali (QEB)
Received date: January 2026
Uzma Wireline (SVP) has received a sincere gratitude and appreciation for the successful execution of the TK-42T tubing punch activity in Nov'25.

This achievement has been instrumental in sustaining the vitality of Tukau, securing at least 5,000 BOPD during the monsoon season, a substantial number for SKA production.

UZMA ENGINEERING

2025 Safe Operation Recognition - Uzma Engineering Sdn Bhd (HWU Services)

From: PTTEP Sarawak Oil Limited
Received date: July 2025
Safe operation recognition during WPIA & WPIB – P&A Campaign for HWU services.

2024 Safe Operation Recognition - Uzma Engineering Sdn Bhd

From: PTTEP Sarawak Oil Limited
Received date: Jan 2026
Safe operation recognition during WPIA & WPIB – P&A Campaign for HWU services.

Certificate of Recognition - Uzma Berhad

From: MPM
Received date: October 2025
In recognition of Uzma contribution to the development of MPM - HWU Academy.

Notable HSE Award

From: EnQuest
Received date: May 2026
Nursyafiq Zakaria | For outstanding contribution to the safe delivery of 2025 operations and services.

Wells Delivery Focused Recognition

From: EnQuest
Received date: November 2025
Uzma has been recognised for demonstrating EQ Safe Results values, such as delivering safe results, working collaboratively, showing respect and openness, and fostering growth and learning throughout the contract period.

Contracts Awarded

AWARD OF CONTRACT FOR THE PROVISION OF INTEGRATED WELL INTERVENTION AND PROJECT MANAGEMENT TEAM

Setegap Ventures Petroleum Sdn Bhd has been awarded a contract by EnQuest Petroleum Production Malaysia ("EnQuest") for the Provision of Integrated Well Intervention and Project Management Team for the 2026/2027 EnQuest Well Intervention Program pursuant to a letter of award dated 19 February 2026. The duration of the contract is for a period of two (2) years, commencing on 19 February 2026 until 18 February 2028.

21 April 2026



MEMORANDUM OF UNDERSTANDING WITH BOUSTEAD HOLDINGS BERHAD TO COLLABORATE IN SUPPORT OF NATIONAL DEFENCE AND SECURITY CAPABILITIES

Uzma Space and Defence Sdn Bhd entered into a Memorandum of Understanding ("MoU") with Boustead Holdings Berhad on 21 April 2026 to explore and establish a strategic collaboration in the areas of Satellite Communications (SATCOM) and Geospatial Intelligence (GEOINT), particularly in support of defence, security and related national applications. The duration of the MoU will be for one (1) year, effective 21 April 2026, with an option to extend upon mutual agreement.

AWARD OF CONTRACTS FOR THE PROVISION OF COILED TUBING UNIT (CTU) EQUIPMENT AND SERVICES FOR PETRONAS CARIGALI SDN BHD

Setegap Ventures Petroleum Sdn Bhd has been awarded three (3) letters of award dated 13 February 2026 by Petronas Carigali Sdn Bhd for the provision of coiled tubing unit equipment and services. The duration of the letters of award is for a period of five (5) years from 13 February 2026 until 12 February 2031.

AWARD OF CONTRACT FOR THE PROVISION OF LEASING AND OPERATION & MAINTENANCE OF PORTABLE WATER INJECTION MODULE (PWIM) FOR BAYAN REDEVELOPMENT PHASE 3 PROJECT FROM PETRONAS CARIGALI SDN BHD

Uzma Engineering Sdn Bhd has been awarded a letter of award dated 27 March 2026 by Petronas Carigali Sdn Bhd for the provision of leasing and operation and maintenance of Portable Water Injection Module (PWIM) for Bayan Redevelopment Phase 3 Project. The duration of the contract is for a period of eight (8) years from 27 March 2026.

27 April 2026



MEMORANDUM OF UNDERSTANDING WITH MAJLIS AMANAH RAKYAT ON STRATEGIC COLLABORATION IN AEROSPACE AND DEFENCE MRO, RENEWABLE ENERGY, TECHNOLOGY AND BUMIPUTERA DEVELOPMENT

Uzma Berhad entered into a Memorandum of Understanding ("MoU") with Majlis Amanah Rakyat on 3 May 2026 to establish a strategic collaboration in renewable energy, aerospace and defence MRO (Maintenance, Repair and Overhaul), technology and Bumiputera talent and vendor development. The duration of the MoU will be for three (3) years from 3 May 2026, unless extended by mutual agreement of the parties.

Project Highlights & Milestones

Division: Group Production Solutions **SEPTEMBER 2025**
Business Unit: Uzma Engineering Sdn Bhd ("UESB")

The Portable Water Injection Module (PWIM) at Sepat secured a further three-year contract extension through 2028 from Petronas Carigali Sdn Bhd, marking another important milestone for the Division. The extension reflects continued client confidence in our operational performance, technical capability and ability to consistently support field production requirements.

Division: Group Production Solutionss **OCTOBER 2025**
Business Unit: Uzma Artificial Lift Sdn Bhd ("UAL")

UAL entered a new international and renewable-energy market by supplying specialised geothermal pumps to the Netherlands, showcasing its technology's adaptability beyond oil and gas and supporting the Group's diversification into lower-carbon and renewable energy.

Division: Group Production Solutions
Business Unit: MECAS

Sabah Shell Petroleum Company Ltd - Provision of Integrated Production and Integrity Chemical and Associated Services for Sabah as Secondary Contractor for 10 years.

Division: New Energy
Business Unit: UENV

Commenced construction for Gentari Project at several petrol stations throughout Negeri Sembilan, Pahang, Terengganu and Kelantan.

Division: Group Production Solutions **NOVEMBER 2025**
Business Unit: Uzma Artificial Lift Sdn Bhd ("UAL")

UAL completed its first onshore deployment of SentiFlow in Thailand, extending its field capabilities and validating its production-monitoring and optimisation technology onshore.

Division: Group Production Solutions
Business Unit: Uzma Artificial Lift Sdn Bhd ("UAL")

UAL's manufacturing facility achieved compliance with API Specification Q1, 10th Edition, reinforcing its commitment to robust quality management, product reliability, and internationally recognised manufacturing standards — further strengthening its ability to support major operators and compete for technically demanding artificial lift and pumping projects internationally.

Division: Group Production Solutions **NOVEMBER 2025**
Business Unit: MECAS

- ConocoPhillips Sabah Gas Ltd - Provision of Integrated Production and Integrity Chemical and Associated Services for Sabah as Secondary Contractor for 10 years.
- Sarawak Shell Berhad - Provision Of General Chemicals And Associated Services For Rosmari Marjoram Project for 3 Years. This is an onshore plant at Shell Oil Gas Plant (OGP) in Bintulu, Sarawak.
- Sabah Shell Petroleum Company Ltd - Provision of Integrated Production and Integrity Chemicals and Associated Services for Malikai Stage 1, April 2026. MECAS successfully obtained a 6-month contract extension from 15 February 2026 till 14 August 2026.

Division: New Energy **DECEMBER 2025**
Business Unit: Uzma Environergy Sdn Bhd ("UENV")

UENV completed its LHDN Project for the installed capacity of 1344 kWp and achieved commercial operation under the Supply Agreement for Renewable Energy. The term of the Supply Agreement for Renewable Energy is 20 years.

Division: Group Production Solutions
Business Unit: Uzma Artificial Lift Sdn Bhd ("UAL")

UAL achieved a key technology milestone this year, developing what is believed to be the world's first Thru-Tubing ESP system rated above 300 HP, enabling greater production capacity with less reliance on conventional workovers.

Division: Group Production Solutions **JANUARY 2026**
Business Unit: Uzma Artificial Lift Sdn Bhd ("UAL")

UAL won several production-enhancement study contracts, helping operators identify well-performance constraints, assess artificial lift options, and develop solutions to boost production, improve reliability, and optimise operational expenditure.

Division: Group Production Solutions **FEBRUARY 2026**
Business Unit: MECAS

TotalEnergies EP Sarawak Operations - Provision of Production & Integrity Chemicals for SK310 TOTALENERGIES EP SARAWAK OPERATIONS for extension of 1 year.

Division: Group Oilfield Well Solutions
Business Unit: Setegap Ventures Petroleum Sdn Bhd

Delivered a series of offshore well intervention and production support campaigns throughout 2026, commencing with pumping support activities in February 2026 at Bunga Orchid BOD16. This was followed by further pumping and well service campaigns at BOC30 and BOC11 (March–April 2026), before progressing into coiled tubing and well intervention activities across multiple offshore assets (April–September 2026). These efforts supported well recovery, production optimisation and operational reliability, demonstrating the Company's capability in providing integrated offshore services.

Division: Digital Earth
Business Unit: Geospatial AI Sdn Bhd

Supported ENI's OGMP 2.0 Global Methane Emissions Reduction Initiative in Libya, coordinating multi-vendor operations and delivering Level 4 and site-level measurement activities — including drone-based assessments and field measurements workflows — across the Bouri and Mellitah Complex sites, supporting methane emissions data consolidation for OGMP 2.0 reporting.

Division: Group Oilfield Well Solutions **MARCH 2026**
Business Unit: Setegap Ventures Petroleum Sdn Bhd

- Successfully delivered multiple wireline services from March to August 2026, supporting production enhancement activities across various offshore fields. Key campaigns were carried out at Samarang, Baronia, and Temana fields in March to June 2026, followed by activities at Bokor in May 2026. These interventions supported well performance improvement and contributed towards the client's offshore production objectives.
- Successfully delivered a series of well intervention activities from March to June 2026, supporting offshore well maintenance and production enhancement initiatives. Activities included P&A cementing, acid treatment, pumping, and flowback operations across multiple wells. The campaigns focused on ensuring safe well operations, maintaining well integrity, and supporting efficient field recovery activities throughout the campaign period.

Division: Digital Earth
Business Unit: Geospatial AI Sdn Bhd

Completed AI-based oil palm tree counting for one of the world's largest certified sustainable palm oil (CSPO) producers, covering 28,134 hectares across four estates. Using high resolution satellite imagery and a standardised artificial intelligence and machine learning (AI/ML) methodology, 1,240,870 trees were identified, delivering a plantation-wide inventory for monitoring and yield estimation.

Division: Group Production Solutions
Business Unit: MECAS

- ConocoPhillips Sabah Gas Ltd - Price Agreement For Supply Of Production & Integrity Chemicals (Gas & Oil Hub) And Associated Services ("Contract") for 2.5 years. The Contract was also known from Kebabangan Petroleum Operating Company Sdn Bhd (KPOC).
- Vestigo Petroleum Sdn Bhd – Supply of Integrity Chemicals (Biocide and Corrosion Inhibitor) and Associated Services for 4 Years. The contract is Special Source Agreement due to change of operator of Petronas Carigali Sdn Bhd.
- Enermech Pty Limited – Supply of Monoethylene Glycol (MEG) and Associated Services. This is an ad-hoc supply for Asiaflex Products Sdn Bhd at Pasir Gudang.

Division: Group Production Solutions **MARCH 2026**
Business Unit: Uzma Artificial Lift Sdn Bhd ("UAL")

UAL secured Thailand's first contract for a PMM-driven HSPS system, marking UAL's entry into the Thai market with next-generation pumping technology.

Division: Group Production Solutions
Business Unit: Uzma Engineering Sdn Bhd ("UESB")

UESB secured an eight (8)-year contract for the provision of leasing and operation and maintenance of Portable Water Injection Module (PWIM) for Bayan Redevelopment Phase 3 Project from Petronas Carigal Sdn Bhd.

Division: Digital Earth
Business Unit: Geospatial AI Sdn Bhd

MAY 2026

Completed semi-detailed soil investigation and mapping for second-generation oil palm plantations in Pontian, Johor (28,247 hectares), identifying 10 new soil series and a 12.50% reduction in peatland extent versus the 1968 DOA study, with updated maps supporting the client's GHG inventory reporting.

Division: New Energy
Business Unit: Uzma Environergy Sdn Bhd ("UENV")

JUNE 2026

UENV has received a Letter of Award from AFA Prime Berhad for the development and implementation of a Solar Photovoltaic (PV) System at assets managed by AFA Prime Berhad.

Division: Digital Earth
Business Unit: Geospatial AI Sdn Bhd

- Provided land use change analysis to a global sustainable palm oil certification body under its remediation and compensation procedure, covering 120,000+ hectares across six countries — Malaysia, Indonesia, Thailand, Colombia, Ecuador and Peru — using satellite imagery to identify planting in environmentally sensitive areas for conservation liability assessment.
- Provided satellite-based ground movement monitoring (SAR/InSAR) for a pipeline corridor in Borneo, delivering millimetre-level measurements for infrastructure integrity management. Scope covered a historical baseline assessment followed by monthly monitoring, effective November 2024.

Division: Group Oilfield Well Solutions
Business Unit: Setegap Ventures Petroleum Sdn Bhd

- Participated in the Sabah Oil, Gas & Energy Conference & Exhibition (SOGCE) 2026 in Kota Kinabalu (25–26 June 2026) alongside local strategic partner Lingkungan Contractor, showcasing integrated well services capabilities including well intervention, hydraulic workover, cementing, pumping and project management.
- Received the 2025 Recognised Solution Partner Award at the Wells Business Partners HSE Engagement Q2 2026 in Kuala Lumpur, in recognition of outstanding HSE performance, service quality and operational excellence throughout 2025.
- Awarded a contract by IPC Malaysia B.V. via SVP to perform Bertam A-13 ESP Workover using Hydraulic Workover Unit (HWOU); successfully executed and completed on 30 June 2026.

Division: Group Production Solutions
Business Unit: MECAS

APRIL 2026

Sabah Shell Petroleum Company Ltd - Provision of Integrated Production and Integrity Chemicals and Associated Services for Gumusut Kakap (GK). MECAS successfully obtained a 6-month contract extension from 1 May 2026 till 31 October 2026.

Division: New Energy
Business Unit: Uzma Environergy Sdn Bhd ("UENV")

UENV has been appointed by MIMOS Berhad for the provision of design, build, installation, operation, maintenance and financing of rooftop and car porch solar photovoltaic system with Battery Energy Storage System (BESS).

Division: Group Production Solutions
Business Unit: Uzma Artificial Lift Sdn Bhd ("UAL")

MAY 2026

UAL developed what is believed to be the world's first high-speed Horizontal Surface Pumping System (HSPS), applying high-speed pumping and Permanent Magnet Motor (PMM) technology to offer a more compact, efficient alternative for surface fluid transfer, production boosting, and water-injection applications.

Division: Group Production Solutions
Business Unit: MECAS

Vestigo Petroleum Sdn Bhd - Provision Of Water Injection Chemicals Supply And Associated Services For Dulang PSC for 5 years.

Financial Calendar

26 AUGUST 2025

Announcement on quarterly report on consolidated results for the financial period ended 30 Jun 2025 (Q4 FY2025)

18 NOVEMBER 2025

Announcement on the quarterly report on consolidated results for the financial period ended 30 Sep 2025 (Q1 FY2026)

25 NOVEMBER 2025

18th Annual General Meeting & Extraordinary General Meeting

26 FEBRUARY 2026

Announcement on the quarterly report on consolidated results for the financial period ended 31 Dec 2025 (Q2 FY2026)

21 MAY 2025

Announcement on the quarterly report on consolidated results for the financial period ended 31 March 2026 (Q3 FY2026)

Corporate Information

BOARD OF DIRECTORS

- DATUK ABDULLAH BIN KARIM
  Independent Non-Executive Chairman
- DATO' KAMARUL REDZUAN BIN MUHAMED
  Managing Director / Group Chief Executive Officer
- DATIN ROZITA BINTI MAT SHAH @ HASSAN
  Executive Director
- DATO' CHE NAZAHATUHISAMUDIN BIN CHE HARON
  Executive Director
- DATUK SERI DR. ZURAINAH BINTI MUSA
  Independent Non-Executive Director
- IKHLAS BIN ABDUL RAHMAN
  Independent Non-Executive Director
- Y.M. TENGKU EZUAN ISMARA BIN TENGKU NUN AHMAD
  Independent Non-Executive Director
- DATUK FARISHA BINTI PAWAN TEH
  Independent Non-Executive Director
- MAZLI ZAKUAN BIN MOHD NOOR
  Independent Non-Executive Director
- DATO' NASRI BIN NASRUN
  Non-Independent Non-Executive Director
- KAREL AVNI DOSHI A/P JITENDRAKUMAR
  Independent Non-Executive Director

AUDIT COMMITTEE

- Y.M. TENGKU EZUAN ISMARA BIN TENGKU NUN AHMAD - *Chairman*
  Independent Non-Executive Director
- IKHLAS BIN ABDUL RAHMAN - *Member*
  Independent Non-Executive Director
- MAZLI ZAKUAN BIN MOHD NOOR - *Member*
  Independent Non-Executive Director
- DATO' NASRI BIN NASRUN - *Member*
  Non-Independent Non-Executive Director
- KAREL AVNI DOSHI A/P JITENDRAKUMAR - *Member*
  Independent Non-Executive Director

NOMINATION AND REMUNERATION COMMITTEE

- DATUK SERI DR. ZURAINAH BINTI MUSA - *Chairperson*
  Independent Non-Executive Director
- Y.M. TENGKU EZUAN ISMARA BIN TENGKU NUN AHMAD - *Member*
  Independent Non-Executive Director
- DATUK FARISHA BINTI PAWAN TEH - *Member*
  Independent Non-Executive Director

SUSTAINABILITY AND RISK MANAGEMENT COMMITTEE

- IKHLAS BIN ABDUL RAHMAN - *Chairman*
  Independent Non-Executive Director
- MAZLI ZAKUAN BIN MOHD NOOR - *Member*
  Independent Non-Executive Director
- DATUK FARISHA BINTI PAWAN TEH - *Member*
  Independent Non-Executive Director

EMPLOYEES' SHARE SCHEME COMMITTEE

- DATUK SERI DR. ZURAINAH BINTI MUSA - *Chairperson*
  Independent Non-Executive Director
- Y.M. TENGKU EZUAN ISMARA BIN TENGKU NUN AHMAD - *Member*
  Independent Non-Executive Director
- DATUK FARISHA BINTI PAWAN TEH - *Member*
  Independent Non-Executive Director
- DATO' KAMARUL REDZUAN BIN MUHAMED - *Member*
  Managing Director / Group Chief Executive Officer

COMPANY SECRETARIES

- KHOO MING SIANG
  SSM PC No. 202208000150 (MAICSA 7034037)
- CHIN WAI LENG
  SSM PC No. 201908000658 (LS009738)

REGISTERED OFFICE

Unit 521, 5th Floor, Lobby 6,
Block A, Damansara Intan,
No. 1, Jalan SS20/27,
47400 Petaling Jaya,
Selangor Darul Ehsan, Malaysia

Tel. No. :+603 7732 0792
Email : cosec@aquilla.com.my

AUDITORS

Morison LC PLT (AF 002469)
202206000028 (LLP0032572-LCA)
Chartered Accountants

Level 11-01, Uptown No. 3,
Jalan SS 21/39, Damansara Utama
47400 Petaling Jaya,
Selangor Darul Ehsan, Malaysia

Tel. No. : +603 7491 4419
Fax No. : +603 6184 2524

STOCK EXCHANGE LISTING

MAIN MARKET
BURSA MALAYSIA SECURITIES BERHAD

Listed Since: 29 July 2008
Stock Name: UZMA
Stock Code: 7250
Sector: Energy

PRINCIPAL BANKERS

- **ALLIANCE BANK MALAYSIA BERHAD**
  [198201008390 (88103-W)]
- **MAYBANK ISLAMIC BERHAD**
  [200701029411 (787435-M)]
- **AMBANK (M) BERHAD**
  [196901000166 (8515-D)]
- **AMBANK ISLAMIC BERHAD**
  [199401009897 (295576-U)]
- **RHB ISLAMIC BANK BERHAD**
  [200501003283 (680329-V)]
- **HSBC AMANAH MALAYSIA BERHAD**
  [200801006421 (807705-X)]
- **AFFIN ISLAMIC BANK BERHAD**
  [200501027372 (709506-V)]
- **BANK ISLAM MALAYSIA BERHAD**
  198301002944 (98127-X)
- **KENANGA INVESTMENT BANK BERHAD**
  [197301002193 (15678-H)]

SHARED REGISTAR

BOARDROOM SHARE REGISTRARS SDN. BHD.

Registration No. 199601006647 (378993-D)

11th Floor, Menara Symphony,
No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13,
46200 Petaling Jaya,
Selangor Darul Ehsan, Malaysia

Tel. No. : +603 7890 4700
Fax No. : +603 7890 4670

CORPORATE OFFICE

UZMA BERHAD

Uzma Tower,
No. 2, Jalan PJU 8/8A,
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47820 Petaling Jaya,
Selangor Darul Ehsan, Malaysia

Tel. No. : +603 7611 4000
Fax No. : +603 7611 4100
Email : communications@uzmagroup.com
Website : www.uzmagroup.com

Corporate Structure

- Uzma Engineering Sdn. Bhd ("UESB") 100%
  - Uzma Archaeological Research Sdn. Bhd. 100%
  - Uzma Tracer Sdn. Bhd. 100%
  - PT Uzma 95%
    - PT Uzma Development Services 95%
  - Khausar Energy Sdn. Bhd. 50%
  - Selayang Tuah Sdn. Bhd. ("STSB") 100%
    - MMSVS Group Holding Co. Ltd. 100%
      - STSB - 48.90%
      - UWS(TH) - 51.10%
  - Uzma Well Services (Thailand) Co. Ltd. ("UWS(TH)") 49%
  - Premier Enterprise Corporation (M) Sdn. Bhd. 100%
    - Uzma - 95.24%
    - UESB - 4.76%
- Uzma Resource Solutions Sdn. Bhd. 100%
  - Jannatul Firdaus International Sdn. Bhd. 40.46%
- Tenggara Analisis Sdn. Bhd. 100%
  - Setegap Ventures Petroleum Sdn.Bhd. 96.85%
- Uzma LNG Sdn. Bhd. 85%
- Uzma Energy Venture (Sarawak) Sdn. Bhd. 100%
  - Uzma Energy Venture SK 433 Sdn. Bhd. 100%
- Uzma Space and Defence Sdn. Bhd. 100%
  - Uzma EO Sdn. Bhd. 100%
    - Geospatial AI Sdn. Bhd. 100%
      - Mapri Sdn. Bhd. 70%

UZMA

- Uzma Environergy Sdn. Bhd. 100%
  - Suria Infiniti Sdn. Bhd. 49%
  - Mahendran Surya Innovations Sdn. Bhd. 100%
  - Uzma Kuala Muda Sdn. Bhd. 100%
  - Environergy Bakti Sdn. Bhd. 100%
  - Bahau Power Sdn. Bhd. 49%
- Uzma Integrasi Padu Berhad 100%
- Uzma Teluk Kalong Sdn. Bhd. 100%
- Uzma Well Services Sdn. Bhd. 100%
  - Uzma Wireline Sdn. Bhd. 100%
- Johnson Pump (M) Sdn. Bhd. 100%
- Uzma Laboratory Sdn. Bhd. 100%
- Malaysian Energy Chemical & Services Sdn. Bhd. 70%
- Uzma Production Enhancement Sdn. Bhd. 100%
  - Uzma Artificial Lift Sdn. Bhd. ("UALSB") 75%
    - Uzma Production Enhancement (Thailand) Co. Ltd. ("UPE(TH)") 48%
    - Uzma Artificial Lift (Thailand) Co. Ltd. ("UAL(TH)") 99%
      - UALSB - 48.5%
      - UPE(TH) - 51%
- Barat Tuah Sdn. Bhd. 100%
- JP Oil & Gas Sdn. Bhd. 100%
- Uzma Solar Sdn. Bhd. 100%

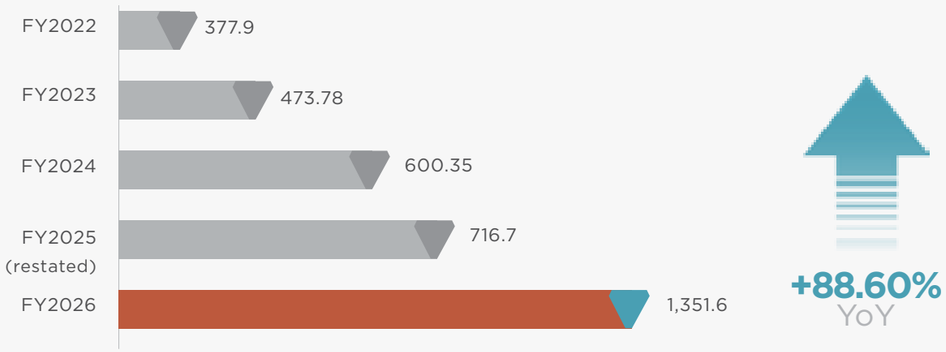
Our Strategy and Performance Review

- 5-Year Financial Highlights 42
- Chairman's Foreword 44
- Group CEO's Review on Operations 48
- Management Discussion & Analysis 54

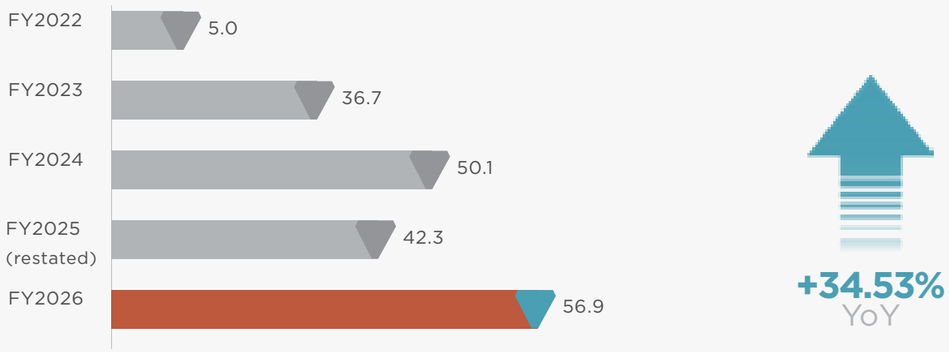
SECTION 2

Financial Highlight

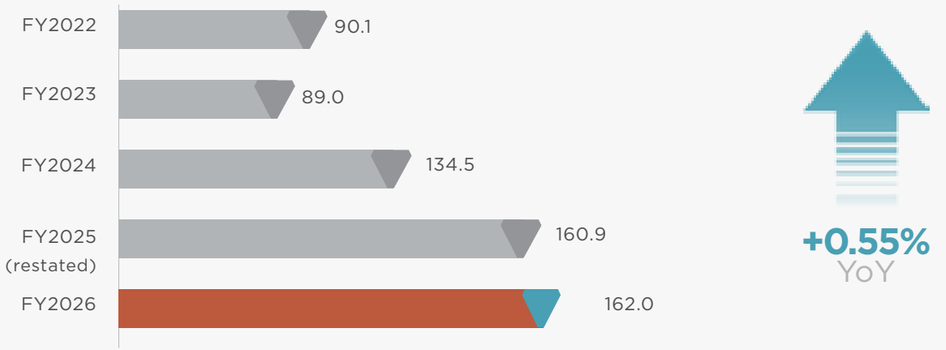
Uzma Group's Five - Year Revenue Performance And Growth (RM Million)



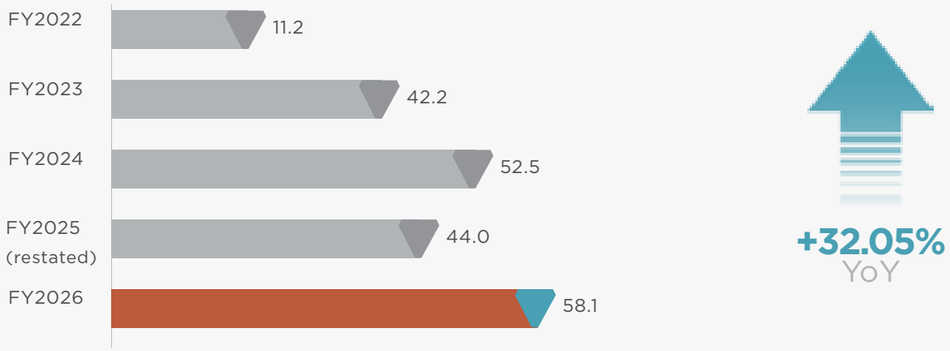
Uzma Group's Five - Year Net Earnings To Owners Performance And Growth (RM Million)



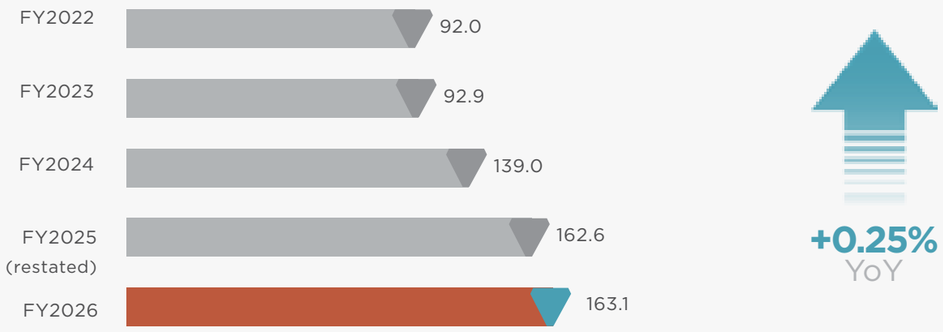
Uzma Group's Five - Year Ebitda Performance And Growth (RM Million)



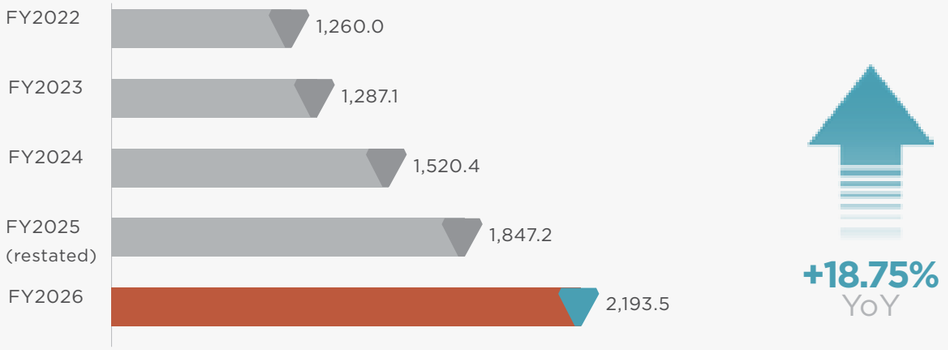
Uzma Group's Five - Year Adjusted Net Earnings Performance And Growth (RM Million)



Uzma Group's Five - Year Adjusted Ebitda Performance And Growth (RM Million)



Uzma Group's Five - Year Total Assets Performance And Growth (RM Million)



Chairman's Foreword

Dear Stakeholders,

On behalf of the Board of Directors, I am pleased to present the Annual Report of Uzma Berhad ("Uzma" or "the Group") for the financial year ended 30 June 2026 ("FY2026").

Datuk Abdullah Bin Karim

Independent Non-Executive Chairman



FY2026 marked an important chapter in Uzma's continued growth as an integrated energy and technology group. Building on more than two decades of experience in the Oil and Gas ("O&G") sector, the Group entered a new phase of growth, guided by a renewed strategic direction that seeks to reinforce our core businesses while progressively developing new and sustainable sources of value.

The year also marked the beginning of Uzma 4.0, our next phase of transformation under the Group's second Five-Year Plan, Uzma5YP II, covering FY2026 to FY2030. This strategic roadmap reflects our ambition to translate the capabilities, investments and partnerships developed over the years into a stronger, more diversified and financially resilient organisation.

REVENUE FY2026

RM1.35

BILLION

REVENUE FY2025

RM716.7

MILLION

Navigating a Changing Global Environment

The global operating environment during FY2026 continued to be characterised by geopolitical uncertainty, fluctuating energy markets, changing regulatory requirements and an accelerating shift towards technological innovation and cleaner energy solutions.

Geopolitical developments, particularly the conflict involving Iran, Israel and the United States and disruptions affecting the Strait of Hormuz, brought renewed attention to energy security, supply chain resilience and global oil price volatility. These developments added complexity to the operating environment, with implications for energy costs, international trade and investment decisions.

While Uzma's established operations in Malaysia and neighbouring markets remained largely insulated from direct disruption, the evolving environment reinforced the importance of maintaining a diversified portfolio, prudent capital management and the flexibility to respond to emerging challenges.

At the same time, structural changes within Malaysia's upstream O&G industry presented opportunities for specialised service providers. The continued emphasis on sustaining production from mature fields, complemented by changes in operatorship and asset ownership, created demand for solutions that support production optimisation, operational efficiency and asset longevity.

These developments affirm the continued relevance of Uzma's core capabilities, particularly in well intervention, production enhancement and integrated upstream solutions.

Against this backdrop, the Board remains confident that the Group's diversification strategy, anchored by a strong O&G foundation, provides a practical and balanced approach to navigating the evolving energy landscape.

Performance Strengthened by Diversification and Discipline

FY2026 was a year of significant revenue expansion, reflecting the increased scale of the Group's activities and continued execution across its principal business segments

The Group recorded revenue of RM1.35 billion, compared with RM716.7 million in FY2025, representing an increase of approximately 88.6%. This growth was driven primarily by increased activities within the upstream O&G segment, supported by contributions from Energy Trading.

Earnings before interest, taxation, depreciation and amortisation ("EBITDA") stood at RM163.1 million, compared with RM160.5 million in the preceding financial year. Meanwhile, net earnings attributable to owners of the Company amounted to RM56.9 million, compared with RM42.3 million (restated) in FY2025.

Although revenue expanded substantially, earnings growth was more measured, reflecting changes in the Group's revenue mix and the cost requirements associated with supporting a larger operating platform. This performance underscores the importance of the Group's continued focus on operational efficiency, earnings quality and disciplined capital allocation as we move into the next phase of growth.

The Group's total assets increased to RM2.19 billion, reflecting the continued development of its operating capabilities and investment portfolio.

From the Board's perspective, these results demonstrate the Group's ability to expand its business activities while highlighting opportunities to further strengthen profitability, capital efficiency and long-term returns to shareholders.

The Group's prospects remain supported by a strong order book, providing visibility over future business activities and revenue generation. This is complemented by a growing pipeline of opportunities across both established and emerging business segments.

Notably, the increasing participation of our non-O&G businesses in the Group's future growth pipeline reinforces our strategic direction towards a more diversified portfolio. The Board remains focused on ensuring that these opportunities are pursued with commercial discipline, financial prudence and a clear emphasis on sustainable long-term shareholder value.

REVENUE

RM1.35 (RM billion)

compared with **RM716.7 million** in FY2025.

+88.60% increase

EBITDA

RM163.1 (RM million)

compared with **RM162.6 million** in FY2025.

NET EARNINGS ATTRIBUTABLE TO OWNERS OF THE COMPANY

RM56.9 (RM million)

compared with **RM42.3 million** in FY2025.

TOTAL ASSETS

RM2.19 (RM billion)

reflecting the continued development of its operating capabilities and investment portfolio.

Strengthening Our Core, Expanding Our Horizons

Uzma's O&G business remains central to the Group's operating strength and financial foundation. Over the years, the Group has established a track record in specialised upstream services, supported by proprietary technologies, technical expertise and long-standing relationships with major industry participants.

During FY2026, the Group continued to reinforce its position through new contracts, contract extensions and opportunities in well intervention and production enhancement.

These core strengths have also provided a platform for the Group to pursue opportunities beyond its traditional business activities.

In Energy Trading, Uzma expanded its participation in the natural gas market through third-party supply arrangements, complementing its established LNG Virtual Pipeline operations.

In New Energy, the Group continued developing its renewable energy portfolio, strengthening project execution capabilities and evaluating commercially viable opportunities within Malaysia's evolving clean energy landscape.

Digital Earth continued to advance the Group's technology-driven diversification strategy through satellite-enabled solutions, geospatial intelligence, artificial intelligence and applications across sustainability, agriculture, infrastructure monitoring and national security.

The Board recognises that these businesses operate under different commercial models, investment requirements and development timelines. Our approach will therefore remain selective and disciplined, ensuring that growth opportunities are assessed against their long-term economic potential and contribution to the Group.



A New Strategic Chapter: Uzma 4.0

The endorsement of Uzma5YP II represents an important step in the Group's ongoing transformation.
Building upon the progress achieved under the previous strategic cycle, the new Five-Year Plan places greater emphasis on strengthening the core business, developing scalable growth platforms, improving organisational readiness and enhancing financial resilience.

At its foundation is the recognition that long-term growth must be supported by strong governance, effective leadership, financial discipline and an appropriate capital structure.

The Group intends to pursue regional expansion, technological innovation and strategic partnerships while strengthening its ability to manage a broader portfolio of businesses.

Equally important is the development of an organisational structure that supports accountability, effective oversight and succession planning.

The Board believes that the next phase of Uzma's journey should be measured not only by the scale of its business activities but also by its ability to deliver sustainable earnings, generate positive cash flows and create lasting value for shareholders.

Sustainability, Governance and Responsible Growth

Sustainability and good governance remain fundamental to the Group's long-term business resilience.

During FY2026, Uzma continued integrating environmental, social and governance ("ESG") considerations into business planning, operational practices and enterprise risk management.

The Group maintained its focus on greenhouse gas emissions monitoring, responsible water management and waste stewardship, alongside initiatives aimed at improving resource efficiency across its operations.



Our governance priorities continued to emphasise transparency, ethical conduct, accountability and regulatory compliance.

The Group's progress was recognised through its achievement of a four-star rating under the FTSE4Good Bursa Malaysia Index, reflecting continued efforts to strengthen sustainability-related practices and disclosures.

As our business portfolio expands, the Board remains committed to ensuring that growth is accompanied by appropriate governance structures, robust risk oversight and responsible decision-making.

Investing in Our People

Our people remain an important foundation of Uzma's continued development.

As the Group evolves into a broader energy and technology organisation, developing the capabilities and leadership required to support its next phase of growth becomes increasingly important.

During the year, the Group continued advancing employee wellbeing, talent development and succession planning programmes, including initiatives under Uzma HIP Rise and Elite.

These efforts are intended to strengthen leadership readiness, develop future talent and support continuity across the Group's business divisions.

The Board also remains committed to fostering a safe, inclusive and supportive working environment. Maintaining a strong safety culture is particularly important given the operational nature of our businesses and the environments in which many of our employees work.

Looking Ahead

The global energy landscape will continue to evolve, driven by changing demand patterns, technological advancement, regulatory developments and the need for greater energy security.

For Uzma, these developments present both challenges and opportunities.

Our immediate priorities will be to strengthen the performance of our core O&G operations, improve profitability and capital efficiency, and pursue disciplined growth across Energy Trading, New Energy and Digital Earth.

The implementation of Uzma5YP II will provide the strategic framework for these efforts, with a focus on sustainable expansion, organisational readiness and stronger long-term financial performance.

The Board remains cautiously optimistic about the Group's prospects, supported by its established operating capabilities, proprietary technologies, diversified business portfolio and opportunities across regional markets.



APPRECIATION

On behalf of the Board of Directors, I extend my sincere appreciation to our shareholders, customers, business partners, regulators and other stakeholders for their continued trust and support.

I would also like to acknowledge the dedication of our Management team and employees, whose commitment and professionalism have contributed to the Group's continued progress.

To my fellow Board members, thank you for your guidance, stewardship and contributions throughout the year.

As we embark on the next phase of Uzma's journey, we remain committed to strengthening the foundations of our business, pursuing opportunities responsibly and delivering sustainable long-term value to all our stakeholders.

Datuk Abdullah Bin Karim
Independent Non-Executive Chairman

Group CEO's Review On Operations

Dear Stakeholders,

FY2026 was a significant year for Uzma Berhad as we entered a new phase of growth, building upon the foundations established over the past 26 years.

Throughout our journey, Uzma has continuously evolved to meet the changing needs of the energy industry. From our beginnings as a technical consultancy and manpower solutions provider, we have developed into an integrated energy and technology group with capabilities spanning upstream O&G services, renewable energy, natural gas supply and geospatial intelligence.



Dato' Kamarul Redzuan Bin Muhamed

Managing Director / Group Chief Executive Officer

This evolution reflects our commitment to innovation, operational excellence and the development of solutions that address the challenges facing our customers and the wider industry.

The financial year under review was particularly important as we embarked on Uzma 4.0, guided by Uzma5YP II, our strategic roadmap for FY2026 to FY2030.

Our ambition is clear: to strengthen the performance of our established businesses while developing new growth platforms that will contribute towards greater financial resilience, sustainable earnings and long-term value creation. to the strategies, initiatives, and disciplined actions we have taken focused on value creation for our shareholders.

FY2026 Financial Performance

The Group delivered substantial revenue growth in FY2026, supported by increased business activity and project execution across our operating divisions.

Revenue increased to RM1,351.6 million, compared with RM716.7 million in FY2025, representing growth of approximately 88.6%.

This was driven principally by higher activity within our upstream O&G business, particularly seismic acquisition and associated services, alongside increased contributions from Energy Trading.

Net earnings attributable to owners of the Company increased to RM56.9 million, compared with RM42.3 million in FY2025 (restated), representing an increase of approximately 34.5%. These results demonstrate the Group's ability to significantly expand its operating scale while delivering stronger earnings attributable to shareholders, supported by continued business development and execution across our core and emerging business segments.

The expansion of our business activities during the year also reflects a more balanced approach to growth, supported by opportunities that offer lower risk exposure, reduced working capital requirements and faster cash conversion.

These activities complement our established specialised upstream services, enabling the Group to strengthen its revenue base, enhance operational efficiency and support sustainable long-term growth.

As we move forward, our priorities will include improving the quality of revenue, enhancing operational efficiency, strengthening cost management and maximising returns from our existing assets and investments.

Order book

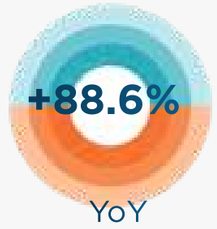
RM3.70 Billion Across Operations

Order Book and Business Prospects

The Group maintained a strong order book of RM3.70 billion, providing visibility over future project execution and revenue generation. This was complemented by a tender book of RM5.61 billion, reflecting a healthy pipeline of opportunities across our core O&G operations and emerging business segments.

The growing contribution of non-O&G opportunities within our tender pipeline demonstrates the progress of our diversification strategy and the potential for further expansion across New Energy, Energy Trading and Digital Earth.

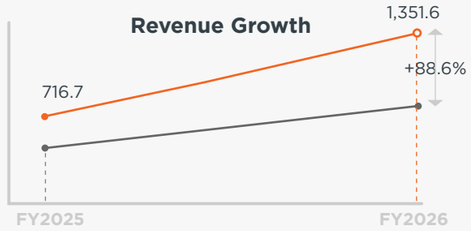
Moving into FY2027, our focus will be on converting these opportunities into secured contracts, strengthening project execution and improving earnings quality. Guided by Uzma5YP II, we remain committed to translating business growth into sustainable profitability, stronger cash generation and long-term value creation.



REVENUE

RM1,351.6 million

FY2025: RM716.7 million



Responding to the Operating Environment

FY2026 presented a complex operating environment shaped by geopolitical developments, energy price volatility, inflationary pressures and ongoing structural changes within the O&G industry.

The conflict involving Iran, Israel and the United States, together with disruptions affecting the Strait of Hormuz, contributed to uncertainty in global energy markets and increased the costs of certain goods and services.

In response, we strengthened procurement practices, enhanced vendor negotiations and maintained tighter internal cost controls to mitigate these pressures.

While our operations in Malaysia and neighbouring Southeast Asian markets remained largely unaffected by geopolitical developments, UAL continued to pursue its expansion in the Middle East, alongside growing opportunities closer to home.

This has enabled us to strengthen our focus on Southeast Asia while maintaining our growth momentum in the Middle East, supported by our established capabilities and expanding regional presence.

Within Malaysia, changes in upstream asset ownership and operatorship also created new opportunities. As operators continued to prioritise production from mature fields, demand remained relevant for well intervention, workover, production enhancement and subsurface solutions.

These developments are closely aligned with our technical capabilities and support our strategy of strengthening existing customer relationships while pursuing new opportunities.

We continued engaging proactively with upstream operators to better understand their evolving operational requirements and explore how our integrated capabilities could support production optimisation, asset reliability and the continued development of mature fields.

Oil & Gas

: Reinforcing Our Core Strengths

Our O&G operations remained the principal contributor to the Group's performance during FY2026.

Within Well Solutions, we continued strengthening our position in Malaysia through contract extensions and new awards, including coiled tubing and wireline services.

A key development was the award of three five-year contracts from PETRONAS Carigali for the provision of Coiled Tubing Unit equipment and services covering Sarawak, Sabah and well completion activities.

We also secured an integrated well intervention and project management contract from EnQuest valued at approximately RM60 million, further strengthening our position in specialised upstream services.

Regionally, our Well Solutions business continued to strengthen its presence across Southeast Asia, leveraging established customer relationships, technical expertise and operational capabilities to pursue new opportunities.

Our operations in Thailand, Indonesia and the Philippines provide a strong foundation for regional growth, enabling us to respond to evolving customer requirements while expanding our service offerings across key markets.

Moving forward, we will continue strengthening our regional footprint through operational excellence, strategic partnerships and the deployment of specialised well intervention technologies, positioning Uzma to capture emerging opportunities across the upstream O&G sector.



: Production Solutions: Enhancing the Value of Existing Assets

Production Solutions continued to focus on technologies and services that help operators sustain production, maximise recovery and extend the productive life of mature fields.

Our proprietary water injection technologies remain central to this offering, supported by our experience in designing, constructing and operating offshore water injection facilities. During FY2026, the division continued to demonstrate strong operational reliability across its existing assets, supporting customers in optimising reservoir performance and extending field productivity.

Beyond water injection, we expanded the commercial deployment of our proprietary artificial lift technologies, including the Thru-Tubing Electric Submersible Pump (TTESP) and Uzma Rodless Pump (URP), complemented by production optimisation specialty chemicals delivered through MECAS.

Internationally, the successful execution of the Compact Low-Pressure System (CLPS) project in Turkmenistan demonstrated our capabilities in gas recovery solutions and strengthened our presence in Central Asia. We also continued delivering Production Engineering Surveillance services for Vestigo Petroleum, supporting production monitoring and optimisation across mature offshore assets.

Another significant development was the award of an eight-year Portable Water Injection Module contract for PETRONAS Carigali's Bayan Redevelopment Phase 3, with an option for a further two-year extension.

Looking ahead, our priorities include strengthening asset utilisation, expanding the commercial deployment of our proprietary production enhancement technologies and pursuing new opportunities across domestic and international markets.



Energy Trading

: Expanding Our Natural Gas Business

Energy Trading continued to progress as one of the Group's emerging growth platforms.

Building upon our established LNG Virtual Pipeline System operations, we expanded our participation in the third-party natural gas supply market.

During FY2026, the division developed supply arrangements involving industrial customers including CJ Bio and Unigra, strengthening our position within Malaysia's liberalised natural gas market.

This expansion enables Uzma to serve a wider range of customers, including those connected to the natural gas distribution network, while maintaining our capabilities in delivering LNG to customers beyond conventional pipeline infrastructure.

Our focus will be on growing customer participation, strengthening supply arrangements, improving operational efficiencies and expanding commercially viable opportunities within the natural gas value chain.

New Energy

: Building a Sustainable Renewable Energy Platform

Our New Energy division continued developing its capabilities in renewable energy project execution, solar asset management and engineering, procurement, construction and commissioning.

During FY2026, the division maintained its focus on the operational performance of the Group's LSS4 solar facility in Kuala Muda, Kedah, while progressing other renewable energy projects and opportunities.

The changing regulatory environment, including the transition from Net Energy Metering to Solar ATAP and adjustments to electricity tariff structures, affected the commercial considerations of prospective rooftop solar customers.

Against this evolving landscape, we continued to strengthen our market position through competitive project offerings, strategic partnerships and a growing pipeline of opportunities. Our efforts have translated into encouraging commercial progress, including securing new projects that further reinforce our capabilities and provide a strong foundation for continued growth.

Looking ahead, the division will pursue opportunities under future renewable energy programmes, including LSS6 and the Corporate Renewable Energy Supply Scheme, alongside selected commercial and industrial solar projects.

Our longer-term ambition is to grow our renewable energy portfolio while ensuring that investment decisions are supported by sustainable returns and effective capital allocation.

Digital Earth

: Advancing Technology-Driven Growth

Digital Earth continued to make progress in developing integrated solutions combining Earth observation, satellite technology, artificial intelligence and geospatial analytics.

Through Geospatial AI Sdn Bhd, the division delivered solutions across plantation management, environmental monitoring, land-use assessment, critical infrastructure and sustainability-related applications.

During the year, the division undertook land-use change assessments covering more than 170,000 hectares across several countries, alongside AI-enabled plantation analytics and satellite-based infrastructure monitoring. It also supported methane emissions monitoring activities for an international O&G operator in North Africa.

A key strategic development was the continued progression of the National High Resolution Earth Observation Satellite Project ("PSPJN"), which represents an important opportunity to strengthen Malaysia's sovereign space capabilities.

In April 2026, Uzma Space and Defence entered into a Memorandum of Understanding with Boustead Holdings Berhad to explore collaboration in satellite communications, Earth observation and geospatial intelligence solutions for defence and critical infrastructure applications.

As demand for data-driven decision-making increases, we believe Digital Earth is well positioned to develop specialised solutions that support government, industrial and commercial customers.

Our priorities include strengthening proprietary analytical capabilities, expanding strategic partnerships and developing scalable, recurring business opportunities.



Developing Our People and Organisational Capabilities

People remain at the core of Uzma's success. In FY2025, we advanced our talent strategy through the enhanced UzmaHIP programme, now offered in two tracks: ELITE for future senior leaders and RISE for emerging leaders.

Forty high-potential employees were selected for leadership coaching, structured development programmes, and hands-on strategic projects. Initiatives such as Recharge Leave, the Women Empowerment Programme, and the SPEAK-UP grievance platform promoted well-being, inclusivity, and engagement. Investment in digital skills, future energy capabilities, and safety culture ensured our workforce is equipped to deliver on Uzma's long-term ambitions.

As we build capabilities across generations, our commitment to a Culture of Excellence and belief in #NoConstraints continues to shape how we lead, grow and deliver.

Uzma5YP II: Delivering Our Next Phase of Growth

The launch of Uzma5YP II provides the strategic foundation for our growth over the next five years.

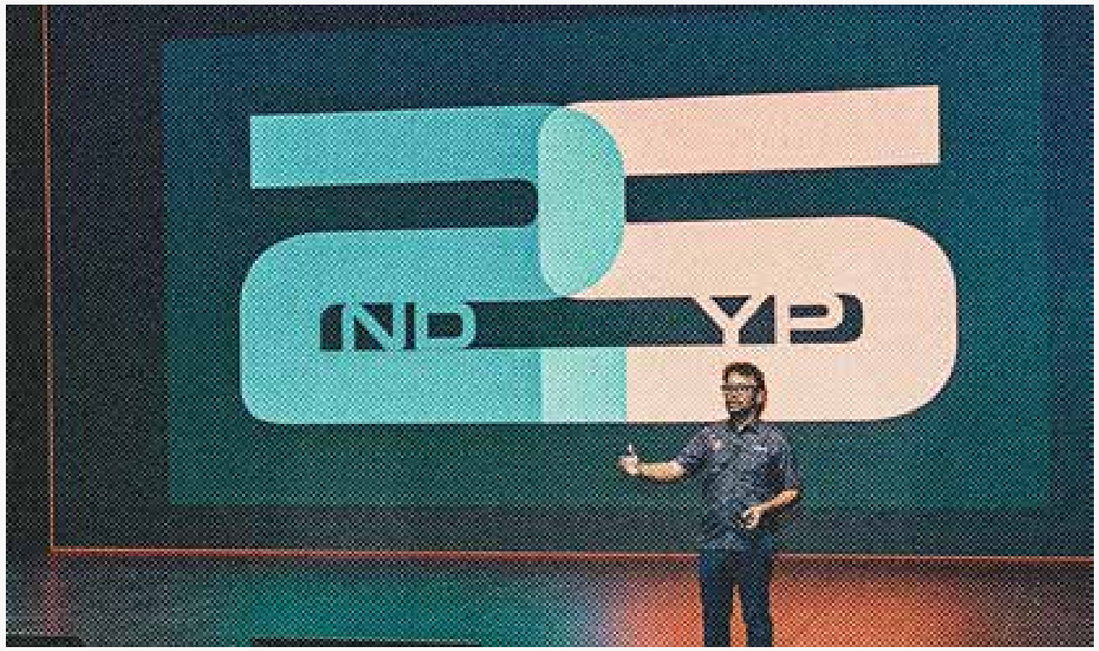
Our immediate priorities are to strengthen our core O&G businesses, improve earnings quality, enhance organisational and capital efficiency, and selectively expand our emerging business platforms.

Within Well Solutions and Production Solutions, we will focus on operational excellence, asset utilisation, proprietary technology and targeted regional expansion.

In Energy Trading, our objective is to expand our participation in natural gas supply while strengthening our established LNG Virtual Pipeline business.

New Energy will continue pursuing commercially viable renewable energy opportunities and building project execution capabilities.

Digital Earth will focus on advancing satellite-enabled solutions, geospatial intelligence and AI-driven applications across multiple industries.



Outlook for FY2027

We enter FY2027 with a clear strategic direction and a broader business platform.

The opportunities ahead are meaningful, particularly in production optimisation, natural gas supply, renewable energy and technology-enabled solutions.

Nevertheless, we recognise that delivering sustainable value will require disciplined execution, effective risk management and continued improvements in profitability and capital efficiency.

Our objective is not simply to grow larger, but to build a business capable of generating stronger, more consistent returns over the long term.

With the foundations established during FY2026, we will continue working towards a more resilient, diversified and competitive Uzma.





APPRECIATION

I would like to express my appreciation to our Board of Directors for their continued guidance and support.

To our employees, thank you for your dedication, professionalism and commitment throughout the year. Your efforts remain central to the progress we have achieved.

I also extend my gratitude to our customers, shareholders, business partners and other stakeholders for their continued confidence in Uzma.

As we embark on the next chapter of our journey, we remain committed to delivering on our strategic priorities and building a stronger future for the Group.

Dato' Kamarul Redzuan Bin Muhamed
Managing Director / Group Chief Executive Officer

Management Discussion and Analysis

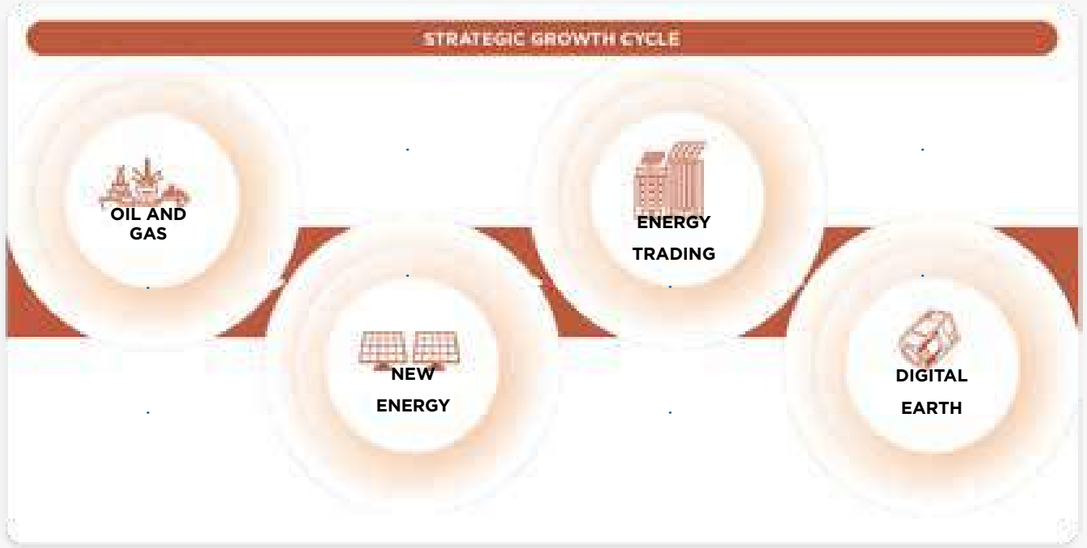
Introduction

For the Financial Year Ended 30 June 2026

FY2026 marked the beginning of a new strategic growth cycle for Uzma Berhad ("Uzma" or "the Group"), supported by the implementation of Uzma5YP II, the Group's Five-Year Plan for FY2026 to FY2030.

During the year, the Group continued strengthening its core Oil and Gas ("O&G") operations while developing its emerging businesses in New Energy, Energy Trading and Digital Earth.

The Group's performance reflected a substantial increase in business activity, particularly within upstream O&G services and natural gas trading. This expansion strengthened the Group's revenue base and diversified its business portfolio, while reinforcing management's focus on operational efficiency, profitability and sustainable long-term growth.



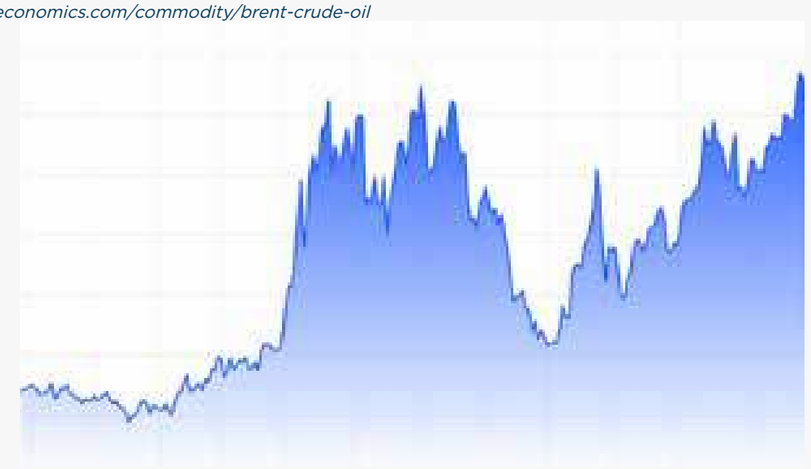
Operating Environment

Global energy markets remained subject to uncertainty during FY2026, influenced by geopolitical developments, volatile commodity prices, cost inflation and evolving energy policies.

Geopolitical tensions involving Iran, Israel and the United States, together with disruptions affecting the Strait of Hormuz, increased uncertainty surrounding global energy supply and shipping activities.

Although the Group's established operations in Malaysia and neighbouring Southeast Asian markets remained largely unaffected by direct disruptions, higher costs for selected goods and services created additional operating considerations.

Brent Crude Oil Prices (US Dollar Per Barrel) October 2025 to October 2026
https://tradingeconomics.com/commodity/brent-crude-oil



Uzma responded by strengthening procurement practices, negotiating more competitive vendor arrangements and maintaining tighter internal cost controls.

Within Malaysia, developments in the upstream operating environment continued to influence demand for specialised O&G services.

Changes in asset ownership and operatorship, together with the continued emphasis on production from mature fields, created opportunities for well intervention, production enhancement and reservoir management solutions.



The Group continues to proactively engage with upstream operators, leveraging its established technical expertise and proprietary technologies to identify opportunities that support their evolving business priorities. These engagements further strengthen Uzma's position as a trusted solutions provider, particularly in production optimisation, asset integrity and enhancing recovery from mature fields.

At the same time, the transition towards cleaner energy and increased adoption of digital technologies continued to support longer-term opportunities for the Group's emerging businesses.

Group Financial Performance

The Group recorded revenue of RM1,351.6 million for FY2026, compared with RM716.7 million in FY2025, representing an increase of approximately 88.6%.

Revenue growth was driven primarily by higher contributions from upstream O&G activities, particularly seismic acquisition services, complemented by increased natural gas trading activities.

The Group delivered stronger earnings performance in FY2026, reflecting the continued expansion of its business activities and contributions from its diversified operating portfolio.

Profit after tax increased to RM58.3 million, compared with RM44.6 million in FY2025, representing growth of approximately 30.7%.

Net earnings attributable to owners of the Company increased by approximately 34.5% to RM56.9 million, compared with RM42.3 million in FY2025, demonstrating the Group's ability to deliver improved shareholder earnings alongside substantial revenue growth.

The Group's expanded business portfolio also reflects a more balanced approach to growth, supported by activities offering lower risk exposure, reduced working capital requirements and faster cash conversion. While these activities typically generate more moderate but stable margins, they complement our specialised upstream services and contribute towards a stronger, more diversified revenue base.

Accordingly, management remains focused on improving project margins, strengthening cost controls and enhancing the contribution of higher-value services and recurring business activities.



Financial Position and Capital Management

The Group's total assets increased to RM2,193.5 million as at 30 June 2026, compared with RM1,847.2 million in FY2025, representing growth of approximately 18.7%.

The increase reflects the continued expansion of the Group's operating activities and investment in capabilities required to support its diversified business portfolio.

Total equity also strengthened to RM703.8 million, compared with RM642.4 million in FY2025, reflecting the Group's continued business growth and earnings contribution.

Total Assets
RM2,193.5 million
+18.7% vs FY2025

Total Equity
RM703.8 million
FY2025: RM642.4m

Capital management remains an important component of Uzma5YP II. The Group intends to balance future investments with the need to strengthen its financial position, manage funding requirements and improve capital efficiency.

Particular emphasis will be placed on assessing investment opportunities based on their commercial viability, projected returns, funding structure and strategic relevance.

The Group will also continue strengthening working capital management, including billing, receivables collection and project cash flow management, to support operational requirements and future investments.

Value Creation **Financial Prudence** **Long Term Sustainability**





Order Book & Bid Pipeline

The Group maintained a current order book of RM3.70 billion, comprising approximately 69% O&G and 31% non-O&G activities.

The order book is supported by existing contracts and project commitments across the Group's operating businesses, providing visibility over future revenue generation, subject to project execution schedules and contractual requirements.

Meanwhile, the Group's tender book stood at RM5.61 billion, comprising approximately 33% O&G and 67% non-O&G opportunities.

The composition of the tender book reflects the Group's continuing efforts to develop new growth platforms beyond its traditional upstream O&G operations.

Together, the order book and bid pipeline provide a foundation for sustained business activity, while highlighting the growing contribution of opportunities across the Group's diversified portfolio.

Nevertheless, the tender book represents prospective business opportunities rather than secured contracts, and conversion remains subject to competitive bidding, commercial negotiations, client investment decisions and other market considerations.

The Group will continue adopting a disciplined approach to tender participation, prioritising opportunities that align with its technical capabilities, commercial objectives and long-term growth strategy.

Current Order Book
RM3.70 billion
69% O&G / 31% non-O&G

Bid Book
RM5.61 billion
33% O&G / 67% non-O&G

Segmental Review

Oil & Gas (O&G) Division

Performance in FY2026

The O&G segment remained the Group's principal business contributor during FY2026, recording revenue of RM1,195 million, representing an increase of 156.5% from RM465.9 million in FY2025. The segment accounted for approximately 88.4% of the Group's total revenue.

The Group recorded operating profit of RM94.8 million in FY2026, compared with RM105.7 million in FY2025. The significant expansion in revenue was supported by increased upstream activities, particularly extensive offshore marine seismic acquisition campaigns. These activities broadened the Group's operational reach and revenue contribution, although the higher proportion of third-party vessel chartering and associated mobilisation requirements resulted in comparatively more moderate margins.

Operational activity remained robust across the Group's core service lines, including offshore 2D and 3D marine seismic acquisition programmes, alongside continued demand for well intervention, production enhancement and reservoir management solutions.

The Group continued reinforcing its position in Malaysia while maintaining established operating platforms across regional markets.

RM1,195 million
O&G REVENUE

88.4%
Group Revenue Share

RM94.8 million
Operating Profit

Group Oilfield Well Solutions

Oilfield Well Solutions continued delivering coiled tubing, wireline, hydraulic workover, stimulation and cementing services across its principal markets.

Within GOWS, the Group secured several major contracts during the year, including five-year awards from PETRONAS Carigali for coiled tubing equipment and services in Sabah, Sarawak and well completion operations.

Setegap Ventures Petroleum Sdn Bhd also secured a two-year integrated well intervention and project management contract from EnQuest valued at approximately RM60 million.

These awards strengthen the Group's operating portfolio and support future demand for specialised well intervention services.

In Thailand, activity levels remained relatively stable, supported by established customers and continued demand for well intervention services.

In Indonesia, the division focused on operational consolidation, cost management and strengthening its commercial positioning.

In the Philippines, activities remained broadly stable, with continued emphasis on stimulation and cementing services.

The division also maintained its focus on equipment readiness, safe operations and technical capability development.

Looking ahead, opportunities are expected to arise from contract renewals, production maintenance requirements, selective regional expansion and increasing demand for specialised services supporting mature upstream assets.

Group Production Solutions

Production Solutions maintained high levels of technical reliability and operational uptime across its operating asset base during FY2026, supported by continued demand for reservoir pressure maintenance, production enhancement and production monitoring services.

The division's water injection facilities, including its historical operations at the Sepat and D18 fields, continued supporting reservoir pressure maintenance and production optimisation activities.

Beyond water injection, the division strengthened its portfolio through the commercial deployment of proprietary artificial lift solutions, including the Thru-Tubing Electric Submersible Pump (TTESP) and Uzma Rodless Pump (URP), complemented by production optimisation specialty chemicals delivered through MECAS.

Internationally, the division successfully executed the Compact Low-Pressure System (CLPS) project in Turkmenistan, demonstrating its capabilities in low-pressure gas recovery solutions.

The division also continued delivering Production Engineering Surveillance (PES) services for Vestigo Petroleum, supporting production monitoring and flow diagnostics across mature offshore assets.

Another significant development was the award of an eight-year contract from PETRONAS Carigali for the provision of a Portable Water Injection Module for the Bayan Redevelopment Phase 3 project, valued at approximately RM45.9 million, with an option for a further two-year extension.

Looking ahead, the division will focus on executing the Bayan Redevelopment Phase 3 project, strengthening asset utilisation and expanding the commercial deployment of its proprietary production enhancement technologies. These priorities will support continued growth across domestic and international markets while creating opportunities for recurring revenue and long-term value creation.

Opportunities in Central Asia and the Gulf Cooperation Council region will continue to be evaluated, particularly for artificial lift installations and low-pressure gas compression solutions.









New Energy Segment

FY2026 Achievements

New Energy continued focusing on renewable energy project development, solar asset operations and engineering, procurement, construction and commissioning ("EPCC") services.

The division operated in an evolving regulatory environment following changes to Malaysia's rooftop solar programmes and electricity tariff structures.

The introduction of Solar ATAP, changes to electricity tariffs and adjustments to alternative green electricity supply mechanisms influenced customer investment decisions and project economics.

In response, the division continued assessing prospective projects based on technical suitability, commercial viability, cost competitiveness and expected returns.

The Group's LSS4 solar project in Kuala Muda, Kedah, remained an important operating asset within its renewable energy portfolio.

FY2026 also marked the first full year of contribution from the Group's LSS4 Kuala Muda solar facility, compared with approximately seven to eight months in FY2025. This strengthened the Group's renewable energy revenue base, reflecting the growing contribution of operational solar assets to its diversified business portfolio.

The division also continued developing its solar project pipeline and strengthening project execution capabilities.

Looking ahead, the Group intends to evaluate opportunities under future Large-Scale Solar programmes, the Corporate Renewable Energy Supply Scheme and selected commercial and industrial rooftop solar projects.

The division's longer-term priorities include strengthening its EPCC capabilities, improving delivery efficiency and developing a broader renewable energy portfolio supported by commercially sustainable investments.





Digital Earth Division

FY2026 Operational Highlights

Digital Earth continued advancing its capabilities in satellite technology, Earth observation, geospatial intelligence and artificial intelligence.

Through Geospatial AI Sdn Bhd, the division delivered solutions supporting environmental monitoring, agriculture, plantation management, infrastructure risk assessment and regulatory compliance.

Among the division's activities during FY2026 were land-use change assessments covering more than 170,000 hectares across multiple countries.

The division also delivered AI-enabled plantation inventory solutions, identifying more than 1.2 million oil palm trees across approximately 28,134 hectares using high-resolution satellite imagery. Other activities included satellite-based infrastructure monitoring, soil mapping and methane emissions monitoring.

The National High Resolution Earth Observation Satellite Project remains an important component of the division's future growth strategy.

The Group also expanded its strategic engagement in defence and security applications through an MoU between Uzma Space and Defence Sdn Bhd and Boustead Holdings Berhad in April 2026.

Looking ahead, Digital Earth will focus on developing integrated satellite, drone and AI- enabled solutions, advancing national space capabilities and expanding its participation in sectors requiring geospatial intelligence and environmental monitoring.

Land-Use Asessment	Oil Palm Trees	Mapped Area
>170,000	**>1.2 million**	**28,134 ha**
Multiple countries	AI-enabled inventory	High-resolution satelite imagery





ENERGY TRADING

FY2026 Performance

Energy Trading continued developing its position within Malaysia's natural gas supply market.

Building upon its established LNG Virtual Pipeline System capabilities, the division expanded into third-party pipeline natural gas supply arrangements.

During FY2026, the division progressed commercial activities involving industrial customers, including CJ Bio and Unigra.

This expansion enables the Group to participate in additional segments of the natural gas value chain and serve customers through both pipeline-connected and off-grid supply models.

The division remains focused on strengthening customer relationships, expanding its commercial portfolio and maintaining operational efficiency.

Moving into FY2027, Energy Trading will seek to increase its participation in the third-party natural gas market while maintaining its established position in LNG Virtual Pipeline supply.







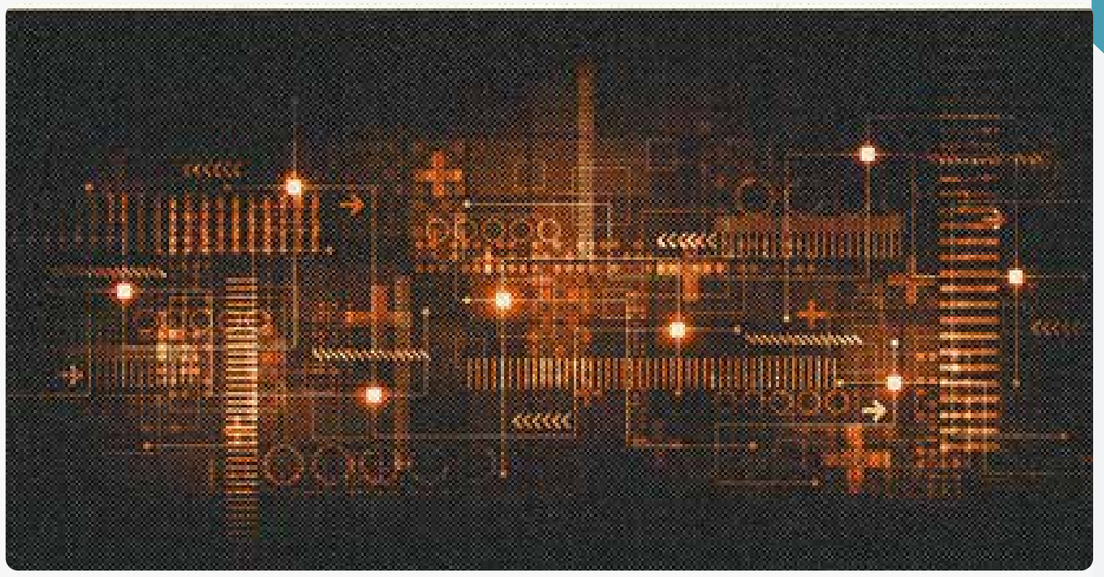
Technology and Innovation

Technology development remains an important element of Uzma's long-term strategy.

Within O&G, the Group continues leveraging its proprietary solutions in water injection, well intervention and production enhancement to address evolving customer requirements.

These capabilities are complemented by the expansion of satellite-enabled and AI-driven applications under Digital Earth.

The Group's innovation strategy is centred on developing commercially relevant solutions, strengthening technical capabilities and forming strategic partnerships that support future market opportunities.





Sustainability and Governance

Sustainability considerations continued to be integrated into the Group's business planning, operational practices and enterprise risk management.

The Group maintained its focus on greenhouse gas emissions monitoring, responsible waste management, water stewardship and improving resource efficiency.

Corporate governance remained an important priority, supported by policies and practices intended to reinforce ethical conduct, transparency, accountability and regulatory
compliance.

The Group's achievement of a four-star FTSE4Good Bursa Malaysia rating reflected its continued efforts to strengthen sustainability performance and disclosure practices.

As Uzma expands its portfolio of businesses, maintaining appropriate governance, risk management and sustainability oversight will remain essential to long-term resilience.

Risk Management

The Group continued managing risks associated with its operating environment, including commodity price volatility, geopolitical developments, project execution, supply chain pressures, financing requirements and changes in the regulatory landscape.

Within O&G, key considerations include operator expenditure patterns, contract renewals, equipment utilisation and operational reliability.

The evolving upstream landscape, including changes in asset ownership and operatorship, presents opportunities for the Group to strengthen its engagement with both existing and incoming operators. Uzma continues to leverage its established technical capabilities, operational track record and industry relationships to support business continuity, address evolving operational requirements and identify new
opportunities for collaboration.

Through proactive stakeholder engagement and effective contract management, the Group remains well-positioned to navigate these transitions while supporting sustainable business growth.

For New Energy, project economics, electricity market regulations, grid requirements and financing costs remain important factors.

Energy Trading is exposed to changes in natural gas supply costs, customer demand and commercial arrangements.

Digital Earth operates within an evolving technological and regulatory environment, requiring continued investment in specialised capabilities, partnerships and market development.

The Group will continue strengthening risk management practices, operational efficiency and financial discipline to support sustainable business growth.



Outlook for FY2027

Uzma enters FY2027 with a broader operating platform and a strategic roadmap focused on strengthening its established businesses while selectively scaling emerging growth opportunities.

The Group will continue reinforcing its position in O&G through operational excellence, contract execution, production enhancement technologies and targeted regional expansion.

New Energy will pursue commercially viable opportunities within the renewable energy market, while Energy Trading will focus on expanding its natural gas customer portfolio.

Digital Earth will continue advancing its satellite-enabled, geospatial intelligence and AI- driven solutions, supported by opportunities in government, industry, sustainability and national security.

Across the Group, management's priorities will include improving earnings quality, strengthening cash flow generation, enhancing capital efficiency and developing the organisational capabilities required for the next phase of growth.

While geopolitical uncertainty and changing market conditions may continue to influence the operating environment, the Group remains cautiously optimistic about its prospects.

Supported by its established technical capabilities, diversified business portfolio and strategic roadmap under Uzma5YP II, Uzma will continue pursuing opportunities that contribute towards sustainable long-term growth and shareholder value.



Our Leaders

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- Oversight Committee Profile 84

SECTION 3

Board of Directors



DATUK SERI DR. ZURAINAH BINTI MUSA
Independent Non-Executive Director

DATIN ROZITA BINTI MAT SHAH @ HASSAN
Executive Director

DATO' NASRI BIN NASRUN
Non-Independent Non-Executive Director

DATO' KAMARUL REDZUAN BIN MUHAMED
Managing Director/ Group Chief Executive Officer

DATUK ABDULLAH BIN KARIM
Independent Non-Executive Chairman



Y. M. TENGKU EZUAN ISMARA BIN TENGKU NUN AHMAD
Independent Non-Executive Director

DATO' CHE NAZAHATUHISAMUDIN BIN CHE HARON
Executive Director

KAREL AVNI DOSHI A/P JITENDRAKUMAR, FCPA
Independent Non-Executive Director

DATUK FARISHA BINTI PAWAN TEH
Independent Non-Executive Director

IKHLAS BIN ABDUL RAHMAN
Independent Non-Executive Director

MAZLI ZAKUAN BIN MOHD NOOR
Independent Non-Executive Director



DATUK ABDULLAH BIN KARIM

INDEPENDENT NON-EXECUTIVE CHAIRMAN

Age
74

Nationality
Malaysian

Gender
Male

Date of Appointment

25 August 2016 as a Member of the Board

30 August 2018 as the Chairman of the Board

No. of Meetings Attended

5/5

Qualifications

- Diploma in Gas Engineering, Illinois Institute of Gas Technology, United States of America
- Bachelor of Sciences in Mechanical Engineering, University of Western Australia, Australia

Working Experience and Occupation

- 1977 to 1981 Engineer, PETRONAS
- 1981 to 1991 Project Engineer/ Project Manager, PETRONAS Carigali Sdn. Bhd.
- 1991 to 1995 General Manager, Engineering Division, PETRONAS Carigali Sdn. Bhd.
- 1995 to 1999 Managing Director/CEO, OGP Technical Services Sdn. Bhd.
- 1999 to 2004 Managing Director/CEO, Malaysia LNG Group of Companies
- 2004 to 2007 Vice President, Exploration & Production Business, PETRONAS
- 2007 to 2012 President/CEO, PETRONAS Carigali Sdn. Bhd.
- 2012 to 2016 Vice President and Venture Director of Domestic LNG Projects, PETRONAS

Board Committee Memberships

- NIL

Directorship in Other Public Companies and Listed Issuers

- Independent Non-Executive Director, Yinson Holdings Berhad

Any Conflict of Interest or Potential Conflict of Interest, Including Interest in any Competing Business with the Listed Issuer or Its Subsidiaries

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year, (Other Than Traffic Offences, If Any)

- NIL



DATO' KAMARUL REDZUAN BIN MUHAMED

MANAGING DIRECTOR / GROUP CHIEF EXECUTIVE OFFICER

Age
54

Nationality
Malaysian

Gender
Male

Date of Appointment

21 May 2008 as a Member of the Board

No. of Meetings Attended

5/5

Qualifications

- Bachelor of Science in Petroleum Engineering, Colorado School of Mines, United States of America
- Master of Science in Oceanography (Geological Oceanography), Universiti Malaysia Terengganu, Malaysia

Working Experience and Occupation

- 1994 to 1995 Facilities Engineer, Esso Production Malaysia Inc.
- 1995 to 1999 Business Development Manager of Asian Region, Smedvig Technologies Sdn. Bhd.
- 1999 to 2005 Managing Director, Roxar Sdn. Bhd.
- 2000 to Present Managing Director / Group CEO of Uzma Berhad

Board Committee Memberships

- Employee's Share Scheme Committee

Directorship in Other Public Companies and Listed Issuers

- NIL

Any Conflict of Interest or Potential Conflict of Interest, Including Interest in any Competing Business with the Listed Issuer or Its Subsidiaries

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer

- He is the spouse of Datin Rozita Binti Mat Shah @ Hassan, the Executive Director of Uzma Berhad, who is deemed to be a major shareholder of the Company through her direct interest of 0.30% and indirect interest of 23.51% in the Company.

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year, (Other Than Traffic Offences, If Any)

- NIL



DATO' CHE NAZAHATUHISAMUDIN BIN CHE HARON

EXECUTIVE DIRECTOR

Age
54

Nationality
Malaysian

Gender
Male

Date of Appointment
21 May 2008 as a Member of the Board

No. of Meetings Attended
5/5

Qualifications

- Bachelor of Science in Electrical Engineering, Valparaiso University, Indiana, United States of America

Working Experience and Occupation

- 1996 to 1999 Project Engineer, Scopetel (M) Sdn. Bhd.
- 1999 to 2003 Business Development Executive, AKK Management Sdn. Bhd.
- 2003 to 2006 General Manager, AKK Management Sdn. Bhd.
- 2006 to 2011 General Manager, Resource Solutions, Uzma Engineering Sdn. Bhd.
- 2011 to 2013 Senior Vice President, Sales & Marketing, Uzma Engineering Sdn. Bhd.
- 2013 to 2016 Executive Vice President / Chief Executive Officer, Setegap Ventures Petroleum Sdn. Bhd. (secondment)
- 2016 to 2018 Deputy Chief Executive Officer / Executive Vice President of Sales, Uzma Engineering Sdn. Bhd.
- 2018 to 2019 Chief Executive Officer of Well Services, Uzma Engineering Sdn. Bhd.
- 2019 to 2021 Chief Executive Officer of Upstream Services, Uzma Engineering Sdn. Bhd
- 2021 to 2023 Chief Executive Officer of O&G Business Division, Uzma Engineering Sdn. Bhd.
- 2023 to 2026 Chief Executive Officer, Group Well Solutions.
- 2026 to present Executive Vice President, Growth & New Venture

Board Committee Memberships

- NIL

Directorship in Other Public Companies and Listed Issuers

- NIL

Any Conflict of Interest or Potential Conflict of Interest, Including Interest in any Competing Business with the Listed Issuer or Its Subsidiaries

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year, (Other Than Traffic Offences, If Any)

- NIL



DATIN ROZITA BINTI MAT SHAH @ HASSAN

EXECUTIVE DIRECTOR

Age
56

Nationality
Malaysian

Gender
Female

Date of Appointment
1 June 2024 as a Member of the Board

No. of Meetings Attended
5/5

Qualifications

- Bachelor of Science in Chemical Engineering, Rensselaer Polytechnic Institute, New York, United States of America

Working Experience and Occupation

- 1994 to 2000 Project Engineer, Exxon Production Malaysia Inc.
- 2000 to 2001 Process Engineer, OGP Technical Services Sdn. Bhd.
- 2001 to Present Chief People Officer, Uzma Berhad

Board Committee Memberships

- NIL

Directorship in Other Public Companies and Listed Issuers

- NIL

Any Conflict of Interest or Potential Conflict of Interest, Including Interest in any Competing Business with the Listed Issuer or Its Subsidiaries

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer

- She is the spouse of Dato' Kamarul Redzuan Bin Muhamed, the Managing Director/ Group Chief Executive Officer of Uzma Berhad, who is deemed to be a major shareholder of the Company through his direct interest of 14.23% and indirect interest of 9.58% in the Company.

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year, (Other Than Traffic Offences, If Any)

- NIL



DATUK SERI DR. ZURAINAH BINTI MUSA

INDEPENDENT NON-EXECUTIVE DIRECTOR

Age
64

Nationality
Malaysian

Gender
Female

Date of Appointment
13 May 2015 as a Member of the Board

No. of Meetings Attended
5/5

Qualifications

- Diploma in Secretarial Science from Universiti Teknologi MARA, Malaysia
- Diploma in Occupational Health and Safety, University of New South Wales, Australia
- Post Graduate Diploma in Human Resource Management, University of Newcastle, Australia
- Master of Business Administration, Berjaya University College of Hospitality, Malaysia
- Doctor of Philosophy in Management, Universiti Kuala Lumpur

Working Experience and Occupation

- 1984 to 1985 Secretary, Kenyon & Eckhdart, Advertising
- 1985 to 1986 Personal Assistant, Bangladesh High Commission
- 1986 to 1988 General Manager, SHRM Sdn. Bhd., Malaysia, Singapore
- 1988 to 1989 Senior Secretary, Servcop, Venture Capital Pty Ltd, Australia
- 1989 to 1992 Supervisor, Commercial Union Travel & General Insurance, Australia
- 1992 to 1994 General Manager, MMI Insurance Malaysia
- 1995 to 2010 Managing Director, Permata Kancil (M) Sdn. Bhd.
- 2010 to 2023 Executive Director, Berjaya Corporation Berhad
- 2021 to 2024 Dewan Negara Malaysian Parliament, Senator
- 2022 to 2022 Chairman, FINAS
- 2024 to 2025 Malaysian Timber Industry Board (MTIB) - Board Member
- 2024 to 2026 MAHSA University (Haniffa Business School) – Board Member
- 2024 to Present Megaklinik Dr. Suffian, Chairman
- 2024 to Present KNKV Group, Chairman

Board Committee Memberships

- Chairperson of the Nomination and Remuneration Committee
- Chairperson of the Employees' Share Option Scheme Committee

Directorship in Other Public Companies and Listed Issuers

- Independent Non-Executive Director - Tropicana Corporation Berhad

Any Conflict of Interest or Potential Conflict of Interest, Including Interest in any Competing Business with the Listed Issuer or Its Subsidiaries

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year, (Other Than Traffic Offences, If Any)

- NIL



IKHLAS BIN ABDUL RAHMAN

INDEPENDENT NON-EXECUTIVE DIRECTOR

Age
69

Nationality
Malaysian

Gender
Male

Date of Appointment
1 February 2017 as a Member of the Board

No. of Meetings Attended
5/5

Qualifications

- Bachelor of Technology in Production Engineering and Management, Loughborough University of Technology, United Kingdom
- Cascelloid Award for Best Project Final Year, Loughborough University of Technology, United Kingdom

Working Experience and Occupation

- 1980 Senior Planner, Malaysian Airline System
- 1980 to 1985 Project Coordinator, Production Department, PETRONAS
- 1985 to 1997 Project Manager and other various positions, PETRONAS Carigali Sdn. Bhd.
- 1997 to 2000 General Manager, Business Development and Planning Division, and other various positions, OGP Technical Services Sdn. Bhd.
- 2001 to 2005 General Manager, LGP Sales Division, and other various positions, PETRONAS Dagangan Berhad
- 2007 to 2008 Chief Executive Officer, PETRONAS PICL (Egypt) Corp. Ltd.
- 2008 to 2010 Senior General Manager, JV Management Division, PETRONAS Carigali Sdn. Bhd.
- 2010 to 2014 Country Chairman, PETRONAS Iraq
- 2014 to 2016 Country Chairman, PETRONAS Iran

Board Committee Memberships

- Chairman of the Board Sustainability and Risk Management Committee
- Member of the Audit Committee

Directorship in Other Public Companies and Listed Issuers

- NIL

Any Conflict of Interest or Potential Conflict of Interest, Including Interest in any Competing Business with the Listed Issuer or Its Subsidiaries

- NIL

Any Family Relationship With Any Director and/or Major Shareholder of the Listed Issuer

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year, (Other Than Traffic Offences, If Any)

- NIL



Y. M. TENGKU EZUAN ISMARA BIN TENGKU NUN AHMAD

INDEPENDENT NON-EXECUTIVE DIRECTOR

Age
48

Nationality
Malaysian

Gender
Male

Date of Appointment
1 January 2022 as a Member of the Board

No. of Meetings Attended
5/5

Qualifications

- Professional Accounting (ACCA), Accounting and Business School of Dublin (Dublin Business School)
- Double Degree in Accounting and Finance, University of East London
- Master in Law (LLM) (Executive Banking), International Islamic University

Working Experience and Occupation

- 2004 to 2008 Business Support Manager. Max Energy Sdn. Bhd.
- 2008 to 2012 Visiting Lecturer, International Islamic University
- 2008 to 2011 Head of Group Business Development, GL Noble Denton
- 2011 to 2013 Executive Director, Bumiflow Technology Sdn. Bhd.
- 2011 to 2013 Executive Director/Director of Corporate Services, Armada TPCE Sdn. Bhd.
- 2011 to 2015 Group Executive Chairman, EI Group of Companies
- 2015 to 2020 Chief Executive Officer, Sundata Sdn. Bhd.
- 2017 to 2020 Executive Deputy Chairman, Sundata Sdn. Bhd.

Board Committee Memberships

- Chairman of the Audit Committee
- Member of the Nomination and Remuneration Committee
- Member of the Employees' Share Scheme Committee

Directorship in Other Public Companies and Listed Issuers

- Independent Non-Executive Chairman, Komarkcorp Berhad
- Independent Non-Executive Chairman, XOX Networks Berhad

Any Conflict of Interest or Potential Conflict of Interest, Including Interest in any Competing Business with the Listed Issuer or Its Subsidiaries

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year, (Other Than Traffic Offences, If Any)

- NIL



DATUK FARISHA BINTI PAWAN TEH

INDEPENDENT NON-EXECUTIVE DIRECTOR

Age
57

Nationality
Malaysian

Gender
Female

Date of Appointment
14 February 2022 as a Member of the Board

No. of Meetings Attended
5/5

Qualifications

- Bachelor Degree in Chemical Engineering, Universiti Teknologi Malaysia

Working Experience and Occupation

- 1992 to 1994 Management Trainee, Unilever (Malaysia) Holdings Sdn. Bhd.
- 1994 to 1995 Assistant Packaging Development Manager, Unilever (Malaysia) Holdings Sdn. Bhd.
- 1995 to 1996 Packaging Development Manager, Unilever (Malaysia) Holdings Sdn. Bhd.
- 1996 to 1997 Packaging Manager, Unilever (Malaysia) Holdings Sdn. Bhd.
- 1997 to 2004 Brand Manager, Unilever (Malaysia) Holdings Sdn. Bhd.
- 2004 Senior Brand Manager, Unilever (Malaysia) Holdings Sdn. Bhd.
- 2005 Marketing Manager, Nestle Malaysia Sdn. Bhd.
- 2005 to 2008 General Manager Brand Management Group, TV3, Sistem Televisyen Malaysia Berhad
- 2008 to 2011 Chief Operating Officer, Primeworks Studios Sdn. Bhd
- 2011 to 2018 Director, Nation Branding Division, Office of the Prime Minister (PMO)
- 2018 to Present Senior Partner & Founder, Stand Out Sdn. Bhd.
- 2020 to 2021 Special Advisor to the Minister of Youth and Sports, Ministry of Youth and Sports (KBS)
- 2021 to 2022 Board of Trustee, Women Leadership Foundation (WLF)
- 2020 Director, Awesome TV (Awesome Media Network Sdn. Bhd)
- 2021 to 2022 Special Advisor to the Minister of Housing & Local Government, Ministry of Housing and Local Government (KPKT)
- 2022 to Present Independent Non-Executive Director, UZMA Bhd

Board Committee Memberships

- Member of the Nomination and Remuneration Committee
- Member of the Employees' Share Scheme Committee
- Member of the Board Sustainability and Risk Management Committee

Directorship in Other Public Companies and Listed Issuers

- NIL

Any Conflict of Interest or Potential Conflict of Interest, Including Interest in any Competing Business with the Listed Issuer or Its Subsidiaries

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year, (Other Than Traffic Offences, If Any)

- NIL



MAZLI ZAKUAN BIN MOHD NOOR

INDEPENDENT NON-EXECUTIVE DIRECTOR

Age 56

Nationality Malaysian

Gender Male

Date of Appointment

1 September 2022 as a Member of the Board

No. of Meetings Attended

5/5

Qualifications

- Bachelor in Material & Mechanical Engineering, Universiti Kebangsaan Malaysia
- Master in Business Administration, Universiti Teknologi Mara, Malaysia
- Fellow, Institute of Corporate Directors Malaysia
- Registered, FIDE Forum Malaysia
- Professional Member, Society of Petroleum Engineers International
- Registered, Board of Engineers Malaysia

Working Experience and Occupation

- 1993 to 1994 Application Engineer, Antah Oil Tools & Services
- 1994 to 1997 Field Engineer, Smith International Inc.
- 1997 to 2003 Nalco Chemical Company
- 2003 to 2007 Senior Vice President, Operations/ Co-Founder, Maces Sdn. Bhd.
- 2007 to 2016 Chief Executive Officer/Co-Founder, Maces Sdn. Bhd. and PAV Oilfield Services Sdn. Bhd.
- 2016 to 2018 Deputy Chief Executive Officer, Perbadanan Kemajuan Iktisad Negeri Kelantan
- 2018 to 2023 Chief Executive Officer, Menteri Besar Incorporated (MBI) Terengganu
- 2020 to 2021 Chairman of Board of Trustees, Malaysian Timber Council (MTC)

Board Committee Memberships

- Member of the Audit Committee
- Member of the Board Sustainability and Risk Management Committee

Directorship in Other Public Companies and Listed Issuers

- NIL

Any Conflict of Interest or Potential Conflict of Interest, Including Interest in any Competing Business with the Listed Issuer or Its Subsidiaries

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year, (Other Than Traffic Offences, If Any)

- NIL



DATO' NASRI BIN NASRUN

NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

Age 56

Nationality Malaysian

Gender Male

Date of Appointment

20 February 2024 as a Member of the Board

No. of Meetings Attended

5/5

Qualifications

- Chartered Accountant, Malaysian Institute of Accountants (MIA)t
- Advanced Diploma in Accountancy, Universiti Teknologi MARA

Working Experience and Occupation

- 1992 to 1996 Audit Assistant at KPMG Desa Megat & Co, Kuala Lumpur
- 1996 to 1997 Tax Accountant at Schlumberger Technical Services Inc, Dubai, United Arab Emirates
- 1997 to 1997 Finance Manager, Kumpulan Pinang Sdn. Bhd
- 1997 to 2000 Managing Director, Hijrah Solutions Sdn. Bhd.
- 2000 to 2003 Co-founder, SCAN Associates Berhad
- 2004 to Present Executive Chairman, Setegap Ventures Group of Companies
- 2006 to 2012 Director, MOL AccessPortal Sdn. Bhd.
- 2023 to Present Independent Non-Executive Director, Sedania Innovator Berhad

Board Committee Memberships

- Member of the Audit Committee

Directorship in Other Public Companies and Listed Issuers

- Sedania Innovator Berhad

Any Conflict of Interest or Potential Conflict of Interest, Including Interest in any Competing Business with the Listed Issuer or Its Subsidiaries

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year, (Other Than Traffic Offences, If Any)

- NIL



KAREL AVNI DOSHI A/P JITENDRAKUMAR, FCPA

INDEPENDENT NON-EXECUTIVE DIRECTOR

Age
47

Nationality
Malaysian

Gender
Female

Date of Appointment
27 February 2026 as a Member of the Board

No. of Meetings Attended
1/1

Qualifications

- Fellow CPA Australia (FCPA)
- Bachelor of Science in Finance and International Business, Southwest State University
- Executive Leadership Programmes, Imperial College Business School, London

Working Experience and Occupation

- Over 24 years of banking and financial services experience spanning corporate, commercial, investment and Islamic banking, with functional experience across credit and risk management, capital management, data & analytics, business transformation and governance, as well as sustainable finance and ESG
- Prior to 2007 — Assistant Manager, Corporate Banking Division, AmBank Berhad; Assistant Vice-President, Debt Capital Markets, Affin Investment Bank Berhad; Assistant Vice-President, Corporate Banking Division, United Overseas Bank
- 2007 to 2010 — Vice President, Large Corporates, HSBC Bank Malaysia Berhad
- 2010 to 2012 — Senior Vice President & Team Head, Large Corporates, HSBC Bank Malaysia Berhad
- 2012 to 2014 — Head of Portfolio Management, HSBC Bank Malaysia Berhad
- 2014 to 2015 — Head of Commercial Banking (Islamic Banking), HSBC Amanah Malaysia Berhad
- 2015 to 2016 — Head of Corporate Banking (Area Central), HSBC Bank Malaysia Berhad
- 2016 to 2019 — Chief Operating Officer, Commercial Banking, HSBC Bank Malaysia Berhad, with responsibility for business transformation, data & analytics, and operational governance across the Commercial Banking business
- 2019 to 2022 — Managing Director, Country Head of Corporate Banking, HSBC Bank Malaysia Berhad
- 2022 to 2025 — Managing Director, Head of Commercial Banking, HSBC Bank Malaysia Berhad

Board Committee Memberships

- Member of the Audit Committee

Directorship in Other Public Companies and Listed Issuers

- Independent Non-Executive Director, Solarvest Holdings Bhd

Other Directorships / Positions

- Independent Non-Executive Director, Junior Achievement Malaysia
- Member of 30% Club Malaysia Chapter (EXCO)

Any Conflict of Interest or Potential Conflict of Interest, Including Interest in any Competing Business with the Listed Issuer or Its Subsidiaries

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year, (Other Than Traffic Offences, If Any)

- NIL

Oversight Committee



SYED AZLAN BIN SYED IBRAHIM
Chief of Staff

RAHMAT WIBISONO
Chief Executive Officer,
Group Oilfield Well Solutions

TS. DR. AHMAD KHALID BIN MD KHAIRI
Chief Technology & Innovation Officer
of Group Technology & Innovation

DATO' CHE NAZAHATUHISAMUDIN BIN CHE HARON
Executive Vice President, Growth &
New Venture

DATIN ROZITA BINTI MAT SHAH @ HASSAN
Chief People Officer

DATO' KAMARUL REDZUAN BIN MUHAMED
Managing Director /
Group Chief Executive Officer

SHAHARUM BIN RAMLI
Chief Executive Officer,
Group Production Solutions

AHMAD YUNUS BIN ABD TALIB
Director for Special Projects

LEE CHEN YOW
Group Chief
Financial Officer

MOHD SHAHRIN BIN SAAD
Executive Vice President,
Stakeholder & Strategic Account



DATO' KAMARUL REDZUAN BIN MUHAMED

MANAGING DIRECTOR / GROUP CHIEF EXECUTIVE OFFICER

Year Joined 2000



DATIN ROZITA BINTI MAT SHAH @ HASSAN

CHIEF PEOPLE OFFICER

Year Joined 2001



DATO' CHE NAZAHATUHISAMUDIN BIN CHE HARON

EXECUTIVE VICE PRESIDENT, GROWTH & NEW VENTURE

Year Joined 2000



LEE CHEN YOW

GROUP CHIEF FINANCIAL OFFICER

Age 50

Nationality Malaysian

Gender Male

Date Joined 16 November 2022

Qualifications

- Member of Malaysian Institute of Accountants
- Member of Malaysian Institute of Certified Public Accountants

Working Experience and Occupation

- 1996 to 2003 Audit Senior, BDO Binder Malaysia
- 2003 to 2004 Finance Manager, Ho Hup Construction Company Berhad
- 2004 to 2006 Finance Manager, Country Heights Holdings Berhad
- 2006 to 2009 Regional Accounting Manager, Astro All Asia Networks PLC
- 2009 to 2010 Assistant Vice President Financial Management & Reporting, Astro Entertainment
- 2010 to 2011 Group Finance Manager, Uzma Engineering Sdn Bhd
- 2011 to Present Executive Director, Base Associates Management Consulting Sdn Bhd
- 2014 to 2026 Independent Non-Executive Director, Dancomech Holdings Berhad
- 2022 to 2023 Acting Group Chief Financial Officer, Uzma Berhad
- 2023 to Present Group Chief Financial Officer, Uzma Berhad

Other Directorship in Other Public Companies and Listed Issuers:

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer:

- NIL

Any Conflict of Interest or potential conflict of interest, including interest in any competing business with the Listed Issuer or its subsidiaries:

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year (Other Than Traffic Offences, If Any):

- NIL



SYED AZLAN BIN SYED IBRAHIM

CHIEF OF STAFF

Age
53

Nationality
Malaysian

Gender
Male

Date Joined
15 May 2024

Qualifications

- Bachelor of Science in Industrial Engineering, Columbia University, New York, United States of America
- LEAD Professional Certificate - Stanford University Graduate School of Business

Working Experience and Occupation

- 1996 to 1997 Engineer, Esso Production Malaysia Inc.
- 1997 to 2002 Consultant, Accenture Sdn. Bhd.
- 2002 to 2005 Senior Consultant, iPerintis Sdn. Bhd.
- 2005 to 2008 Manager, Accenture Sdn. Bhd.
- 2008 to 2012 Manager, Shell IT International
- 2013 to 2018 Senior Vice President, Malaysia Petroleum Resources Corporation ("MPRC")
- 2018 to 2019 Head of Transformation, Uzma Berhad
- 2019 to 2022 Chief Transformation and Strategy Officer, Uzma Berhad
- 2023 to 2024 Chief Corporate Strategy Officer, Carimin Petroleum Berhad
- 2024 to Present Chief of Staff, Uzma Berhad

Other Directorship in Other Public Companies and Listed Issuers:

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer:

- NIL

Any Conflict of Interest or potential conflict of interest, including interest in any competing business with the Listed Issuer or its subsidiaries:

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year (Other Than Traffic Offences, If Any):

- NIL



TS. DR. AHMAD KHALID BIN MD KHAIRI

CHIEF TECHNOLOGY & INNOVATION OFFICER OF GROUP TECHNOLOGY & INNOVATION

Age
54

Nationality
Malaysian

Gender
Male

Date Joined
16 April 2018

Qualifications

- Bachelor of Electrical Engineering, University of Pennsylvania, United States of America
- Master in Business Administration, Universiti Utara Malaysia, Malaysia
- Doctorate in Business Administration, Universiti Utara Malaysia, Malaysia
- Professional Technologist by Malaysia Board of Technologist (MBOT)
- Certified Graduate Engineer by Institute of Engineers Malaysia (IEM)
- Master, The World CIO 200 Awards

Working Experience and Occupation

- 1995 to 1999 Test Engineer, Motorola
- 1999 to 2005 Product Marketing Engineer, Agilent Technologies
- 2006 to 2011 Product Marketing Manager, Broadcom (formerly known as Avago Technologies)
- 2012 to 2018 Senior Manager of Technology Venture, MIMOS Berhad
- 2018 to 2019 Head of Digitalisation, Uzma Berhad
- 2020 to 2023 Chief Executive Officer of New Energy Division, Uzma Berhad
- 2023 to Present Chief Technology & Innovation Officer of Group Technology & Innovation, Uzma Berhad

Other Directorship in Other Public Companies and Listed Issuers:

- NIL

Other Directorship in Other Public Companies and Listed Issuers:

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer:

- NIL

Any Conflict of Interest or potential conflict of interest, including interest in any competing business with the Listed Issuer or its subsidiaries:

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year (Other Than Traffic Offences, If Any):

- NIL



MOHD SHAHRIN BIN SAAD

EXECUTIVE VICE PRESIDENT, STAKEHOLDER & STRATEGIC ACCOUNT

Age
54

Nationality
Malaysian

Gender
Male

Date Joined
13 July 2016

Qualifications

- Bachelor of Science in Chemical and Petroleum Refining Engineering, Colorado School of Mines, United States of America

Working Experience and Occupation

- 1997 Project/Sales Engineer, Best Waste Treatment Technologies Sdn. Bhd.
- 1997 to 1998 Sales Engineer, Metertek Schlumberger Sdn. Bhd.
- 1998 to 1999 Drilling Fluids Engineer, Kota Minerals and Chemicals Sdn. Bhd.
- 1999 to 2001 Sales Executive, Roxar (M) Sdn. Bhd.
- 2001 to 2004 Account Manager, Baker Oil Tools Malaysia
- 2004 to 2007 District Manager, Baker Oil Tools Malaysia
- 2007 to 2008 District Manager, Baker Oil Tools Brunei
- 2008 to 2009 Operations/Marketing Manager, Baker Hughes Thailand
- 2010 to 2011 Vice President of Sales, Uzma Engineering Sdn. Bhd.
- 2011 to 2015 Region Business Development Manager, Weatherford MENA
- 2015 to 2016 Global Business Director, Weatherford
- 2016 to 2018 Executive Vice President, Uzma Berhad
- 2018 to 2023 Chief Executive Officer, Setegap Ventures Petroleum Sdn. Bhd.
- 2023 to 2026 Chief Executive Officer, Group Production Solutions, Uzma Engineering Sdn. Bhd.
- 2026 to present Executive Vice President, Stakeholder & Strategic Account, Uzma Berhad

Other Directorship in Other Public Companies and Listed Issuers:

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer:

- NIL

Any Conflict of Interest or potential conflict of interest, including interest in any competing business with the Listed Issuer or its subsidiaries:

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year (Other Than Traffic Offences, If Any):

- NIL



AHMAD YUNUS BIN ABD TALIB

DIRECTOR FOR SPECIAL PROJECTS

Age
56

Nationality
Malaysian

Gender
Male

Date Joined
14 July 2008

Qualifications

- Bachelor of Sciences in Mechanical Engineering, University of Wisconsin-Madison, United States of America

Working Experience and Occupation

- 1993 to 1995 R&D Engineer, Motorola
- 1995 to 2008 Various positions of increasing responsibility in production operations and project management, ExxonMobil
- 2008 to 2014 General Manager of Production Optimisation & Operation Services, Uzma Engineering Sdn Bhd
- 2014 to 2016 Project Delivery Manager & Operations Manager for Tanjong Baram Risk Services Contract, Uzma Engineering Sdn. Bhd.
- 2016 to 2017 Project Director for Uzma's Water Injection Project, Uzma Engineering Sdn Bhd
- 2017 to 2019 Chief Executive Officer, Production Solutions Division, Uzma Engineering Sdn Bhd
- 2017 to 2020 Executive Director, Uzma Berhad
- 2019 to 2023 Chief Executive Officer, Late Life Assets & Decommissioning Division, Uzma Engineering Sdn Bhd
- 2020 to Present Chief Executive Officer, PT Uzma
- 2020 to Present Chairman of Procurement Tender Committee, Uzma Berhad
- 2021 to 2025 Industry Advisory Panel for Mechanical Engineering Department, University Technology Petronas
- 2022 to 2023 Group Chief Business Improvements, Uzma Berhad
- 2023 to Present Director for Special Projects, Uzma Berhad. Responsible for Arbitrations, Sustainability, and Enterprise Risk Management.

Other Directorship in Other Public Companies and Listed Issuers:

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer:

- NIL

Any Conflict of Interest or potential conflict of interest, including interest in any competing business with the Listed Issuer or its subsidiaries:

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year (Other Than Traffic Offences, If Any):

- NIL



RAHMAT WIBISONO

CHIEF EXECUTIVE OFFICER, GROUP OILFIELD WELL SOLUTIONS, UZMA ENGINEERING SDN BHD

Age
48

Nationality
Malaysian

Gender
Male

Date Joined
1 November 2025

Qualifications

- Bachelor's Degree in Metallurgy and Material Engineering, University of Indonesia
- Executive MBA, Quantic School of Business and Technology

Working Experience and Occupation

- 2001 to 2002 Field Engineer, Schlumberger – Gabon, Russia, Kazakhstan
- 2003 to 2005 Coiled Tubing / Coiled Tubing Drilling Technical Engineer, Schlumberger – Indonesia
- 2005 to 2007 DESC Engineer, seconded to ExxonMobil, Schlumberger – Malaysia
- 2007 to 2008 Technical and Sales Manager – Well Intervention/Stimulation, Schlumberger – Oman
- 2009 to 2011 Technical and Sales Manager – Well Intervention/Stimulation, Schlumberger – East Asia
- 2012 to 2013 Quality and Operation Support Manager – Well Services, Schlumberger – Middle East Region
- 2013 to 2014 Asia Pacific Regional Manager – Fishing and Re-Entry, Weatherford
- 2014 to 2020 Specialist – Completion / Workover / Intervention, PETRONAS – Malaysia Petroleum Management
- 2020 to 2022 Head of Uzma Group Integrated Project Delivery, Uzma Engineering Sdn. Bhd. – Malaysia
- 2022 to 2025 Regional Business Manager – Intervention Service & Drilling Tools for Asia, Weatherford – Asia Pacific
- 2025 to 2026 Senior Advisor, Project Delivery Improvement, Uzma Berhad
- 2026 to Present Chief Executive Officer, Group Oilfield Well Solutions, Uzma Engineering Sdn Bhd

Other Directorship in Other Public Companies and Listed Issuers:

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer:

- NIL

Any Conflict of Interest or potential conflict of interest, including interest in any competing business with the Listed Issuer or its subsidiaries:

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year (Other Than Traffic Offences, If Any):

- NIL



SHAHARUM RAMLI

CHIEF EXECUTIVE OFFICER, GROUP PRODUCTION SOLUTIONS, UZMA ENGINEERING SDN BHD

Age
46

Nationality
Malaysian

Gender
Male

Date Joined
1 October 2024

Qualifications

- Bachelor of Engineering (Chemical Engineering), University of Adelaide
- Member, Society of Petroleum Engineers (SPE)

Working Experience and Occupation

- 2004 to 2007 Management Executive, Markmore Sdn. Bhd., Malaysia
- 2007 to 2010 General Manager, Mashael Petroleum, Kingdom of Bahrain
- 2010 to 2015 Vice President, Energy Projects, Markmore Group, Malaysia
- 2015 to 2017 Consultant, Straits Consulting Engineers, Malaysia
- 2017 to 2021 Chief Business Officer, Setegap Ventures Petroleum Sdn. Bhd., Malaysia
- 2021 to 2022 Head of Business Development & Commercial, Uzma Group, Malaysia
- 2022 to 2023 Deputy Chief Operating Officer, Strategic Planning & New Business, NAIM Holdings Berhad, Malaysia
- 2023 to 2024 Chief Operating Officer, NAIM Holdings Berhad, Malaysia
- 2024 to 2026 Chief Strategy Officer, Group Production Solutions, Uzma Berhad, Malaysia
- 2026 to Present Chief Executive Officer, Group Production Solutions, Uzma Engineering Sdn Bhd.

Other Directorship in Other Public Companies and Listed Issuers:

- NIL

Any Family Relationship with Any Director and/or Major Shareholder of the Listed Issuer:

- NIL

Any Conflict of Interest or potential conflict of interest, including interest in any competing business with the Listed Issuer or its subsidiaries:

- NIL

List of Convictions for Offences within the Past 5 Years and Particulars of Any Public Sanction or Penalty Imposed by the Relevant Regulatory Bodies during the Financial Year (Other Than Traffic Offences, If Any):

- NIL

Sustainability Statement

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SECTION 4

About This Statement

This Sustainability Statement ("Statement") highlights the ongoing initiatives, strategies, and performance of Uzma Berhad and its group of companies (collectively referred to as "Uzma" or "Group") in managing and mitigating key sustainability risks and

Reporting Scope and Period

This Statement covers the financial year end of 30 June 2026 ("FY2026" and "reporting period"). Where relevant, we also present data from previous years to track progress and provide additional context.

The information disclosed in this Statement encompass all business activities under Group's operational control or majority ownership. This includes the Group's Business Divisions: Well Solutions, Production Solutions, New Energy, Energy Trading, and Digital Earth. Where relevant, data contributions from joint ventures have also been included. The newly acquired Johnson Pump operations are excluded from this reporting period due to the ongoing operational integration process.

The Statement highlights our approach to addressing key sustainability issues that affect our business and our ability to create value for all stakeholders.

Reporting Framework and Standards

This Statement has been prepared with reference to Bursa Malaysia's latest listing requirements and relevant sustainability reporting guidance, including the National Sustainability Reporting Framework ("NSRF"), which incorporates elements of IFRS S1 and S2, and is also guided by the Global Reporting Initiative ("GRI") Standards, FTSE4Good Bursa Malaysia Index, and the United Nations Sustainable Development Goals ("UNSDGs"), which collectively serve as the foundation of the reporting framework.

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Uzma has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

Our disclosures are guided by these requirements and reflect our commitment to transparency and accountability. While sustainability reporting practices continue to evolve, we have adopted a best-effort approach in this reporting cycle.

Statement of Assurance

The information presented in this Statement has not been subjected to assurance by our internal audit function or any external independent assurance provider. The Board, through the Board Sustainability and Risk Management Committee ("SRMC") and in collaboration with management, will access the necessity of obtaining limited assurance on certain disclosures within the Statement.

While the non-financial data within this Statement has yet to be externally assured, Uzma is considering obtaining external assurance for future reporting.

Sustainability Statement Feedback

Uzma welcomes your feedback on this Statement and suggestions for improving our sustainability performance. Please send your comments or questions to Group Communications at **communications@uzmagroup.com**.



A Message From The MD/Group CEO

Driving Sustainability For Resilient Growth



Dato' Kamarul Redzuan Bin Muhamed
Managing Director / Group Chief Executive Officer

At Uzma, we believe that sustainable growth goes hand in hand with responsible business practices. As we continue our transformation into a sustainable energy and technology company, we remain focused on creating long-term value for our shareholders and stakeholders while contributing positively to the communities and environment in which we operate.

FY2026 was a year of strong growth and continued transformation for Uzma. We achieved revenue of RM1.35 billion, representing a 88.32% year-on-year increase, while further strengthening the resilience and diversification of our business portfolio. This performance reflects the contributions of our core energy businesses, alongside the growing role of energy trading, renewable energy, and digital earth solutions.

Environmental stewardship remains an integral part of our business strategy. During FY2026, we expanded the coverage of our greenhouse gas emissions reporting to include operations, offices and bases across Malaysia and our international locations. At the same time, our Scope 1 and Scope 2 emissions intensity per revenue improved from 5.8 tCO_2e per RM million revenue in FY2025 to 2.8 tCO_2e per RM million revenue in FY2026. We will continue to enhance the quality of our emissions data as we strengthen pathway towards achieving our long-term ambition of net-zero carbon emissions by 2050.

We are equally encouraged by the role our businesses play in supporting the energy transition and environmental stewardship. During FY2026, our renewable energy activities generated approximately 101 GWh of solar energy, while our digital earth and geospatial solutions continued to support more informed decision-making on land use, environmental management, and climate resilience. Our Land Use Change Analysis services have covered more than 170,000 hectares across the oil palm sector, demonstrating how technology and innovation can contribute to more sustainable resource management.

Our people remain at the heart of Uzma's sustainability journey, with safety embedded in our culture and prioritised across all operational activities. In FY2026, we achieved 1.8 million manhours with zero Lost Time Injury ("LTI"), contributing to a cumulative record of 12.5 million LTI-free manhours and 2,432 days without an LTI incident. We also continued to strengthen emergency preparedness, health and safety training, and employee wellbeing across our operations. These achievements reinforce our commitment to ensuring that every employee and contractor returns home safely every day.

Beyond safety, we are committed to develop our employee's capabilities and build a future-ready workforce. We invested RM 1.49 million in employee development, delivering a more than 17,000 training hours across the Group. We also continued creating opportunities for the next generation, with 64 students gained valuable industry exposure through our internship and youth employability programmes. By nurturing young talent and strengthening our future workforce pipeline, we contribute meaningfully to the United Nations SDG 4: Quality Education.

We also recognise that responsible growth requires strong governance and ethical leadership. We continue to reinforce our culture of integrity through our anti-bribery and corruption measures, whistleblowing mechanisms, Code of Conduct and Business Ethics. During FY2026, no incidents of corruption, whistleblowing cases, or grievances were reported.

Our sustainability journey is further strengthened by our commitment to transparency and accountability. In FY2026, we achieved a significant milestone by attaining a 4-Star rating and maintaining our inclusion in the FTSE4Good Bursa Malaysia Index Series. This achievement reflects the progress we have made in enhancing our environmental, social, and governance practices and reinforcing our commitment to responsible business conduct.

We have also continued to align our reporting practices with Bursa Malaysia's sustainability reporting requirements, the National Sustainability Reporting Framework ("NSRF"), and relevant international standards. As sustainability expectations and disclosure requirements continue to evolve, we recognise the importance of continually enhancing our approach. We remain committed to strengthening our data management, governance, risk management and internal capabilities to further improve the quality and credibility of our sustainability disclosures.

Looking ahead, we remain focused on building a more resilient and sustainable Uzma. We will continue to engage with our stakeholders, strengthen partnerships, and innovate to create shared values for the communities and ecosystem we serve.

Thank you for your continued trust and support.

Highlights of Sustainability Performance in FY2026

Economic

RM1.35 BILLION REVENUE

RM304.4 MILLION TOTAL PROCUREMENT VALUE

Environmental

23,406 gigajoules (GJ) TOTAL ENERGY CONSUMPTION

3,798 tCO_2e TOTAL EMISSION

Social

795 PEOPLE TOTAL EMPLOYEES

23% WOMEN EMPLOYEE

77% MALAYSIAN EMPLOYEE

12.5 MILLION HOURS MANHOURS WITH ZERO LOST TIME INJURY (LTI)

RM1.49 MILLION AMOUNT INVESTED IN TRAINING

17,521 HOURS EMPLOYEE TRAINING

RM80,849 CORPORATE SOCIAL RESPONSIBILITY

Governance

0

- BRIBERY AND CORRUPTION CASE REPORTED
- BREACH OF CONDUCT
- INCIDENCE OF CUSTOMER DATA BREACHES

FTSE4Good
4-Stars Rated
F4GBM and F4GBMS Index Constituent

9 UNSDGS ADOPTED

Introduction

Uzma's vision is to become a sustainable energy and technology company. Fostering shared economic value within our culture is paramount to us. Our objective is to contribute to meeting the world's energy demands and addressing contemporary global challenges, including climate change, while simultaneously creating value for all stakeholders.

Below is the Uzma's sustainability framework:

Sustainability Vision

VISION Achieving long-term business and value creation with responsible environmental practices, ethical social conduct, and strong governance.

SUSTAINABILITY MISSION

ECONOMIC	ENVIRONMENTAL	SOCIAL	GOVERNANCE
Resilient Growth and Long-Term Business Goals	**Environmental Stewardship and Sustainable Practices**	**Social Responsibility and Community Engagement**	**Ethical Business Conduct and Transparency**
Driving sustainable economic growth by creating long-term value for our stakeholders through innovation, cultural excellence, and responsible financial performance.	Minimise environmental impact and maximise resource efficiency in all operations.	Enhance social well-being and empower communities through responsible business practices.	Uphold the highest ethical standards and strong corporate governance practices.

SUSTAINABILITY THEMES & VALUE PROPOSITION

Emphasising resilience, efficiency, and responsible financial stewardship	Providing innovative, eco-friendly solutions to address climate challenges	Fostering thriving, inclusive communities where we operate	Building trust and integrity in all our relationships and partnerships

MATERIAL TOPICS

• Economic Performance • Supply Chain Management • Technology & Innovation	• Energy Management • Emissions Management • Waste Management • Water Management • Pollution Management • Climate Change • Biodiversity	• Occupational Safety and Health • Labour Practices and Human Rights • Diversity, Equity, and Inclusion • Employee Management • Corporate Social Responsibility	• Ethical Business and Practices • Data Privacy and Cyber Security

UzmaWAY VALUES

Sustainability Across Our Operations

Uzma is dedicated to delivering sustainable value for all stakeholders in a safe, secure, and socially responsible manner. This commitment is achieved by:

- Generating social and economic benefits for individuals connected to our business operations, in alignment with Uzma's shared values; and
- Minimising the environmental footprint throughout the lifecycle of our projects.

We integrate our sustainability journey across the business on three distinct levels:

01 IN COMPANY OPERATION

Ensuring the safe, efficient, and profitable management of our business.

02 FOR OUR CUSTOMERS

Meeting expectations and fulfilling our commitments.

03 FOR OUR COMMUNITY

Sharing benefits wherever we operate and making positive contributions.

Sustainability Governance

Uzma maintains a structured governance framework to oversee sustainability and climate-related risks and opportunities. The Board of Directors holds ultimate responsibility, supported by dedicated committees and management teams to drive execution and performance across the Group.

An overview of the Group's sustainability governance structure is provided below:



The roles and responsibilities within Uzma's sustainability governance framework are designed to ensure transparency, accountability and ongoing enhancement of the Group's sustainability initiatives. Below are the roles and responsibilities in Group's sustainability governance.

Board Oversight

Board of Directors

Ultimate Oversight

- Set the strategic direction for Uzma, taking into account material sustainability matters.
- Ensure alignment of corporate strategy with sustainability goals.
- Review and approve sustainability-related policies and initiatives.
- Monitor and report on the Group's overall sustainability performance.
- Establish clear accountability for sustainability within the organisation.
- Engage with stakeholders on sustainability issues.
- Is supported by the Board Sustainability and Risk Management Committee ("SRMC").

Board Sustainability and Risk Management Committee ("SRMC")

Strategic Review and Monitoring

- Review development and implementation of sustainability strategies and governance structure.
- Assess the adequacy of the Group Sustainability Framework and oversee sustainable development responsibilities in materiality indicators.
- Ensure business plans and key initiatives of Uzma, incorporating sustainability considerations.
- Review enterprise risk management framework, policies, and practices addressing various risks, including sustainability and climate-related risks.

Management Oversight

Oversight Committee

Strategy Development and Implementation

- Senior Management-level committee, chaired by the MD/GCEO.
- Develop, coordinate, and implement Uzma's sustainability strategy.
- Embed sustainability into all facets of the organisation's operations.
- Ensure cross-functional alignment of sustainability initiatives.
- Monitor and report on sustainability performance to the Board and stakeholders.
- Engage with operational management to execute sustainability goals.
- Identify opportunities for innovation and improvement in sustainability practices.

Operational Management

Execution and Integration

- Execute sustainability goals and initiatives within day-to-day operational activities.
- Collaborate with Oversight Committee to ensure alignment with sustainability objectives.
- Report progress on sustainability targets to Oversight Committee.
- Identify and address sustainability-related challenges within specific operations.
- Implement sustainable practices and initiatives at the operational level.
- Engage with employees and business partners to promote sustainability awareness and best practices.

Integrating Sustainability Considerations into Risk Management Practices

Integration into Overall Risk Management Process

The Group continues to consider all risk exposures, including sustainability and climate issues, by identifying, assessing, prioritising, and monitoring them within our regular risk management processes as outlined below and in reference to ISO 31000 framework. This ensures these risks are evaluated alongside financial and operational risks for a holistic risk view.

By incorporating sustainability into strategic decisions, we strengthen resilience and long-term value creation. Scenario analysis and stakeholder engagements help us adapt to evolving conditions.

Risk Identification

The Group identifies sustainability and climate-related risks and opportunities, along with other risks through an understanding of its operations and value chain, considering critical resource inputs, stakeholder relationships, and interdependencies.

Internal and external sources are also reviewed, including:

- Stakeholder engagements
- Regulatory review and relevant standards
- Peers benchmarking
- Monitoring emerging risks
- Consultations with independent sustainability advisors (where necessary)

The management applies judgement to determine which sustainability-related risks and opportunities could reasonably be expected to affect Uzma's prospects. This includes assessing the relevance of IFRS Sustainability Disclosure Standard metrics and deciding what constitutes material information that may influence decision-making by primary users.

Assessment and Prioritisation

The materiality assessment considers the likelihood and potential impact on economic, environment, and social prospects including a range of outcomes for uncertain events. Past occurrences increase the likelihood rating.

The impact significance and likelihood are evaluated. No definitive thresholds were applied but, typically, those with a higher impact are disclosed.

- The SRMC supports the Board in overseeing the prioritisation of material sustainability and climate-related risks.
- The Oversight Committee supports the prioritisation of identified sustainability-related opportunities and ensures alignment across business functions.

Monitoring and Reporting

Continuous monitoring is important to track the effectiveness of our risk management strategies. Our performance is tracked through relevant metrics and disclosed annually in our sustainability report.

Stakeholder Engagement

Uzma aims to maintain a trustworthy and responsible business by building a long-lasting relationship, and to actively seek feedback from our stakeholders on material issues through consistent two-way communications to promote transparency and honesty.

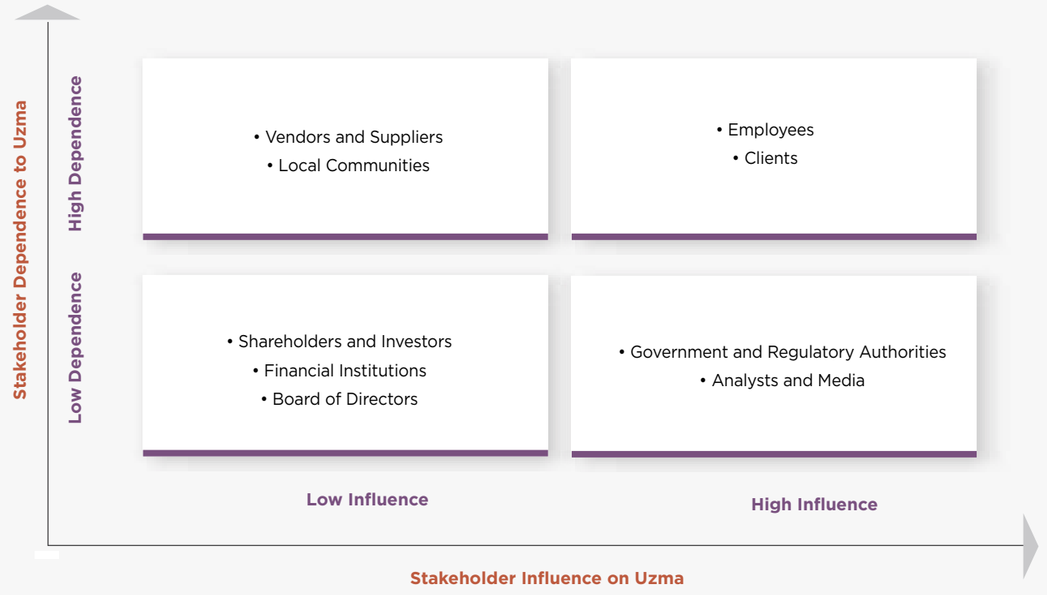
The table below provides a concise overview of key stakeholder categories and Uzma's approach to stakeholder engagement.

Stakeholder Groups	Our Commitment	Method of Engagement	Areas of Interest
Investors & Shareholders	We are committed to delivering value to our investors and shareholders through consistent growth and financial performance. We prioritise transparency, accountability, and adherence to corporate governance standards. We aim to provide timely and accurate financial information	• Annual and quarterly financial reports and investor presentations • Annual and quarterly results briefings • Annual General Meeting ("AGM") • Announcements to Bursa Malaysia • Updates on Investor Relations section of the Company's website • Press release and media coverage • Shareholder feedback surveys and channels for questions and concerns	• Financial performance and returns on investments • Corporate governance and adherence to regulatory requirements • Strategic direction and business outlook • Risk management and mitigation strategies • Sustainable business practices and ESG performance • Innovation and growth opportunities • Ethical and responsible corporate behaviour
Employees	We are committed to maintaining a safe, inclusive, and engaging work environment where employees are motivated to thrive. We prioritise their physical and mental well-being, career growth, and professional development. Employees are vital contributors to our success, and we are dedicated to fostering their satisfaction and overall job experience.	• Employee onboarding programme • Regular staff meetings and feedback mechanisms • Employee surveys to gauge satisfaction and identify areas for improvement • Training and development programmes • Town Hall meetings • Festive celebrations and staff gatherings • Internal communication for updates and information sharing • Performance reviews and goal-setting sessions • Engagement in Corporate Social Responsibility ("CSR") activities • Management site visits and interaction	• Workplace health and safety • Professional growth and development • Work-life balance • Career opportunities and advancement • Employee satisfaction and engagement • Communication and feedback mechanisms • Ethical business practices • Community involvement and CSR initiatives • Relationship with management and leadership
Clients	We are committed to delivering high-quality products and services that meet our clients' needs and expectations. We aim to build lasting, mutually beneficial relationships with our clients. We prioritise transparency, reliability, and exceptional customer service.	• Regular meetings with clients to discuss projects and performance • Ongoing communication channels, including email and phone support • Feedback and satisfaction surveys • Participation in industry events and exhibitions • Customised solutions and tailored service offerings • Quality, Health, Safety and Environment certification audits • Regulatory site visits and audits	• Business growth • Project delivery, quality and efficiency • Timely and responsive customer service • Innovative solutions and technology • Health, Safety, and Environmental prioritisation • Long-term partnerships and collaboration • Ethical business practices and sustainability
Government & Regulatory Authorities	We are committed to strict adherence to all relevant laws, regulations, and industry standards. We actively collaborate with government and regulatory authorities to ensure compliance and promote a culture of governance and transparency.	• Regular reporting; financial reporting, safety compliance, and environmental impact assessments • Formal and informal meetings to discuss industry-specific issues, address concerns, and seek guidance on compliance • Contribute industry knowledge and expertise to help shape policies • Written and email communications	• Compliance to regulatory requirements • Safety and environmental compliance • Industry advancement • Government initiatives
Vendors & Suppliers	We are committed to building strong, mutually beneficial relationships with our vendors and suppliers. We aim to foster transparency, trust, and fairness in all our interactions. We acknowledge the significance of our vendors and suppliers in achieving our sustainability goals.	• Regular communication through meetings, emails, and calls. • Collaboration on joint initiatives, innovation, and problem solving • Vendor performance assessments and feedback sessions. • Compliance with Uzma's Code of Conduct and Business Ethics ("COBE") for Business Associates and ethical sourcing practices • Participating in industry-specific events and forums. • Providing timely payments and ensuring a fair and transparent procurement process.	• Quality and reliability of products and services • Adherence to Uzma's sustainability and ethical standards • Continuous improvement in cost-effectiveness and operational efficiency • Open dialogue for addressing concerns and resolving issues • Mutual growth and development opportunities. • Supply chain sustainability and environmental impact • Technological advancements and innovation • Regulatory compliance and safety standards

Stakeholder Groups	Our Commitment	Method of Engagement	Areas of Interest
Local Communities	We are committed to actively engaging with local communities where we operate. We aim to contribute positively to the well-being and development of these communities by identifying their needs and collaborating with them on various initiatives.	• Corporate Social Responsibility ("CSR") initiatives • Addressing specific community needs	• Overall development of the local community related to education, healthcare, infrastructure, and livelihood opportunities • Environmental projects that promote sustainable practices and protect local ecosystems • Preserving local culture and heritage • Address health and safety concerns
Board of Directors	We are dedicated to ensuring strong corporate governance and transparent operations. We aim to provide the Board of Directors with comprehensive and accurate information. The Board plays a crucial role in overseeing and guiding our business strategy.	• Regular Board meetings and updates • Strategy and performance presentations to the Board • Participation in AGM • Collaboration on strategic planning and decision-making • Annual performance evaluations and reviews	• Corporate strategy and long-term planning • Financial performance and accountability • Regulatory compliance and governance • Risk management and mitigation • Transparency in reporting and communication • Strategic objectives and goals • Stakeholder engagement and relationships • Sustainable and ethical business practices
Analysts & Media	We are committed to providing accurate, timely, and transparent information to analysts and media professionals. We aim to facilitate a clear understanding of our business, strategies, and performance. We recognise the importance of a positive and constructive relationship with analysts and media to enhance our reputation.	• Regular briefings, interviews, and meetings with industry analysts • Distribution of press releases, corporate updates, and relevant reports • Active engagement through social media platforms and official website • Responding to media inquiries and providing access to key spokespersons	• Financial performance and results analysis • Business strategy, market positioning, and growth prospects • Operational updates, including project developments and milestones • Industry insights, trends, and competitive analysis • ESG and sustainability initiatives and performance • Regulatory compliance and corporate governance practices • Technology innovations and research and development • Corporate social responsibility and community involvement
Financial Institutions	We are dedicated to maintaining financial integrity and transparency in all our operations with financial institutions. We commit to fulfilling financial obligations and responsibilities diligently.	• Annual and quarterly financial reports • AGM • Discussions and consultations with financial institutions to address financial matters	• Financial agreements • Financial compliance to regulations, standards and requirements • Financial stability

Uzma uses a stakeholder prioritisation matrix to identify and rank stakeholders based on their level of influence on our operations and the impact of our activities on them. This approach ensures that our strategies remain aligned with the needs and expectations of each stakeholder group.

The following illustrates Uzma's stakeholder prioritisation matrix:





Uzma's Active Engagement in

Industry Associations and Collaborative Initiatives

Uzma has active memberships in a wide range of associations, professional bodies, universities and trade events within the energy and technology industry. This reflects our commitment to staying up to date on industry developments and contribute to key conversations and initiatives.

Our goal is to address emerging challenges and advanced sustainability standards, which are vital in building resilient and forward-thinking industry.

The following is Uzma's participation and contributions with industry associations:

The Malaysian Oil & Gas Services Council ("MOGSC")

Uzma proudly holds membership in MOGSC, an instrumental and unifying force dedicated to advancing the growth, competitiveness, and sustainability of the Malaysian oil and gas services sector. Actively engaged in MOGSC's initiatives, Uzma consistently participates in the council's diverse range of events and activities. We have two representatives in the MOGSC's Energy Transition, ESG & Cybersecurity working group.

Malaysia Petroleum Resources Corporation ("MPRC")

MPRC holds a central position in driving the expansion and progression of Malaysia's oil and gas services and equipment ("OGSE") industry. At Uzma, we recognise the significance of MPRC's contributions and actively engage in the corporation's events and workshops, with our Managing Director and Group CEO playing a dynamic role in these initiatives.

Malaysian Industry-Government Group for High Technology ("MIGHT")

MIGHT's paramount objective is to establish Malaysia as a leading high-technology hub, nurturing economic growth, enhancing competitiveness, and driving innovation across diverse sectors. The organisation serves as a dynamic catalyst, propelling the development and widespread adoption of state-of-the-art technologies and solutions. This, in turn, significantly contributes to Malaysia's technological progress and bolsters the nation's global competitiveness. With our Managing Director and Group CEO serving as a member of MIGHT's Board, Uzma actively participates in MIGHT's events and formal collaborations, contributing to initiatives that shape the future of high technology in the country.

Malaysian Gas Association ("MGA")

Uzma is proudly holds membership in MGA, a key organisation at the heart of Malaysia's natural gas industry. MGA assumes a central role in championing the growth of the sector, overseeing safety and compliance standards, promoting sustainability, and facilitating valuable collaboration and knowledge exchange among industry stakeholders.

Universiti Teknologi Petronas ("UTP")

Uzma has established a strategic partnership with UTP to collaboratively engage in cutting edge research and development initiatives. At times, our MD/GCEO advises the university, offering valuable insights and expertise. Our Director for Special Project is a member of the Industrial Advisory Panel for the Mechanical Engineering Department. Furthermore, Uzma is dedicated to supporting UTP's various events and student-driven initiatives, reinforcing our commitment to fostering a dynamic and mutually beneficial relationship with this esteemed institution.

Universiti Malaysia Terengganu ("UMT")

Since 2017, Uzma has forged a collaborative partnership with UMT on a remarkable underwater archaeological research project. This collaborative effort is driven by our shared commitment to preserving history and uncovering the past. Notably, the project has yielded significant discoveries, including the recovery and preservation of ceramic artifacts from a shipwreck site located off the shores of Pulau Bidong, Terengganu. This invaluable endeavours not only safeguards our historical heritage but also sheds light on the maritime history of the region, bridging the gap between the past and the present. Our MD/GCEO is also a member of CEO@Faculty Programme at UMT.

Universiti Malaysia Pahang Al-Sultan Abdullah ("UMPSA")

Our CEO of Geospatial AI Sdn. Bhd. was appointed as Adjunct Professor under the Faculty of Computing, Artificial Intelligence, and Data Science. This appointment reflects our continuous commitment in advancing knowledge, strengthening industry-academia collaboration, and inspiring the next generation of talents in geospatial, space, and satellite technologies.

Malaysian Space Industry Consortium ("MASIC")

MASIC endeavours to promote the development of the Malaysian space industry and create a thriving space industry ecosystem that attracts investment, talent, and partnerships from around the world, contributing to the nation's socio-economic progress. Our MD/GCEO serves as the President of the Protem Committee of MASIC.

International Astronautical Federation ("IAF")

Uzma is proud to be a member of IAF with meaningful recognition of our journey, including recognition at the international stage. Uzma is motivated to continue supporting the growth of the space industry in Malaysia and developing local talent to strengthen this sector, especially on advancing geospatial intelligence and space technology.

Malaysian Photovoltaic and Sustainable Energy Industry Association ("MPSEA")

Uzma is proud to be a member of MPSEA, an association that has advocated on raising awareness about solar photovoltaic ("PV") technology in Malaysia for the past two decades. As a member, Uzma is actively supporting the mission and vision carried by MPSEA by expanding solar PV projects, providing expertise and resources and collaborating on research and development. Over the years, MPSEA's mission and vision have played a crucial role in advancing solar PV awareness and its adoption among the nation's people.

Material Matters

Uzma identifies material sustainability topics through internal assessments and stakeholder input, guided by global best practices. These matters reflect the most relevant sustainability issues impacting our operations, strategy, and long-term value.

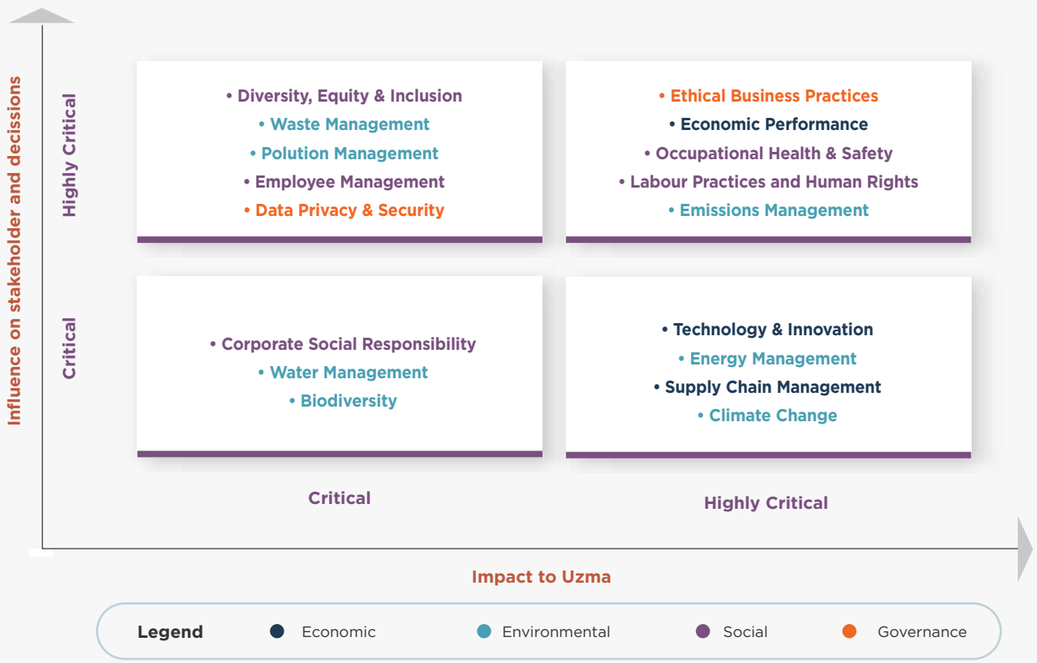
The following table shows sustainability matters and their significance to Uzma:

Sustainability Matters	Economic	Environmental	Social	Governance
Commitment	Optimising our profitability to support long-term growth, innovation, and value creation. We focus on fostering economic stability by prioritising sound financial practices, ensuring the well-being of our employees, and generating returns for our shareholders. Economic sustainability empowers us to invest in the future and continue delivering quality solutions to our clients and partners.	Minimising our ecological footprint by adopting ecofriendly practices, reducing emissions, conserving resources, and implementing sustainable technologies. We work to preserve natural habitats, reduce waste, and promote biodiversity. Our aim is to mitigate environmental impact and promote a harmonious coexistence between our operations and the ecosystems we interact with.	Fostering inclusive workplaces, promoting diversity, and prioritising employee health and wellbeing. We actively engage with the communities where we operate, supporting social development initiatives and philanthropic efforts. Our commitment to social sustainability extends to safety, ethics, and ensuring our stakeholders feel valued and respected.	Upholding the highest standards of integrity, transparency, and accountability. We ensure that our operations adhere to laws, regulations, and best practices. Governance sustainability is pivotal to fostering trust, both within our organisation and among our stakeholders, and we continually strive to enhance our governance processes and practices.
Sustainability Aspects	Economic Performance Supply Chain Management Technology & Innovation	Energy Management Emissions Management Waste Management Water Management Pollution Management Climate Change Biodiversity	Occupational Safety and Health Labour Practices and Human Rights Diversity, Equity & Inclusion Employee Management Corporate Social Responsibility	Ethical Business Practices Data Privacy and Cyber Security

Materiality Matrix

The materiality matrix below highlights how we prioritise key sustainability issues identified during the reporting year. The horizontal axis reflects the significance of each issue to our business, considering economic, environmental, social, and governance impacts, while the vertical axis indicates the level of stakeholder influence, based on how these issues affect their assessments and decisions.

The following illustrate the materiality matrix:



Alignment with United Nations

Sustainable Development Goal ("UNSDGs")

Uzma is firmly aligned with the United Nations Sustainable Development Goals ("UNSDGs"). With this, there are nine (9) UNSDGs that significantly impact our sustainability strategy, where we believe our contributions can make the most significant impact in these areas.

The Group also encourages its business partners to also collaborate in achieving these goals.



Ensure health lives and promote well-being for all at all ages

Commitment:

- Commit to reducing our greenhouse gas emissions and mitigating climate change impacts.
- Promote health and well-being initiatives among our employees and their families.
- Support healthcare access and initiatives in the communities where we operate.



Ensure that all learners have access to knowledge and skills

Commitment:

- Commit to provide opportunities for youth and adults to have relevant skills for employment.
- Support educational institutions and human resource initiatives in sustainable talent development.`



Achieve gender equality and empower all women and girls

Commitment:

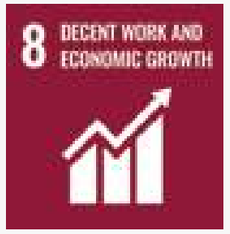
- Commit to gender diversity and equality in our workforce.
- Implement policies and practices that support women's empowerment and leadership within the company.
- Support women's empowerment initiatives in the communities we serve.



Ensure access to affordable, reliable, sustainable, and modern energy for all

Commitment:

- Commit to increasing energy efficiency within our operations.
- Invest in and promote the use of renewable and clean energy sources.
- Collaborate with partners to improve access to affordable and clean energy in underserved communities.



Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

Commitment:

- Commit to creating employment opportunities and providing decent work conditions.
- Support skills development and training for our employees.
- Contribute to local economic growth through our business operations.



Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation

Commitment:

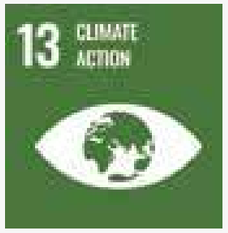
- Commit to adopting innovative and sustainable technologies in our operations.
- Support research and development to enhance our industry's sustainability.
- Invest in infrastructure development that benefits both our business and the communities where we operate in.



Ensure sustainable consumption and production patterns

Commitment:

- Commit to reducing waste and improving resource efficiency.
- Promote responsible consumption practices among our employees and customers.
- Consider product life cycles and environmental impact in our product development.



Take urgent action to combat climate change and its impacts

Commitment:

- Commit to reducing our greenhouse gas emissions and mitigating climate change impacts.
- Promote climate resilience in our operations and communities.
- Advocate for climate action and collaborate with partners to address climate-related challenges.



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels

Commitment:

- Commit to ethical and transparent business practices.
- Promote the rule of law, justice, and strong governance in the communities where we operate.

Economic

Economic Performance

Related UNSDGs

Why It Matters?

Economic performance is crucial to Uzma, as it underpins the Group's long-term viability and its capacity to deliver value to shareholders, employees, customers, and communities. It enables continued investment in innovation, operational excellence, and sustainability initiatives, while also contributing to national economic development through taxes, local procurement, and job creation.

Our Approach

Driving Resilient Growth through Diversification and Responsible Growth

Our strategy for economic performance is centred on building long-term business resilience through diversification, value-driven investments, and responsible growth. We focus on:

- Diversifying revenue streams, including Renewable Energy, Energy Trading, and Digital Earth Solutions to reduce dependency on any single market or activity.
- Investing in innovation and technology to enhance service offerings, stay competitive, and respond to emerging market needs.
- Strengthening operational capabilities to deliver projects safely, reliably, and cost-effectively.
- Aligning financial planning with sustainability priorities, such as low-carbon solutions and digitalisation, to create shared value and long-term impact.

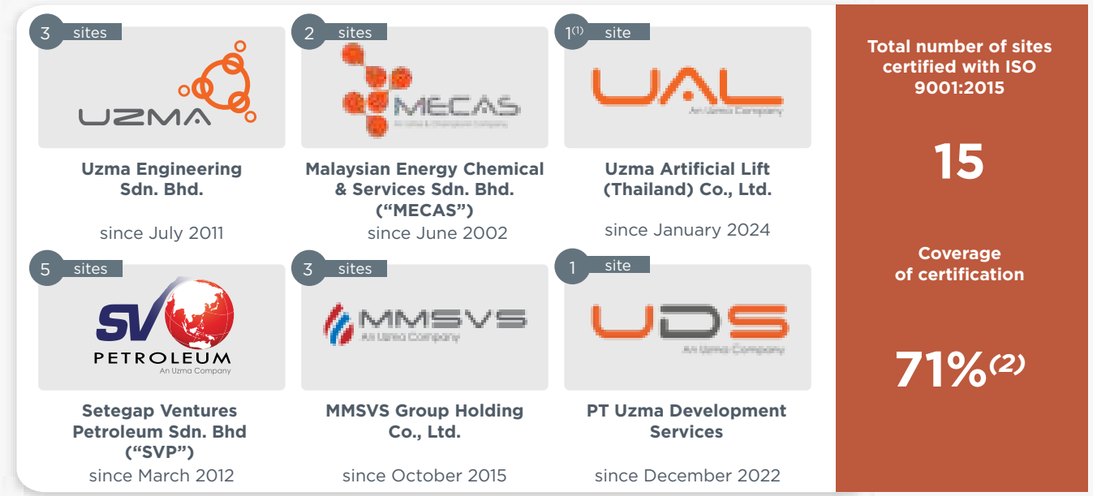
In addition to oil and gas services as our core revenue stream, the strong performance of our liquefied natural gas (LNG) trading business reflects our unwavering commitment to delivering value to stakeholders and securing a sustainable and promising future for Uzma and the industries we serve.

Ensuring Service Quality

Delivering high-quality services is essential to client trust, operational reliability, and financial performance. We recognise that consistent delivery and technical excellence minimise downtime, prevent rework, and support sustainable growth. To drive this, we set clear quality targets to measure and maintain performance standards.

As of FY2026, fifteen of our twenty-one operating sites (71%) are certified under the ISO 9001:2015 Quality Management System. These standards ensure our work processes are consistent, efficient, and meet customer expectations.

Number of sites certified with ISO 9001:2015



(1) Site certified with ISO 9001:2015 Quality Management System and API Spec Q1 Quality Management System Requirements for Organizations Providing Products for the Petroleum and Natural Gas Industry.

(2) The 29% of sites without ISO 9001 certification, which include transit and office locations, follow the Uzma Integrated Management System ("IMS") practices and apply appropriate quality control and assurance consistent with certified sites. These sites remain under the Corporate QHSE governance framework.

We ensure clear communication within our teams and with stakeholders to enhance clarity, trust, and uphold the reliable delivery of quality outcomes.

Field activities are closely monitored to ensure adherence to scope, technical requirements, safety protocols, and seamless project delivery. For technical projects such as solar installations or specialised field services, we manage regulatory and engineering aspects to minimise operational disruption.

We monitor service performance to identify gaps, drive continuous improvement, and maintain accountability across our ISO 9001-certified organisations. This process is supported by the Customer Delivery Survey ("CDS") and other key performance indicators, which provide valuable insights into customer satisfaction, service quality, and opportunities for enhancement, enabling us to consistently strengthen our service delivery standards.

Our Performance

Financial Performance

Uzma demonstrated remarkable financial performance in the past financial year, achieving a robust revenue growth of 88.32% year-on-year, totalling RM1.35 billion. The table below provides a summary of our economic value generated and distributed.

Economic Indicator		FY2024	FY2025	FY2026
Economic Value Generated	Revenue	RM600 million	RM717 million	RM1.35 billion
Economic Value Distributed	Procurement Spent	RM225 million	RM245 million	RM304 million
	Employee Remuneration and Benefits	RM65.4 million	RM86.5 million	RM86.1 million
	Payment to providers of capital *(i.e. dividend to investors, financing cost)*	RM20 million	RM34 million	RM33 million
	Payment to government *(i.e., tax, permits)*	RM5 million	RM6 million	RM7 million

For a more detailed discussion on our business strategy and performance, please refer to the Management Discussion and Analysis section of the Annual Report.

Quality Performance

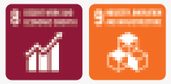
During the reporting period, we continued to enhance our survey on customer satisfaction and strengthen quality performance across our product and service deliverables within our ISO 9001-certified organisations.

The table below provides a summary of our Customer Delivery Survey ("CDS") collection.

Quality Indicator	FY2024	FY2025	FY2026
CDS Rating Distribution			
• Excellent Rating Percentage (score ≥ 80%)	76.7%	91.9%	85.7%
• Meet Rating Percentage (60% ≥ score < 80%)	21.7%	8.1%	14.3%
• Low Rating Percentage (score ≤ 60%)	1.6%	0%	0%
Total CDS Responses Collected	60	37	63
Overall Average CDS Score	**86.8%**	**90.5%**	**87.0%**

Supply Chain Management

Related UNSDGs



Why It Matters?

Supply chain management is fundamental to Uzma's long-term success and sustainability commitment. We recognise the crucial role of our contractors and vendors, collectively known as Business Associates in delivering projects and services that meet the highest standards of quality, safety, and environmental responsibility. By integrating ESG principles in our procurement operations, we create value that extends beyond financial returns to encompass environmental protection, social progress, and economic prosperity for all stakeholders.

Our Approach

Responsible Sourcing

We are committed to responsible procurement practices that uphold human rights, promote fair labour standards, ensure safe and healthy working conditions, and minimise environmental impacts throughout our supply chain. Our procurement framework is governed by the Group Supply Chain Management Policy, which integrates robust quality, operational, and information security requirements in alignment with the API Q2 Quality Management System, ISO 9001:2015 Quality Management System, and ISO/IEC 27001 Information Security Management System. Through this integrated approach, we strengthen supply chain governance, enhance operational resilience, safeguard information assets, and foster ethical and sustainable business practices across our value chain.

All business partners, vendors, contractors, and service providers must adhere to our Code of Conduct and Business Ethics ("COBE") for Business Associates, which establishes clear expectations for ethical business conduct. This COBE should be read together with our Human Rights Policy, Quality, Health, Safety and Environmental ("QHSE") Policy, and Anti-Bribery Policy, all of which are accessible through our corporate website. To reinforce awareness and compliance, the COBE is reissued quarterly to all active vendors.

Our zero-tolerance approach encompasses:

- Prohibition of forced, bonded, or involuntary labour
- Elimination of child labour and exploitation
- Prevention of human trafficking in any form
- Protection against discriminatory practices
- Mandatory environmental and safety compliance

To promote ethical procurement practices, all Procurement Tender Committee ("PTC") members are required to declare any actual, potential or perceived Conflict of Interest ("COI") before participating in procurement and tender evaluations. This safeguards the integrity of the procurement process and ensures fair and equitable treatment of all business partners, vendors and suppliers.

Maintain Procurement Capabilities on Supply Chain Standards

Uzma continues to strengthen training for procurement and supply chain personnel to help them identify, assess, and address social and governance risks throughout the vendor engagement process, from vendor registration to contract closure. The training programme is structured into four main topics:

- COBE and Human Rights Awareness: Recognising red flags for child labour, forced labour, and human trafficking during vendor due diligence and Approved Vendor List ("AVL") qualification.
- Ethical Sourcing and Anti-Bribery: Reinforcing fair, transparent bidding practices free from conflicts of interest.
- HSE and Social-related Contract Terms: Correctly embedding HSE and social clauses into purchase orders issuance and contract documents.
- Vendor Assessment and Evaluation: Applying QHSE criteria during Vendor Performance Evaluation processes, including documenting and escalating non-conformances.

Building on this foundation, we achieved 100% participation from procurement staffs as part of their onboarding into the Supply Chain Management team.

Terms and Conditions Updated with ESG Commitments

The Group updated its Purchase Order ("PO") Terms and Conditions, effective 25 March 2025, to include an ESG clause aligned with internal policies. Vendors must comply with ESG, Anti-Bribery, Conflict of Interest, QHSE, and Whistleblowing requirements as a mandatory part of their engagement. These updates reinforce the Group's commitment to ethical, sustainable, and responsible business practices, promoting accountability throughout the supply chain.

We have actively communicated these requirements to all vendors and business partners, emphasising that adherence is integral to their business relationship with Uzma. Vendors are encouraged to align their operations accordingly. These commitments were further reinforced during a physical vendor engagement session held on 28 April 2026 at Uzma Tower.

This approach strengthens accountability within our supply chain and supports our goal of fostering sustainable, responsible, and transparent business.

Strengthening Environmental and Social Due Diligence in Supply Chain

We continue to strengthen our environmental and social due diligence practices across our supply chain by integrating sustainability considerations into our procurement processes. This approach reinforces responsible sourcing, enhances supplier accountability, and promotes alignment with Uzma's sustainability commitments and corporate values.

Our key initiatives include:

- Strengthening supplier engagement by enhancing communication on environmental and social expectations through continuous engagement, transparent dialogue, and greater awareness of available grievance mechanisms, including our Whistleblowing Platform.
- Integrating environmental and social risk assessments into the vendor pre-qualification process to identify and evaluate potential sustainability-related risks at an early stage.
- Conducting enhanced due diligence prior to the inclusion of vendors in the Approved Vendor List ("AVL"), including the review of vendors' health, safety and environmental policies and other relevant sustainability-related practices, where applicable

We recognise there are areas for improvement. Moving forward, we will continue to review and enhance our vendor selection process by assessing environmental and social risks, and enhancing training for our staff on sustainable procurement and risk evaluation.

Environmental COBE for Business Associates to adhere

- Business Associates shall undertake measures to reduce energy use and carbon emissions.
- Business Associates are required to manage water resources responsibly by minimising usage, preventing pollution, and safeguarding water availability.
- Business Associates must implement measures to mitigate the negative impacts of their operations on ecosystem and taking proactive steps to prevent deforestation, habitat destruction, and biodiversity loss.
- Business Associates must establish comprehensive waste reduction practices that emphasise recycling, reuse, and responsible disposal both hazardous and non-hazardous waste.
- Business Associates shall adopt sustainable sourcing practices that prioritise materials obtained through responsible mean.

Vendor Engagement

Implementing ESG in Supply Chain Management

A physical engagement with vendors on the implementation and best-practices sharing of ESG on 28 April 2026.







Carbon Emission Monitoring in Logistics Operations

We recognise the significant role transportation plays in our overall environmental impact in supply chain. Through our Logistics Team, we are strategically positioned to influence emission outcomes by making informed, data-driven decisions. Each logistics arrangement is assessed for its carbon impact, with CO_2 emissions data made visible to end users before selecting the mode of transport. We empower our operations teams to consider environmental impact alongside cost, efficiency, and service to support more sustainable logistics decisions.

Key areas where we drive emissions reduction include:

Mode of Transport Selection
- Encouraging more sustainable alternatives by making the emissions trade-offs (e.g., air vs. sea) visible and actionable.

Load Consolidation
- Promoting efficient container and truck utilisation to reduce per-unit CO_2 emissions.

Route Optimisation
- Leveraging intelligent planning to minimise fuel consumption and carbon output.

By integrating emission scope 3 visibility into the logistics process, we enable proactive emissions management and reinforce our commitment to build a more sustainable, transparent, and responsible supply chain.

Local Sourcing

As part of our commitment to maintaining a reliable supply chain and supporting the Malaysian economy, we continue to prioritise local suppliers who meet our standards for quality, pricing, performance, and ethical practices. This approach aligns with our sustainability values and reflects our dedication to enhancing the economic well-being of local businesses. Having said that, we also conduct a total price comparison i.e. by taking logistics, taxes, and foreign currency cost to decide on the best option.

By prioritising local procurement, we strengthen Uzma's corporate reputation, improve supply chain efficiency, reduce operational costs, and gain greater control over procurement activities. More importantly, this strategy contributes to job creation in local communities, alleviates poverty, stimulates domestic industries, and encourages collaboration with vendors to reduce environmental impacts.

We define local procurement as the sourcing of goods and services from vendors operating within Malaysia. As an appointed anchor company for Vendor Development Programme ("VDP") under Kementerian Pembangunan Usahawan Dan Koperasi ("KUSKOP") programme, we actively develop local capabilities across our operations.



Vendor Performance Monitoring

Our procurement processes embed sustainability elements throughout, starting from the registration stage up to the annual vendor performance assessment. Prior to forming any partnerships, we conduct a thorough evaluation involves a review of economic, legal, and financial factors. For annual Vendor Performance Evaluation ("VPE"), we categorise our vendors based on their criticality, conduct annual performance review, and develop internal risk mitigation, and work with our vendors in embracing sustainable sourcing principles over a stipulated timeframe.

Additionally, we conducted annual Vendor Site Assessment ("VSA") visits to the selected major/ and critical vendors' operational sites to assess their environmental and social impacts, in line with ISO 14001 and ISO 45001 requirements. The assessment focused on health and safety, environmental protection practices and commitments, as well as the quality of products and services.

Vendors that do not meet our standards are formally notified and required to implement corrective actions. Continued non-compliance or failure to improve may result in suspension or disqualification from the Approved Vendor List ("AVL").

Supply Chain Continuity

We continue to strengthen our supply chain practices by promoting sustainability awareness, responsible business practices, and collaboration. Through regular engagements, industry forums, and knowledge-sharing initiatives, we communicate Uzma's sustainability expectations, governance standards, and ESG commitments while fostering long-term partnerships.

In the reporting period, our five supply chain industry engagements support our continuous effort in supplier capability improvement, encourage the adoption of responsible business practices, and reinforce sustainability across our supply chain.

Industry Engagement Event	Topic of Discussion
MBSB Group Anchor Companies Open Day & Vendor Business Matching Sessions	Strengthening Supplier Collaboration and Creating Opportunities for Business Networking
Global Supply Chain Council	Promote Sustainable and Resilient Supply Chain Practices
Strategic Supply Chain Transformation	Enhancing Procurement Capabilities and Integrating ESG Considerations into Supply Chain Management
Supply Chain Leadership Summit - Through Leadership, Shaping the Future of Supply Chain	Emerging Trends, Innovation, and Sustainable Supply Chain Practices
Supply Chain & Logistic Summit Malaysia 2025	Resilient and Sustainable Supply Chains - Navigating the Future of Global Trade







Our Performance

Proportion of Spending on Local Vendors

Our commitment to local procurement is demonstrated through consistent prioritisation of Malaysian vendors. In FY2026, we achieved significant milestones in supporting local economic development.

Procurement Indicator	FY2024	FY2025	FY2026
Proportion of spending on local vendors	43%	81%	89%
Total procurement spent on local vendors	RM 96.7 million	RM 198.3 million	RM 269.4 million
Total procurement spent	RM 224.9 million	RM 245.0 million	RM 304.4 million

The temporary reduction in the proportion of local spending in FY 2024 resulted from particular demands related to advanced technology and original equipment manufacturer criteria. In FY 2026, we continue to emphasize local sourcing while upholding quality standards.

Vendor Compliance with Social and Environmental Standards

We maintain robust monitoring systems to ensure vendor compliance with our social and environmental standards. To the best of our knowledge, no instances of vendor non-compliance with critical standards have been reported over the past three years. This includes adherence to prohibition of forced and child labour, fair wages and working hours, health and safety requirements, freedom of association, and proper waste management and pollution control.

Number of identified or reports of any potential violations by suppliers on social and environmental standards for FY2024, FY2025 and FY2026:	None Reported

Vendor Performance Evaluation

Our comprehensive vendor evaluation program continues to expand coverage and depth. In FY2026, VPE demonstrated continued growth in high-performing suppliers, with the proportion of excellent vendors increasing steadily over the three-year period.

Vendor Performance Evaluation (“VPE”)	FY2024	FY2025	FY2026
Excellent	11.8%	12.9%	17.2%
Good	58.6%	59.2%	62.1%
Fair	29.1%	27.6%	20.0%
Poor	0.5%	0.3%	0.7%
Total Number of Vendors Evaluated	**244**	**294**	**203**

Vendor Site Assessment

As part of our ongoing vendor qualification and risk management efforts, a Vendor Site Assessment (“VSA”) was conducted physically at vendors facilities to evaluate their suitability for supporting operations. The assessment aimed to verify the vendor’s capability to meet project requirements in terms of safety performance, quality management system, healthy management system, and regulatory compliance. In FY2026, we completed all of the 6 planned VSA.

Vendor Site Assessment (“VSA”)	FY2024	FY2025	FY2026
Excellent	16.7%	0.0%	33.3%
Good	33.3%	100.0%	50.0%
Fair	33.3%	0.0%	16.7%
Poor	16.7%	0.0%	0.00%
Total Number of Vendors Assessed	**6**	**4**	**6**

Technology & Innovation

Related UNSDGs

Why It Matters?

Technology and innovation are key enablers of Uzma's economic resilience and sustainability leadership. Through our satellite capabilities and advanced geospatial analytics, we deliver practical solutions that address climate risks, land use pressures, infrastructure challenges, and environmental management across multiple sectors.

Our Approach

Driving Impact Through Geospatial Technology

Uzma leverages Earth observation technologies, advanced geospatial analytics, and artificial intelligence ("AI") to transform satellite data into actionable intelligence that supports sustainable development and informed decision-making.

Our capabilities are powered by UzmaSAT-1, Malaysia's first privately owned commercial Earth observation satellite with submeter resolution, complemented by commercial satellite constellations and multi-source geospatial data. Through our cloud-based Uzma Digital Earth ("Uzma DE") platform, we integrate multi-satellite imagery, AI-driven analytics, and domain expertise to deliver scalable solutions across agriculture, plantation, infrastructure, environmental management, defence, and disaster response.

By combining high-resolution imagery with AI-driven geospatial analytics, we enable governments, industries, and organisations to better understand changes on the ground, optimise resource management, strengthen environmental stewardship, and improve operational resilience.

Key applications include:

Sector	Application	Environmental & Social Impact
Agriculture	Integrate satellite imagery, AI, and geospatial analytics to monitor crop health, irrigation, soil conditions, and agricultural productivity. Support precision agriculture through plantation inventory, tree counting, replanting monitoring, and yield optimisation.	Improves agricultural productivity while reducing unnecessary use of water, fertilisers, and other inputs. Supports food security and promotes sustainable farming practices.
Plantation & Sustainable Land Management	Deliver AI-powered land use intelligence for Land Use Change Analysis ("LUCA"), replanting monitoring, plantation inventory, and sustainability compliance. Support certification requirements including European Union Deforestation Regulation ("EUDR") and sustainable plantation management initiatives.	Enhances traceability, promotes responsible land management, protects environmentally sensitive areas (e.g. peatland, riparian areas, steep slope areas), and supports sustainable commodity supply chains.
Urban Planning & Development	Leverage AI technology, object-based image analysis, spatial modelling, and remote sensing to monitor urban sprawl, green spaces, and heat islands. Support infrastructure, transport, and zoning planning.	Improves land use efficiency, disaster readiness, and contributes to more sustainable and liveable communities.
Environmental Monitoring	Provide both satellite and drone-based greenhouse gas (GHG) emissions monitoring and reporting, including methane (CH_2) quantification to support Oil & Gas Methane Partnership ("OGMP") 2.0 reporting requirements. Deliver environmental assessments and forest monitoring services to support sustainable forest management, biodiversity conservation, and responsible natural resource management.	Supports ESG reporting, climate action and regulatory compliance, and contributes to sustainable forest management, biodiversity protection, and responsible environmental stewardship. Helps reduce industrial impact on the environment.
Critical Infrastructure Monitoring	Leverage Synthetic Aperture Radar ("SAR") satellite imagery and Interferometric SAR ("InSAR") technology to provide millimetre-level ground movement monitoring for critical infrastructure. These capabilities support infrastructure integrity, asset lifecycle management, and proactive risk management across the energy, utilities, transportation, and public infrastructure sectors.	Enhances infrastructure resilience, improves operational safety, supports proactive maintenance, and helps minimise environmental and socioeconomic risks associated with critical infrastructure.
Defence & Maritime	Deliver satellite-enabled Earth observation solutions to support to enhance situational awareness across defence, maritime, and national security operations. Support border monitoring, maritime domain awareness, critical asset monitoring, and informed decision-making through the integration of satellite imagery, AI-powered analytics, and geospatial intelligence.	Deliver satellite-enabled Earth observation solutions to support to enhance situational awareness across defence, maritime, and national security operations. Support border monitoring, maritime domain awareness, critical asset monitoring, and informed decision-making through the integration of satellite imagery, AI-powered analytics, and geospatial intelligence.



Grand Finale National Space Imaging Payload Competition Mission II

On October 2025, we had privilege to serve as both an industrial speaker and judge for the Grand Finale National Space Imaging Payload Competition Mission II held in Malaysian Space Agency ("MYSA"), Space Technology Complex at Banting. We are proud to support this initiative made by collaborative efforts between CYBERNET, Universiti Teknologi MARA, Ansys, IEEE, and MYSA-MOSTI that inspire and empower the next generation of engineers in shaping the Malaysia's capabilities in the global space arena. By contributing industry expertise and mentoring future engineers, we continue to support Malaysia's ambition to strengthen national capabilities in space technology and Earth observation.



"Hari Profesion Teknikal Negara, HPTN 2025" by Public Works Department Malaysia

On December 2025, Uzma participated event "Hari Profesion Teknikal Negara, HPTN 2025" by Public Works Department Malaysia ("Jabatan Kerja Raya Malaysia"). Our team member delivered a session on Satellite Technology for Humanity on how satellite technologies translate into actionable geospatial intelligence from mapping and terrain modelling to monitoring changes on the ground supporting real-world, evidence-based decision-making. The session promoted greater awareness of digital technologies that contribute to smarter and more resilient communities.

Oil and Gas Production Enhancement Solutions

Our water injection solution boosts well production without the need for drilling new wells. By optimising reservoir pressure, it enhances oil recovery rates while minimising environmental impact.

Uzma's rod-less pump technology offers a low CO_2 footprint by replacing traditional engine-driven or motor-driven pumps with a system powered by available platform gas. This provides the market with a sustainable and energy-efficient pumping solution.

Innovation Culture Programmes

In July 2025, Uzma hosted AI-ideation session, bringing together five teams in a collaborative environment designed to encourage innovation and forward-thinking solutions. The session generated a wide range of creative ideas, including the application of Artificial Intelligence ("AI") in human resource performance appraisal, enhanced decision-making tools for manpower planning, AI-driven safety and QHSE solutions, raw material price forecasting, and strategies to balance human engagement with AI adoption in corporate communications. Uzmarian also gained valuable insights from an inspiring session by Mesolitica AI Champion, Mr. Khalil Nooh, who shared thought-provoking perspectives on the future of AI and its role in driving business transformation.







We celebrated the finale of our Upskilling & Reskilling Programme on Technology Management at the MIGHT Partnership Hub in Cyberjaya on October 2025, where 16 Uzmarians presented their Capstone Projects to driving innovative operational excellence within the organisation such as AI-powered manpower planning system to optimise offshore crew deployment and personnel performance appraisal system with an AI-driven rewards mechanism.

Our Performance

Geospatial Technology Solutions

Our satellite and geospatial solutions have enabled large-scale environmental assessments, government partnerships, and industry collaborations that reflect our expanding role in sustainable development.

As of FY2026, we are proud to announce the following 9 achievements:

Achievement	Description	Value / Impact
Land Use Change Analysis ("LUCA")	Delivered LUCA assessments under the Roundtable on Sustainable Palm Oil ("RSPO") Remediation and Compensation Procedure ("RaCP") to evaluate historical land use changes and support sustainable palm oil certification.	More than 170,000 hectares assessed across Malaysia, Indonesia, Thailand, Colombia, Ecuador and Peru, supporting responsible land management, ecosystem restoration and sustainable supply chains.
National High Resolution Earth Observation Satellite Project (*Pembangunan Satelit Penderiaan Jauh Negara*, "PSPJN")	Announced as the winning bidder for 8 years Public-Private Partnership Project with Government of Malaysia.	Strengthens Malaysia's sovereign Earth observation capability and supports national priorities in agriculture, environmental monitoring, disaster management, and environmental monitoring.
Infrastructure and Slope Risk Management	Signed a Memorandum of Understanding ("MoU") with Infrasel Sdn Bhd to jointly explore satellite-enabled geospatial solutions for infrastructure and slope risk management in Selangor.	Supports resilient infrastructure planning, enhances public safety, and promotes proactive infrastructure risk management.
Uzma Space and Defence – Satellite Communications & Geospatial Intelligence for Defence	Signed MoU with Boustead Holdings Bhd (April 2026) via our subsidiary Uzma Space and Defence Sdn Bhd to explore satellite communications, Earth observation, and geospatial intelligence solutions for defence, government, and critical infrastructure sectors.	Extends Uzma's geospatial intelligence capabilities into national defence and security applications, combining satellite-based platforms with AI-driven analytics to strengthen situational awareness and critical infrastructure protection.
Soil Investigation and Mapping	Completed Semi Detail Soil Investigation: Peat-to-Mineral Soil Conversion and Comprehensive Peat Soil Profiling to support sustainable agricultural planning and land management.	Provides scientifically validated soil information that improves land suitability assessment, agricultural productivity, and responsible land utilisation.

Achievement (Cont.)	Description	Value / Impact
Critical Infrastructure Monitoring	Delivered continuous satellite-based ground movement monitoring services for the PETRONAS Gas Pipeline using Synthetic Aperture Radar ("SAR") imagery and Interferometric SAR ("InSAR") technologies to support ongoing infrastructure integrity assessments and for critical risk assets management.	Strengthens the resilience of critical energy infrastructure through continuous geospatial monitoring, enabling early risk identification, informed maintenance planning, and improved operational safety while supporting the reliable operation of Malaysia's strategic gas transmission infrastructure.
Deforestation Report Analysis	Delivered deforestation analysis and reporting services through GIS web-based platform to support compliance with the EUDR requirements.	Improves supply chain transparency, supports responsible sourcing, and promotes sustainable land management.
AI-based Tree Counting	Developed AI-powered palm tree inventory using very high-resolution satellite imagery for oil palm plantation management.	Improves plantation inventory accuracy, supports precision agriculture, and enables more efficient estate management.
Methane Emission Monitoring & Quantification for Oil & Gas Methane Partnership ("OGMP") 2.0 Reporting	Supported the implementation of the OGMP 2.0 Global Methane Reduction Initiative by coordinating integrated methane emissions monitoring campaigns in Libya. Services included multi-vendor project coordination and the delivery of methane detection and quantification through drone-based surveys, and field measurement workflows.	Contributes to global methane reduction efforts by supporting greenhouse gas emissions reporting, regulatory compliance, and methane reduction initiatives to meet OGMP 2.0 reporting requirements.

Oil and Gas Production Enhancement Solutions

Our water injection solutions have been successfully operating at D18 and Sepat field for 10 and 5 years respectively. With this strong track record, we are now constructing two new water injection units for major client in Malaysia to help enhance their production performance. This solution enables our clients to meet production demands without the need to drill additional wells.

Environmental

Related UNSDGs

Energy Management

Why It Matters?

Energy management is critical to both our operational efficiency and environmental responsibility. As energy use directly influences our emissions and operating costs, effective energy management supports emissions reduction and aligns with national low-carbon and energy transition goals.

Additionally, through our solar Engineering, Procurement, Construction, and Commissioning ("EPCC") services, we play a key role in supporting Malaysia's clean energy transition. By helping clients reduce reliance on fossil fuels, we contribute to national energy diversification and long-term energy security.

Our Approach

Our energy management strategy focuses on two key pillars: optimising our internal energy use and enabling broader renewable energy adoption, with the aim of reducing emissions and strengthening energy security.

Optimising Internal Energy Use

We are committed to improving energy efficiency across our operations without compromising service delivery. Our initiatives include:

- Maintaining mechanical and electrical systems to reduce energy loss.
- Employees awareness on the importance of energy saving and its positive impact to the environment.
- Use Green Building Index criteria ("GBI") as reference to assess and improve our building energy efficiency and indoor environmental quality attributes.
- Monitoring and reporting of electricity consumption.

Supporting the Clean Energy Transition

As a solar energy generator and EPCC service provider, we help commercial and industrial clients generate renewable electricity under government-backed schemes such as LSS, NEM, and FiT. Our contributions include:

- Enabling clients to reduce Scope 2 emissions by offsetting grid electricity with clean solar power.
- Helping clients manage and reduce long-term energy costs.
- Facilitating the contribution of clean energy to the national grid.
- Supporting Malaysia's energy transition and climate targets.
- Enhancing national energy security through renewable diversification.

Our Performance

We are progressively enhancing our energy data collection and tracking capabilities to support informed decision-making and emissions reduction efforts. Compared to the previous year, total energy consumption reported in FY2026 increased primarily due to the expansion of our reporting boundary to include all offices and operational sites across Malaysia and our international operations. The following table summarises the Group's energy consumption during the reporting period.



Electricity Consumption

Energy Source	Location	Unit	FY2024	FY2025	FY2026
Electricity Grid	Malaysia - Offices	MWh	347.9	686.3	552.0
	Malaysia - Operating sites	MWh	68.2	948.1	1,010.6
	Thailand - Office and Operating sites	MWh	n/a	n/a	218.4
	Indonesia - Office	MWh	n/a	n/a	23.7
	Philippine - Office and Operating sites	MWh	n/a	n/a	32.1
Total electricity consumption		**MWh**	**416.1[1]**	**1,634.4[2]**	**1,836.6**
		GJ	**1,498**	**5,884**	**6,612**

(1) The electricity consumption data covers the headquarters and one operational site.
(2) Electricity consumption covers all offices and operational sites in Malaysia.
- *The scope of electricity consumption disclosure only for owned and/or controlled buildings by Uzma.*
- *The source of electricity is purchased from the country national power grid.*

Fuel Consumption

Uzma sources fuel from commercial suppliers in accordance with national regulations that mandate the inclusion of renewable biodiesel content in commercially available diesel. The table below presents the Group's fuel consumption data.

In FY2025, diesel consumption at Uzma's Marsya Water Injection Facility ("WIF") in the D18 field increased due to a breakdown in one of our primary power equipment, which required the activation of a backup power equipment. Unlike the primary unit, which operates on gas, the backup unit relies on diesel for power. In FY2026, the primary unit resumed normal operations, leading to a corresponding reduction in diesel consumption and a return of direct emissions levels to normal operating conditions.

Energy Source	Usage	Unit	FY2024	FY2025	FY2026
Diesel fuel consumption	On-road	GJ, %	n/a	126, 0.5%	1,390, 8.4%
	Off-road	GJ, %	13,371, 100%	27,752, 99.5%	15,150, 91.6%
Subtotal		GJ	13,371	27,878	16,540
Petrol fuel consumption	On-road	GJ, %	n/a	n/a	254, 100%
	Off-road	GJ, %	n/a	n/a	0, 0%
Subtotal		**GJ**	**0**	**0**	**254**
Total fuel consumption	**On-road**	**GJ, %**	**0, 0%**	**126, 0.5%**	**1,644, 9.8%**
	Off-road	**GJ, %**	**13,371, 100%**	**27,752, 99.5%**	**15,150, 90.2%**
	GJ		**13,371[1]**	**27,878[2]**	**16,794**

(1) Fuel consumption data cover one operational site.
(2) Fuel consumption data cover all operational sites in Malaysia
- *On-road refers to mobile equipment and company-owned on-road vehicles (cars, vans, trucks).*
- *Off-road equipment refers to stationary rigs, generators, and forklifts.*
- *The scope of fuel disclosure only includes combustion sources owned and/or controlled by Uzma, which forms its Scope 1 greenhouse gas ("GHG") emissions inventory.*
- *The energy fuel unit is calculated using Net Calorific Value ("NCV") properties from UK DESNZ 2025 for the reporting period.*

Total Energy Consumption

Energy Consumption	Unit	FY2024	FY2025	FY2026
Electricity Consumption	GJ	1,498	5,884	6,612
Fuel Consumption	GJ	13,371	27,878	16,794
Total energy consumption	**GJ**	**14,869**	**33,762**	**23,406**

- *Consolidation Method: Energy data is consolidated based on operational control and actual usage per entity and facility.*

We started tracking our energy intensity both per workforce and per revenue of electricity and fuel consumption during the reporting period.

Energy Intensity	Unit	FY2024	FY2025	FY2026
Energy Intensity per Workforce	GJ / total employee	16.8	39.9	29.4
Energy Intensity per Revenue	GJ / RM Million	24.8	47.1	17.3

- *FY2024 energy counted by key operations and several offices.*
- *FY2025 energy counted by all operations, offices, and bases in Malaysia.*
- *FY2026 energy counted by all operations, offices, and bases in Malaysia and international.*

Solar Generation and EPCC Projects

Our solar projects generated 100,783 MWh of renewable energy and total installed solar capacity of 1.81 MWp in FY2026.

Solar Energy Generation	Unit	FY2024	FY2025	FY2026
Large Scale Solar (“LSS”)	MWh	0	82,565.15	96,863.33
Net Energy Metering (“NEM”)	MWh	630.62	1,675.42	3,631.31
Feed-in Tariff (“FiT”)	MWh	354.89	366.04	288.32
Total solar energy generation	**MWh**	**985.51**	**84,606.61**	**100,782.96**

Capacity Installation via EPCC	Unit	FY2024	FY2025	FY2026
Large Scale Solar (“LSS”)	MWp	73.30	0	0
Net Energy Metering (“NEM”)	MWp	1.52	3.12	1.81
Corporate Green Power Programme (“CGPP”)	MWp	0	17.64	0
Total solar capacity installation	**MWp**	**74.82**	**20.76**	**1.81**

Related UNSDGs

Emission Management

Why It Matters?

Climate change, driven by greenhouse gas (“GHG”) emissions, presents growing physical risks, such as extreme weather, and transition risks from shifting policies and market expectations leading to higher costs and operational pressure.

By managing emissions across our operations, we aim to reduce our climate impact, support national climate goals, and strengthen the long-term sustainability of the industrial ecosystem we operate in.

Our Approach

We adopt a multi-pronged strategy to reduce greenhouse gas emissions across our operations and value chain. This includes reducing direct and indirect emissions (Scope 1 and 2), scaling renewable energy, ensuring responsible land use, and improving emissions intensity through better data and credible targets.

In FY2026, our emissions disclosure covers all operational sites in Malaysia and international countries. This comprehensive data will set reduction path and in race to attain the long-term net zero carbon emissions by 2050 (“NZCE 2050”).

Reporting GHG Emissions

We focus on emissions we can directly control, primarily Scope 1 (direct fuel use) and Scope 2 (purchased electricity). This includes:

- Improving fuel and energy efficiency, optimising equipment performance.
- Continue to adopt energy-efficient systems and operational best practices to reduce emissions at source.

Scaling Low-Carbon and Renewable Energy Solutions

We are expanding our renewable energy portfolio as part of our diversification strategy, which also supports the transition to a low-carbon economy.

- Deploy solar PV systems through our New Energy segment for both commercial and utility-scale applications, contributing to GHG emissions reduction by displacing fossil-based electricity.
- Support national clean energy goals while enabling clients to lower their carbon footprints.

Minimising Land-Use Emissions in Solar Expansion

We adopt responsible land siting practices to ensure our solar projects deliver meaningful environmental and climate benefits.

- Prioritise previously developed, low-impact, rooftop, or industrial sites for solar installation.
- Avoid ecologically sensitive or high-carbon-storage areas to protect carbon sinks.
- Optimise site selection to maximise energy output and emissions displacement per hectare.



Our Performance

We continue to monitor our carbon emissions using the operational control approach, covering direct (Scope 1), indirect (Scope 2), selected value chain (Scope 3) sources, and emission intensity.

Scope 1: Direct GHG emissions are generated from off-road equipment (e.g. stationary rigs, generators, forklifts) and on road company-owned vehicle.

Scope 2: Indirect GHG emissions result from electricity purchased from local energy providers in the respective country.

Scope 3: Value chain emissions represent indirect emissions that occur outside Uzma's direct operations, across our value chain. In line with Bursa requirements, our current disclosure focuses on Category 6: Business Travel and Category 7: Employee Commuting, based on available internal data. To strengthen our decarbonisation journey, we have also conducted a preliminary assessment to identify and prioritise additional Scope 3 categories and material hotspots.

The following provides a summary of the Group's emissions profile. The significant improvement in reported emissions for FY2026 compared to previous years is primarily attributable to the expansion of the organisational reporting boundary to include all operational sites, offices, and facilities across Malaysia and international locations. The emissions data for the newly acquired Johnson Pump operations have been excluded from this reporting period, as the business is currently undergoing operational integration into the Group.

GHG Emissions		Unit	FY2024	FY2025	FY2026
Scope 1	Direct Emissions (1)	tCO_2e	1,024	2,076	1,246
Scope 2	Indirect Emissions (2)	tCO_2e	325	1,185	1,207
	Subtotal		**1,349**	**3,261**	**2,453**
Scope 3	Category 6: Business Travel (3)	tCO_2e	n/a	106	295
	Category 7: Employee Commuting (4)	tCO_2e	n/a	809	1,050
	Subtotal	**tCO_2e**	**n/a**	**915**	**1,345**
Total Emissions		**tCO_2e**	**1,349**	**4,176**	**3,798**

(1) Scope 1, direct emissions: Emissions come from the fuel consumption for generators, company car, and forklifts controlled or owned by the Group, calculated based on the reported fuel quantities for operating sites and premises. The emissions data is calculated using conversion factor from UK DESNZ 2025 for the reporting period.

(2) Scope 2, indirect emissions: Location-based electricity consumption for our operating sites and premises. It is primarily used to power machinery and equipment from assembly to testing, lighting, office equipment, ventilation and air conditioning ("VAC") systems and production machine. The emission factors applied for the reporting period were sourced from the Malaysia Energy Information Hub ("MEIH") 2024 for operations in Malaysia and Enerdata 2023 for international operations.

(3) Scope 3, limited to business land and air travel of our employees: The emission data for business air travel come mainly from business-related air travel, where the emission data is calculated using the using conversion factor from UK DESNZ 2025 for the reporting period.

(4) Scope 3, employee commuting: The emission data was estimated based on a survey conducted in FY2025, in which employees reported their primary mode of commuting and the estimated distance travel between their homes and primary workplace, assuming a five-day per week.

We started tracking our GHG emission intensity both per workforce and per revenue of Scope 1 and Scope 2 during the reporting period.

GHG Emission Intensity Scope 1 and 2	Unit	FY2024	FY2025	FY2026
GHG Emission Intensity per Workforce	tCO_2e / total employee	1.5	4.9	4.8
GHG Emission Intensity per Revenue	tCO_2e / RM Million	2.2	5.8	2.8

- *FY2024 GHG emission counted by key operations and several offices.*
- *FY2025 GHG emission counted by all operations, offices, and bases in Malaysia.*
- *FY2026 GHG emission counted by all operations, offices, and bases in Malaysia and international.*

We are committed to improving our emissions data accuracy and continue to monitor regulatory developments and industry practices to support the responsible management of emissions from our offices and equipment.

Waste Management

Related UNSDGs

Why It Matters?

We recognise our responsibility to manage waste responsibly across all operations. Effective waste management helps us minimise environmental impact, maintain compliance with applicable requirements, and strengthen stakeholder confidence in the way we conduct our activities.

Improper waste management can pose significant environmental, legal, and reputational risks. Uncontrolled disposal may result in pollution, health hazards, and non-compliance with regulatory requirements potentially leading to increased operational costs and damage to our reputation.

Our Approach

Uzma remains committed to waste minimisation by optimising raw material usage, improving production efficiency, and promoting awareness campaigns to encourage environmentally friendly practices among employees. We ensure compliance with all relevant regulations, while prioritising on reducing waste at the source, managing it responsibly throughout its lifecycle, and promoting circularity wherever feasible.

Ensuring Regulatory Compliance to Scheduled Waste Disposal

We manage all operational waste in full compliance with the Environmental Quality Act 1974, the Environmental Quality (Scheduled Wastes Regulations) 2007, and other applicable laws. We engage only with licensed contractors and transporters authorised by Department of Environment ("DOE") to handle our relevant scheduled wastes. This to ensure the collection, transportation, treatment, and disposal of scheduled waste are conducted in full compliance with applicable regulatory requirements. At each operational sites, the hazardous waste is overseen by our in-house Certified Environmental Professional in Scheduled Wastes Management ("CePSWaM").

Reducing Waste at Source Through Operational Efficiency

At Uzma, we reduce waste at source by preventing it at the point of generation through smart planning, efficient use of resources, and operational discipline. Key practices include:

- Avoiding over-ordering of materials by practising demand-based procurement to prevent stockpiling and reduce waste from expired or excess inventory.
- Designing processes to minimise waste with paperless process through the digitalisation technology in procurement, financial, and operations.
- Extending the life of equipment and materials through regular maintenance, parts replacement, and repurposing where feasible.

Promoting Waste Segregation, Reuse, Recycling, and Resource Recovery

We promote waste segregation, reuse, and recycling practices across our operations to reduce landfill dependency and encourage responsible resource management. Materials that cannot be reused internally are channelled to licensed recycling providers for resource recovery, supporting our efforts to improve resource efficiency and minimise waste sent for disposal.



Our Performance

The coverage of our waste reporting covers operation in Malaysia and international countries starting FY2026. We are pleased to report zero fines for non-compliance related to scheduled waste regulations for the reporting period. There were also no reported incidents of non-compliance on waste related. The table below summarises the waste generated during the reporting period.

Waste Indicator	Units	FY2024	FY2025	FY2026
Waste directed to disposal				
• Hazardous waste	Tonnes	43.2	102.4	91.9
• Non-Hazardous waste	Tonnes	n/a	n/a	n/a
Waste diverted from disposal				
• Hazardous waste	Tonnes	n/a	57.2	24.1
• Non-Hazardous waste	Tonnes	n/a	5.1	2.6
Total waste generated	**Tonnes**	**43.2**	**164.7**	**118.6**

- *For waste transferred to clients or third parties for downstream management, information on the subsequent recovery or disposal method is reported where such information is available.*
- *FY2024 waste data disclosure from two operation sites.*
- *FY2025 waste data disclosure from all offices and bases in Malaysia.*



Water Management

Related UNSDGs

Why It Matters?

Water plays a supporting yet essential role in Uzma's operations, particularly in offshore well services, chemical handling, and day-to-day operational needs across sites. Although our geographical footprint includes regions facing high to extremely high-water stress, our water consumption is relatively modest and limited to municipal potable water.

Effective water management helps us reduce environmental impact, ensure regulatory compliance, and maintain continuity in water-sensitive locations.

Our Approach

We continue to track water usage, understanding site-specific water availability, and improving efficiency in how water is used across our operations. While our water consumption is relatively low, we are committed to managing it responsibly particularly in high-risk, water-stressed areas.

Our water management approach focuses on the following areas:

Low-Impact Operational Water Use

- We primarily rely on municipal potable water for domestic and operational needs at our headquarters and field offices.
- We operate three water injection facilities in the South China Sea. The facilities extract seawater and then process it to be injected into the reservoir below the seabed.

Water Efficiency and Conservation Initiatives

We also prioritise proactive water management, conducting monthly monitoring and daily troubleshooting to ensure efficient water usage and swiftly address any issues.

- Encourage staff to report leaks or inefficiencies via the Hazard Identification Report ("HIR") system for timely corrective action.
- We continue to promote a culture of water conservation through ongoing awareness across operations.
- We conduct periodic inspections and preventive maintenance, and replace or repair equipment promptly to avoid leaks, wastage, or quality issues.
- We recently installed rainwater harvesting system at our operation Base in Labuan for non-potable needs to reduce dependence on municipal water supplies.
- As our operations involve limited process water use, we do not undertake water recycling initiatives.



Assessing Water Stress Exposure

In the reporting period, we assessed site-specific water-related risks using the World Resource Institute ("WRI") Aqueduct Water Risk Atlas. The following table outlines our operations located in water-stressed regions.

No.	Operation sites	Business Activity	Region (Country)	Rating
1	Uzma Artificial Lift (Thailand) Co., Ltd.	Operation	Rayong (Thailand)	Extremely High (stressed)
2	MMSVS Group Holding Co., Ltd. (Bangkok)	Regional Office	Bangkok (Thailand)	Extremely High (stressed)
3	MMSVS Group Holding Co., Ltd. (Lan Krabue)	Operation	Kamphaeng Phet (Thailand)	Extremely High (stressed)
4	MMSVS Group Holding Co., Ltd. (Songkhla)	Operation	Songkhla (Thailand)	High (stressed)
5	PT Uzma Development Services	Regional Office	Banten (Indonesia)	High (stressed)
6	Uzma Engineering Limited Philippines	Regional Office, Operation	Cavite (Phillipines)	Medium – High (stressed)
7	Six operation locations in Malaysia	Headquarter, Offices, and Operations	Petaling, Kemaman, Kuala Muda, Labuan, Kota Kinabalu, Miri (Malaysia)	Low – Medium (non-stressed)

Despite 6 out of 12 (50%) of our sites being situated in high to extremely high water-stressed region, our overall impact in water resources remains minimal, as the majority water sourced from municipal potable water system is mainly used for domestic purposes such as drinking, sanitation, and basic operational activities. We continue to closely monitor groundwater extraction associated with our onshore hydraulic workover operations, especially in water-stressed area to support responsible water management.

To enhance our understanding of site-specific water risks, we begin tracking water consumptions from our operation sites located in water-stressed regions. This will help us better assess local impacts and support targeted efficiency improvements.

Our Performance

In FY2026, Uzma maintained overall water consumption and there were no reported incidents of water-related disruptions.

During the reporting period, we expanded our water consumption tracking to cover all Malaysia and international offices, as well as operational sites, enabling a more comprehensive approach to water management across our facilities. This reflects our ongoing efforts to monitor and optimise water usage, reducing our impact on local water resources and promoting sustainable water management.

Below is an overview of our water withdrawal by source:

Water Withdrawal by Source	Unit	FY2024	FY2025	FY2026	
				Non-stressed Water Region	Stressed Water Region
Surface water from rivers, lakes and natural ponds	Megalitre	0	0	0	0
Groundwater from wells, boreholes	Megalitre	0	0	0	31.9
Used quarry water collected in the quarry	Megalitre	0	0	0	0
Municipal potable water[1]	Megalitre	2.4	12.3	15.8	5.5
External wastewater	Megalitre	0	0	0	0
Harvested rainwater	Megalitre	0	0	0	0
Total Water Withdrawal or Used	Megalitre	2.4	12.3	15.8	37.4
				53.2	

(1) Municipal potable water data for FY2024 are only covering headquarter and one of operation site. For FY2025, our reporting covers all operation sites in Malaysia.



Pollution Management

Related UNSDGs

Why It Matters?

Our oil & gas services and chemical handling activities present potential risks of air and water pollution, chemical spills, and noise exposure. Without proper control, these impacts can compromise environmental quality, endanger workforce health, and lead to regulatory penalties ultimately affecting operational continuity and stakeholder confidence.

Our Approach

At Uzma, we aim to prevent, control, and monitor all forms of pollution by embedding environmental responsibility into our daily operations. Our approach is grounded in regulatory compliance and reinforced by client expectations, particularly in high-scrutiny oil and gas operating environments.

Preventive measures are key to preventing pollution and environmental hazards, and equipment maintenance plays a vital role in minimising hazardous discharges. All equipment maintenance is carried out according to regulatory standards, integrating environmental responsibility and safety into our operational practices.

Effluent & Water Discharge Management

Uzma's operations do not generate process effluent from onshore activities. For offshore operations, seawater discharged as part of operational processes is managed responsibly and in accordance with applicable regulatory requirements to minimise potential environmental impacts and protect the marine environment. Uzma remains committed to upholding the highest standards of environmental protection through diligent and responsible water management across all areas of operation.

- Operational activities are planned and executed with controls to prevent accidental discharge of fluids, chemicals, or waste into the environment.
- Equipment and containment systems are maintained and regularly inspected to help minimise the risk of leaks or spills.
- In offshore and environmentally sensitive areas, additional precautions such as secondary containment, controlled transfer procedure and Permit to Work system are taken to prevent contamination of marine ecosystems.
- Our Malaysia operations are equipped with bunded areas and containment pits to prevent potential chemical runoff. Baseline discharge monitoring provides assurance that water leaving our sites remains within applicable parameter limits and does not affect local drains, demonstrating a precautionary approach and commitment to water stewardship.
- In the event of any unintentional release, immediate response measures are in place to contain and mitigate the impact, in compliance with the Environmental Quality Act 1974 ("EQA") and other relevant regulations.

Spill Prevention & Chemical Handling

Uzma's operations do not generate process effluent from onshore activities. To minimise the risk of environmental contamination, we implement robust chemical management and handling practices, including the use of bunded storage areas, secondary containment systems, and strict adherence to Safety Data Sheet (SDS) requirements. We also conduct regular spill response drills and employee training programmes to strengthen preparedness and ensure an effective response to any potential chemical spill incidents.





The Chemical Spill Prevention Campaign was conducted at Kemaman Base and Labuan Base extended to the Group's overseas operations to reinforce awareness of spill prevention and environmental protection. The campaign focused on good housekeeping, proper chemical handling, early leak detection, and proactive measures to minimise environmental risks and prevent spill incidents. The campaign also engaged employees in strengthening day-to-day spill prevention practices and reinforcing individual responsibility for environmental protection.

Noise Management

Noise pollution is a potential environmental impact associated with industrial operations, particularly in areas with high equipment usage or proximity to communities and sensitive environments.

Uzma adopts a preventive approach by integrating noise management considerations into equipment design, layout, and maintenance practices. Our efforts to reduce environmental noise include:

- Maintaining equipment in good operating condition to prevent excessive mechanical noise
- Designing site layouts and operational plans to limit prolonged or high-impact noise in any one area
- Scheduling high-noise activities thoughtfully, where feasible, to minimise disturbance to surrounding environments
- Using noise-dampening features such as enclosed systems in applicable operations, such as pressure test bay.

These practices help us manage potential environmental noise emissions responsibly as part of our broader environmental stewardship.



Our Environmental Stewardship Programme

We are committed to protecting the environment through proactive monitoring, preparedness, and compliance initiatives, including:

- Chemical spillage (Hazmat) drills and routine spill response drills
- Environmental performance monitoring committee meetings
- Regular inspections of chemical storage, spill kits, and hazardous material preservation
- Scheduled waste inventory updates and safe disposal practices
- Routine maintenance and inspection of oil separator pits
- Periodical water discharge and stack air emission monitoring
- Prompt identification, assessment and closure of environmental findings, recommendations and non-compliances arising from inspections and regulatory assessments, with significant findings prioritised for timely corrective action



Upholding Environmental Management System ("EMS") Certifications

ISO 14001 certification reflects our commitment to effective environmental management, continuous improvement, and meeting global sustainability standards. As of FY2026, fourteen of our twenty-one operating sites globally, representing 67% coverage, are certified under the ISO 14001:2015 Environmental Management System.

Year of Certification	Organisation	Number of sites certified with ISO 14001: 2015
April 2006	Malaysian Energy Chemical & Services Sdn. Bhd. ("MECAS")	1 site
March 2012	Setegap Ventures Petroleum Sdn. Bhd. ("SVP")	5 sites
October 2015	MMSVS Group Holding Co., Ltd.	3 sites
December 2022	PT Uzma Development Services	1 site
July 2023	Uzma Engineering Sdn. Bhd.	3 sites
January 2024	Uzma Artificial Lift (Thailand) Co., Ltd.	1 site
Total number of sites certified with ISO 14001: 2015		**14 sites**
Coverage of certification		**67%[1]**

1) The 33% of sites without ISO 14001 certification, which include transit and office locations, follow the Uzma Integrated Management System ("IMS") practices and apply appropriate environmental controls consistent with certified sites. These sites remain under the Corporate QHSE governance framework.

Our Performance

Effluent Discharge

We manage effluent discharge with applicable discharge limits. We are pleased to report zero fines, warnings, or penalties for non-compliance related to wastewater discharge regulations for FY2026.

Number of non-compliance incidents on effluent and wastewater discharge limits, or complaints related to water pollution, for FY2024, FY2025, and FY2026:	None



Spill Management

In FY2026, zero spill incidents were recorded. We maintained strict spill prevention procedure, supported by regular training and response drills. The execution of chemical spill response drills is governed by the annual HSE plan, with coverage extended to both onshore and offshore operations. The drill completion is closely tracked for compliance and readiness.

Spill Indicator	FY2024	FY2025	FY2026
Number of reportable spills	1	2	0
Number of spill response drills planned	10	10	9[2]
Percentage of spill response drills conducted[1]	100%	100%	100%

(1) The percentage represents the number of spill drills conducted compared to the number planned spill drill for the reporting period.
(2) The number of sites covered decreased from 10 to 9 following the cessation of operations at one rental yard, which is no longer part of the Group's operating footprint.

Noise Pollution

During the reporting period, no incidents of non-compliance with occupational health and environmental noise limits or complaints related to noise pollution were recorded across our operations.

Number of non-compliance incidents with occupational health and environmental noise limits, or complaints related to noise pollution, for FY2024, FY2025, and FY2026:	None



Climate Change

Related UNSDGs

Why It Matters?

We recognise that the intensifying climate crisis has far-reaching implications not only for the environment but also for our people, communities, and business continuity.

Physical climate risks such as extreme weather events, rising temperatures, and flooding can directly impact our field operations, increase safety concerns, and escalate operational and maintenance costs. Meanwhile, the global shift towards low-carbon economies and tightening climate regulations presents both challenges and opportunities across our value chain from oil and gas services to our growing investments in renewable energy and digital space technologies.

Our Approach

We have structured our climate change response to address both physical and transition risks, while leveraging opportunities to build business resilience and maintain competitiveness.

Our Performance

While climate-related risks have long been part of our broader risk management framework, we continue to disclose that align with the IFRS S2 and evolving reporting standards. Our Climate Report details our governance structure, risk management, adaptive strategies, and the emerging opportunities we can seize.

For further disclosure, please refer to the Climate Report section appended at the end of this Sustainability Statement.



Biodiversity

Related UNSDGs

Why It Matters?

As a diversified energy solutions provider, Uzma's operations can have both direct and indirect impacts on biodiversity and ecosystems. Activities such as site mobilisation, infrastructure works, project land development, and chemical handling may contribute to habitat disturbance, land use change, and pollution risks if not responsibly managed.

Our Approach

We recognise that biodiversity is interconnected with broader natural ecosystem and environmental issues such as pollution, water, as well as climate resilience. Our commitment is to avoid and minimise adverse impacts on the environment, especially in ecologically sensitive areas, by integrating biodiversity considerations into planning and operations across all business divisions, while identifying opportunities to enhance local ecosystems..

Corporate Social Responsibilities: Support Minimising the Impact of Invasive Alien Species

Through our Women Empowerment CSR Programme at Anak Sungai Bukit Lagong, our Uzmarian women supported local biodiversity conservation in collaboration with SPIA (Skuad Pemburu Ikan Asing), a non-governmental organisation ("NGO") dedicated to addressing invasive fish species. The programme focused on removing invasive suckermouth catfish (*ikan bandaraya*), with 202kg successfully removed, helping to protect the ecological balance of the local river ecosystem. This program aligns with the target 6 of Global Biodiversity Framework ("GBF") in minimising the impact of invasive alien species on existing biodiversity area.



O&G Upstream Services: Supporting Biodiversity in Client- Led Operations

We work with reputable clients who uphold high environmental and biodiversity standards, and we align with their requirements and expectations. Our Water Injection Facility operation at D18 field is continually comply with client and national regulatory requirements on environmental control, marine management, and biodiversity protection.

Chemicals & Trading: Preventing Ecosystem Exposure through Safe Chemical Management

Our main approach is to prevent pollution and the risk of environmental contamination by ensuring safe handling, transport, and storage of chemicals that could affect biodiversity. We implement this through the following measures:

- Ensure all chemical handling and logistics comply with applicable environmental regulations and HSE standards.
- Work with reputable suppliers and responsible logistics partners to reduce the risk of leaks or accidental chemical discharge.
- Install appropriate containment systems and conducting regular inspections.
- Maintain up-to-date spill response protocols to quickly address any incidents that may threaten nearby ecosystems.

Renewable Energy: Minimising Land Impact and Protecting Sensitive Ecosystems

We design and develop renewable energy projects in a way that avoids ecologically sensitive areas and minimises habitat disturbance throughout the project lifecycle. While plantations represent a monoculture system with limited biodiversity, their conversion into solar farms can provide new opportunities for ecological rehabilitation. By reducing dependency on agrochemicals such as pesticides and fertilisers, solar projects enable the land to recover its natural balance, creating a more resilient environment over time. We also consider community and ecological risks as part of responsible project development, especially in areas with biodiversity or land-use sensitivities.

This is supported by the following actions:

- Avoiding ecologically sensitive areas during site selection and design.
- Conducting Environmental Impact Studies ("EIS") and due diligence even when projects are not classified as a "Prescribed Activity" under Malaysia's Environmental Quality Act 1974 ("EQA") and therefore do not legally require a full Environmental Impact Assessment ("EIA").
- Engaging communities and stakeholders early to understand local ecological concerns and address them proactively.
- Prioritising low-impact land use by selecting previously developed, industrial, or rooftop sites, as well as degraded plantation land, instead of untouched natural habitats.

Digitalisation & Technology: Enabling Land-Use Change Monitoring

Through our digital and geospatial solutions, we support clients make informed decisions that support environmental stewardship and sustainable land management. Our satellite-based analytics support environmental monitoring and responsible land-use management through historical land use change analysis and conservation liability assessments to the global certification body for sustainable palm oil, under its remediation and compensation procedure. Multi-temporal satellite imagery enables the assessment of land-use and land-cover changes over time, supporting conservation liability and environmental remediation analysis, including the identification of areas potentially planted within prohibited or environmentally sensitive areas.

Our Performance

No environmental harm was recorded during the reporting period, with zero reported incidents that resulted in biodiversity damage, habitat disruption, and land disturbance..

Number of environmental harm incidents recorded during the reporting period that resulted in biodiversity damage, habitat disruption, and land disturbance.	None

Chemicals & Trading

We maintained full compliance with applicable chemical handling regulations, engaged only reputable suppliers for logistics and storage, and recorded zero environmental incidents.

Spill Indicator	FY2024	FY2025	FY2026
Number of reported spills or chemical incidents impacting biodiversity	0	0	0

Renewable Energy

During the reporting period, none of our solar projects were in ecologically sensitive areas. No project delays were recorded due to ecological impacts, including EIA-related issues, biodiversity concerns, or community resistance.

Ecological Indicator	FY2024	FY2025	FY2026
Number and duration of project delays related to ecological impacts (e.g., EIA issues, biodiversity conflicts, community resistance)	None	None	None

Social

Related UNSDGs

Occupational Safety & Health

Why It Matters?

At Uzma, we are committed to upholding safe and healthy working environments as a core responsibility across all our operations. This commitment applies to not only our employees but also to contractors, service providers, and any third parties engaged in our activities. We place strong emphasis on ensuring every individual under our operational scope works in a safe environment and returns home in good health.

Our Approach

At Uzma, our safety commitment extends to all individuals involved in our activities, including employees, contractors, and third parties across both office and site operations. We prioritise a strong safety culture to prevent incidents, protect well-being, and ensure everyone returns home safely, while striving to maintain zero fatal incidents.

Our occupational health and safety practices are guided by a suite of internal policies, procedures and initiatives that define our expectations, responsibilities, and standards across all levels of the organisation. We embed this mindset through the UzmaWAY, our 12 Orange Safety Rules, and comprehensive QHSE policies and procedures. This commitment goes beyond compliance; it reflects our responsibility to deliver safe, high-quality operations that protect people, partners, and the environment. Employees are actively encouraged to participate in safety through feedback loops, representation in HSE committees, incident reviews, hazard reporting, and QHSE engagements.

The 12 Orange Safety Rules and Safety Culture

The 12 Orange Safety Rules guide daily operations and were developed with input from frontline workers, safety committees, and incident learnings. Employees are encouraged to review and validate these rules through structured HSE workshops, Toolbox Talks and post-incident reviews. Non-compliance with safety rules results in disciplinary actions in line with Uzma's Code of Conduct.



Uzma 12 Orange Safety Rules	Brief Description
Permit to Work	Work with a valid permit when required.
Adhere Safety Control	Obtain authorisation before overriding or disabling safety controls.
Line of Fire	Keep yourself and others out of the line of fire.
Safe Lifting Process	Plan lifting operations and control the area.
Working at Height	Protect yourself against a fall when working at a height.
Energy Isolation	Verify isolation and zero energy before work begins.
Confined Space	Obtain authorisation before entering a confined space.
Journey Management	Follow safe driving rules.
Risk Assessment	Conduct and review risk assessment.
Hot Work	Control flammables and ignition sources.
Safe Chemical Handling	Ensure the right Personal Protective Equipment ("PPE") and proper control when handling hazardous chemicals.
Incident Reporting	All incidents and accidents are to be reported promptly.



The Safe Start Work Process Campaign reinforces the importance of starting every task safely and only proceeding when the work is understood, risks are identified, and appropriate controls are in place. The process consists of seven general steps that guide employees through the preparation and verification required before commencing work. It encourages employees to pause, assess the work environment, confirm readiness, and speak up when conditions are not safe to proceed. The process is supported by a customised checklist adapted from the International Association of Oil & Gas Producers ("IOGP") Start Work Check Checklist which is one of the Human Performance Improvement ("HPI") tools.



In FY2026, we deepened our commitment to building a proactive and engaged QHSE culture by launching several strategic initiatives under the theme "Cultivating a Culture Towards QHSE Excellence – Continuous Improvement". Below are the initiatives that reflect our dedication to embedding safety, quality, and environmental responsibility into every level of the organisation.

QHSE Digitalisation Initiative – uzmaSAFE Portal	We launched the UzmaSAFE portal (SAFE: System Automation for Enhancement) to drive digital transformation in QHSE. This platform replaces manual processes with automated workflows, improves data accuracy, and provides real-time insights to support informed decision-making and operational efficiency.
Digital Learning with online QHSE e-Learning Platform	Through our e-Learning platform, we provided on-demand QHSE training modules accessible across all locations. This digital platform supports remote learning, onboarding, and continuous upskilling, ensuring consistent knowledge sharing company-wide.
QHSE Engagement Programmes	We maintained regular employee engagement through toolbox talks, safety stand-downs, HSE moments, and participation-driven activities. These engagements kept safety top-of-mind and encouraged a sense of ownership among staff at all levels.
QHSE Awards and Recognition	To reinforce positive behaviours, we recognised active participants, safety champions, and contributors to improvement efforts. Open feedback channels were also promoted to encourage hazard reporting and safety suggestions.
Leadership Involvement	Senior leaders played an active role in reinforcing safety culture through management walkabouts, QHSE events, and consistent visible leadership demonstrating a strong "lead by example" approach.
Speak-Up Culture and Safety Leadership Training	As part of our psychological safety initiative, we introduced Speak-Up channels and conducted Safety Leadership Training to encourage open communication, empower employees at all levels, and foster a work environment where concerns can be raised without fear.
Vendor Site Assessments ("VSA")	Through systematic contractor and vendor assessments, we enhanced compliance, increased operational transparency, and reduced risk contributing to safer, more reliable project delivery.
e-HIR (Electronic Hazard Identification Report)	We introduced e-HIR to promote early detection of hazards and streamline reporting. This has led to improved safety responsiveness and a stronger reporting culture across the organisation.
Client Engagements and Assurance Audit	We actively participated in client-driven HSE engagements, assessments, and forums, which reinforced alignment with client requirements and expectations. These included I-Care visits, safety validation inspections, and partnership events led by PETRONAS, EnQuest, and other operators. Our involvement demonstrated transparency, strengthened trust, and ensured our operations met client HSE standards.
Campaign HSE Readiness & Premobilisation	We strengthened start-up readiness through pre-mob checks, briefings, and campaign kick-offs to ensure controls were in place before field execution.
Thematic Safety Campaigns & Awareness	Targeted campaigns addressed critical exposures and frontline decision-making, with emphasis on significant issues identified through company-level analysis and learning. Initiatives also incorporated Human Performance Improvement ("HPI") tools informed by IOGP and PETRONAS Malaysian Petroleum Management ("MPM").



Monthly QHSE Engagement



Full-scale Emergency Drill was conducted at Uzma Tower on June 2026

Occupational Health and Safety Management Certification

ISO 45001 certification reflects our commitment to effective occupational health and safety management, continuous improvement, and meeting our stakeholder requirements. We conduct regular audits and inspections to ensure compliance to the system requirements, fostering a generative safety culture and safety excellence. In addition, we maintain full compliance with applicable legal requirements and client specifications, reaffirming our commitment to outstanding health and safety performance.

As of FY2026, fourteen of twenty-one our operating sites companies (67%) are certified under the ISO 45001:2018 Occupational Health and Safety ("OH&S") Management System.

Year of Certification	Organisation	Number of sites certified with ISO 45001:2018
April 2006	Malaysian Energy Chemical & Services Sdn. Bhd. ("MECAS")	1 site
March 2012	Setegap Ventures Petroleum Sdn. Bhd. ("SVP")	5 sites
October 2015	MMSVS Group Holding Co., Ltd.	3 sites
March 2020	Uzma Engineering Sdn. Bhd.	3 sites
December 2022	PT Uzma Development Services	1 site
January 2024	Uzma Artificial Lift (Thailand) Co., Ltd.	1 site
Total number of sites certified with ISO 45001:2018		**14 sites**
Coverage of certification		**67%(1)**

(1) The 33% of sites without ISO 45001 certification, which include transit and office locations, follow the Uzma Integrated Maagement System ("IMS") practices and apply appropriate OH&S risk management measures consistent with certified sites. These sites remain under the Corporate QHSE governance framework.

To uphold compliance and continuously improve our performance, we conduct annual internal and external audits. We also maintain a comprehensive legal register and carry out annual evaluations of compliance with both national legislation and client-specific OH&S requirements.

Our structured assurance program includes:

- First-party audits (internal)
- Second-party audits (client-led)
- Third-party audits (certification bodies)

We extend these high standards to our third-party contractors, who are formally inducted into our **Integrated Management System ("IMS")** requirements before commencing work. They are regularly audited and monitored to ensure alignment with our safety, quality, and environmental expectations, and are required to comply with all applicable standards and site-specific procedures.

Health, Safety and Environment ("HSE") Committee

Our HSE governance framework ensures continuous risk monitoring across operations. The HSE Committee is chaired by Group Chief QHSE Officer, a member of Oversight Committee, who is also reporting directly to the MD/ GCEO. The HSE Committee play a key role in ensuring compliance and improving workplace safety. Comprising both employer and employee representatives, the committee meet quarterly to review performance, review challenges, and drive initiatives to enhance health and safety standard. The active participation from all members will ensures diverse perspectives are valued during meetings. Additionally, the establishment of the HSE Committee is in line with regulatory requirements outlined in the Occupational Safety and Health Act ("OSHA") 1994, underscoring our dedication to compliance and continuous improvement in health and safety practices.

Our MD/ GCEO, who also serves as a member of the Board and chair of the Oversight Committee, represents the HSE Committee at the Board level. The Board regularly reviews HSE performance statistics, certification statuses, and key challenges during its meetings. This continuous engagement underscores our commitment to upholding the highest standards of health and safety across the organisation and reflects the Board's active role in steering and supporting the achievement of our HSE objectives and targets.

Implementing Health and Safety Risk Assessment

We conduct comprehensive health and safety risk assessments across all operations to systematically identify, evaluate, and control potential work-related hazards, in alignment with legal and ISO 45001:2018 standard requirements. These assessments include:

- Hazard Identification, Risk Assessment and Risk Control ("HIRARC")
- Job Hazard Analysis **("JHA")**
- Project Risk Assessments **("PRA")**
- Health Risk Assessments **("HRA")**
- Chemical Health Risk Assessments **("CHRA")**
- Noise Risk Assessment **("NRA")**
- Initial and Advanced Ergonomic Assessments
- Random Drug and Alcohol Testing

Our primary focus is on preventing high-consequence injuries and fatality risks, especially in high-risk activities such as working at heights, handling high-pressure activities, and exposure to explosive, flammable, toxic, or otherwise hazardous substances. These risk assessments are applied to both ongoing operations and upcoming projects to ensure a proactive approach to occupational risk management.

All third-party contractors operating within our premises are required to undergo mandatory HSE inductions and briefings, and must conduct site-specific risk assessments prior to commencing work. Contractor compliance is closely monitored through regular supervision, inspections, and performance audits.

We continue to strengthen our safety culture by empowering employees, contractors, and visitors to exercise their right to stop work when unsafe conditions or activities are identified, without fear of reprisal. Our Speak-Up channel further supports this culture by providing a secure accessible avenue for raising concerns, reporting safety issues, or highlighting potential risks associated with work activities.

As part of our continuous improvement efforts, we are implementing a structured compliance monitoring programme to strengthen assurance and ensure alignment with applicable legal, client, and international requirements. We conduct regular HSE training and awareness sessions to build safety competencies and reinforce a proactive safety mindset, while routine risk assessments enable the early identification and effective management of potential hazards. These efforts are further strengthened through the digitalisation of risk assessment and permit-to-work processes via our UzmaSAFE portal, supporting greater consistency, traceability, and visibility in risk management.



Emergency Preparedness and Response Programme

We maintain a robust Emergency Preparedness and Response Programme to safeguard the health and safety of our employees, contractors, and stakeholders during unforeseen events. This program is designed to ensure prompt and effective action in the event of emergencies such as fires, chemical spills, natural disasters, medical incidents, or security threats.

In the reporting period, we continued to strengthen our readiness through the following key initiatives:

- Site-Specific Emergency Response Plans ("ERP"): Each operational site maintains a tailored ERP aligned with regulatory and client requirements, covering potential emergency scenarios and response protocols.
- Emergency Drills and Simulations: We conducted emergency drills including fire evacuations, chemical spill response, and rescue operations to test preparedness and improve response times.
- Training: Targeted training was provided for Emergency Response Teams ("ERTs"), first aiders, and fire marshals to ensure personnel are equipped with the skills and knowledge to respond effectively.
- Resource Readiness: Emergency equipment, signage, muster points, and communication systems were inspected and maintained to ensure operational readiness.
- Post-Incident Evaluation: All drills and actual emergency responses are followed by structured debriefings to identify improvement areas and refine our response strategies.

We evaluated preparedness effectiveness through post-drill assessments and stakeholder feedback. In the reporting period, ERP drills were successfully carried out across 100% of our operational locations.

Incident Investigation and Reporting

Our Incident Investigation and Reporting Procedure serves as the guiding framework in the occurrence of reported incidents or accidents, especially relating to injuries or fatalities. This structured approach includes initiating a safety stand-down, escalating the matter to relevant management levels and customers, conducting a thorough incident investigation, communicating and reporting findings to customers and management, and issuing an internal health and safety alert.

The investigation is a collaborative effort involving customers, casual workers, and employees, with the primary goal of understanding the root cause of the incident. The insights gained from these investigations play a pivotal role in fortifying safety measures, emphasising the importance of compliance before commencing work and refining overarching safety processes.

The outcomes of the investigation and the subsequent actions taken are communicated and reported to key stakeholders, including the HSE Committee, and the Board.

Training on Health & Safety Standards

As part of our preparedness efforts, we conduct regular health and safety training to ensure our workforce and contractors are equipped with the knowledge and skills to operate safely and respond effectively in high-risk situations.

The training and learning sessions conducted during the reporting period included:

- Induction training tailored for new employees including permanent, temporary and casual workers by our QHSE representatives
- Regular health and safety briefings, awareness training, bulletins, and meetings, including toolbox and pre-and-post briefings, which are conducted to ensure continuous improvement in safety standards and practices.
- Other safety initiatives involving staff engagement including Ziza Monsoon, BOFA, ERP, etc.
- Utilisation of HSE e-learning modules for remote and field personnel.

Prioritising Holistic Employee Wellbeing

We are committed to s supporting the overall health and well-being of its employees, extending its efforts beyond workplace safety to promote a healthy, safe and balanced lifestyle. The Group's health and wellness programmes address a range of physical, mental, occupational and communicable health risks through targeted awareness, preventive health initiatives, health screening and workplace disease prevention measures.

- Health Screening and Wellness Programmes – Uzma conducts basic employee health screening to support early identification of potential health concerns and promote preventive health practices. The screening enables identification of health risks, including overweight and obesity, and supports employees in increasing their awareness of their health status and adopting appropriate healthy lifestyle and preventive measures.
- Mental Health and Well-being - Recognising the importance of mental health, Uzma supports employee well-being through targeted talks, awareness activities and health programmes addressing both physical and mental health needs.
- Mosquito-Borne Disease Prevention and Vector Control - Uzma implements preventive measures to reduce employees' exposure to mosquito-borne diseases, including dengue and malaria, where relevant to the geographical and operational risk profile of its workplaces and activities. This includes regular workplace and site inspections to identify potential mosquito breeding grounds, elimination of stagnant water, larvicide and fogging where required, housekeeping controls and employee awareness on mosquito-borne disease prevention.

In addition, we closely monitor occupational illnesses, including noise-induced hearing loss, ergonomic-related musculoskeletal strain, and respiratory exposure. In FY2026, no occupational illness cases were reported across Uzma's operations. Illness trends are tracked through a combination of medical surveillance programmes, periodic reporting in compliance with legal requirements, and employee wellness declarations, ensuring early detection and proactive intervention where necessary.

All employee health information is managed with strict confidentiality in accordance with applicable legal requirements, including the Occupational Safety and Health Act 1994 and Personal Data Protection Act ("PDPA"). Access to personal health information is controlled to protect employee privacy while enabling appropriate health surveillance, preventive measures and follow-up actions.



Our Performance

Health and safety are fundamental to our corporate responsibility, and we strive to foster a culture where every employee is empowered to take ownership of health and safety at all levels. In FY2026, our dedication yielded impressive results, including 1.8 million manhours with zero Lost Time Injury ("LTI"). This milestone contributed to our cumulative record of 12.5 million LTI-free man hours and 2,432 days without LTI incidents, marking a significant achievement in our safety commitment and meeting with industry best practices. Below is a summary of our operational safety performance across key indicators, covering all employees and contractors across our business operations in both Malaysia and international regions.

Health and Safety Indicator		Unit	FY2024	FY2025	FY2026
Total Employee and Contractor Hours Worked		Hours	2,355,514	2,959,174	1,898,598
Total Hours Worked	**Employee**	Hours	1,991,611	2,735,106	1,762,343
	Contractor	Hours	363,903	224,068	136,255
Number of Work-Related Fatalities	**Employee**	Number	0	0	0
	Contractor	Number	0	0	0
Number of Lost Time Injuries ("LTI") (1)	**Employee**	Number	0	0	0
	Contractor	Number	0	0	0
Lost Time Incident Rate ("LTIR") (2)	**Employee**	Rate	0.00	0.00	0.00
	Contractor	Rate	0.00	0.00	0.00

(1) Lost Time Injury ("LTI") definition refers to a work-related injury or illness that prevents an employee from performing their regular duties on the day after the incident. It encompasses serious incidents such as fatalities, permanent total disabilities, and cases where the worker misses one or more workdays due to the injury, but it does not include situations where the employee is assigned restricted duties.

(2) Loss Time Incident Rate ("LTIR") calculation based on the total number of lost time incidents per 1,000,000 manhours worked.

The following is the total number of employees who participated in our health and safety training as at the end of the financial year, along with the average training hours:

Health and Safety Training Indicator		Unit	FY2024	FY2025	FY2026
Number of employees who are trained in health and safety standards		Number	143	353	373
Average health and safety training hours	**Employees**	Hours	16.1	12.5	12.64
	Contractors	Hours	12.4	14.1	10.39

Training covers general health and safety standards, including regulatory compliance, safe work procedures, hazard awareness, and emergency preparedness relevant to our business operations.

Uzma received numerous recognitions in health and safety from various organisations. Please refer to the Uzma's Year in a Brief – HSE Award section in this annual report.

As we look to the future, we remain committed to upholding and enhancing our QHSE standards. The well-being of our employees remains our top priority, and we are dedicated to continuing our efforts to create a safe and secure working environment for all.

Labour Practices and Human Rights

Related UNSDGs

Why It Matters?

Human rights and fair labour practices are essential to responsible business. We are committed to protecting these rights across our operations, ensuring workforce well-being and compliance, reinforcing trust with clients and partners.

Our Approach

Our dedication to ethical labour practices and human rights is deeply embedded in our organisational culture. We integrate these commitments into our practices and communicate them thoroughly to all stakeholders through employee onboarding, the People Handbook, the COBE, Anti-Bribery Policy, Whistleblowing Policy and the UzmaWAY.

Policy Commitment

Uzma adopts a zero-tolerance policy toward any form of forced labour, child labour, discrimination, or abuse of labour rights. We believe every individual involved in our value chain whether directly employed or contracted, deserves to work in safe, fair, and respectful conditions.

Our commitment is embedded in our internal policies on human rights and labour standards which establish clear for fair and lawful employment practices within our own operations.

While this forms our baseline expectation, we acknowledge the need to strengthen alignment and implementation across our operations.

To support this, we are progressively enhancing policy communication, stakeholder engagement, and are integrating awareness and training programmes into our workforce and contractor management practices. This reflects our intention to strengthen the identification and management of potential labour and human rights risks as part of our ethical sourcing approach.

The following outlines the key human rights practices and labour standards implemented across the Group.

Our practices	Human Rights and Labour Standards Description
Compliance with Labour Laws	We diligently comply with the Minimum Wage Order of 2022 and all regulations governing working hours and equitable compensation, safeguarding our employees' rights and well-being. We ensure that our employees' working hours are not more than 45 working hours per week, including any hours worked beyond their normal schedules and adhere with Malaysian Employment Act 1955.
Safe and Conducive Working Conditions	We uphold the highest health and safety standards across all our worksites and throughout our supply chain. We expect all workers within our value chain to be provided with adequate housing, at a minimum meeting the standards set by Malaysia's Employees' Minimum Standards of Housing, Accommodations and Amenities Act 1990. We ensure compliance with laws on working hours and rest periods to support a conducive and safe work environment.
Compliance with Labour Laws	We ensure compliance with laws on working hours and rest periods to support a conducive and safe work environment.
Equal Opportunity, Non-Discrimination	We promote diversity, inclusion, and zero tolerance for discrimination.
Collective Bargaining	We wholeheartedly respect our workers' right to engage in collective bargaining, valuing their input in shaping the conditions of their employment.
Dignity at Work	We foster a respectful workplace where everyone is valued.
Employee Wellness and Mental Health	We support mental health and wellness through a safe, supportive environment.

Harassment-Free and Violence Free Workplace	Harassment is treated as misconduct. We maintain a respectful workplace with clear grievance mechanisms..
Prohibition of Retaliation	We strictly forbid any form of retaliation or disciplinary action, physical or psychological, against our employees.
Cultural Respect	We respect cultural and religious diversity and individual rights.
Children's Rights and Child Labour	Child labour is unequivocally forbidden; we do not employ anyone below the legal minimum working age, and suppliers must acknowledge these expectations before engagement.
Forced Labour, Debt Bondage, Human Trafficking and Modern Slavery	We do not tolerate forced labour, debt bondage, human trafficking, or modern slavery across our operations. We follow Malaysia's "No Recruitment Fee" policy to prevent debt-related exploitation in our supply chain.
Freedom of Association	Uzma respects and champions our employees' rights to the freedom of association, fostering an environment where their voices are valued and their rights upheld.
Equal Pay for Equal Work	We ensure fair, merit-based compensation free from bias.
Passport Policy	We strictly prohibit the withholding of foreign workers' passports at our premises and project sites, in accordance with local laws.
Minimum Wages Compliance	We comply with minimum wage regulations to ensure fair and lawful compensation for all workers.

Governance and Oversight

Uzma's Board of Directors holds ultimate accountability for upholding human rights, with oversight by the MD/ GCEO who is also member of the Board.

Day-to-day labour and human right management are delegated to the Group People Division resources. The division is responsible to oversees any issues such as forced labour, child labour, and other violations. The division also implements related labour and human right policies to ensures compliance with regulations and standards.

Client and External Provider Expectations

We prioritise working with clients, contractors, and suppliers that demonstrate ethical conduct, robust internal controls, and a clear commitment to responsible practices.

This approach supports alignment with international expectations and helps us manage social risks across our operations and partnerships.

Access to Grievance and Whistleblowing Mechanisms

We provide a secure, independent whistleblowing channel that allows employees, contractors, and stakeholders to report concerns confidentially and without fear of retaliation.

We encourage employees to first raise any concerns directly with their supervisors or the People Division, in line with our internal grievance procedures. Contractors and suppliers are similarly expected to address issues through their own internal mechanisms wherever possible.

Where these avenues are not appropriate or effective, our whistleblowing channel remains open and accessible to all. This ensures that any potential misconduct, including violations of human rights or labour standards, can be escalated and addressed transparently and responsibly.





Our General Manager of People served as a speaker Compensation & Benefits Conference 2025, held on 15 - 16 October 2025 at Royal Signature Hotel Kuala Lumpur. He discussed on next in compensation trend on flexibility, skill-based pay, performance focus, robust structures, and making sure Diversity, Equity, and Inclusion ("DEI") is at the heart of every rewards strategy.
He also a speaker in the Innovate or Stagnate conference, held on 6 - 7 August 2025 at JW Marriot Hotel Kuala Lumpur. The panellist mainly discussed on the importance of engaging and empowering Millennial and Gen-Z in workforce.

Our Performance

During the reporting period, there were no reported incidents or complaints related to labour standards, noncompliance to labour laws or human rights violations, such as child labour or forced labour, within the Group or our supply chain.

Number of substantiated complaints pertaining to labour standards and human rights violations received in FY2024, FY2025 and FY2026.	None Reported

We believe every individual deserves respect, dignity, and fairness. These values are integral to our culture, guiding our actions and decisions as we strive to create a workplace where everyone's rights are protected and their well-being is prioritised.



Diversity, Equity, and Inclusion

Related UNSDGs



Why It Matters?

Uzma is strongly committed to promoting diversity and equal opportunities, which are central to our organisational culture and success. Our workforce is a blend of various backgrounds and ethnicities, bringing together a wide range of expertise and experiences. This diversity drives innovation and enhances our decision-making by offering different perspectives.

Our Approach

We foster a workplace built on merit, where recruitment and advancement are free from discrimination. We value gender diversity for the perspectives it brings and its contribution to a more inclusive and dynamic culture. By promoting fair access to opportunities, we ensure that career growth and leadership roles are based on capability, performance, and potential.

Board Diversity

We recognise that board diversity enhances the quality of decision-making, strengthens governance, and builds stakeholder trust.

While gender is one of several important considerations, our focus is on maintaining a balanced mix of perspectives and competencies. This helps ensure the Board remains effective in providing strategic oversight and guidance for the Group's long-term success.

At the same time, we remain committed to appointing directors based on merit, relevant expertise, and experience.

Employee Diversity

Our workforce comprises individuals of varied gender, age groups, nationalities, and ethnic backgrounds, reflecting the diverse communities in which we operate.

We ensure an inclusive workplace by strictly prohibiting any discrimination based on race, gender, religion, or other socio-cultural factors. All employees and candidates are evaluated based on merit, qualifications, experience, and contributions, while prioritising local talent when they meet job requirements.

Prioritising local talent and embracing employee diversity are central to Uzma's sustainable growth. A diverse workforce enhances our understanding of the local market and contributes to a more balanced, inclusive society. At the end of the reporting period in FY2026, our team of 795 employees exemplified this commitment, representing a broad spectrum of genders, ages, ethnicities, and cultural backgrounds. This diversity fuels innovation, strengthens collaboration, and drives meaningful economic, environmental, and social impact across our operations.

The Women Empowerment Programme which launched last year is continue to improve women inclusion and champion women's leadership within the workplace, the community, and the environment. Through the programme, we continually reinforce our belief that diverse and empowered employees are key agents of sustainable transformation. The programme is anchored on three pillars:

- **Workplace Empowerment:** Equipping Uzma women with essential skills, confidence, and leadership opportunities.
- **Community Engagement:** Promoting an inclusive culture that enables Uzma women to drive positive change in society.
- **Environmental Stewardship:** Encouraging responsible actions and sustainable practices for a healthier planet.

By fostering diversity, equity, and empowerment, Uzma is shaping a future where every voice matters and every individual has the opportunity to lead and thrive.





Uzma celebrated International Women's Day with a small gesture of appreciation, by giving out a bouquet of flowers for every wonderful lady of Uzma. This is our way of saying thank you for the strength, dedication, compassion and quiet resilience you bring to our workplace every day. Uzmarian ladies, continue to inspire strength, purpose and barakah in everything we do — by uplifting our teams, supporting one another, and contributing meaningfully to the growth of our organisation.

Respectful Work Environment

We provide an inclusive and accessible workplace that supports the diverse needs of our employees. Our facilities are equipped with disabled-friendly features such as accessible toilets and ramps, ensuring comfort and mobility for all.

In FY2026, we continue enhanced our workplace experience through the renovation of our Uzma Tower meeting spaces floor and surau, transforming it into a conducive space with environmentally conscious design elements. This upgraded space reflects not only our commitment to employee wellbeing and inclusivity, but also our alignment with sustainable and modern design trends.

Our recruitment process is firmly grounded in non-discriminatory principles, where every candidate is assessed fairly based on their skills, qualifications, and potential, without bias related to race, gender and religion.

To support work-life balance, we offer flexible working arrangements and paternity leave, enabling employees to manage their personal and professional responsibilities effectively.

Our Performance

The table below provides an overview of the diversity within our Board of Directors, broken down by gender and age group, for the past three financial years.

Board Gender Diversity

Board Gender Diversity	FY2024		FY2025		FY2026	
	Number	Percentage	Number	Percentage	Number	Percentage
Male	7	70%	7	70%	7	64%
Female	3	30%	3	30%	4	36%
Total Number of Directors	**10**		**10**		**11**	

Board Age Diversity

Board Age Diversity	FY2024		FY2025		FY2026	
	Number	Percentage	Number	Percentage	Number	Percentage
Aged < 30	0	0%	0	0%	0	0%
Aged 31 - 50	1	10%	1	10%	2	18%
Aged 51 - 65	7	70%	7	70%	7	64%
Aged > 65	2	20%	2	20%	2	18%
Total Number of Directors	**10**		**10**		**11**	

Employee Gender Diversity

Employee Gender Diversity by Position Category	FY2024				FY2025				FY2026			
	Senior Management	Middle Management	Executive	Non-Executive	Senior Management	Middle Management	Executive	Non-Executive	Senior Management	Middle Management	Executive	Non-Executive
Male	93%	66%	57%	90%	93%	69%	58%	89%	92%	70%	57%	88%
Female	7%	34%	43%	10%	7%	31%	42%	11%	8%	30%	43%	12%
Total Number of Employee	**28**	**117**	**216**	**524**	**27**	**121**	**229**	**469**	**27**	**120**	**220**	**428**
	885				**846**				**795**			

Employee Age Diversity

Employee Age Diversity by Position Category	FY2024				FY2025				FY2026			
	Senior Management	Middle Management	Executive	Non-Executive	Senior Management	Middle Management	Executive	Non-Executive	Senior Management	Middle Management	Executive	Non-Executive
Aged < 30	0%	3%	45%	30%	0%	2%	43%	22%	0%	3%	42%	19%
Aged 31 - 50	50%	84%	53%	58%	48%	87%	55%	65%	48%	82%	55%	68%
Aged 51 - 65	50%	13%	2%	12%	52%	11%	2%	13%	48%	14%	3%	12%
Aged > 65	0%	0%	0%	0%	0%	0%	0%	0%	4%	1%	0%	1%
Total Number of Employee	**28**	**117**	**216**	**524**	**27**	**121**	**229**	**469**	**27**	**120**	**220**	**428**
	885				**846**				**795**			

Employee Position Category by Gender Diversity

Employee Position Category by Gender Diversity	FY2024		FY2025		FY2026	
	Male	Female	Male	Female	Male	Female
Senior Management	4%	1%	4%	1%	4%	1%
Management	10%	19%	13%	20%	14%	20%
Executive	18%	51%	20%	51%	20%	51%
Non-Executive	68%	29%	63%	28%	62%	28%
Total Number of Employee	**699**	**186**	**658**	**188**	**611**	**184**
	885		**846**		**795**	

Employee Position Category by Age Diversity

Employee Position Category by Age Diversity	FY2024				FY2025				FY2026			
	Aged < 30	Aged 31 - 50	Aged 51 - 60	Aged > 61	Aged < 30	Aged 31 - 50	Aged 51 - 60	Aged > 61	Aged < 30	Aged 31 - 50	Aged 51 - 60	Aged > 61
Senior Management	1%	21%	29%	0%	0%	2%	14%	0%	0%	2%	15%	20%
Middle Management					2%	19%	15%	0%	2%	19%	19%	20%
Executive	38%	22%	5%	0%	48%	23%	5%	0%	51%	23%	8%	0%
Non-Executive	61%	57%	66%	0%	50%	56%	66%	0%	47%	56%	58%	60%
Total Number of Employee	**255**	**529**	**101**	**0**	**202**	**551**	**93**	**0**	**181**	**521**	**88**	**5**
	885				**846**				**795**			

Employee Ethnicity Diversity

Employee Ethnicity Diversity	FY2024	FY2025	FY2026
Malay	57%	56%	58%
Chinese	2%	2%	2%
Indian	< 1%	< 1%	< 1%
Bumiputera Sabah & Sarawak[1]	16%	16%	18%
Others[2]	24%	26%	23%
Total Number of Employee	885	846	795

(1) Represent ethnic groups such as Iban, Dayak, Kadazan, and Bidayuh
(2) Non-Malaysian

Employee Nationality Diversity

Employee Nationality Diversity	FY2024	FY2025	FY2026
Malaysia	76%	73%	77%
Indonesia	2%	2%	2%
Thailand	19%	21%	17%
Philippines	3%	3%	3%
Others	1%	1%	1%
Total Number of Employee	885	846	795

Employee Management

Related UNSDGs

Why It Matters?

Our people are the foundation of Uzma's success. Fair employment, continuous development, and an inclusive culture are key to attracting and retaining talent. As the industry evolves, an engaged and adaptable workforce is vital to driving innovation and sustaining long-term growth.

Our Approach

Our approach to employee management is shaped by our commitment to fairness, opportunity, and ongoing development for all employees.

Training and Development

At Uzma, we are committed to fostering a workforce that is adaptable, skilled, and ready to tackle new challenges. We emphasise the importance of continuous professional development and offer a wide range of training programmes for all levels, from management to executives and non-executive staff. At Uzma, we are committed to cultivating a workforce that is adaptable, skilled, and future-ready. We continue to prioritise continuous professional development across all employee levels from executives and management to non-executive staff through a wide range of targeted training programmes.

In FY2026, our training initiatives resulted in a total of 17,521 training hours, with an average of 22 training hours per employee. We invested RM1.49 million in learning and development, reflecting our ongoing commitment to employee capability-building.

Our programmes covered a broad spectrum of topics, including soft skills, operational compliance, corporate responsibility, sustainability, and health and safety. These efforts reflect our belief that empowering employees with relevant knowledge and skills is essential for driving sustainable performance and long-term success. Uzma's training approach addresses various needs, including bridging performance or skills gaps, serving as a reward, boosting employee morale, retaining key staff, and developing future leaders to support succession planning. These programmes not only provide essential competencies but also promote a culture of continuous learning, positioning Uzma as a top employer and leader in talent development within our industry. We actively invest in training through contributions to the Human Resource Development Corp ("HRDC") fund, demonstrating our dedication to the growth and advancement of our employees.



In Uzma, new hires experience a thorough onboarding process designed to familiarise them with their rights and entitlements as outlined by national laws and the Group's policies. This process covers key areas such as human rights, anti-corruption measures, and ethical conduct, in line with good governance practices. Additionally, the induction programme equips new employees with the knowledge and support needed to understand Uzma's products and services, internal processes, and safety culture, ensuring a smooth transition into their new work environment.

In a fast-evolving industry, talent development is key to Uzma's competitiveness and adaptability. We equip our people with the technical expertise, agility, and mindset needed to meet future demands across the energy, technology, and sustainability landscape. Our learning approach combines mandatory training covering operational, corporate responsibility, and compliance topics with upskilling in future-critical areas such as data analytics, artificial intelligence, and digital platforms. Programmes are delivered through digital modules, blended formats, and project-based learning to maximise impact.

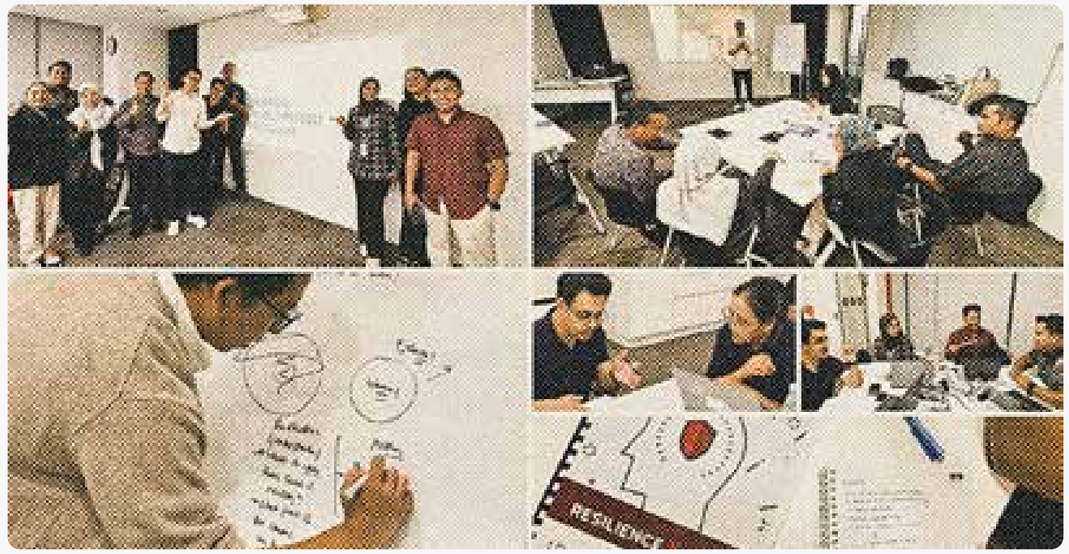
We also prioritise soft skills development, including leadership, collaboration, innovation, and communication, which are essential for cross-functional teamwork and navigating change. To promote mobility and knowledge sharing across the Group, employees are encouraged to take on cross-functional roles and collaborate with different functions. This enables the exchange of expertise, fosters innovation, and supports continuous improvement initiatives, including enhancing business processes through the adoption of new technologies and more efficient ways of working.

Uzma High Potential (UzmaHiP) Programme

Our UzmaHiP 2.0 is a two-year talent development programme designed to identify, develop, and retain high-potential employees across the Group. The programme is strategically structured based on job position proficiency levels and aligned with the Uzma Leadership Competency Model, ensuring the development initiatives are targeted, relevant, and impactful.

The programme is closely governed by the Uzma Talent Committee ("UTC"), which comprises two development tracks: UzmaHiP ELITE and UzmaHiP RISE. The UzmaHiP ELITE programme continues to play a critical role in equipping high-potential talents with the leadership capabilities, business acumen, and professional networks needed to lead Uzma into the future. Meanwhile, the UzmaHiP RISE programme focuses on strengthening core management competencies while broadening participants' understanding of leadership roles and responsibilities.

As a key component of Uzma's human capital strategy, these programmes support the development of our leadership pipeline across the Group. By aligning employees' career aspirations with business needs, UzmaHiP 2.0 aims to enhance talent retention, build internal successors for critical positions, and support the Group's long-term growth and sustainability.



In FY2026, our UzmaHiP talents deepened their understanding of the art of mentoring while strengthening their business acumen. Through a combination of reflective discussions and hands-on activities, each session demonstrated their commitment to continuous learning and their eagerness to grow as future leaders.

Employment Types and Fair Treatment

At Uzma, we maintain a balanced mix of permanent and contract or temporary employees to meet operational demands across our diverse business segments. This workforce structure supports flexibility, responsiveness, and efficiency, particularly in project-based and specialised roles.

The following table shows the trend in our employment staff.

Employment	FY2024	FY2025	FY2026
Total Number of Group Workforce	885	846	795
Percentage of Permanent Employee	68%	73%	78%
Percentage of Contract or Temporary Staff	32%	27%	22%
Percentage of Group Staff with a Disability	0%	0%	0%

- *Contract/Temporary staff are staff with definite/fixed contract period (i.e. non-permanent employee)*
- *Contract/Temporary staff is excluded the freelance and consultants*

We are committed to upholding fair treatment for all employees, regardless of employment type. This includes equitable wages, clear terms of engagement, and safe, respectful working conditions in full compliance with applicable labour laws and industry standards.



Employee Compensation & Benefits

Uzma is dedicated to ensuring equal pay for equal work, fully compliant with all relevant local laws such as the Minimum Wage Order 2022 with salary benchmarking to ensure our total remuneration remains competitive in the market. Our remuneration approach, including bonuses and salary increases, is based on merit. Additionally, we consider the cost of living as a key factor in determining the rate of our annual salary increases. We carefully evaluate employees' performance and their achievements in meeting personal Key Performance Indicators ("KPIs"), as well as their skills and qualifications. Additionally, we also continuously benchmark and review our compensation and benefits structure to ensure it remains competitive and affordable.

To attract and retain top talent, we offer competitive compensation and benefits packages benchmarked against industry standards. Uzma offers a comprehensive range of benefits to our full-time employees, including mandatory benefits under Malaysia's Employment Act of 1955 and additional benefits at our discretion. Our remuneration exceeds minimum wage, considering skillset, experience, expertise, and potential.

Our key benefits include the following:

Types of Benefits	Description
Leaves	Annual, Replacement, Recharge, Offshore, Medical, Prolonged illness, Marriage, Maternity & Paternity, Examination, Hajj, Compassionate, Special, Unpaid.
Allowances	Telecommunication, Transportation, Project, Hardship, Onshore/ Offshore, Acting, Vacation, Marriage gift, Newborn gift, Bereavement fund, Calamity assistance.
Business Travelling Entitlements	Mileage claims, Toll & parking claims, Subsistence allowance, Accommodation allowance, Laundry expenses claim, Telecommunication & internet access claims.
Medical, Hospitalization & Insurance	Group outpatient general treatment, Group hospitalisation & surgical, Group personal accident, Group term life.
Others	Professional membership, Transfer/relocation benefits, Gym membership subsidy.

These benefits are available to permanent employees only.

We offer equitable parental leave in accordance with local employment laws, supporting career continuity for our employees. During the reporting period, the Group maintained a 100% return-to-work and retention rate for employees who took parental leave.



Performance, Recognition, and Engagement

At Uzma, performance management and employee engagement go hand in hand to drive a high-performing and motivated workforce. Our Integrated Performance Planning and Appraisal ("I-PPA") system supports talent development by setting clear expectations, providing continuous feedback, and identifying high performers for advancement. Performance outcomes guide fair and transparent rewards, including promotions and bonuses.

We foster a culture of recognition through initiatives like UzmaGRIT, which celebrates employees who embody perseverance, initiative, and positive values. This reinforces desired behaviours and highlights role models across the organisation.

To strengthen connection, engagement, and morale within the organisation, we continue to foster a positive and inclusive workplace culture through regular engagement activities such as town halls, team-building events, festive celebrations, and open feedback sessions all designed to encourage collaboration, transparency, and a shared sense of purpose.

We also celebrated Uzma's 25th anniversary during our Town Hall session on 23 October 2025, with employees proudly wearing specially designed Uzma batik shirts, further strengthening our culture of appreciation and belonging. During the session, we also celebrated the Long Service Awards, recognising employees who have dedicated 5, 10, 15, and 25 years of service to Uzma.



GO BEYOND
I stretch my limits to deliver extraordinary results.

OWN IT
I hold myself accountable to achieve the results and do not blame others.

OUT OF THE BOX
I am innovative in providing solutions that add value to Uzma and its customers.

WIN TOGETHER
I collaborate with others for the greater good of Uzma.

BETTER EVERYDAY
I continuously improve myself and my team (including learning from my mistakes).

CARE FOR ALL
I care about the well-being of myself and my team members. I am committed to ensuring that we work in a safe, secure, and healthy environment.



To empower real-time employee feedback, we continually use the "SpeakUp" platform, a dedicated channel for staff to share concerns and suggestions related to People Division and Admin matters. In addition, we rolled out several digital HR enhancements, including:

- The new HRMS system (BrioHR) for streamlined people operations
- The E-Conflict of Interest declaration system
- The Uzma I-PPA (Integrated Performance Planning and Appraisal) tool for performance data and alignment
- The Progressive Discipline Management ("PDM") system to ensure transparent and structured people governance

These initiatives reflect our ongoing journey to create a more connected, transparent, and responsive workplace where employees feel heard, supported, and inspired to grow together with Uzma.

As we continue our journey to build a supportive, inclusive, and high-performing workplace, we conducted an Employee Engagement Survey to gather honest feedback and experiences from our employees. This survey provides an important opportunity for Uzma to understand what we are doing well and where we can improve together. It covers eight key areas that shape the day-to-day employee experience at Uzma. The insights gathered from the survey help guide future people initiatives, workplace improvements, and leadership actions to ensure that employee feedback truly makes a difference.

1. Vision, Leadership and Team Alignment	2. Communication and Workplace Climate	3. Role Clarity and Performance	4. Integrity, Safety and Company Support
5. Learning, Development and Capability	6. Leadership Communication and Financial Responsibility	7. Pride, Recognition and Career Growth	8. Innovation, Collaboration and Customer Focus

Nurturing Tomorrow's Talent

At Uzma, we are dedicated to fostering the next generation of talent and giving back to society through our robust internship programme. This initiative is designed to provide students from local universities and colleges with a meaningful starting point in their professional careers. Understanding the challenges of transitioning from academics to the workplace, our programme effectively bridges this gap.

Uzma supports future talent and community growth through a practical internship programme that bridges academia and the workplace. In FY2026, 64 students interned with Uzma through various university programmes, Ekuinas's Iltizam Professional Development Programme, and Khazanah Nasional Berhad's youth employability initiative, gaining valuable hands-on experience and exposure to professional development opportunities. This programme strengthens both student careers and Uzma's talent pipeline.

Our internship programme continues to be a key pillar in Uzma's talent development and community engagement strategy. It benefits not only the students by offering valuable industry exposure but also allowing Uzma to identify and engage with potential future talents who align with our vision, values, and long-term goals.

In FY2026, the programme was further enriched through a meaningful collaboration with IGBS School, which went beyond conventional internships. This initiative was more than just early industry exposure and it became a true two-way learning experience. The students brought with them fresh perspectives, digital fluency, and a genuine eagerness to learn, reinvigorating our teams with new energy and ideas.

Their presence reminded us of how quickly the next generation can adapt, absorb knowledge, and grow when given the right platform. At the same time, we take pride in providing them with structured opportunities to gain hands-on experience, expand their capabilities, and potentially start their professional journey with us.

Through these next generation talent programmes, Uzma remains committed to nurturing a future-ready workforce while strengthening ties with the academic community.



Hosted bright young minds from IGBS School for a 1 to 2 weeks internship immersion programme.

Our Performance

Training and Development

The summary below presents training and development data for the past three reporting years.

Training and Development Indicator	Unit	FY2024	FY2025	FY2026
Average training hours per employee	Hours	31.0	23.0	21.68
Total training hours Groupwide	Hours	28,048	23,798	17,521
Total amount spent on Groupwide training	MYR	RM2 million	RM1.83 million	RM1.49 million

The following is the breakdown of training hours by employee category.

Hours of Training by Employee	Unit	FY2024	FY2025	FY2026
Senior Management	Hours	3,271*	374	276
Management	Hours		2,360	1,735
Executive	Hours	3,477*	7,367	3,704
Non-Executive	Hours	3,508*	13,697	11,806
Total Hours of Training	**Hours**	**6,779***	**23,798**	**17,521**

Note: (*) Applies to employees from Uzma Berhad, Uzma Engineering Sdn. Bhd., Premier Enterprise Corporation (M) Sdn. Bhd., Uzma Environergy Sdn. Bhd., Geospatial AI Sdn. Bhd., Uzma LNG Sdn. Bhd., and Uzma Artificial Lift Sdn. Bhd. only.





Employee Turnover and New Hire

Employee turnover is a key factor in organisational stability and growth. In FY2026, our turnover rate was 8.56%, reflecting our focus on retaining skilled professionals. Our commitment to talent attraction and retention is integral to our strategic goals and long-term sustainability. A satisfied and engaged workforce is vital for our continued success, and we remain dedicated to attracting, developing, and retaining exceptional talent in the future.

Our approach to talent attraction and retention is reflected in our turnover rate. While a zero-turnover rate may seem ideal, we focus on maintaining a healthy turnover rate that promotes organisational efficiency and allows for the recruitment of new talent with advanced skill sets.

The following is a breakdown of employee turnover and employee new hire at the end of the reporting period:

Number of Employee Turnover	FY2024	FY2025	FY2026
Senior Management	0	2	1
Middle Management	15	15	17
Executive	25	33	34
Non-executive	46	38	16
Total Turnover	**86**	**88**	**68**
Turnover rate(1)	**10.50%**	**10.15%**	**8.56%**

(1) Total Number of Turnover / Annual Average Headcount

Number of New Hire Employment		FY2024	FY2025	FY2026
By Gender	Male	170	77	62
	Female	45	34	30
By Age Group	Aged < 30	103	50	48
	Aged 31 - 50	90	59	28
	Aged 51 - 65	22	2	16
	Aged > 65	0	0	0
Total New Hire		**215**	**111**	**92**



Corporate Social Responsibilities

Related UNSDGs

Why It Matters?

At Uzma, we believe sustainable growth extends beyond business performance. We are committed to creating long-term social value by investing in education, talent development, community engagement, and knowledge sharing. We recognise that through meaningful Corporate Social Responsibilities ("CSR") efforts, we can build stakeholder trust, inspire future talent, strengthen industry capabilities, and contribute to a more inclusive and sustainable society.

Our Approach

Key elements of our CSR approach include:

- Focusing on local relevance by considering the social and environmental needs of the communities and regions where we have a presence.
- Supporting education, upskilling, and digital access, especially in underserved communities.
- Promoting environmental stewardship, including biodiversity protection, conservation efforts, and awareness around waste and water management.
- Encouraging employee volunteerism through Uzma Recreational Club ("URC") to deepen community engagement.

Our commitment to social responsibility is demonstrated through a range of initiatives and activities that embody our core values while driving positive, meaningful change. Below is an overview of our efforts and investment to engage with local communities in education, healthcare, infrastructure, and livelihood.

Sport Alumni Contribution

Location:
- Padang Semarak, Taman Wetland, Putrajaya

September 2025

Uzma was proud to serve as the Diamond Sponsor for the Karnival Sukan ANSARA 2025 ("KSA25"), the largest school alumni sports carnival in Malaysia, held from 12 July to 6 September 2025. During the KSA25 Closing Ceremony and Night Run, 21 Uzmarians participated in the night run held in Putrajaya.

Amount invested: RM30,000



Interactive Student Engagement

Location:
- IGB International School



October 2025

The session provided students with first-hand exposure to real-world Human Resource Management practices, linking classroom theories to practical business applications. Accompanied by Uzma Group's Chief People Officer, Datin Rozita Mat Shah, our team shared insights into how HR principles such as workforce planning, recruitment, learning and development, employment contracts, motivation, leadership, and organisational culture come to life in a dynamic corporate environment.

Beneficiaries: 12 students



World Clean Up Day

Locations:
- Kloth Bin, Subang Parade
- Labuan Bird's Park
- Kemasik Beach



October 2025

With theme "Tackling Textile & Fashion Waste Through Circular Fashion," we contributed a total of 151.8 kg of donations unwanted clothes at the Kloth Cares Fabric Recycling Bin, giving the items a second life and helping to reduce textile waste. Assisted by Kloth Cares, we learned how to repurpose old cotton T-shirts by transforming into colourful coasters, while learned more about textile waste and circular fashion.

In collaboration with RY Services, total of 30 participants contributed their energy to enhance cleanliness and beauty of the Labuan Bird's Park. Coinciding with Hari Bersih Labuan, also known as Hari Cuci Malaysia, the event symbolized a shared commitment to preserving the environment, keeping public spaces clean, and fostering a healthier ecosystem for both people and wildlife.

We also joined hands with PCSB PMA for a meaningful CSR programme at Kemasik Beach and collected 138kg of plastic and ocean debris washed ashore. After the clean-up, we teamed up with Malaysia's NGO, Malaysian Nature Society - EcoCare for a mangrove planting session. We learned how mangroves reproduce, aware their vital role in protecting coastlines, and how they provide a safe home for countless species.

Amount invested: RM5,000







Space Tech Workshop

Location:
- Universiti Teknologi PETRONAS (“UTP”)

October 2025

We engaged with the bright and curious students of Universiti Teknologi PETRONAS organised by UTP Stellar Astronomy Club. Through joined effort with Apadilangit Space Academy, we introduced students to the exciting world of space technology and data analytics. We are happy to inspire young minds to expand their knowledge in space technology and data science.

Beneficiaries: 23 students



National Space Camp 2025

Location:
- MIGHT Cyberjaya

December 2025

As part of the National Space Camp 2025 which organised by Apadilangit Space Academy, our team shared practical applications of satellite technology and geospatial intelligence through interactive sessions and industry case studies. The programme encouraged students to explore future careers in space technology while demonstrating how geospatial data contributes to sustainability, environmental management, and national development. We hope this sparks a passion that may one day lead them to join Malaysia’s growing space and geospatial industry, shaping the future of technology in our nation.

Beneficiaries: 38 students



Technology Student Visits

Location:
- Uzma Tower

January 2026

Uzma, through our subsidiary, Geospatial AI Sdn. Bhd., welcomed university students to Uzma Tower for an industry engagement programme showcasing how Earth observation technologies, AI, and geospatial analytics are applied across agriculture, environmental monitoring, infrastructure, and disaster management. The programme provided valuable industry exposure while strengthening university-industry collaboration. We are proud to play our part in inspiring young minds to explore careers in space technology and data science, and to contribute to developing the talent that will shape Malaysia’s future in the space and geospatial frontier.

Beneficiaries
- 20 students Universiti Putra Malaysia (“UPM”) of Bachelor Teknologi Pertanian Pintar, Fakulti Pertanian
- 33 students Universiti Malaysia Terengganu (“UMT”) of Sarjana Muda Pengurusan Operasi Maritim.





National Children’s Day in Thailand

Locations:
- Lan Krabu-M Petroleum Production Facility PTTEP at Lankrabue
- Ban Khao Daeng (Rat Upatham) School at Songkhla

January 2025

We invested THB 10,000 to more than 200 students in supporting the daily consumable items, meals and cash contribution during the National Children’s Day in Thailand.

Amount invested: RM1,500
Beneficiaries: 200 students



Ramadhan Outreach Programme

Locations:
- SK Ayer Jerneh
- SK Bukit Anak Dara

March 2026

We contributed and took part in the Ramadan outreach programme organised by TIM GANUKITER on 7 and 8 March 2026, which provided Ramadan Packs to 100 asnaf students and their families from SK Ayer Jerneh and SK Bukit Anak Dara in Kemaman, Terengganu.

Amount invested: RM6,000
Beneficiaries: 100 asnaf students





Ihya' Ramadhan: A Meaningful Contribution

Location:
- Masjid Jamek Tengku Abdul Aziz Shah, Sungai Penchala



March 2026

In the spirit of Ihya' Ramadhan, Uzma contributed RM3,400 to Masjid Jamek Tengku Abdul Aziz Shah that came from the shared spirit of Uzma 25 Years anniversary, where small individual efforts come together to create something bigger for the community. A simple reminder that giving is not about the amount, but the intention behind it.

Amount invested: RM3,400
Beneficiaries: 20 mosque committee members

CSR Rewang Bubur Lambuk Programme

Location:
- Masjid An-Nur Temasya Glenmarie

March 2026

Uzmarians came together for a CSR "Rewang Bubur Lambuk" programme at Masjid An-Nur Temasya Glenmarie, embracing the spirit of Ramadan.

Amount invested: RM5,602
Beneficiaries: more 200 individuals

Sentuhan Kasih Ramadan: Iftar & Raya Giving Sharing Blessings, Spreading Smiles

Location:
- FORUM Cultural Centre, Dewan Orang Ulu, Miri.

March 2026

Uzma participated in the SPE Sarawak Section Corporate Social Responsibility initiative, jointly organised with the ICOTA Association. Together with 13 other sponsoring companies, the programme benefited children under the care of the Department of Social Welfare, PIBAKIS, and Kompleks Kebajikan Laila Taib, Kuching, under PERYATIM. The event also welcomed representatives from PERYATIM, guardians, and the Department of Social Welfare.

Amount invested: RM3,300
Beneficiaries: 100 children



Save Our River 2026

Location:
- Anak Sungai Bukit Lagong

April 2026

Our Uzmarian women took a meaningful Women Empowerment CSR programme at Anak Sungai Bukit Lagong in collaboration with SPIA ("Skuad Pemburu Ikan Asing"). The programme is to help restore our rivers by catching suckermouth catfish also known as "ikan bandaraya", an invasive species that poses a serious threat to natural ecosystem of local waterways. We successfully hauled total of 202kg, a testament to what determined women can achieve when they set their minds to it.

Amount invested: RM8,047



Women's Hockey Team Support

Location:
- Stadium Hoki Johor

June 2026

We were honoured to support the Johor Women's Hockey Team in their preparations for SUKMA 2026. Through this contribution, we hope to play a small part in supporting the dedication, resilience, and aspirations of these talented young women as they continue to strive for excellence on and off the field.

Amount invested: RM18,000
Beneficiaries: 27 players



Our Performance

The summary below presents training and development data for the past three reporting years.

Community Investment Indicator	FY2024	FY2025	FY2026
Total amount invested	RM40,800	RM68,865	RM80,849
Number of beneficiaries of community investment[1]	15[2]	1,087[3]	773[3]

(1) The data for number of beneficiaries is based on our best estimate, given the difficulty in tracking the exact number of beneficiaries for some of our initiatives.

(2) The number of beneficiaries of community investment indicates the total number of programmes.

(3) The number of beneficiaries of community investment indicates the total number of the individuals benefitting from the programmes.



Governance

Related UNSDGs

Ethical Business Practices

Why It Matters?

We uphold strong ethical standards across our business to maintain stakeholder trust, protect our reputation, and support long-term growth. We adopt the highest standard of personal and professional integrity in executing our business activities, internally and externally. We also committed to ethical business practices and good corporate governance to be an exemplary corporate citizen.

Our Approach

Uzma is steadfast in its commitment to the highest standards of corporate governance, focusing on creating sustainable value for all stakeholders. The Group upholds a zero-tolerance stance on fraud, corruption, and unethical behaviour across all operations, including our value chain and partnerships. The Group also maintains its stance as an apolitical organization, with no political donations or contributions made during the reporting period.

This is supported by anti-bribery policies, corruption risk assessments, and whistleblower mechanisms, and is further reinforced by our presence in countries with relatively stronger anti-corruption frameworks, none of which are ranked among the 20 lowest in Transparency International's Corruption Perception Index.

We are dedicated to enforcing systems that prevent all forms of corruption and bribery, with a focus on achieving superior financial and operational results while maintaining exemplary business conduct. Uzma adopts a strict zero-tolerance policy against bribery and corruption, not only within the Group but also across our entire value chain and in relationships with business partners. Our unwavering commitment to ethical conduct is reflected in mandatory induction sessions for new employees, which include anti-bribery and corruption briefings, alongside familiarisation with established company policies, COBE and the Anti-Bribery Policy.

For more information on our corporate governance practices, including details on our governance structure and policies, please refer to the Corporate Governance section in this Annual Report and our corporate website at **www.uzmagroup.com**.

Policies and Procedures

Uzma's Anti-Bribery Policy, embedded in our Code of Conduct and Business Ethics ("COBE") outlines clear expectations for ethical conduct across all roles and locations. The Board, as the highest governing body, has oversight of all anti-bribery and corruption matters, with periodic reviews to reflect any legislative updates. In FY2026, we conducted Corruption Risk Assessments ("CRA") to identify exposure to bribery and other unethical practices.

Corruption Risk Assessment	FY2024	FY2025	FY2026
Percentage of operations assessed for corruption-related risks	0%	16%	16%

Our governance framework is supported by a robust array of organisational policies, codes, charters, and Terms of References, which include, but are not limited to:

- Board Charter
- Terms of Reference for
  - Audit Committee
  - Nomination and Remuneration Committee
  - Sustainability and Risk Management Committee
- Code of Conduct and Business Ethics
- Limits of Authority
- Anti-Bribery Policy
- Directors' Fit and Proper Policy
- Quality, Health, Safety, and Environmental Policy
- Whistleblowing Policy
- Conflict of Interest Policy
- People Handbook
- Human Rights Policy



Board Composition

Our Board is fundamental to the long-term success of the Group, driving sustainable value creation while serving the best interests of our stakeholders. To strengthen our decision-making processes, we have carefully structured the Board with individuals who bring diverse professional backgrounds and expertise.

Our current Board is composed of professionals with diverse expertise, including chartered accountants and members of engineering associations. Notably, seven out of eleven members are independent directors, underscoring our dedication to leadership integrity. To maintain the Board's effectiveness, we conduct annual evaluations. Starting of FY2024, women represent more than 30% of our Board, and all members are proud to be Malaysians, which is meeting Bursa's requirement.

Anti-Corruption Training and Awareness

To promote ongoing compliance with our anti-bribery and anti-corruption policies, we implement training and engagement programmes for all employees to reinforce the integrity of our control environment. We conduct formal and comprehensive training for when there are significant changes to the compliance landscape with more frequent sessions for senior management due to their critical role in overseeing and driving compliance.

Additionally, new employees receive mandatory Anti Bribery and Corruption and Code of Conduct and Business Ethics ("COBE") briefings for Uzmarian briefings during onboarding, while continuous awareness is reinforced through internal communications, employee handbooks, and the company website.

In FY2026, Uzma further strengthened its anti-bribery and anti-corruption awareness efforts through training and continuous awareness initiatives. On 16 June 2026, Group Legal organised a talk session on Anti-Bribery & Corporate Liability Obligations which was delivered by Tuan PKPs Nik Lokman Hakim Bin Nik Mohd from the Malaysian Anti-Corruption Commission ("MACC"). The session was attended by members of the Board of Directors, senior management and employees across Group.

The session provided participants with practical insights into anti-bribery requirements and corporate liability obligations. It also reinforced the importance of individual accountability in upholding transparency, accountability and integrity in all business activities.

In order to promote continuous awareness, Group Legal also conducted compliance awareness initiatives through the circulation of materials and posters on key anti-corruption topics, including the Third-Party Travel Policy which was circulated in September 2025, Section 17A of the Malaysian Anti-Corruption Commission Act 2009 which was circulated on January 2026, and Uzma Group Gifts Policy Thresholds which was circulated on June 2026. These initiatives reinforced the Group's expectations on ethical conduct and compliance across the organisation.

Annual Pledge on Integrity

In the reporting period, we continue to put compulsory for all employee to submit annual pledge on conflict-of-interest declaration.

Whistleblowing Channel

An essential part of our anti-corruption framework is a secure, independent, and trusted whistleblowing channel. It serves as a vital safeguard for detecting potential fraud, corruption, or other misconduct, and supports the effectiveness of our broader risk management and internal control environment.

All employees, business associates, and relevant stakeholders are encouraged to report suspected misconduct, breaches of law, or unethical behaviour, including corruption-related matters, through our whistleblowing channel with confidence that their concerns will be handled confidentially and without retaliation.

All Disclosures, whether in writing, or via email, should be directed to the Audit Committee Chairman at whistleblowing@uzmagroup.com. Full reporting procedures and contact details are available in Uzma's Whistleblowing Policy on our corporate website at **www.uzmagroup.com**.





Our Performance

Incidents of Corruption and Remedial Actions

We are pleased to report no incidents of corruption involving our employees or counterparties in relation to their employment with us during the reporting period.

Number of confirmed incidents of corruption and action taken for FY2024, FY2025 and FY2026	None
Cost of fines, penalties, or settlements in relation to corruption	RM0

Attendance on Anti-Corruption Training and Awareness

Below are the annual anti-corruption and bribery training completion from our employees during the reporting period.

Percentage of employees by category who attended formal anti-corruption training	FY2024	FY2025	FY2026
Senior Management	57%	78%	46%
Management	24%	72%	54%
Executives	28%	72%	45%
Non-Executive	2%	48%	4%

The higher participation rates recorded in FY2025 were primarily attributable to the delivery of anti-corruption and bribery training and assessments through virtual platforms over a period of three days. The online format provided employees with greater flexibility to attend the training sessions regardless of their work location, schedule, or operational commitments, resulting in significantly higher attendance rates across all employee categories.

In contrast, the FY2026 anti-corruption and bribery training was conducted physically at Uzma Tower on 16 June 2026, led by a representative from the Malaysian Anti-Corruption Commission. As the session was conducted at a fixed date and time to accommodate the invited external speaker, attendance opportunities were more limited compared to the flexible virtual approach adopted in FY2025. Although employees from other locations were given the option to participate online, operational requirements and offshore assignments and commitments at regional offices may have restricted participation for certain employee groups.

As a result, participation may have been affected by operational requirements for employees based at other office locations. Nevertheless, Uzma remains committed to fostering a strong culture of integrity and ethical conduct through ongoing anti-corruption training and awareness initiatives across the Group.

Whistleblowing or Grievance Cases

Over the past three reporting periods, no whistleblowing or grievance cases were reported.

Number of whistleblowing or grievance cases reported for FY2024, FY2025 and FY2026	None Reported

Data Privacy and Cyber Security

Related UNSDGs



Why It Matters?

In today's digital economy, cybersecurity and data privacy are critical pillars in maintaining stakeholder trust and protecting business continuity. At Uzma, we recognise our responsibility to safeguard sensitive information, mitigate cyber threats, and ensure the integrity of our digital infrastructure. Proactive management of cyber risks supports our broader commitment to operational resilience and sustainable governance.

Our Approach

Compliance and Information Security Controls

We implement a comprehensive approach to data privacy and cybersecurity, grounded in compliance, governance, and continuous improvement. Our strategy integrates people, processes, and technologies to minimise risks and uphold regulatory obligations.

The following is our key measures and controls:

Areas	Key Measures
Governance and Oversight	• Cyber risks overseen by the Board Sustainability and Risk Management Committee. • Information Security Committee manages policies and monitors implementation.
Standards and Compliance	• We are aligned with ISO 27001:2022, the Personal Data Protection Act 2010 (Malaysia), and applicable data protection laws in jurisdictions where we operate. • Continuous review ensures our policies meet evolving regulatory and threat landscapes. • 24x7 Security Operation Centre ("SOC") monitoring critical assets providing rapid incident response to defend against increasingly complex cyberattacks, ensuring that threats are detected and contained before they escalate. • Mobile Device Management ("MDM") implemented to provide centralised solution that allows to securely manage, monitor, and configure mobile devices and endpoints across multiple platforms.
Technical Controls	• Deployment of Multifactor Authentication ("MFA") and Endpoint Detection and Response ("EDR") tools to secure access and endpoints. • Ongoing penetration testing and vulnerability assessments to identify and remediate threats.
Third Party and Cloud Security	• All key vendors and cloud platforms undergo security assessments and compliance checks to ensure alignment with Uzma's security posture.
Disaster Recovery Plan	• Robust backup systems, redundancies, and a tested Disaster Recovery Plan ("DRP") to ensure continuity of critical operations in the event of a cyber incident or system failure.

Cybersecurity and Data Privacy Awareness

The Group regularly communicated cybersecurity awareness messages and security advisories through new employee onboarding session, engagement campaigns, digital posters, and internal communication channels. Key topics included phishing and MFA scams, password security, social engineering, PDPA compliance, data protection, secure handling of devices, and emerging threats such as AI-enabled scams and deepfakes.

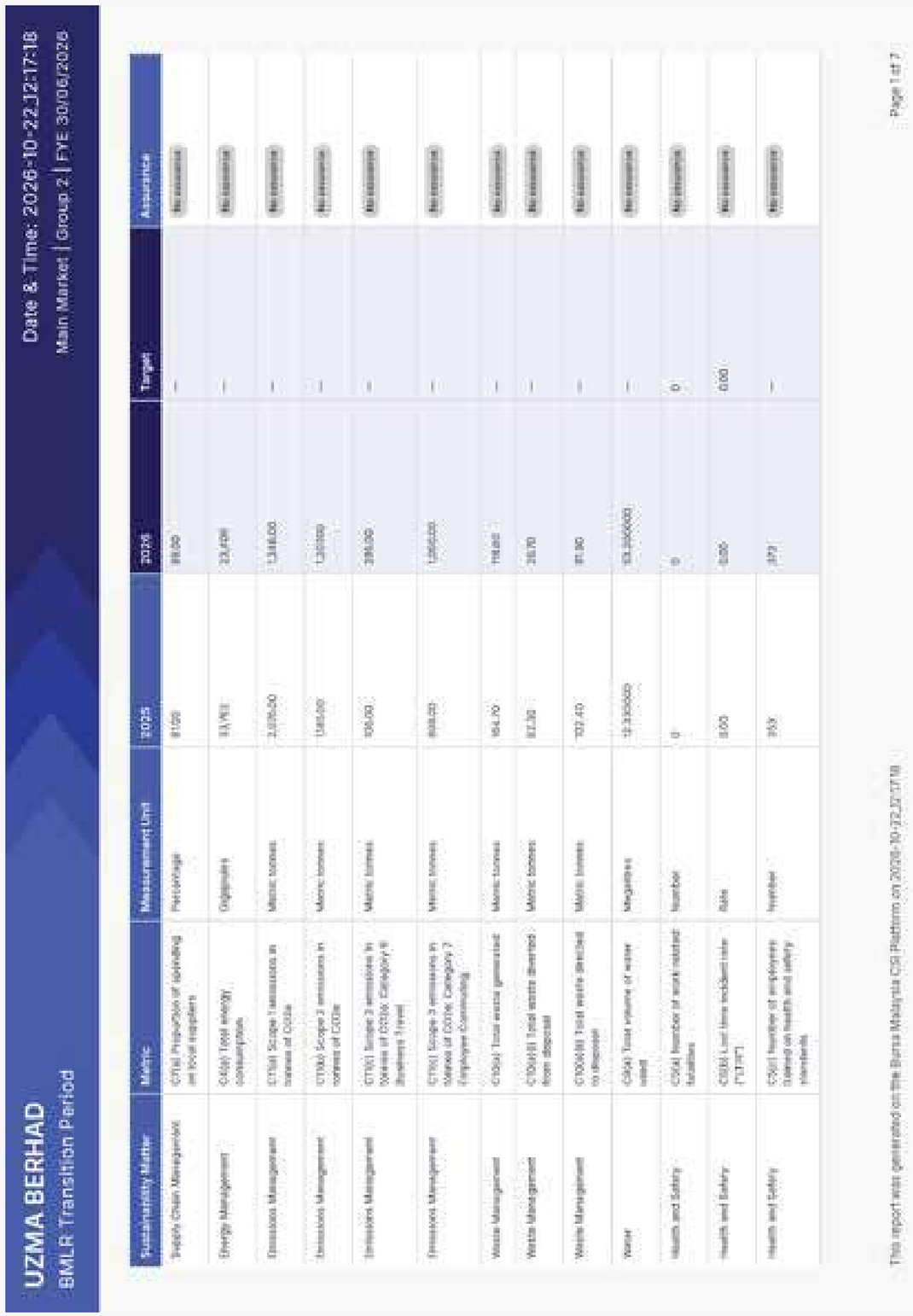
During FY2026, we conducted annual cybersecurity awareness campaigns and security alerts to reinforce employees' roles as the first line of defence against cyber threats. These initiatives support the Group's efforts to protect information assets, safeguard stakeholder data, and enhance overall cyber resilience.

Our Performance

During the reporting period, there were no substantiated complaints from any regulatory or official bodies regarding breaches of customer privacy or losses of customer data. This outcome underscores our ongoing commitment to cybersecurity maturity and stakeholder trust.

Substantiated complaints concerning breaches of customer privacy and losses of customer data for FY2024, FY2025 and FY2026	None Reported

Bursa Malaysia Sustainability Prescribed Table



UZMA BERHAD
BMLR Transition Period

Date & Time: 2026-10-22 12:17:18
Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2024	Target	Assurance
Labour Practices and Standards	C6(a) Total hours of training by employee category: Senior Management	Hours	334	376	–	No assurance
Labour Practices and Standards	C6(a) Total hours of training by employee category: Middle Management	Hours	2,360	1,735	–	No assurance
Labour Practices and Standards	C6(a) Total hours of training by employee category: Executive	Hours	3,967	3,704	–	No assurance
Labour Practices and Standards	C6(a) Total hours of training by employee category: Non-executive	Hours	13,697	11,906	–	No assurance
Labour Practices and Standards	C6(b) Percentage of employees that are contractors or temporary staff	Hours	2700	22.00	–	No assurance
Labour Practices and Standards	C6(c) Total number of employee turnover by employee category: Senior Management	Number	2	1	–	No assurance
Labour Practices and Standards	C6(c) Total number of employee turnover by employee category: Middle Management	Number	16	17	–	No assurance
Labour Practices and Standards	C6(c) Total number of employee turnover by employee category: Executive	Number	33	34	–	No assurance
Labour Practices and Standards	C6(c) Total number of employee turnover by employee category: Non-executive	Number	38	16	–	No assurance
Labour Practices and Standards	C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0	No assurance

UZMA BERHAD
BMLR Transition Period

Date & Time: 2026-10-22 12:17:18
Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2024	Target	Assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Senior Management Aged 30 and below	Percentage	0.00	0.00	–	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Senior Management Aged 31 – 50	Percentage	48.00	48.00	–	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Senior Management Aged 51 – 65	Percentage	52.00	48.00	–	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Senior Management Aged 65 and above	Percentage	0.00	4.00	–	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Middle Management Aged 30 and below	Percentage	2.00	3.00	–	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Middle Management Aged 31 – 50	Percentage	87.00	82.00	–	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Middle Management Aged 51 – 65	Percentage	11.00	13.00	–	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Middle Management Aged 65 and above	Percentage	0.00	1.00	–	No assurance

UZMA BERHAD
BMLR Transition Period

Date & Time: 2026-10-22 12:17:18
Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2024	Target	Assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Executive Aged 30 and below	Percentage	43.00	42.00	—	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Executive Aged 31 - 50	Percentage	55.00	55.00	—	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Executive Aged 51 - 65	Percentage	2.00	3.00	—	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Executive Aged 65 and above	Percentage	0.00	0.00	—	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Non-executive Aged 30 and below	Percentage	22.00	19.00	—	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Non-executive Aged 31 - 50	Percentage	65.00	68.00	—	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Non-executive Aged 51 - 65	Percentage	13.00	12.00	—	No assurance
Diversity	C3(a) Percentage of employees by age group by employee category: Non-executive Aged 65 and above	Percentage	0.00	1.00	—	No assurance

UZMA BERHAD
BMLR Transition Period

Date & Time: 2026-10-22 12:17:18
Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2024	Target	Assurance
Diversity	C3(a) Percentage of employees by gender group by employee category: Senior Management Male	Percentage	93.00	92.00	—	No assurance
Diversity	C3(a) Percentage of employees by gender group by employee category: Senior Management Female	Percentage	7.00	8.00	—	No assurance
Diversity	C3(a) Percentage of employees by gender group by employee category: Middle Management Male	Percentage	69.00	70.00	—	No assurance
Diversity	C3(a) Percentage of employees by gender group by employee category: Middle Management Female	Percentage	31.00	30.00	—	No assurance
Diversity	C3(a) Percentage of employees by gender group by employee category: Executive Male	Percentage	58.00	57.00	—	No assurance
Diversity	C3(a) Percentage of employees by gender group by employee category: Executive Female	Percentage	42.00	43.00	—	No assurance
Diversity	C3(a) Percentage of employees by gender group by employee category: Non-executive Male	Percentage	89.00	88.00	—	No assurance
Diversity	C3(a) Percentage of employees by gender group by employee category: Non-executive Female	Percentage	11.00	12.00	—	No assurance
Diversity	C3(b) Percentage of directors by gender group: Male	Percentage	70.00	64.00	—	No assurance

UZMA BERHAD
BMLR Transition Period

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Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2024	Target	Assurance
Diversity	C2(b) Percentage of directors by gender group: Female	Percentage	30.00	36.00	—	No assurance
Diversity	C3(b) Percentage of directors by age group: Aged 30 and below	Percentage	0.00	0.00	—	No assurance
Diversity	C3(b) Percentage of directors by age group: Aged 31 – 50	Percentage	10.00	18.00	—	No assurance
Diversity	C3(b) Percentage of directors by age group: Aged 51 – 65	Percentage	70.00	64.00	—	No assurance
Diversity	C3(b) Percentage of directors by age group: Aged 65 and above	Percentage	20.00	18.00	—	No assurance
Community/Society	C3(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	84,963.00	80,849.00	—	No assurance
Community/Society	C3(b) Total number of beneficiaries of the investment in communities	Number	1,087	773	—	No assurance
Anti-corruption	C1(a) Percentage of employees who have received training on anti-corruption by employee category: Senior Management	Percentage	76.00	48.00	—	No assurance
Anti-corruption	C1(a) Percentage of employees who have received training on anti-corruption by employee category: Middle Management	Percentage	72.00	54.00	—	No assurance
Anti-corruption	C1(a) Percentage of employees who have received training on anti-corruption by employee category: Executive	Percentage	72.00	45.00	—	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2024	Target	Assurance
Anti-corruption	C1(a) Percentage of employees who have received training on anti-corruption by employee category: Non-executive	Percentage	48.00	4.00	—	No assurance
Anti-corruption	C1(b) Percentage of operations assessed for corruption-related risks	Percentage	16.67	16.67	—	No assurance
Anti-corruption	C1(c) Confirmed incidents of corruption and actions taken	Number	0	0	0	No assurance
Anti-corruption	C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0	No assurance

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	2-3	Reporting period, frequency and contact point	About This Statement	96
	2-4	Restatements of information	N/A	
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	2-12	Role of the highest governance body in overseeing the management of impacts		
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	201-3	Defined benefit plan obligations and other retirement plans	Employee Management - Employee Compensation & Benefits	158
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GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	N/A	
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GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Ethical Business Practices	171
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	304-2	Significant impacts of activities, products, and services on biodiversity		
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	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	N/A	

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	306-3	Waste generated		
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GRI 308: Supplier Environmental Awareness 2016	308-1	New suppliers that were screened using environmental criteria	Supply Chain Management - Strengthening Environmental and Social Due Diligence in Our Supply Chain	115
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GRI 402: Labor / Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Labour Practices and Human Rights	149
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Occupational Safety & Health	141
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GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Employee Management – Training Hour and Development Data | Training and Development	162 | 156
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GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Labour Practices and Human Rights	149
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Labour Practices and Human Rights	149
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Labour Practices and Human Rights	149
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Labour Practices and Human Rights	149
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	Labour Practices and Human Rights	149
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	Labour Practices and Human Rights	149
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	CSR - Community Investment | Biodiversity	164 | 139
	413-2	Operations with significant actual and potential negative impacts on local communities		
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supply Chain Management - Responsible Sourcing	114
	414-2	Negative social impacts in the supply chain and actions taken		
GRI 415: Public Policy 2016	415-1	Political contributions	Ethical Business Practices	171
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Cybersecurity	174

Climate Report

This year marks Uzma's first climate report, prepared with reference to the International Financial Reporting Standards Sustainability Disclosure Standards ("IFRS"), namely IFRS S1 and IFRS S2, which have been incorporated into Bursa Malaysia's sustainability reporting requirements under the National Sustainability Reporting Framework ("NSRF").

While we are not yet fully aligned with all IFRS S1 and S2 requirements, this report serves as an important first step toward establishing a more systematic and transparent approach to climate-related disclosures.

The IFRS S1 and S2 standards offer a globally recognised foundation for identifying, evaluating, and reporting climate-related risks and opportunities across four key pillars: governance, strategy, risk management, and metrics and targets. At this stage, our disclosures are preliminary, with several components, such as scenario analysis, financial quantification, emissions baselining, and target setting, still in progress.

We acknowledge that there is room to grow. Our current disclosures are made on a best-effort basis, grounded in relevance to our operations and the maturity of available data.

In line with the phased and capacity-building approach encouraged by the NSRF, we are committed to strengthening our internal processes and progressively enhancing our reporting practices in accordance with IFRS S1 and S2 expectations.

An overview of how we address climate-related risks and opportunities, structured around the four IFRS S2 pillars, is provided in the sections that follow.

Governance

Uzma recognises that climate change is closely linked with key sustainability areas such as economic performance, health and safety, energy use, and emissions. Effective governance is essential to manage these risks and opportunities.

The Board oversees climate-related matters, ensuring they are integrated into strategic and operational decisions. Management is responsible for implementation, supported by relevant functions in tracking, compliance, and continuous improvement.

For more information, please refer to the Governance section of this Sustainability Statement.



Strategy

We have been continuously assessing how climate-related risks and opportunities could influence Uzma's business strategy, operations, and financial planning. To ensure Management and the Board are up-to-date with the latest sustainability NSRF requirements and climate issues, external consultants have been engaged for SRMC executive briefing session, held in February 2026.

This report is prepared in line with the Strategy pillar of the IFRS S1 and S2 standards, which require organisations to evaluate both the actual and potential impacts of climate change across short, medium, and long-term horizons. While we have not yet undertaken a detailed quantification of financial impacts, we acknowledge the relevance of both physical climate risks (such as extreme weather and flooding) and transition climate risks (such as regulatory shifts and rising expectations for low-carbon practices) to our business, particularly as an energy and technology company.

We define climate risk time horizons aligned with strategic planning:

- **Short term:** 0 - 12 months
- **Medium term:** 1 - 5 years
- **Long term:** Beyond 5 years

Climate-related Risks and Opportunities

We categorise climate-related risks into two main types: **physical risks** and **transition risks**.

Physical Climate Risks

Direct impacts of climate change on field and offshore operations, which consist of acute risks and chronic risks.

- **The Acute Risks** are the short-term, event-driven events such as floods or extreme heat that disrupt site access, damage infrastructure, or delay services.
- **The Chronic Risks** are the long-term shifts like rising temperatures or water stress that affect operational efficiency, resource availability, and asset lifespan.

Transition Risks

Arising from the global shift to a low-carbon economy

- Includes potential regulatory changes (e.g., carbon pricing), evolving investor and client expectations, and the need to innovate particularly in renewables and low-emission technologies

Scenario Analysis

Scenario analysis is a key component of our physical and transition climate risk assessment. It enables us to evaluate how these risks may evolve over time and assess the resilience of our operations under a range of possible climate conditions. We are committed to disclosure the detailed scenario analysis for physical risk and transition risk in future.

Risk Management

We continue to embed climate-related risks into our overall risk management processes to ensure they are identified, assessed, and managed in line with other business risks.



Metrics & Targets

To effectively manage climate-related risks and opportunities, we recognise the need to establish a strong foundation for measuring and disclosing key climate metrics. These metrics help us assess our exposure to climate impacts, monitor adaptation and mitigation progress, and support informed, data-driven decisions across our operations.

As this is our first climate report, disclosures remain at an early stage. We are focused on building internal capabilities and aligning with regulatory expectations, including those under IFRS S1 and S2.

Currently, our targets are a mix of qualitative and quantitative indicators. An overview of our climate risk performance management is outlined below.

Area	Metrics	Targets and Performance
Extreme weather events and mean temperature increase, which a threat to the health and safety of our people	Loss Time Injury Rate and Number of Fatalities	We are pleased to report that we continue to achieve zero fatalities and loss time injury. We intend to ensure that all employees and contractors, especially at our construction sites, remain safe and secure, despite the heightened exposure to weather elements and increase in mean temperature.
Operational Greenhouse Gas ("GHG") emissions	Scope 1 and Scope 2 GHG Emissions	Our target is to reduce Scope 1 and Scope 2 GHG emissions by optimising energy consumption and by ensuring greater efficiency in our business processes. However, we acknowledge that there is always room for improvement and remain committed to continuous progress.
Renewable and low carbon services	Solar EPC Capacity Installed (MWp)	We aim to expand our solar EPC delivery, particularly for industrial and commercial clients. As of the reporting period, a total of 1.81 MWp of solar capacity has been installed across commercial and industrial projects. Our solar business is expected to contribute increasingly to our project pipeline in the coming years.
	Non-Oil and Gas Revenue Share (%)	We aim to gradually grow our revenue contribution from non-oil and gas segments, such as renewables, digital, and geospatial services, in line with our broader diversification efforts. Currently, non-oil and gas business segment has contributed 16% of total revenue.
Climate intelligence	Geospatial Risk Contracts	We deliver satellite-based risk mapping for clients in agriculture, and infrastructure. We plan to grow this segment as part of our strategy to support climate resilience and environmental compliance. As of FY2026, our Land Use Change Analysis ("LUCA") services had covered over 170,000 hectares across the oil palm sector, supporting more sustainable land management practices.
Operating costs that are significantly impacted by climate-related risks include, but are not limited to: • Increased insurance premiums due to climate-related events • Higher medical claims from employees affected by climate-related health issues • Rising raw material and logistics costs driven by energy price fluctuations or disruptions to business operations	Operating Costs Affected by Climate-related Risks	Our target is to avoid any unexpected and significant increase in operating costs, due to poor climate risk management. For the reporting period, we are pleased to report that there has been no material or adverse financial impact on our operating costs and profitability, which can be directly attributable to poor management of climate-related risks.

Corporate Governance

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- Statement on Risk Management and Internal Control 206
- Audit Committee Report 212
- Nomination and Remuneration Committee Report 216
- Additional Compliance Information 220

5

SECTION

Corporate Governance Overview Statement

The Board of Directors ("Board") of Uzma Berhad ("Uzma" or "the Company") trusts that good corporate governance is the cornerstone to build a sustainable and resilient organisation which safeguards the shareholders' investment while enhancing shareholders value as well as the interest of other stakeholders.

This Corporate Governance Overview Statement ("Statement") of Uzma and its group of companies (collectively referred to as "Uzma Group" or "the Group") seeks to provide an insight to the Corporate Governance practices ("Practices") of the Group under the stewardship of the Board as outlined by the Malaysian Code on Corporate Governance 2021 ("MCCG" or "the Code") during the financial year ended 30 June 2026 ("FY2026" or "Financial Year").

The Company's corporate governance structure has been developed and modelled around the principles and recommendations of best practices prescribed in the Code with reference to the three (3) key principles as set out in the MCCG: -

Principle A: Board Leadership and Effectiveness

Principle B: Effective Audit and Risk Management

Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholder

This Corporate Governance Overview Statement is prepared in compliance with Paragraph 15.25(2) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and supported with the Corporate Governance Report ("CG Report") which provides the detailed application of the MCCG practices during the year under review. The CG Report is made available on the Company's website (www.uzmagroup.com) and through an announcement on the website of Bursa Securities.

In line with the requirements of the MCCG and MMLR, the Group has provided clear and forthcoming explanations for departures from the Practices in the CG Report. With regards to departure in Practices, the Board has provided disclosures on the alternative measures in place which will achieve comparable outcomes of those intended outcomes of the MCCG. The explanations on the departures, supplemented with disclosure on the alternative practices are contained in the CG Report.

Principle A: Board Leadership And Effectiveness

Board Responsibilities

The Group acknowledges the pivotal role played by the Board in steering the directions and operations of the Company. The Board is responsible to the Company's shareholders for the long-term success of the Group and its overall strategic direction in determining all major policies, reviewing the system of internal control, and ensuring that effective strategies and management are in place. The Board sets the business direction and oversees the conduct of the Group based on the periodic performance of the Group as reported by the Management in the quarterly financial results and has full access to all operational information together with the explanation as provided by the Management.

The Board allocates sufficient time and effort to carry out their responsibilities. It is also the Board's policy for the directors to notify the Chairman of the Board before accepting any new directorships, notwithstanding that the MMLR allows a director to sit on the Board of up to five (5) listed issuers. During FY2026, none of the Directors on the Board holds more than five (5) directorships in other listed issuers on Bursa Securities.

The Board is mindful of the importance of the establishment of clear roles and responsibilities in discharging its fiduciary duties and leadership functions. The practices applied and exercised by the Board are set out below: -

i. Clear Roles and Responsibilities

The Board has adopted a Board Charter ("Charter") which sets out, among others, the roles and responsibilities of the Chairman, the Managing Director/Group Chief Executive Officer ("MD/GCEO"), the Board, individual directors, Independent Directors, each Board Committee, and the Management. The Charter further sets out the processes and procedures for convening board meetings and guidelines for its directors on disclosure of interest. Similarly included in the Charter is the Code of Conduct and Ethics of the Board, which provides guidance for directors regarding the ethical and behavioural considerations and/or actions as they address their duties and obligations during their appointment.

The Charter is reviewed periodically and updated in accordance with the needs of the Company to ensure its effectiveness and consistency with the Board's strategic intent as well as the relevant standards of corporate governance.

The Charter and the Code of Conduct and Ethics are available at the Company's website at www.uzmagroup.com.

ii. Corporate Liability

In compliance with the amendment of Section 17A of the Malaysian Anti-Corruption Commission Act 2009 and guided by the Ministerial Guidelines and Paragraph 15.29 of the MMLR of Bursa Securities in relation to anti-bribery, the Board has taken proactive measures to ensure adequate procedures are in place, which are in line with the Guidelines issued by the Prime Minister's Department.

The Anti-Bribery Policy and Whistleblowing Policy and Procedure ("ABC Policies") seek to establish and adopt the highest standards of personal and professional integrity in executing its business activities within the organisation and external to the organisation. Uzma Group is committed to ethical business practices and good corporate governance. Thus, the ABC Policies set out the Group's expectations for internal and external parties working with, for, and on behalf of the Group in upholding the Group's commitment and stance against bribery. As part of the Group's ongoing efforts to strengthen awareness and compliance with its anti-bribery and anti-corruption requirements, annual refresher training on Section 17A of the Malaysian Anti-Corruption Commission Act 2009 and the Group's ABC Policies is provided to relevant employees. The ABC Policies are available for viewing at Uzma's corporate website at www.uzmagroup.com.

iii. Separation of Position of the Chairman and Managing Director/Group Chief Executive Officer ("MD/GCEO")

The Board acknowledges the importance of establishing an effective Board composition to ensure a strong and open working relationship between the directors.

Therefore, to ensure balance of power and authority in the Board, there is a clear demarcation of duties and responsibilities between the Chairman and the MD/GCEO to ensure organisational check and balance for better governance. The roles of Chairman and MD/GCEO are held separately by Datuk Abdullah bin Karim and Dato' Kamarul Redzuan bin Muhamed, respectively, as both roles serve different expectations and audiences.

The Chairman is responsible for ensuring the Board's effectiveness and provides leadership at the Board level, chairing the meetings of the Company and the Board, represents the Board to the members and together with the Board, reviews and approves the strategic objectives and policies of the Group. Whilst MD/GCEO is responsible for managing the Company's business as well as responsible to the Board for implementing operational and corporate decisions.

iv. Company Secretary

The Board is supported by two (2) suitably qualified and competent Company Secretaries under Section 235(2) of the Companies Act 2016 ("Act"). The Companies Secretaries are members of the Malaysian Institute of Chartered Secretaries and Administrators and the Company Secretary's Licence by the Companies Commission of Malaysia.

The Company Secretaries play an advisory role, particularly on the corporate administrative and governance matters, to ensure the Company is in compliance with its Constitution, the Board Charter, and the Company's policies and procedures, and the relevant regulatory requirements, guidelines, and legislation.

The Company Secretaries attend all the Board and Board Committee meetings and are responsible for ensuring the meeting procedures are in place, including disseminating complete and accurate meeting materials in a timely manner to allow the Board members to have sufficient time to review the relevant documents prior to meetings. The Company Secretaries also facilitate the communication of key decisions and policies between the Board, Board Committees, and Management.

All Board members have unrestricted access to the advice and services of the Company Secretaries.

The Company Secretaries or their representatives attend and ensure that all Board and Board Committee meetings are properly convened. The decision made and/or resolutions passed thereof are recorded in the minutes of meetings and are kept at the registered office of the Company together with its statutory registers.

Other roles of the Company Secretaries include coordinating with the Management on the preparation of the Board papers and ensuring the Board procedures and applicable rules are observed. The Company Secretaries are further responsible in maintaining the records of the Board as well as disseminating relevant information in a timely manner to ensure the Board are up to date with the evolving regulatory requirements.

The Company Secretaries constantly keep themselves abreast of the evolving regulatory changes and developments in corporate governance through continuous training.

v. Board Meetings

The Board meets at least once in every quarter with additional meetings convened, as and when necessary. The meeting agenda, relevant reports and Board papers are furnished to the directors and Board Committee members within a reasonable timeframe prior to the meetings to allow the directors to have sufficient time to read them for effective discussion and decision-making at the meetings. Where applicable, the senior management officers are invited to attend these meetings to explain and clarify matters being tabled. Matters requiring the Board's decision during the intervals between the Board meetings are circulated and approved through the written circular resolutions.

The Board has a formal schedule of reserved matters at the Board Meetings which includes the corporate plans, annual budgets, the Group's performance review, major investments and financial decisions, changes to the Management and control structure within the Group, such as key policies and procedures, and delegated authority limits. The Board has scheduled meeting dates in advance to facilitate the directors in planning their meeting schedules for the year. Additional meetings are convened, where necessary, to deal with urgent and important matters that require the attention of the Board.

The Board is supplied with information in a timely manner and appropriate quality to enable them to discharge their duties with regard to the issues to be discussed. The Company Secretaries organise and attend all Board Meetings to ensure proper records of the proceedings.

The minutes of meetings of the Board and Board Committees are circulated to the Board and Board Committee Members for review and comments within a reasonable timeframe prior to the Chairman's confirmation at the next Board and Board Committee meetings, respectively.

Five (5) Board of Directors' meetings were held during the financial year under review. The details of the directors' attendance are set out as follows: -

Directors	Attendance in FY2026					Total	Percentage (%)
	26 Aug 2025	10 Sep 2025	18 Nov 2025	26 Feb 2026	20 May 2026		
Datuk Abdullah Bin Karim (Independent Non-Executive Chairman)	✓	✓	✓	✓	✓	5/5	100
Dato' Kamarul Redzuan Bin Muhamed (Managing Director/Group Chief Executive Officer)	✓	✓	✓	✓	✓	5/5	100
Dato' Che Nazahatuhisamudin Bin Che Haron (Executive Director)	✓	✓	✓	✓	✓	5/5	100
Datin Rozita Binti Mat Shah @ Hassan (Executive Director)	✓	✓	✓	✓	✓	5/5	100
Datuk Seri Dr. Zurainah Binti Musa (Independent Non-Executive Director)	✓	✓	✓	✓	✓	5/5	100
Encik Ikhlas Bin Abdul Rahman (Independent Non-Executive Director)	✓	✓	✓	✓	✓	5/5	100
Y.M. Tengku Ezuan Ismara Bin Tengku Nun Ahmad (Independent Non-Executive Director)	✓	✓	✓	✓	✓	5/5	100
Datuk Farisha Binti Pawan Teh (Independent Non-Executive Director)	✓	✓	✓	✓	✓	5/5	100
Encik Mazli Zakuan Bin Mohd Noor (Independent Non-Executive Director)	✓	✓	✓	✓	✓	5/5	100
Dato' Nasri Bin Nasrun (Non-Independent Non-Executive Director)	✓	✓	✓	✓	✓	5/5	100
Ms. Karel Avni Doshi a/p Jitendrakumar (Non-Independent Non-Executive Director)	X	X	X	X	✓	1/1	100

Notes:
* Ms. Karel Avni Doshi a/p Jitendrakumar was appointed to the Board on 27 February 2026.

The Board is satisfied with the level of time commitment given by the directors towards fulfilling their roles and responsibilities, which is evidenced by the satisfactory attendance record of the directors at the Board meetings.

vi. Continuous Training and Development

In discharging its duties and responsibilities, the directors recognise the importance and value of attending programmes, seminars, and forums to keep themselves abreast with the current developments of the industry, as well as the new statutory and regulatory requirements.

The details of the trainings attended by the directors during the year under review are set out as follows:

Name of Directors	Training Programmes
Datuk Abdullah Bin Karim (Independent Non-Executive Chairman	1. Oil and Gas (OGA) 2025 Exhibition. 2. Petronas Sharing Session with HR Practitioners.
Dato' Kamarul Redzuan Bin Muhamed (Managing Director/Group Chief Executive Officer)	1. Uzma Cybersecurity Awareness Training 2. Cyberjaya Conversation Roundtable 3. MPRC Industry Advisory Pane 4. MIMOS IAG: Invitation to Participate in MIMOS RMK-13 Programme Review Workshop 5. Cyberjaya Conversation Summit 2025 6. Forum Ekonomi Malaysia Conference 7. OGSE100 CEOs Forum 2026 8. Space Economy and Talent Development "One Moon • Many Worlds" Programme 9. TechnoMart Malaysia-Japan : Talkseries Session | Business Group Session | Business
Datin Rozita Binti Mat Shah @ Hassan (Executive Director)	1. Innovate or Stagnate; Crafting a Roadmap for a Future Ready Organisation, conference 2. Progressive Disciplinary Management 3. Uzma Cybersecurity Awareness Training
Dato' Che Nazahatuhisamudin Bin Che Haron (Executive Director)	1. Uzma Cybersecurity Awareness Training 2. Effective Board Governance: Principles and Practices for High-Performing Boards
Datuk Seri Dr. Zurainah Binti Musa (Independent Non-Executive Director)	1. Uzma's Anti-Bribery and Corporate Liability Obligation Talk
Encik Ikhlas Bin Abdul Rahman (Independent Non-Executive Director)	1. Seminar: AOB with the Audit Committee organised by Bursa Malaysia
Y.M. Tengku Ezuan Ismara Bin Tengku Nun Ahmad (Independent Non-Executive Director)	1. Various Corporate Proposals, Simplified
Datuk Farisha Binti Pawan Teh (Independent Non-Executive Director)	1. AI-Enabled Sustainability: Board Strategy, Risk Controls and Performance Insight ICDM

Name of Directors	Training Programmes
Mazli Zakuan Bin Mohd Noor (Independent Non-Executive Director)	1. CGM Director's Masterclass Series 2025 2. ICDM Dialogue & Networking | Governance in an Era of Trade Uncertainty: Navigating Tariff Risks and Opportunities 3. ICDM Dialogue & Networking | Governance in an Era of Trade Uncertainty: Navigating Tariff Risks and Opportunities 4. Khazanah Megatrend Forum 2025 5. ICDM Rising Geopolitical Tension: What's Your Response
Dato' Nasri Bin Nasrun (Non-Independent Non-Executive Director)	1. Anti-Bribery & Corruption Training Sedania
Ms. Karel Avni Doshi a/p Jitendrakumar (Independent Non-Executive Director)	1. ICDM Mandatory Accreditation Program 2. Capital Market Director Programme (CMDP) 3. Fellow Certified Practising Accountant (FCPA) Issued by CPA Australia

Uzma Group's Legal team and Company Secretaries keep the Directors informed on the relevant external training programmes. The Company Secretaries also circulated the relevant guidelines on the statutory and regulatory requirements from time to time for the Board's reference and briefed the Board on these updates at the Board meetings.

In addition, the External Auditors play their role in briefing the Board on the latest changes to the Malaysian Financial Reporting Standards ("MFRS") that affect the Group's financial statements during FY2026, where applicable.

vii. Access to Information and Advice

The Board has unrestricted access to timely and accurate information in their furtherance of their duties.

The directors are given access to any information within the Company and have full access to the advice and services of the Company Secretaries and are free to seek independent professional advice at the Company's expense, if necessary, to ensure the effective functioning of the Board in discharging its various duties.

If external advice is necessary, the Director who intends to seek such consultation or advice shall notify the Management of such request. Upon obtaining the Board Chairman's approval, the Directors shall acquire the independent professional advice. All advice and opinions from the advisors shall be reported to the Board.

viii. Board Committees

To assist in the discharge of its duties and responsibilities, the Board has established the following Board Committees to perform certain functions and to provide recommendations and advice: -

- **Audit Committee ("AC");**
- **Nomination and Remuneration Committee ("NRC");**
- **Sustainability and Risk Management Committee ("SRMC"); and**
- **Employees' Share Scheme Committee ("ESSC")**

The Board Committees are entrusted with specific responsibilities to oversee the Group's affairs with the authority to act on behalf of the Board and operate within their respective written Terms of Reference that have been approved by the Board.

The chairman of the respective Board Committees reports to the Board on key matters deliberated at the Board Committees' meetings and makes the necessary recommendations to the Board. The ultimate responsibility for decision-making lies with the Board.

An overview of the functions, responsibilities and meeting attendance of each committee are as follows:

Audit Committee	Meeting (s) Attended	Responsibilities
Y.M. Tengku Ezuan Ismara Bin Tengku Nun Ahmad (Chairman)	5/5	• Assists the Board in fulfilling the statutory and fiduciary responsibilities in monitoring the Group's management of its financial risk processes, accounting, and financial reporting practices, ensures the efficacy of the Group's system of internal control and maintains the oversight for both internal and external audit functions; and • Reviews any related party transactions and conflict of interest situations that may arise within the Company and the Group.
Encik Ikhlas Bin Abdul Rahman (Member)	5/5	
Encik Mazli Zakuan Bin Mohd Noor (Member)	5/5	
Dato' Nasri Bin Nasrun (Member)	5/5	
Ms Karel Avni Doshi a/p Jitendrakumar (Member) ** Appointed on 27 February 2026*	1/1	

Nomination & Remuneration Committee	Meeting (s) Attended	Responsibilities
Datuk Seri Dr. Zurainah Binti Musa (Chairperson)	5/5	• Recommends new suitable candidates for directorships proposed by the MD/GCEO and, within the bounds of practicability, by any other senior executive(s) or any director(s) or shareholder(s); and utilise the independent services to identify qualified candidates; • Reviews annually on the required mix of skills and experiences on core competencies, as well as character, experience, integrity, competency, and time commitment of the Directors; • Assists the Board on its annual assessment of the effectiveness of the Board as a whole and the Board Committees; • Develop, maintain, and review the criteria to be used in the recruitment process and annual assessment of Directors. The nomination and election process as well as the criteria used in the selection process and the assessment undertaken in respect of its Board, Committees and individual Director should be disclosed in the Annual Report; • Assesses the training needs of each director, reviews the fulfilment of such training and discloses details in the Annual Report as appropriate; • Assesses annually the independence of the Independent Directors and their tenure of service; • Recommends to the Board for continuation (or not) in service of Executive Director(s) and Directors who are due for retirement by rotation; • Considers and recommends the Independent Directors beyond nine (9) years for continuation in office, having due regard to their performance and ability to continue to contribute to the Board; • Reviews on an annual basis the remuneration packages of the executive directors, non-executive directors and senior management, and recommends to the Board for approval; and • Reviews and recommends to the Board and thereafter the shareholders at the Annual General Meeting, the fees of the directors and any benefits payable to the Directors.
Y.M. Tengku Ezuan Ismara Bin Tengku Nun Ahmad (Member)	5/5	
Datuk Farisha Binti Pawan Teh (Member)	5/5	

Sustainability & Risk Management Committee	Meeting (s) Attended	Responsibilities
Encik Ikhlas Bin Abdul Rahman (Chairman)	3/3	a) Risk Management: • Review the adequacy and effectiveness of Uzma's Enterprise Risk Management Framework and ongoing activities, including reports on key strategic, business, and ESG risks. • Review the Enterprise Risk Management Risk Register to ensure effective monitoring and management of identified risks.

Sustainability & Risk Management Committee	Meeting (s) Attended	Responsibilities
Datuk Farisha Binti Pawan Teh (Member)	3/3	• Review risk assessments on business proposals and new initiatives, including: o Merger & acquisition, divestment, and joint-venture proposals o Financial-related decisions (e.g., financing) o Commercial transactions with material complexity and exposure o Country-related decisions (e.g., entry or exit management) o Key capital projects o New business ventures or special projects • Review and recommend the determination of the risk tolerance level of Uzma. b) Governance and Sustainability: • Review and recommend a sustainability strategy and governance structure in alignment with Uzma's business strategy. • Through the Group Sustainability Steering Committee, assess the adequacy of the Group's Sustainability Framework and oversee sustainable development responsibilities in the following areas: i) Anti-corruption ii) Community/Society iii) Diversity, Equity, and Inclusion iv) Energy Management v) Occupational Health & Safety & Health vi) Labour Practices and Human Rights Standards vii) Supply Chain Management viii) Data Privacy and Cyber Security ix) Water x) Waste Management xi) Emissions Management xi) Employee Management xi) Technology and Innovation xi) Pollution Management xi) Climate Change xi) Biodiversity
Encik Mazli Zakuan Bin Mohd Noor (Member)	3/3	

Employees' Share Scheme Committee	Meeting (s) Attended	Responsibilities
Datuk Seri Dr. Zurainah Binti Musa (Chairperson)	2/2	To act as an administrator in the ESS in accordance with the By-Laws, with powers and duties conferred by the Board.
Y.M. Tengku Ezuan Ismara Bin Tengku Nun Ahmad (Member)	2/2	
Datuk Farisha Binti Pawan Teh (Member)	2/2	
Dato' Kamarul Redzuan Bin Muhamed (Member)	2/2	

Board Balance and Composition

As of the date of this Statement, the Board currently has a balanced composition of eleven (11) directors consisting of three (3) Executive Directors, one (1) Non-Independent Non-Executive Director ("NINED") and seven (7) Independent Non-Executive Directors ("INEDs"). The INEDs represent 63.6% of the Board's composition, in line with Paragraph 15.02 of MMLR of Bursa Securities, which requires at least two (2) directors or one-third of the Board, whichever is higher, to be independent. The composition of INEDs is also in line with the recommendations under Practice 5.2 of the Code of having at least half of the Board comprising independent directors.

The Chairman of the Board is an Independent Non-Executive Director who carries out a leadership role in the conduct of the Board and its relations with the members and stakeholders. The presence of the Independent Directors safeguards the interest of the stakeholders in ensuring the highest standard of conduct and integrity are maintained to ensure that any decision of the Board is deliberated in full and objectively with regard to the long-term interest of all stakeholders. A brief profile of each Director can be found in this Annual Report.

The Board is satisfied that the present size and composition of the Board are appropriate for the complexity and scale of operations of the Group. The Board believes that a diverse Board that leverages differences in the skills, knowledge, experience, and views of Directors will ensure effective stewardship and will steer the Company to retain its competitive advantage. As presently constituted, the Board is well balanced and has the stability, continuity, and commitment, as well as the capacity to discharge its responsibilities effectively.

The INEDs play a strong and vital role in entrenching good governance practices in the affairs of the Group by providing independent views, advice, and judgement in consideration of the interests of members at large in order to effectively check and balance the Board's decision-making process. The INEDs of the Company had devoted sufficient time and attention to the Group's affairs.

At least one-third of the Directors are required to retire by rotation annually and be subject to re-election at each AGM. All Directors shall retire from office at least once every three (3) years but shall be eligible for re-election. At this forthcoming 19th AGM, Datuk Seri Dr. Zurainah binti Musa, Ikhlas bin Abdul Rahman, Y.M. Tengku Ezuan Ismara bin Tengku Nun Ahmad and Karel Avni Doshi a/p Jitendrakumar shall retire from office and be eligible for re-election, pursuant to the Constitution of the Company.

The practices applied by the Board with regard to its composition are set out below: -

i. Tenure of the Independent Directors

The Code provides that the tenure of an independent director should not exceed a cumulative term of nine (9) years. Upon completion of nine (9) years, an independent director may continue to serve on the Board, subject to the redesignation of the independent director as a non-independent director. The Board must justify and seek the shareholders' approval in the event it retains as an independent director, a person who has served in that capacity for more than nine (9) years.

The Board believes that the continued contribution of the Independent Directors will provide stability and benefits to the Board and the Company as a whole, especially their invaluable knowledge of the group and its operations gained through the years. The calibre, qualifications, experiences, and personal qualities, particularly in the director's integrity and objectivity in discharging their responsibilities in the best interest of the Company, determines the ability of a Director to serve effectively as an Independent Director.

The Board embraces the practice of retaining an independent director beyond nine (9) years and provides the justification for doing so and seeks the shareholders' approval annually in that respect. If the Board continues to retain the independent directors after in office for more than nine (9) years, in addition to providing justification as explained above, the Board will seek the shareholders' approval through a two-tier voting process, unless the said independent director wishes to be re-designated as a non-independent non-executive director.

The NRC has reviewed and recommended to the Board that Datuk Seri Dr. Zurainah Binti Musa, who was appointed on 13 May 2015 and reached her nine (9) year tenure on 13 May 2024, continues to serve as an Independent Director of the Company. Her retention was approved by shareholders at the 18th AGM through the two-tier voting process in accordance with the MCCG. As such approval is required on an annual basis, the Board, based on the NRC's recommendation, will once again seek shareholders' approval via the two-tier voting process at the forthcoming 19th AGM.

Datuk Seri Dr. Zurainah Binti Musa will reach the maximum tenure of twelve (12) years as an Independent Director on 13 May 2027. In accordance with the MMLR, which provides that the tenure of an Independent Director shall not exceed a cumulative period of twelve (12) years, she will be redesignated as a Non-Independent Non-Executive Director upon completion of her twelve (12) year tenure.

The NRC also reviewed and recommended to the Board that Datuk Abdullah Bin Karim, who was appointed on 25 August 2016 and reached his nine (9) year tenure on 25 August 2025, continues to serve as an Independent Director of the Company. His retention was approved by shareholders at the 18th AGM through the two-tier voting process in accordance with the MCCG. As such approval is required on an annual basis, the Board, based on the NRC's recommendation, will once again seek shareholders' approval via the two-tier voting process at the forthcoming 19th AGM.

In respect of Encik Ikhlas Bin Abdul Rahman, the NRC has reviewed and recommended to the Board that he continues to serve as an Independent Director of the Company. He was appointed on 1 February 2017 and reached his nine (9) year tenure on 1 February 2026. Accordingly, the Board, based on the NRC's recommendation, will seek shareholders' approval for his retention for the first time via the two-tier voting process at the forthcoming 19th AGM.

During the financial year under review, the Board via the NRC assessed the independence of its INEDs. Based on the outcome of the assessment, the INEDs were found to have independence mindset of which they will continue to be independent and able to provide objective judgement during the Board's deliberations and decision-making.

ii. Policy on Tenure of the Independent Directors

As the Company is not classified as a "Large Company", the Board does not have a policy which limits the tenure of the INEDs to nine (9) years without further extension. At present, the Board will ensure compliance with the MMLR, which limits the tenure of the INEDs to not more than a cumulative period of twelve (12) years.

iii. Appointment of the Directors

The Board does not adhere to a fixed set of criteria for assessing and selecting director candidates. However, in line with the Fit and Proper Policy, considerations include the candidate's skills, qualifications, knowledge, experience, competence, integrity, and expertise that would add value to the Board. An understanding of the business environment and a willingness to commit adequate time and effort to fulfil the Board's duties and responsibilities are also crucial factors.

The NRC is responsible to recommend and identify candidate(s) to the Board if there is any vacancy arising from resignation, retirement, or any other reason, or if there is a need to appoint additional director(s) with the required skills or profession based on the recommendation from the Board to close the competency gap in the Board as identified by the NRC. The potential candidate(s) may be proposed by the existing director(s), senior management staff, members, or third-party referrals and/or independent sources.

Upon receiving the proposal, the NRC is responsible to conduct an assessment and evaluation of the proposed candidates based on their skills, knowledge, character, integrity, expertise and experience, competency, commitment (including time), and where appropriate, the independence of the proposed candidate(s) for the appointment of the independent directors. The NRC may, at its discretion, conduct legal and other background searches on the proposed candidates, as well as formal or informal interviews.

Upon completion of the assessment and evaluation of the proposed candidates, the NRC would make its recommendation to the Board. Then, the Board would evaluate and decide on the appointment of the proposed candidates based on the recommendation by the NRC.

iv. Gender Diversity

The Board acknowledges the recommendation of the Code on Gender Diversity and has established a gender diversity policy to ensure women's participation on the Board. With the appointment of Ms Karel Avni Doshi a/p Jitendrakumar as Director with effect from 27 February 2026, the Company has four (4) female Directors, representing 36.4% of the Board, meeting the 30% minimum requirement for women directors.

The Board recognises and embraces the benefits of having gender diversity in the boardroom as a mixed-gender board would offer different viewpoints, ideas, and market insights. This would enable better problem-solving to gain a competitive advantage in serving an increasingly diverse customer base than the boardroom that is dominated by one gender.

The Board will focus its efforts to establish a diverse Board with a variety of skills, experiences, ages, cultural backgrounds, and genders.

v. Board Annual Evaluation on Effectiveness

During the financial year under review, the Board, through the NRC, had carried out the annual assessment conducted internally. The Board Effectiveness Evaluation exercise was facilitated by the Company Secretaries, which aims to review the effectiveness of the Board as a whole, Board Committees, as well as the contribution of each individual director and the assessment of the independence of the independent directors. Annually, the NRC also assisted the Board to review the character's experience, integrity, competency, and time commitment of the MD/GCEO and the Group Chief Financial Officer of the Company.

Based on the results of the annual assessment, the Board was satisfied with the current composition of the Board and its committees, in respect of their balanced mix of skills, experience, and expertise, as well as the individual directors' personal attributes and contributions to the Board. The results of the annual assessment have been documented. Some of the key findings, as well as recommended areas for improvement arising from the annual assessment, was tabled to the NRC and subsequently highlighted to the Board for notation.

The directors who are subject to re-election and/or reappointment at the forthcoming AGM shall be assessed by the NRC before recommending to the Board the re-election and/or reappointment to be tabled for the shareholders' approval. An appropriate assessment and recommendation by the NRC would be based on the annual assessment conducted.

vi. Directors' Fit and Proper Policy

The Directors' Fit and Proper Policy adopted by the Board is to guide the NRC and the Board on their review and assessment of the potential candidates for appointment as directors as well as directors who are seeking re-election at the AGM of the Company. The Policy also aims to ensure that Directors possess the necessary character, integrity, relevant range of skills, knowledge, experience, competence, and time commitment to carry out their roles and responsibilities effectively.

The Directors' Fit and Proper Policy is published on the Company's website at **www.uzmagroup.com**.

Remuneration

The Board, through the NRC, had established a Directors' Remuneration Policy and Procedure to assist the Group in attracting, retaining, and motivating its Directors and Senior Management to run the Group successfully.

The NRC is responsible for reviewing, considering, and recommending to the Board, the remuneration packages of the Directors and key senior management, drawing from professional advice, internally or externally, as and when necessary.

During FY2026, the NRC had reviewed the remuneration of the Executive Directors, which reflects the level of risks and responsibilities, the individual's Key Performance Indicators on the job, and the performance of the Company and considered their remuneration packages are well within the comparable companies in a similar industry. The NRC had also reviewed the fees for the Non-Executive Directors, which reflects the experience and level of responsibilities undertaken by the individuals concerned. The interested directors have abstained from participation in the decisions regarding their own individual remuneration during the NRC's deliberations and recommendations.

The level and structure of Group's remuneration policy are aligned with the business strategy and long-term objectives of the Group. This is appropriate as to attract, retain, and motivate the Directors to provide good stewardship and motivate the key management personnel to successfully manage the Group. The Board is of the view that the current remuneration level is sufficient to attract, retain, and motivate the qualified Directors to serve on the Board.

As the Company is not classified as a "Large Company", the full disclosure of the top five (5) key senior management's remuneration on a named basis is not required. In addition, the Board is of the view that the disclosure thereof would not be in the best interest of the Group, due to the intense competition, scarcity of talents in the industry, and the need to balance confidentiality and commercial sensitivities associated with remuneration matters.

As an alternative to the recommended practices of the Code and MCCG, the Board has adopted to disclose the remuneration of the five (5) key senior management on a group basis for FY2026, which amounted to RM2,730,264.

With the best interest of the Group in mind and taking into consideration the intense competition, scarcity for talents, sensitivity, privacy, security, and the issue of staff pinching, the Board has opted not to disclose on a named basis, the remuneration of the key senior management.

Further to the above, as the Company is not a "Large Company", the Company is of the view that the non-disclosure will not be prejudicial to the shareholders' interest. As an alternative to the recommended practice, the Board discloses the key senior management's remuneration on an aggregate basis for the year under review.

The remuneration of the Board of Directors can be found in the CG Report, which is uploaded together with this Annual Report, on the Group's website (www.uzmagroup.com) and Bursa Securities' website.

Principle B: Effective Audit And Risk Management

Audit Committee

The role of the AC is to support the Board in overseeing the financial reporting processes and audit function, provide assistance to the Board relating to the corporate accounting and practices for the Group, review the financial reports and the internal control of the Company. The AC comprises four (4) INEDs and one (1) NINED. The chairman of the AC is not the chairman of the Board, hence ensuring that the impairment of objectivity of the Board's review on the findings and recommendations from the AC remains intact.

The Terms of Reference of the AC set out its rights, duties, responsibilities, and criteria on the composition of the AC, which is available at the Company's website at www.uzmagroup.com.

The Board, through the AC, maintains a transparent and professional relationship with the Internal and External Auditors. The AC has been explicitly accorded the authority to communicate directly with both the Internal and External Auditors.

In terms of continuous development, the AC continues to attend professional development programmes to keep themselves abreast of the relevant developments in accounting and auditing standards, practices, and rules.

The Board, with the recommendations of the AC, will ensure that all quarterly announcements and the annual audited financial statements present a balanced and fair view of the Group's financial position and prospects.

During the financial year under review, the AC assessed the performance of the External Auditors, including their independence, and recommended to the Board the reappointment of the External Auditors, guided by the factors as prescribed under Paragraph 15.21 of the MMLR of Bursa Securities. The External Auditors have confirmed their independence throughout the conduct of the audit engagement in accordance with the independence criteria as set out by the Malaysian Institute of Accountants. The audit partner in charge of a public listed company will be rotated every five (5) years to ensure the independence of the audit is intact.

The detailed roles, functions, responsibilities, and summary of work done by the AC during the financial year ended 30 June 2026 are as set out in the AC Report of this Annual Report.

Risk Management and Internal Control Framework

The Board continues to oversee the Group's overall risk management framework, while the Executive Directors, together with the Oversight Committee ("OC"), are responsible for identifying and managing the Group's key risks. The risk management process is carried out on a semi-annual basis, whereby the risk register is reviewed by the OC and subsequently assessed by the SRMC through their respective meetings. This structured approach ensures consistent and effective oversight of risk across the Group.

The features of the Group's risk management and internal control covering the risk policy, risk assessment, and the review process by the Board, AC, and SRMC, as well as the key internal controls, are presented in the Statement on Risk Management and Internal Control of this Annual Report. During the financial year under review, the implementation and maintenance of the risk management process to help the Board in identifying, evaluating, and managing the risk was carried out by the OC.

Internal Audit Function

The Group outsourced its internal audit function to an independent professional service provider that reports directly to the AC to assess the adequacy and effectiveness of the Group's internal controls established by Management.

The internal audit function has undertaken independent and systematic reviews of the systems of internal controls and risk management within the Group to provide reasonable assurance that such systems continue to operate satisfactorily, effectively, and in compliance with the Group's established policies and procedures. The Internal Auditors are free from any relationship or conflict of interest, which could impair their objectivity and independence.

Principle C: Integrity In Corporate Reporting And Meaningful Relationship With Stakeholders

Communication with Stakeholders

The Board recognises the value of good investor relations and the importance of disseminating information in a fair and equitable manner, the participation of its members and investors, both individual and institutional, at the AGM.

The Board remains committed to ensuring that all relevant information on the Group's performance and operations is communicated promptly and comprehensively. Such information is disseminated through the following channels: -

a) The Annual Report; and

b) The various disclosures and announcements made to Bursa Securities, including the quarterly results and annual results, which will also be posted on the Company's website at www.uzmagroup.com.

The Company has an established website at www.uzmagroup.com, which serves as a useful reference for sources of qualitative and quantitative information on the Group's operations and corporate developments to members, business partners and other stakeholders.

Any enquiry regarding the Company and the Group may be conveyed to the following personnel: -

Al-Mu Syahrisyawal Ahmad (Head of Corporate Communications)

Telephone Number	:	+603 7611 4000
Fax Number	:	+603 7611 4100
Email	:	communications@uzmagroup.com

Separately, the Company has also reported its Sustainability Statement of this Annual Report covering the governance, environmental and social responsibility aspects for our stakeholders' reference.

Conduct of General Meetings

i. Annual General Meeting

The AGM represents the principal forum for dialogue and interaction with all the shareholders of the Company. The Company values feedback from its shareholders and encourages their active participation in discussions and deliberations. During the annual and other general meetings, shareholders have direct access to the Board members who are available to address questions relating to specific resolutions or the Company in general. The Chairman also ensures that adequate time is allocated for discussion prior to the tabling of each resolution.

During the preceding 18th AGM, the Company continued to facilitate direct engagement with its shareholders through a physical meeting held at the Theatre, Damansara Performing Arts Centre, G Floor, Uzma Tower, No. 2, Jalan PJU 8/8A, Damansara Perdana, 47820 Petaling Jaya, Selangor Darul Ehsan, Malaysia. The Chairman, members of the Board, key senior management and the External Auditors were present at the 18th AGM to engage with shareholders and address matters raised during the meeting.

The shareholders were given the opportunity to participate in the question and answer ("Q&A") session and raise questions relating to the Company's business, operations and matters set out in the agenda of the 18th AGM. The questions raised by the shareholders were addressed by the Chairman and the MD/GCEO.

For the forthcoming 19th AGM, the Company will continue to conduct the meeting physically, providing shareholders with the opportunity to attend in person and engage directly with the Board and Management. The Chairman, members of the Board, key senior management and the External Auditors will be in attendance to facilitate meaningful engagement with shareholders. Shareholders will have the opportunity to raise questions during the Q&A session, and the Chairman, members of the Board, Management and where appropriate, the External Auditors will provide the necessary clarifications.

ii. Notice for Annual General Meeting

The Board has adopted the recommendations of the Code for the notice of the AGM to be given to members at least 28 days prior to the meeting to ensure shareholders have sufficient time to go through the Annual Report and papers supporting the resolutions proposed. The shareholders who are unable to attend the AGM are advised to appoint proxies to attend and vote at the AGM on their behalf.

The Notice of AGM is also published in a nationally circulated newspaper, as well as an announcement made on the Bursa Securities website. This allows the shareholders to have immediate access to the Notice of AGM and make the necessary preparations for the AGM or to appoint proxy(ies) to vote on behalf of the respective shareholders.

All Board members will ensure their attendance in the AGM, and the Chairman of the respective Board Committees together with management, will address any questions related to their areas of responsibility. The External Auditors will also be present at the venue to provide clarifications, particularly relating to the financial statements.

When there is special business or where special resolutions are proposed, the Notice of AGM will include explanatory notes outlining the effects of such special business or special resolutions.

In line with the Paragraph 8.29A(1) of the MMLR of Bursa Securities, all resolutions set out in the Notice of AGM will be put to a vote by poll. The Company has appointed an independent scrutineer to validate the vote cast during the AGM. The outcome of the AGM will then be announced to Bursa Securities on the same day, while minutes of the AGM would be published on the Company website (www.uzmagroup.com) at least 30 business days after the conclusion of the AGM, upon being reviewed and approved by the Board of Directors.

Focus Area And Future Priorities On Corporate Governance

In the face of a challenging business environment, the Board remained focused on its core responsibilities in driving the creation of long-term value for our stakeholders. Moving forward, the Board will continue to strengthen corporate disclosure practices in the best interest of the shareholders and stakeholders of the Company. Priority will be given to the principles adopted by the Company as disclosed in the Corporate Governance Report: -

i. Boardroom Diversity

The Board acknowledges the significance of a diverse boardroom, encompassing not only gender diversity but also a spectrum of knowledge and expertise. Such a multi-dimensional board provides a blend of viewpoints, ideas, and market insights, resulting in enhanced problem-solving. This diversity uniquely positions us to gain a competitive advantage in effectively serving our increasingly diverse customer base.

ii. Review of the Board and Board Committees' Policies and Procedures

During the financial year under review, the Board continued to oversee the adequacy and effectiveness of the Terms of Reference of the Board Committees, as well as the policies and procedures governing the governance and conduct of the Board, Board Committees and employees of the Group. The existing framework remained appropriate to support the effective discharge of the Board's oversight responsibilities and the Group's governance practices.

The Board remains committed to maintaining a robust governance framework and will continue to monitor the Terms of Reference, policies and procedures to ensure that they remain relevant and appropriate, and are updated as and when necessary to reflect changes in the legal and regulatory requirements, as well as evolving corporate governance practices.

Responsibility Statement By Directors

The Board of Directors is required to issue a statement on its responsibility in the preparation of the annual audited financial statements as required under Paragraph 15.26(a) of the MMLR of Bursa Securities.

The Board is responsible for ensuring that the financial statements are properly drawn up in accordance with the provisions of the Companies Act 2016 and applicable Malaysian Financial Reporting Standards approved by the Malaysian Accounting Standards Board in Malaysia, to give a true and fair view of the financial position of the Company and the Group as of 30 June 2026 and of the results and cash flows of the Group and the Company for FY2026.

In preparing the financial statements, the Board have consistently selected and applied appropriate accounting policies and exercised reasonable and prudent judgement and estimates. The Board is also responsible for taking reasonable measures to safeguard the assets of the Group as well as to prevent and detect fraud and other irregularities.

Presently, the Board is satisfied and of the view that the Company, in all material aspects, complied with the principles and practices asset out in the MCCG, with the exception of the departures duly disclosed.

The Corporate Governance Overview Statement was approved by the Board on 16 October 2026.

Statement On Risk Management and Internal Control

Uzma Berhad ("**Uzma**" or the "**Group**") is exposed to a variety of risks that may affect its businesses and operations, as well as its financial performance, prospects, growth strategies, financial position, liquidity, asset values, reputation, and ability to achieve its strategic objectives. Accordingly, the Group regards effective risk management and internal control as fundamental to maintaining business resilience and supporting the sustainable achievement of its objectives.

The Board of Directors ("**Board**") recognises the importance of maintaining a sound risk management framework and internal control system to safeguard shareholders' investments and the Group's assets, while having regard to the interests of relevant stakeholders.

This Statement on Risk Management and Internal Control ("**Statement**") sets out the nature and scope of the Group's risk management framework and internal control system for the financial year ended 30 June 2026 ("**FY2026**") and up to the date of approval of this Statement. The Statement has been prepared pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements ("**MMLR**") of Bursa Malaysia Securities Berhad and Malaysian Code on Corporate Governance 2021 ("**MCCG 2021**"), with reference to the Statement on Risk Management and Internal Control ("**SORMIC**"): Guidelines for Directors of Listed Companies ("**SORMIC Guide 2025**") issued by the Taskforce on Internal Control.

The Board recognises that any system of risk management and internal control has inherent limitations and can only provide reasonable, rather than absolute, assurance against material misstatement, loss, fraud, unauthorised transactions and other material adverse outcomes. The system is designed to manage, rather than eliminate, risks and to provide reasonable assurance that the Group's business objectives can be achieved within the level of risk acceptable to the Group.

Roles And Responsibilities For Risk Management And Internal Control

The Board

The Board has overall responsibility for the Group's risk management framework and internal control system. The Board is responsible for establishing an appropriate framework for identifying, assessing, managing and monitoring the principal risks faced by the Group and for ensuring that appropriate systems and controls are in place to manage such risks.

In discharging its responsibilities, the Board, supported by the Audit Committee ("AC") and Sustainability and Risk Management Committee ("SRMC"), oversees the adequacy and effectiveness of the Group's risk management framework and internal control system.

The Board considers the Group's principal risks, including strategic, operational, financial, regulatory, information technology and cybersecurity, sustainability-related and other material risks that may affect the Group's business objectives. The Board also considers the effectiveness of the measures implemented by Management to mitigate and monitor such risks.

The Board recognises that effective risk management is an ongoing process and that the nature and extent of risks may change as the Group's business, operating environment, regulatory requirements, technology and stakeholder expectations evolve.

Management

Management is responsible for the implementation of the risk management framework and internal control systems approved by the Board. Management is responsible for identifying, assessing, managing and monitoring risks arising from the Group's business activities and for implementing appropriate policies, procedures and controls to address such risks.

Management regularly reviews the effectiveness of risk mitigation measures and internal controls and reports significant risks, emerging risks, control deficiencies and remedial actions to the relevant Board committees and the Board, as appropriate.

Management is also responsible for ensuring that appropriate corrective actions are implemented in response to identified control weaknesses and that the implementation of such actions is monitored.

Audit Committee

The AC assists the Board in fulfilling its oversight responsibilities in relation to financial reporting, risk management, internal control and internal audit.

The AC review reports from the internal audit function on the adequacy and effectiveness of the Group's governance, risk management and internal control processes. The AC also considers the findings and recommendations arising from internal audit reviews, Management's responses and the status of remedial actions.

The AC is also responsible for overseeing the independence, objectivity and effectiveness of the internal audit function and reports its deliberations and significant matters to the Board.

The internal audit function provides independent and objective assurance through a systematic and disciplined approach to evaluate and improve the effectiveness of governance, risk management and internal control processes.

Sustainability and Risk Management Committee

The SRMC was established in FY2024 to strengthen the Group's oversight of enterprise risk management and sustainability matters.

The SRMC comprises three Independent Non-Executive Directors appointed by the Board and is responsible, amongst others, for:

- Reviewing the adequacy and effectiveness of the Group's Enterprise Risk Management ("ERM") Framework and the ongoing activities undertaken to identify, assess, monitor and mitigate the Group's principal risks;
- Reviewing reports on key strategic, business, operational and sustainability-related risks;
- Reviewing the Group's Enterprise Risk Management Risk Register and ensuring that appropriate systems and processes are in place to effectively monitor and manage identified risks;
- Reviewing and recommending to the Board the Group's risk appetite and risk tolerance levels, where applicable; and
- Overseeing material sustainability-related risks and opportunities that may affect the Group's strategy, operations, financial performance, reputation or long-term value creation.

The SRMC is supported by two management representatives who are responsible for coordinating and leading the implementation of risk and sustainability-related initiatives across the Group.

Enterprise Risk Management Framework

The Group's ERM Framework provides a structured approach to identifying, assessing, managing, and monitoring risks in support of the Group's strategic and business objectives. The Group's approach to enterprise risk management is by considering the Group's risk appetite, risk tolerance, business objectives, operating environment, and the nature and extent of risks to which the Group is exposed. The ERM process involves the identification and assessment of existing and emerging risks, determination of appropriate risk responses, implementation of mitigating controls and measures, and ongoing monitoring and reporting of risk exposures.

Risks are assessed having regard to their potential impact and likelihood, taking into consideration existing mitigating controls. Risk owners are responsible for implementing appropriate mitigation measures and monitoring residual risk exposures. Significant risks and risks which exceed the Group's acceptable risk tolerance are escalated to the relevant management committees, the SRMC and/or the Board, as appropriate. Risks across the Group are managed on an integrated basis within the stipulated and approved Limits of Authority ("LOA"). Risk considerations are incorporated into the Group's decision-making and business planning processes.

The Group's enterprise risk profiles cover areas including strategic, operational, financial, stakeholder, quality, health, safety and environment ("QHSE"), information technology and cybersecurity, sustainability and legal and regulatory compliance.
At the corporate level, the Group's enterprise risk profiles are monitored and reported to the Oversight Committee and subsequently to the SRMC and the Board.

The Group also considers material sustainability-related risks and opportunities, including environmental, social and governance ("ESG") matters, where these may affect the Group's strategy, operations, financial performance, reputation, regulatory compliance or ability to create long-term value. Such matters are considered as part of the Group's broader risk management process and are not viewed in isolation from the Group's principal business risks.

In assessing and monitoring the Group's principal risks, consideration is also given, where relevant, to matters that may have a material impact on key stakeholders, including employees, customers, business partners, regulators, investors and the communities in which the Group operates.

Based on the outcome of the enterprise risk assessment exercise for FY2026, the following principal risk areas were identified and monitored:

- increasing competitions from local and international players;
- emerging technologies/innovations;
- financials risks;
- project delivery and operations;
- information technology and cybersecurity; and
- energy transition and climate change.

These principal risk areas represent key risks identified through the Group's enterprise risk assessment process based on their potential impact on the achievement of the Group's strategic and business objectives, taking into consideration the likelihood, potential severity and existing mitigating measures.

The risk profile is subject to ongoing review to ensure that changes in the Group's business environment, emerging risks and changes in the severity or likelihood of existing risks are appropriately considered.

The Board confirms that the ongoing processes for identifying, evaluating and managing the Group's significant risks were in place throughout FY2026 and up to the date of approval of this Statement, and were regularly reviewed by the Board and its Board committees.

Key Internal Controls

The Group's internal control system comprises policies, procedures, governance structures and practices designed to support the implementation of the Group's strategies and achievement of its business objectives while managing identified risks within the Group's acceptable risk parameters.

The key internal control features of the Group during FY2026 included the following:

Oversight Committee

The Oversight Committee ("OC") is a management-level committee chaired by the Managing Director/Group Chief Executive Officer ("MD/GCEO"). The OC oversees the execution of the Group's business strategy within the approved budget and LOA delegated by the Board.

The OC also oversees the performance of investments within its scope on behalf of the Board. The OC meets monthly and, where necessary, on an ad hoc basis to consider specific matters requiring management attention.

The OC provides a management-level forum for monitoring business performance, strategic initiatives, financial matters, operational matters and other significant issues requiring timely management action.

Limits of Authority

he LOA establishes defined authority limits and approval thresholds for the Board, relevant Board committees, Management, and designated personnel.

The LOA supports segregation of duties, appropriate escalation of matters and disciplined decision-making, while mitigating the risks of unauthorised commitments, transactions and expenditure.

The LOA is subject to periodic review and was last updated in February 2026.

The LOA provides authority limits to the Board of Directors, Procurement Tender Committee, OC and relevant senior management personnel to support appropriate delegation of authority, segregation of responsibilities and collective decision-making.

Corporate Performance Management

As part of the Corporate Performance Management process, the OC conducts periodic reviews of key factors affecting the Group's corporate objectives and strategies, including global economic conditions, industry trends and business developments. Key performance indicators ("KPIs") are established and monitored regularly. Key performance areas monitored include the Group's financial position, order book and bid book, asset utilisation, strategic initiatives and HSE statistics, amongst others.

The status of corporate performance and significant matters arising from the monitoring process are reported to the Board on a quarterly basis.

Group Supply Chain Management

The Group Supply Chain Management function supports procurement activity, governance, operational efficiency, transparency and cost control across the Group. In FY2026, the Group further strengthened its procurement processes to enhance efficiency, compliance, and risk management. The Group works closely with contractors, vendors, and suppliers to deliver projects and services while maintaining high standards of quality, safety, and performance.

All procurement activities are governed by the Group Supply Chain Management Policy and aligned with recognised industry standards. Vendors are required to comply with the Group's Code of Conduct and Business Ethics, including ESG, anti-bribery, and safety requirements. They undergo risk assessments before approval and are regularly evaluated to ensure continued compliance with the Group's performance and governance standards.

Procurement Tender Committee

The Procurement Tender Committee ("**PTC**") supports Management in overseeing procurement activities in accordance with the requirements and approval thresholds established under the LOA. The PTC reviews, deliberates and endorses procurement requests within its mandate prior to the relevant approval by Management. The process is designed to promote governance, integrity, transparency and appropriate oversight over procurement and contract management. Risk assessment and mitigation considerations are incorporated into vendor and supplier selection processes.

To maintain the integrity of the procurement process, PTC members are required to declare any actual or potential conflict of interest ("**COI**") prior to each meeting. Members with a declared COI are recused from participating in the relevant discussions and decisions.

QHSE Management System

The safety of employees, customers and business partners associated with the Group's operations remains an important aspect of the Group's internal control environment. To support quality, health, safety and environmental performance, most of the Group's companies and operational sites have been certified with ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 standards.

The Group's QHSE function has established objectives, targets and improvement plans. Progress against these initiatives is incorporated into the overall corporate objectives dashboard and monitored regularly by the OC.
The Group also aligns its QHSE practices with applicable regulatory and industry requirements, including those issued by the Department of Occupational Safety and Health ("**DOSH**"), the International Association of Oil & Gas Producers ("**IOGP**") and other relevant regulatory and industry bodies.

Information Technology and Cybersecurity

The Group recognises information technology and cybersecurity as an important component of its risk management and internal control environment. Appropriate policies, procedures and controls are implemented to manage risks relating to access, information security, data protection, systems availability, cybersecurity threats and business continuity, where applicable.

The Group continues to monitor emerging technology and cybersecurity risks and to implement measures appropriate to the nature and extent of its exposure. The Group's risk management processes incorporate corruption and integrity risks, with appropriate controls and procedures implemented across relevant functions and levels of the organisation. The Group's Whistleblowing Policy provides a channel for employees and external parties to raise concerns regarding suspected misconduct, improper activities or other matters of concern without fear of adverse or detrimental action, provided that the disclosure is made in good faith.

Anti-Bribery and Whistleblowing Policy

The Group is committed to conducting its business with integrity and in accordance with applicable laws, regulations and ethical standards and adopts a zero-tolerance approach towards bribery and corruption. The Group maintains an Anti-Bribery Policy and related procedures designed to prevent, detect and address bribery and corruption risks, including risks arising from dealings with third parties acting for or on behalf of the Group. These policies and procedures are established as part of the Group's adequate procedures pursuant to Section 17A of the Malaysian Anti-Corruption Commission Act 2009, as amended by the Malaysian Anti-Corruption Commission (Amendment) Act 2018, which provides for corporate liability for corruption offences committed by persons associated with a commercial organisation.

The Group's adequate procedures are guided by the five principles set out under the Guidelines on Adequate Procedures issued pursuant to Section 17A, namely TRUST: Top-level commitment; Risk assessment; Undertake control measures; Systematic review, monitoring and enforcement; and Training and communication. he Group's risk management processes incorporate corruption and integrity risks, with appropriate controls and procedures implemented across relevant functions and levels of the organisation. The Group's Whistleblowing Policy provides a channel for employees and external parties to raise concerns regarding suspected misconduct, improper activities or other matters of concern without fear of adverse or detrimental action, provided that the disclosure is made in good faith.

For FY2026, there were no confirmed incidents of bribery or corruption involving the Group or its employees that resulted in liability under Section 17A of the Malaysian Anti-Corruption Commission Act 2009. There were also no confirmed breaches of the Group's Anti-Bribery Policy or related procedures, and no corruption-related legal proceedings, investigations or enforcement actions were brought against the Group or its employees during the financial year.

Internal Audit Function

The Group's internal audit function is outsourced to an independent service provider, Axcelasia Sdn. Bhd., which provides independent and objective assurance on the adequacy and effectiveness of the Group's governance, risk management and internal control systems.

The internal audit function operates independently of the activities it audits and reports functionally to the AC.

Based on the internal audits conducted, the Board is of the view that the identified control weaknesses did not result in material losses or adversely affect the Group and therefore did not warrant separate disclosure in the Annual Report. Nevertheless, where improvements were required, measures have been implemented and are ongoing to maintain the adequacy and effectiveness of internal controls and to safeguard shareholders' investments and the Group's assets.

Further details of the activities of the internal audit function are set out in the Audit Committee Report in this Annual Report.

Adequacy and Effectiveness of the Group's Risk Management and Internal Control System

The Board has received assurance from the MD/GCEO and Group Chief Financial Officer ("CFO") that, based on their assessment, the Group's risk management and internal control system were operating adequately and effectively, in all material respects, during FY2026 and up to the date of this Statement.

In arriving at its assessment, the Board considered, amongst others, the reports and deliberations of the AC and SRMC, the Group's enterprise risk assessment and risk profile, Management's monitoring of principal risks, the internal audit reports and findings, Management's responses and remedial actions, and the assurance received from the MD/GCEO and CFO.

Based on the review undertaken and the assurance received from Management, the Board is of the view that the Group's risk management and internal control system was adequate and effective, in all material respects, for the financial year under review and up to the date of approval of this Statement.

The Board is not aware of any material control deficiencies or weaknesses that have resulted in material losses or contingencies during FY2026 which have not been appropriately addressed or disclosed in this Annual Report. Where significant problems with material internal control aspects have been identified and disclosed in this Annual Report or the financial statements, the Board has ensured that appropriate measures have been taken or are being taken to address and monitor such matters.

Where improvements to the Group's risk management and internal control system were identified, appropriate measures have been or are being implemented by Management and monitored by the relevant Board committees.

Review of Statement by External Auditors

As required by Paragraph 15.23 of MMLR, the external auditors have reviewed this Statement on Risk Management and Internal Control.

The External Auditors have reviewed this Statement pursuant to the scope set out in the Audit and Assurance Practice Guide 3 ("AAPG 3"), Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report, issued by the Malaysian Institute of Accountants, for inclusion in the Annual Report for the FY2026 and reported to the Board that nothing has come to their attention that caused them to believe that this Statement, which is intended to be included in the Annual Report, in all material respects, has not been prepared in accordance with the disclosures required by Section 7 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, or is factually inaccurate.

AAPG 3 does not require the External Auditors to consider whether this Statement covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control systems. The External Auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the Annual Report will remedy the problems.

Scope of The Statement

This Statement covers Uzma Berhad and its subsidiaries. Associates and jointly controlled entities are excluded from the Group's internal control system to the extent that the Group does not have management control over such entities.

Nevertheless, the Group's interests in such entities are protected, where applicable, through representation on their respective boards and other appropriate oversight and governance mechanisms.

This Statement on Risk Management and Internal Control was approved by the Board on 16 October 2026.

Audit Committee Report

The Board of Directors ("**Board**") of Uzma Berhad ("**Uzma**" or "**the Company**") is pleased to present the Audit Committee ("**AC**") Report which provides insights on the function and duties, and decision-making process of the AC for the financial year ended 30 June 2026 ("**FY2026**") in compliance with Paragraph 15.15 of the Main Market Listing Requirements ("**MMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**").

Composition and Attendance

The AC is established by the Board and currently comprises four (4) members as follows: -

1. Y.M. Tengku Ezuan Ismara Bin Tengku Nun Ahmad
   Chairman/Independent Non-Executive Director

2. Encik Ikhlas Bin Abdul Rahman
   Member/Independent Non-Executive Director

3. Encik Mazli Zakuan Bin Mohd Noor
   Member/Independent Non-Executive Director

4. Dato' Nasri Bin Nasrun
   Member/ Non-Independent Non-Executive Director

5.. Ms. Karel Avni Doshi a/p Jitendrakumar
   Member/Independent Non-Executive Director

The Chairman of the AC, Y.M. Tengku Ezuan Ismara Bin Tengku Nun Ahmad holds a Bachelor of Science (Hons) degree in Accounting and Finance from the University of East London. He has successfully completed the ACCA Qualification exams. The Chairman of the AC is not the Chairman of the Board. All members of the AC are financially literate and well-equipped with relevant knowledge and experience to effectively discharge their duties and responsibilities as members of the AC. In addition, Dato' Nasri Bin Nasrun is a Chartered Accountant and member of the Malaysian Institute of Accountants. Accordingly, the Company complies with paragraph 15.09(1)(c)(i) of the MMLR.

Details of the AC members are set out in the Directors' Profile of this Annual Report.

A total of five (5) AC meetings were held during the financial year ended 30 June 2026. The composition and the attendance of the AC member during the financial year are as follows: -

Director's Name	Meeting Attendance					Total	Percentage (%)
	26 Aug 2025	10 Sep 2025	18 Nov 2025	26 Feb 2026	20 May 2026		
Y.M. Tengku Ezuan Ismara Bin Tengku Nun Ahmad - Chairman (Independent Non-Executive Director)	✓	✓	✓	✓	✓	5/5	100
Encik Ikhlas Bin Abdul Rahman - Member (Independent Non-Executive Director)	✓	✓	✓	✓	✓	5/5	100
Mazli Zakuan Bin Mohd Noor - Member (Independent Non-Executive Director)	✓	✓	✓	✓	✓	5/5	100
Dato' Nasri Bin Nasrun - Member (Non-Independent Non-Executive Director)	✓	✓	✓	✓	✓	5/5	100
Ms. Karel Avni Doshi a/p Jitendrakumar - Member (Independent Non-Executive Director)					✓	1/1	100

Notes:
*Ms Karel Avni Doshi a/p Jitendrakumar was appointed to the Board and AC on 27 February 2026.

The Managing Director/Group Chief Executive Officer ("**MD/GCEO**") and representatives from the Management were invited to the AC meetings to provide clarifications on the quarterly reports, audits, and operational issues. Minutes of each AC meeting was circulated to the members of the AC and tabled for confirmation at the following AC meeting and subsequently presented to the Board of Directors ("**Board**") for notation. The AC Chairman also reported to the Board on the activities undertaken and the key recommendations for the Board's consideration and decision.

The AC also made arrangements to meet and discuss with the external and internal auditors on any matters relating to the Group and its audit activities. The AC met once (1) for a separate private meeting with the external auditors without the presence of the executive members and the Management during the financial year under review.

Authority

The AC derives its authority from its Term of Reference. The AC shall have the resources which are required to perform its duties and also full and unrestricted access to any information pertaining to the Company and its subsidiaries ("**the Group**"). The AC is authorised to obtain independent or external professional or other advice and to secure the attendance of outsiders with relevant experience and expertise if it considers necessary.

The AC shall have direct communication channels with the Internal and External Auditors and with senior management of the Group and shall be able to convene meetings with External Auditors, Internal Auditors, or both, without the presence of executive members and employees of the Company, whenever deemed necessary.

Roles and Responsibilities of the AC

The primary objective of the AC is to assist the Board of Directors in fulfilling its statutory and fiduciary responsibilities relating to the corporate accounting and practices for the Company and the Group and to ensure the adequacy and effectiveness of the Group's internal control measures.

In discharging its duties, the AC, among others, oversees the work and independence of both the Internal and External Auditors, facilitates open communication between the Board and the auditors, evaluates the adequacy of the Group's administrative, operational and accounting controls, reviews related party transactions and potential conflicts of interest, and undertakes any investigations as requested by the Board. The AC's detailed responsibilities are set out in its Terms of Reference ("TOR"), which is available on the Company's website at **www.uzmagroup.com**.

Review of Performance of the AC

The performance and effectiveness of the AC is annually reviewed and assessed by the Board through its Nomination and Remuneration Committee ("**NRC**") on the term of office and performance of the AC and effectiveness of the AC in carrying out its duties as set out in the TOR. During the financial year under review, the Board is satisfied that the AC has effectively discharged its duties, functions, and responsibilities in accordance with the TOR of the AC and their performance throughout the year under review.

Summary of Work Done by the AC During the Financial Year

During the financial year under review, the following works were carried out by the AC in discharging its duties and responsibilities in accordance with its TOR: -

1) Financial Reporting

- Reviewed and discussed with Management, the Group's quarterly financial report before recommending it to the Board for its consideration and approval, focusing particularly on financial reporting issues, significant judgement made by the Management and unusual events and compliance with accounting standards and other legal requirements.
- Reviewed and discussed with Management, the Group's quarterly financial report before recommending it to the Board for its consideration and approval, focusing particularly on financial reporting issues, significant judgement made by the Management and unusual events and compliance with accounting standards and other legal requirements.

2) External Audit

- Reviewed the following matters with the External Auditors
  - (i) The audit planning memorandum, audit strategy and scope of work for FY2026 outlining the risk assessment and audit approach, statutory timeline and audit activities, and matters arising from the audit;
  - (ii) The results of the annual audit and accounting issues arising from the audit, their audit report and management letter together with the management's responses to the findings of the external auditor; and
  - (iii) The impact of any changes to the accounting standards, the impact and adoption of the new accounting standards on the Company's financial statements.

- Reviewed the independence of the External Auditors, to which the External Auditors confirmed that they have been independent throughout the conduct of the audit engagement 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 ("IESBA Code"), and they have fulfilled other ethical responsibilities in accordance with the By-Laws and the IESBA Code. The AC was satisfied with the interaction with the engagement partner and the team, which demonstrated their independence and professionalism.

- Reviewed the performance of external auditors in assessing their independence, technical competency and reasonableness of their audit fees and provision of non-audit services by external auditors, the performance of the external auditors and evaluated their suitability and independence before making recommendations to the Board on their re-appointment. The AC was satisfied with the performance, suitability and independence of the external auditors and thereby recommended to the Board for their reappointment at the AGM of the Company.

- Reviewed the proposed audit and non-audit fees of the external auditors for the financial year ended 30 June 2026. The non-audit service was in respect of the review on the Statement on Risk Management and Internal Control. The amount of non-audit fees was not significant compared to the audit fees. The AC was satisfied that the provision of non-audit service by the External Auditors did not impair their objectivity and independence as External Auditors.

3) Internal Audit

- Reviewed the following matters with the Internal Auditors: -

  (i) the annual internal audit plan, and adequacy of scope and coverage on the activities of the Group, taking into consideration the assessment of the key risk areas was included and addressed accordingly. Discussed and approved the annual internal audit plan for adoption.

  (ii) the provision of services by the Internal Auditors and evaluated their independence and competency on their re-appointment.

  (iii) the internal audit reports presented by the Internal Auditors on their findings and recommendations with respect to system and control weaknesses and the Management's responses to these recommendations and actions taken to improve the internal control and procedures. A total of two (2) audit assignments were completed for FY2026.

4) Related Party Transactions

- Reviewed the related party transactions entered into by the Company and the Group to ensure the transactions are carried out on arms-length basis at all times and identify any potential conflict-of-interest situation that may arise within the Group and to ensure that they are not more favourable to the related parties than those generally available to the public and complies with the MMLR of Bursa Securities.

  During the financial year under review, there were no Conflict of Interests situation declared/reported.

5) Annual Report Requirements

- Reviewed and recommended to the Board the following for their consideration and approval for inclusion in the Annual Report of the Company: -

  (i) Corporate Governance Overview Statement;

  (ii) Corporate Governance Report;

  (iii) Detailed Sustainability Statement;

  (iv) Statement on Risk Management and Internal Control; and

  (v) Audit Committee Report

- Reviewed the status of compliance of the Company with the MCCG, which are within the scope and functions of the AC, for the purpose of disclosure in the Statement of Corporate Governance pursuant to the requirements of Paragraph 15.25 of MMLR.

6) Others

- Reviewed the Corporate Governance Report, Corporate Governance Overview Statement, Management Discussion and Analysis, Statement on Risk Management and Internal Control and AC Report prior to the recommendation to the Board for approval for inclusion into the 2025 Annual Report.

- Reviewed the Related Party Transactions Policy prior to the recommendation to the Board for approval and adoption.
- Reviewed the proposal on the appointment of Messrs Morison LC PLT as the external auditors of the Company for the financial year ended 30 June 2026 prior to the recommendation to the Board for approval.

- Conducted a private session with the External Auditors in the absence of the Executive Directors and the Management during the AC meeting.

Internal Audit Function and Its Activities

The Group's internal audit function is outsourced to an independent professional service provider, Axcelasia Sdn. Bhd. ("Axcelasia") to assist the AC and the Board in performing their duties by independently assessing the adequacy and effectiveness of the internal control and risk management systems as established by the Management.

The Engagement Director, Mr Chang Ming Chew, is a professional member of the Institute of Internal Auditors of Malaysia (IIAM). Axcelasia will deploy a team of 3 to 5 staff, including the Engagement Director, per each visit. The team members involved in the internal audit holds professional qualifications and/or a university degree, with most being members of the IIAM. They are free from any relationships or conflicts of interest which could impair their objectivity and independence in conducting internal audit for the Group.

During FY2026, the Internal Auditors attended and reported to the AC in two (2) out of five (5) AC meetings. An independent review of key activities was conducted with the Group's operation to ensure proper internal control systems and risk management are in place by the Board and management. The reviews conducted during the financial year covered the following areas:

Entity Audited	Key Areas and Objectives
Uzma Berhad	• e-Payment Advice (ePA) System Governance & Controls
MMSVS Group Holding Co., Ltd.	• Supply Chain & Project Cost Governance

The outcome of the audits were discussed with Senior Management, and the Internal Auditors followed up on the implementation progress of its recommendations to ensure all findings and control concerns were addressed by Management in a timely manner. Although certain internal control weaknesses were identified, none of the weaknesses resulted in any material losses or contingencies that require additional disclosure in this annual report. The Board, through the Audit Committee, received and reviewed the internal audit reports on 26 February 2026 and 28 August 2026.

The total costs incurred for the outsourced internal audit function for the financial year ended 30 June 2026 was RM50,000, excluding Sales and Service Tax and out-of-pocket expenses.

The AC Report was made in accordance with the approval of the Board of Directors on 16 October 2026.

A Summary of Any Conflict of Interest or Potential Conflict of Interest Situation Reviewed by the Audit Committee Pursuant to Paragraph 15.12(1)(h) of MMLR.

In accordance with the latest amendment of MMLR on 26 May 2023, the AC is pleased to report that Annual Report now includes a summary of any conflict of interest or potential conflict of interest situations that have been reviewed by the Audit Committee. During FY2026, there were no instances or conflict of interest situation being identified or noted by the Audit Committee. This underscores our commitment to maintaining the highest standards of transparency and governance within our operations.

Nomination and Remuneration Committee Report

The Board of Directors (**Board**) of Uzma Berhad ("**Uzma**" or "**the Company**") is pleased to present the Nomination and Remuneration Committee ("**NRC**") Report for the financial year ended 30 June 2026 ("**FY2026**") in compliance with Paragraph 15.08A(3) of the Main Market Listing Requirements ("**MMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**").

Composition

The Board of Directors ("Board") has delegated to the NRC the responsibility to establish, maintain, and review the criteria to be used in the recruitment process and annual assessment of the Directors, including the assessment on the effectiveness of the Board as a whole, the performance of each individual Director and the Board Committees as well as the term of office and performance of the Audit Committee and its members on an annual basis. The NRC plays a vital role in enhancing good-governance and increasing the efficiency and accountability of the Board, ensuring that the decision-making processes are not only independent but are seen to be independent.

All assessments and evaluations carried out by the NRC in the discharge of all its functions are properly documented. The NRC is also responsible for reviewing the remuneration packages for the Executive Directors, Managing Director/ Group Chief Executive Officer ("MD/GCEO") and Non-Executive Directors of the Company to attract, retain, and motivate the Directors.

In line with its objective to ensure adequate checks and balances in the decision-making processes and in compliance with the requirements of Paragraph 15.08A(1) of the MMLR of Bursa Securities, the NRC is composed exclusively of Independent Non-Executive Directors ("INEDs").

Current NRC members are as follows:

Chairperson:



Datuk Seri Dr. Zurainah Binti Musa
Independent Non-Executive Director

Members:



Y.M. Tengku Ezuan Ismara Bin Tengku Nun Ahmad
Independent Non-Executive Director



Datuk Farisha Binti Pawan Teh
Independent Non-Executive Director

Functions and Related Activites In 2026

The principal objective of the NRC is to assess and review the performance of the Board of Directors and Board Committees and to consider the appropriate size and composition of the Board. The underlying policy in determining the size and composition of the Board is based on the consideration of the complexity and scale of operations of the Company and the Uzma Group, the Board balance and Board's capacity to discharge its responsibilities effectively.

The summary of the review activities and the criteria and processes carried out by the NRC during the year under review are as follows: -

Review of the Performance and Effectiveness of the Board, Board Committees, and Individual Directors

The Board recognises the importance of having a diverse board and further acknowledges that there is always room to improve the diversity range of the Board. Therefore, the effectiveness of the Board and its Committees are assessed in a myriad of areas, including the Board structure/mix, decision-making, boardroom participation and activities, meeting administration and conducts, skills and competencies, and roles and responsibilities, whilst the performance of the individual Directors are assessed in the area of contributions and interactions with peers, quality of the input of the Directors and their understanding of their respective roles and their diverse backgrounds, with the goal to ensure checks and balances and good governance.

For FY2026, this evaluation was conducted internally with the support of the Company Secretary. During the assessment exercise, the Directors were given a performance evaluation questionnaire on Individual Directors, Self/Peer Evaluation and evaluation on the Board and Board Committees. Whereas those Directors who are members of the Board Committees are given additional performance evaluation questionnaire for the respective Board Committees. With regard to the evaluation process of the NRC and Audit Committee ("AC"), the assessment of the effectiveness and performances of the NRC and AC are carried out by the Board with members of the respective committees abstained from deliberation.

Annual Independence Assessment

The NRC reviews and assesses the independence of the Independent Directors on an annual basis. The criteria of assessing independence in line with the definition of "independent directors" as prescribed by the MMLR of Bursa Securities, as well as the integrity and objectivity of the Independent Directors in discharging their duties.

Directors' Appointments and Re-election

One of the primary functions of the NRC is to oversee the selection and nomination of individuals for Board membership, as proposed by a shareholder or director. The NRC conducts a thorough assessment of potential candidates, adhering to the criteria established in the Fit and Proper Policy for the Appointment and Re-election of Directors.

Datuk Seri Dr. Zurainah Binti Musa ("**Datuk Seri Dr. Zurainah**") was appointed on 13 May 2015 and has served more than 9 years as an INED. For the third consecutive year, Datuk Seri Zurainah has expressed her intention to seek shareholders' approval to continue serving as an INED. The NRC reviewed and recommended the retention of Datuk Seri Dr. Zurainah as an INED of the Company until 13 May 2027, when she will reach the maximum tenure of twelve (12) years as an INED, based on the following justifications:

- She continues to fulfil the criteria of an Independent Director as stated in the MMLR of Bursa Securities, and therefore is able to bring independent and objective judgement to the Board;
- Her longstanding service has equipped her with an in-depth understanding of the Group's operations and industry, enabling her to provide valuable insights and contribute effectively to deliberations at Board and Board Committees' meetings, including in her capacity as Chairperson of the NRC and member of the Employees' Share Scheme Committee; and
- She remains committed to her roles and responsibilities, having consistently devoted sufficient time and effort in attending the meetings and contributing to informed and balanced decision-making.
- Upon completion of her twelve (12) year tenure on 13 May 2027, Datuk Seri Dr. Zurainah will be re-designated as a Non-Independent Non-Executive Director in accordance with the MMLR.

In a similar context, Datuk Abdullah Bin Karim ("**Datuk Abdullah**") whom was appointed on 25 August 2016 as an INED and subsequently assumed the role of Chairman of the Board on 30 August 2018, has served the Company for more than nine (9) years. Having obtained shareholders' approval at the 18th AGM for his retention as an INED through the two-tier voting process, Datuk Abdullah has expressed his intention to seek shareholders' approval for a second consecutive year to continue serving as an INED.

The NRC has reviewed and recommended the retention of Datuk Abdullah as an INED of the Company until the conclusion of the 19th AGM, based on the following justifications:

- He continues to fulfill the independence criteria as prescribed under the MMLR of Bursa Securities, with no circumstances or relationships that impair his independence;
- As Chairman of the Board, he has demonstrated strong leadership by facilitating constructive discussions, promoting effective participation among Board members, and ensuring robust Board oversight;
- He has consistently devoted sufficient time and effort in discharging his responsibilities, exercised due care in the performance of his duties, and acted in the best interest of the Company throughout his tenure.

In respect of Encik Ikhlas Bin Abdul Rahman ("**Encik Ikhlas**"), who was appointed as an INED on 1 February 2017 and reached his nine (9) year tenure on 1 February 2026, he has expressed his intention to continue serving as an INED of the Company. This marks the first year in which shareholders' approval is sought for his retention as an INED.

The NRC has reviewed and recommended the retention of Encik Ikhlas as an INED of the Company until the conclusion of the 20th AGM, based on the following justifications:

- He continues to fulfill the independence criteria as prescribed under the MMLR of Bursa Securities, with no circumstances or relationships that impair his independence;
- His experience and understanding of the Group have enabled him to contribute constructively to Board deliberations and effectively discharge his responsibilities as Chairman of the Sustainability and Risk Management Committee and a member of the Audit Committee; and
- He remains committed to his roles and responsibilities, having consistently devoted sufficient time and effort in attending meetings, providing constructive views, and contributing to informed and balanced decision-making.

These recommendations were endorsed by the Board, with Datuk Seri Dr. Zurainah, Datuk Abdullah and Encik Ikhlas having abstained from the deliberations on this matter.

The key attributes expected from the Directors are outlined as follows:

1. Character and Integrity

- **Probity**
  Adherence to legal obligations, regulatory requirements, and professional standards, with no history of legal or disciplinary actions.
- **Personal Integrity**
  Engagement in honest and ethical business practices, free from deceitful or oppressive conduct.
- **Financial Integrity**
  Effective management of personal finances and absence of involvement in financially unsound activities.
- **Reputation**
  Maintains a good standing within the financial and business community, with no record of misconduct or governance failures.

2. Experience and Competence

- **Qualifications**
  Possession of relevant educational qualifications and professional training that align with the required skill set.
- **Skills and Expertise**
  Demonstrated relevant experience and expertise in business, governance, and industry-specific areas.
- **Track Record**
  Proven past performance in leadership roles, with a history of driving business performance and governance excellence.
- **Continuous Development**
  Commitment to ongoing professional development and staying updated with industry trends and best practices.

3. Time and Commitment

- **Availability**
  Ability to dedicate sufficient time to fulfill board responsibilities, considering other professional commitments.
- **Active Participation**
  Regular and meaningful participation in board meetings and activities, contributing constructively to discussions and decision-making.
- **Engagement**
  Demonstrates enthusiasm for the role, willing to invest time and effort to understand the company's operations and strategic direction.
- **Collaborative Attitude**
  Open-mindedness to different perspectives and the ability to make informed and balanced judgments.

By upholding these attributes, the Directors will be able to contribute to the effective governance and sustainable success of Uzma Berhad, ensuring the Company operates with integrity and achieves its strategic objectives.

The following outlines Uzma's boardroom appointment and/or re-appointment process:

Appointment of New Director	Existing Director
Identification of age, gender, ethnicity, mix of skills and experience, knowledge, expertise and professionalism of the candidate(s).	Re-election and/or evaluation of existing directors, as the case may be.
Selection of candidates	
"Fit and Proper" assessment by the NRC based on the criteria above.	
The NRC's evaluation, deliberation, and confirmation that the Responsible Person is fit and proper for the Board and the Uzma Group's purposes.	
Interaction with the new candidate(s), if required.	Interaction between existing directors, if required.
Recommendation by the NRC for the Board's approval.	
Decision by the Board on the recommended appointment of the new director.	Decision by the Board on the recommended re- election/evaluation of the existing Director, as the case may be.

Review of the Remuneration Packages of Directors and Key Senior Management

The NRC is responsible for developing the remuneration framework and remuneration packages for the Directors and Key Senior Management members and recommending the same to the Board for approval.

During the financial year up to the date of this Report, the NRC carried out the following reviews and discussions in discharging their functions and duties:

(i) Reviewed and recommended the Directors' fees and benefits payable to the Directors from 26 November 2025 until the next AGM to the Board for its recommendation for shareholders' approval;

(ii) Reviewed Remuneration Packages for the Executive Directors and/or Key Management Personnel with their Respective Key Performance Indicator;

(iii) Reviewed trainings attended by the Directors to-date and assessed their further training needs and requirements;

(iv) Reviewed Bonus Payment in respect of the financial year ended 30 June 2026;

(v) Reviewed the Reward Structure; and

(vi) Reviewed the Board Succession Planning; and

(vii) Review the proposed appointment of the new Independent Non-Executive Director and make recommendation to the Board;

(viii) Review the questionnaires and evaluation forms for the Annual Performance Evaluation for the financial year ended 30 June 2026;

(ix) Reviewed and assessed the performance and effectiveness of the Board as a whole, the Board Committees, and the contribution of each Director;

(x) Reviewed and assessed the independence of Independent Directors and concluded that the Independent Directors are independent and have complied with the criteria of independence as set out in the MMLR of Bursa Securities;

(xi) Reviewed the term of office and performance of the ARMC and each of its members in accordance with the MMLR, and additionally assessed the effectiveness of the other Board Committees as part of the Board evaluation process;

(xii) Assessed and was satisfied with the character, experience, integrity, competence, and time commitment of each Director and Chief Financial Officer ("CFO"); and

(xiii) Evaluated the performance of the retiring Directors and recommended their re-election at the AGM of the Company to the Board in accordance with the Constitution of the Company.

The Terms of Reference of the NRC are available on the Company's website at www.uzmagroup.com.

Additional Compliance Information

Audit And Non-Audit Fees

The audit and non-audit fees paid/payable to the external auditors for services rendered to the Company and/or its subsidiaries for the financial year ended 30 June 2025 were as follows: -

	The Company (RM'000)	The Group (RM'000)
Audit Fees:		
• Statutory audit	160	591
• Regulatory related services	10	10
Non - Audit Fees	-	155

Material Contracts Involving the Interest of the Directors and Major Shareholder

There is no material contract entered into by the Company and/or its subsidiaries involving directors' and/or major shareholders' interest since the end of the previous financial year and/or still subsisting at the end of this financial year.

Contract Relating to Loans

There were no contracts relating to loans by the Company and its subsidiaries involving the interest of Directors' and major shareholders during the financial year ended 30 June 2026.

Employees' Share Scheme

The Company had obtained its shareholders approval for the establishment of Employees' Share Scheme ("ESS") which comprises an Employee Share Option Scheme ("ESOS") and a Share Grant Plan ("SGP"), of up to 12.5% of the total number of the issued ordinary shares of the Company (excluding treasury shares, if any) at any point in time, during the duration of the ESS for the eligible directors and employees of the Company and its non-dormant subsidiaries at the Extraordinary General Meeting dated 30 November 2023.

During FY2025 and FY2026, the Company offered Options and shares grant to eligible directors and employees, including certain members of the board, in accordance with Paragraph 9.19(51) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

a) Total number of ESOS options offered or SGP shares granted and vested/exercised during FY2025 and FY2026 were as follows:

ESOS offered during FY2025

Date of Offer: 15 November 2024
Exercise Price of the Options Offered: RM0.80 per share
Vesting Period of Options: Immediate vesting on 15 November 2024
Exercise period: 2 years from the vesting date

Category of Participants	As at 1 July 2025	Offered			Vested / Exercised			Adjustment	As at 30 June 2026
		Number of option	%	Number of Participants	Number of options	%	Number of Participants		
Directors	4,636,665	-	-	-	3,282,000	100	2		1,354,665
Key Senior Management	1,917,733	-	-	-	-	-	-		1,917,733
Other employees	618,800	-	-	-	-	-	-		618,800
Total	**7,173,199**	**-**	**-**	**-**	**3,282,000**	**100**	**2**		**3,891,198**

ESOS offered during FY2026

Date of Offer: 6 March 2026
Exercise Price of the Options Offered: RM0.41 per share
Vesting Period of Options: Immediate vesting on 6 March 2026
Exercise period: 2 years from the vesting date

Category of Participants	As at 1 July 2025	Offered			Vested / Exercised			Adjustment	As at 30 June 2026
		Number of option	%	Number of Participants	Number of options	%	Number of Participants		
Directors	-	5,619,900	100	10	4,319,900	100	2	-	1,300,000
Key Senior Management	-	1,730,000	100	4	-	-	-	-	1,730,000
Other employees	-	5,860,000	100	13	4,000,000	100	3	-	1,860,000
Total	**-**	**13,209,900**	100	**27**	**8,319,900**	**100**	**5**	**-**	**4,890,000**

SGP offered during FY2025

Date of Grant: 15 November 2024
Vesting Period of Free Shares: 30% immediate vesting on grant date, 35% of the shares vest after one year from grant date and 35% of the shares vest after second year from grant date.

Category of Participants	As at 1 July 2025	Granted			Vested			Adjustment	As at 30 June 2026
		Number of option	%	Number of Participants	Number of options	%	Number of Participants		
Directors	1,084,933	-	-	-	600,500	35	3	-	484,433
Key Senior Management	432,433	-	-	-	239,200	35	4	-	193,333
Other employees	3,838,800	-	-	-	1,892,400	35	188	-	1,046,400
Total	**5,356,266**	**-**	**-**	**-**	**2,732,100**	**35**	**195**	**-**	**1,724,166**

SGP offered during FY2026

Date of Grant: 6 March 2026
Vesting Period of Free Shares: 30% immediate vesting on grant date, 35% of the shares vest after one year from grant date and 35% of the shares vest after second year from grant date.

Category of Participants	As at 1 July 2025	Granted			Vested			Adjustment	As at 30 June 2026
		Number of shares	%	Number of Participants	Number of shares	%	Number of Participants		
Directors	1,084,933	-	-	-	910,770	30	2	-	2,125,130
Key Senior Management	432,433	-	-	-	268,380	30	4	-	626,220
Other employees	3,838,800	-	-	-	2,530,290	30	367	-	8,132,210
Total	**5,356,266**	**-**	**-**	**-**	**3,709,440**	**30**	**373**	**-**	**10,883,560**

b) None of the Non-Executive Directors were granted the SGP. Breakdown of the ESOS options offered to and exercised by Non-Executive Directors in respect of FY2025 and FY2026 were as follows:

ESOS offered during FY2025

Name	Designation	Number of options Offered	Number of options Exercised	Adjustment	No of options outstanding
Datuk Abdullah Bin Karim	Independent Non-Executive Chairman	100,000	-	33,333	133,333
Datuk Farisha Binti Pawan Teh	Independent Non-Executive Director	100,000	-	33,333	133,333
Datuk Seri Dr. Zurainah Binti Musa	Independent Non-Executive Director	100,000	-	33,333	133,333
Ikhlas Bin Abdul Rahman	Independent Non-Executive Director	100,000	100,000	33,333	-
Mazli Zakuan Bin Mohd Noor	Independent Non-Executive Director	100,000	-	33,333	133,333
Tengku Ezuan Ismara Bin Tengku Nun Ahmad	Independent Non-Executive Director	100,000	-	33,333	133,333
Dato' Nasri Bin Nasrun	Non Independent Non-Executive Director	40,000	-	33,333	53,333

ESOS offered during FY2026

Name	Designation	Number of options Offered	Number of options Exercised	Adjustment	No of options outstanding
Datuk Abdullah Bin Karim	Independent Non-Executive Chairman	100,000	-	-	100,000
Datuk Farisha Binti Pawan Teh	Independent Non-Executive Director	100,000	-	-	100,000
Datuk Seri Dr. Zurainah Binti Musa	Independent Non-Executive Director	100,000	-	-	100,000
Ikhlas Bin Abdul Rahman	Independent Non-Executive Director	100,000	-	-	-
Mazli Zakuan Bin Mohd Noor	Independent Non-Executive Director	100,000	-	-	100,000
Tengku Ezuan Ismara Bin Tengku Nun Ahmad	Independent Non-Executive Director	100,000	-	-	100,000
Dato' Nasri Bin Nasrun	Non Independent Non-Executive Director	40,000	-	-	100,000
Karel Avni Doshi a/p Jitendrakumar	Independent Non-Executive Director	-	-	-	-

c) The aggregate maximum allocation to the Directors and Key Senior Management of the Group shall not exceed 70% of the total ESOS and SGP available under the ESS, of which not more than 50% shall be allocated under the ESOS, while the remaining balance of the 70% shall be allocated under the SGP. As at the date of this Annual Report, the total allocation to the Directors and Key Senior Management represents approximately 37.89% of the total ESOS and SGP available under the ESS.

d) Following the completion of the bonus issue on 8 April 2025 on the basis of one (1) bonus share for every three (3) existing shares held as at the entitlement date of 7 April 2025, adjustments were made to the number of shares under the ESOS and SGP in accordance with By-Law 14 of the ESS By-Laws.

Consequent to the bonus issue, the number of shares comprised in the ESOS Options and SGP Grants was increased proportionately to reflect the enlarged share capital of the Company. The adjustment was made to ensure that the value of the participants' entitlements under the ESS remained equitable before and after the bonus issue. In essence, participants now hold a greater number of options and/or grants following the bonus issue, proportionate to the enlarged share capital of the Company.

Disclosure of Financial Data for Shariah Screening

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

(A) Group Total Income and Total Assets

		Group	
	Remarks	2026 (RM)	2025 (RM)
Total Income			
Revenue		1,351,645,837	716,650,000
Other income		6,568,305	8,784,000
Share of result of associates		108,613	-
Total		1,358,322,755	725,434,000
Total Assets		**2,193,491,339**	**1,847,199,000**

(B) Business Activities

		Group	
	Remarks	2026 (RM)	2025 (RM)
Shariah Non-Compliant Activities			
Interest income		1,092,119	1,223,000
Total		**1,092,119**	**1,223,000**

(C) Component of Financial Position

(i) Cash Component

		Group	
	Remarks	2026 (RM)	2025 (RM)
Islamic Account/Instruments			
Cash at bank (exclude cash in hand)		48,332,725	23,834,583
Other income		155,343	112,391
Share of result of associates		35,200,976	46,171,373
Total		83,689,044	70,118,347
Conventional Account/Instruments			
Cash at bank (exclude cash in hand)		30,137,576	20,158,027
Deposits with licensed bank		31,449,335	12,624,627
Total		**61,586,911**	**32,782,654**

(ii) Debt Component

	Remarks	2026 (RM)	2025 (RM)
Islamic Financing			
Current			
Term financing		103,443,254	92,086,629
Revolving credit and financing		72,045,386	24,919,578
Invoice financing		27,869,531	23,256,580
Bank overdrafts		43,353,266	22,695,099
Non-Current			
Term financing		442,754,981	571,801,328
Revolving credit and financing		57,431,823	21,290,000
Invoice financing			
Total		**746,898,241**	**756,049,214**

Conventional Borrowing		
Current		
Term loans	25,027,008	8,842,371
Revolving credit and loans		32,979,422
Invoice financing	27,748,711	42,510,420
Bank overdrafts	3,010,819	12,976,901
Non-Current		
Term loans	12,607,878	3,817,672
Revolving credit and loans	21,513,970	3,652,000
Invoice financing		6,392,000
Total	**68,394,416**	**111,170,786**

Corporate Information

Directors

- DATUK ABDULLAH BIN KARIM
- DATO' KAMARUL REDZUAN BIN MUHAMED
- DATIN ROZITA BINTI MAT SHAH @ HASSAN
- DATO' CHE NAZAHATUHISAMUDIN BIN CHE HARON
- DATUK SERI DR. ZURAINAH BINTI MUSA
- IKHLAS BIN ABDUL RAHMAN
- YM TENGKU EZUAN ISMARA BIN TENGKU NUN AHMAD
- DATUK FARISHA BINTI PAWAN TEH
- MAZLI ZAKUAN BIN MOHD NOOR
- DATO' NASRI BIN NASRUN
- KAREL AVNI DOSHI A/P JITENDRAKUMAR

Company Secretaries

- KHOO MING SIANG
  (MAICSA 7034037)

- CHIN WAI LENG
  (LS0009738)

Registered Office

- UNIT 521, 5TH FLOOR, LOBBY 6,
  BLOCK A, DAMANSARA INTAN
  NO. 1, JALAN SS20/27
  47400 PETALING JAYA
  SELANGOR DARUL EHSAN

Principal Place Of Business

- UZMA TOWER
  NO.2, JALAN PJU 8/8A
  DAMANSARA PERDANA
  47820 PETALING JAYA
  SELANGOR DARUL EHSAN

Auditors

- MORISON LC PLT
  LEVEL 11-01, UPTOWN NO. 3,
  JALAN SS 21/39, DAMANSARA UTAMA
  47400 PETALING JAYA,
  SELANGOR DARUL EHSAN

Directors' Report

for the Financial Year ended 30 June 2026

The directors of **UZMA BERHAD** have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 30 June 2026.

Principal Activities

The principal activity of the Company is investment holding. The information of the name, place of incorporation, principal activities and proportion of equity interest held by the Company in each subsidiary is as disclosed in Note 8 to the financial statements.

Results of Operations

The results of operations of the Group and of the Company for the financial year are as follows:

	Group RM'000	Company RM'000
Profit/(Loss) before tax	61,689	(5,251)
Income tax expense	(3,417)	(624)
Profit/(Loss) for the financial year	58,272	(5,875)
Profit/(Loss) for the financial year attributable to:		
Owners of the Company	56,932	(5,875)
Non-controlling interests	1,340	-
	58,272	(5,875)

In the opinion of the directors, the results of operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature, other than as disclosed in the financial statements.

Dividends

No dividend has been paid or declared by the Company since the end of the previous financial year. The directors do not recommend any dividend payment in respect of the current financial year.

Reserves And Provisions

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

Issue Of Shares And Debentures

During the financial year, the Company increased its issued and paid up ordinary shares by issuance of:

(i) 11,601,900 new ordinary shares from exercise of Employees' Share Option Scheme pursuant to Employees' Share Scheme at a weighted exercise price of RM0.46 per ordinary share.

(ii) 7,341,540 new ordinary shares from exercise of Share Grant Plan pursuant to Employees' Share Scheme at no cost.

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

There was no issuance of debentures during the financial year.

Directors' Report (Contd.)

Employees' Share Scheme ("ESS")

On 30 November 2023, the shareholders at the Extraordinary General Meeting ("EGM") had approved the establishment of ESS which comprise Employees' Share Option Scheme ("ESOS") and Share Grant Plan ("SGP") of up to 12.5% of the total number of issued ordinary shares of the Company at any point in time, to be granted to the eligible directors and employees of the Company and its subsidiaries.

On 6 March 2026, the Company made an offer of 13,209,900 ESOS Options and granted 15,593,000 SGP Shares pursuant to the ESS to eligible directors and employees of the Company and its subsidiaries.

The ESOS Options are subject to immediate vesting and are exercisable for a period of two years from the vesting date.

The SGP Shares granted are subject to the achievement of the applicable key performance indicators. The SGP Shares vest in three tranches, with 30% on the grant date, 35% after one year and the remaining 35% after two years, subject to the applicable vesting conditions.

The salient features and other terms of the ESS are disclosed in Note 21 to the financial statements.

The number of ESOS Options granted and exercised during the financial year are as follows:

ESOS Options

			Number of options over ordinary shares			
Grant date	**Expiry date**	**Exercise price**	**As at 1.7.2025**	**Granted**	**Exercised**	**As at 30.6.2026**
		RM	**'000 units**	**'000 units**	**'000 units**	**'000 units**
15.11.2024	14.11.2026	0.60	7,173	-	(3,282)	3,891
6.3.2026	5.3.2028	0.41	-	13,210	(8,320)	4,890

The number of SGP Shares granted and vested during the financial year are as follows:

SGP Shares

			Number of options over ordinary shares			
Grant date	**Expiry date**	**Exercise price**	**As at 1.7.2025**	**Granted**	**Vested**	**As at 30.6.2026**
		RM	**'000 units**	**'000 units**	**'000 units**	**'000 units**
15.11.2024	14.11.2026	Nil*	5,356	-	(3,632)	1,724
6.3.2026	5.3.2028	Nil*	-	15,593	(3,710)	11,883

* Shares are issued with no cost to the eligible directors and employees of the Company and its subsidiaries

Directors' Report (Contd.)

Other Statutory Information

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

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

(b) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the values of current assets as shown in the accounting records of the Group and of the Company had been written down to an amount which the current assets 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 provision 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 which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate; or

(d) not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

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

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

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

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

In the opinion of the directors, no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of operations of the Group and of the Company in the financial year in which this report is made.

Directors' Report (Contd.)

Directors

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

Datuk Abdullah Bin Karim
Dato' Kamarul Redzuan Bin Muhamed*
Datin Rozita Binti Mat Shah @ Hassan*
Dato' Che Nazahatuhisamudin Bin Che Haron*
Datuk Seri Dr. Hajjah Zurainah Binti Musa
Ikhlas Bin Abdul Rahman
YM Tengku Ezuan Ismara Bin Tengku Nun Ahmad
Datuk Farisha Binti Pawan Teh
Mazli Zakuan Bin Mohd Noor
Dato' Nasri Bin Nasrun*
Karel Avni Doshi A/P Jitendrakumar (Appointed on 27 February 2026)

* Directors of the Company and certain subsidiaries

The directors of the Company's subsidiaries in office during the financial year and during the period from the end of the financial year to the date of this report (not including those directors listed above) are:

Rizal Bin Mohd Arifin
Mohd Shahrin Bin Saad
Hanie Izawatie Binti Ahmad Kamil
Dato' Sayed Alfeizal Bin Sayed Ahmad
Mohammad Fadhli Bin Jamaluddin
Dato' Dr. Ahmad Sabirin Bin Arshad
Datuk Puvanesan A/L Subenthiran
Datuk Seri Syed Ali Bin Tan Sri Syed Abbas Alhabshee
Faridahanim Binti Hamdan
Graham James John Brown
Chiam Cheng Hong
Andrew James Holmes
Fazlina Binti Othman
Lee Chen Yow
Mohd Hilmy Bin Abdullah Zawawi
Ralph Robert Van Liavieren
Nazrin A. Wahab
Azmah Binti Abu Kassim

Directors' Report (Contd.)

Directors' Interests

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

	Number of ordinary shares			
Interest in the Company	**As at 1.7.2025**	**Acquired**	**Disposed**	**As at 30.6.2026**
	Units	**Units**	**Units**	**Units**
Direct interest				
Dato' Che Nazahatuhisamudin Bin Che Haron	2,788,443	65,600	-	2,854,043
Dato' Kamarul Redzuan Bin Muhamed	383,288	7,281,020	-	7,664,308
Datuk Farisha Binti Pawan Teh	533,333	-	-	533,333
Dato' Nasri Bin Nasrun	1,400,000	-	-	1,400,000
Datin Rozita Binti Mat Shah @ Hassan	41,750	1,766,550	-	1,808,300
Ikhlas Bin Abdul Rahman	133,333	-	-	133,333
Indirect interests				
Dato' Kamarul Redzuan Bin Muhamed*	134,875,592	1,766,550	-	136,642,142
Datin Rozita Binti Mat Shah @ Hassan^	135,217,130	7,281,020	-	142,498,150
Datuk Farisha Binti Pawan Teh#	533,333	-	-	533,333

* Deemed interested by virtue of the shareholdings held by his spouse, Datin Rozita binti Mat Shah @ Hassan pursuant to Section 59(11)(c) of the Companies Act, 2016 in Malaysia and his shareholdings in Tenggiri Tuah Sdn. Bhd. pursuant to Section 8(4) of the Companies Act, 2016 in Malaysia.
^ Deemed interested by virtue of the shareholdings held by her spouse, Dato' Kamarul Redzuan bin Muhamed pursuant to Section 59(11)(c) of the Companies Act, 2016 in Malaysia and her shareholdings in Tenggiri Tuah Sdn. Bhd. pursuant to Section 8(4) of the Companies Act, 2016 in Malaysia.
\# Deemed interested by virtue of the shareholdings held by her spouse, Jan Al Jeffri Abd Rashid pursuant to Section 59(11)(c) of the Companies Act, 2016 in Malaysia.

By virtue of his interests in the ordinary shares of the Company and pursuant to Section 8 of the Companies Act, 2016 in Malaysia, Dato' Kamarul Redzuan Bin Muhamed is deemed to have an interest in the ordinary shares of the subsidiaries to the extent that the Company has an interest.

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

In addition to the above, the following directors have an interest in the ordinary shares of the Company, by virtue of the options granted pursuant to the ESOS and SGP of the Company.

Directors' Report (Contd.)

Directors' Interests (Contd.)

	Number of share option under the ESOS			
	As at 1.7.2025	Granted	Exercised	As at 30.6.2026
	Units	Units	Units	Units
Dato' Che Nazahatuhisamudin Bin Che Haron	634,666	600,000	-	1,234,666
Dato' Kamarul Redzuan Bin Muhamed	2,716,000	3,319,900	(6,035,900)	-
Datuk Farisha Binti Pawan Teh	133,333	100,000	-	233,333
Dato' Nasri Bin Nasrun	53,333	100,000	-	153,333
Datin Rozita Binti Mat Shah @ Hassan	566,000	1,000,000	(1,566,000)	-
Ikhlas Bin Abdul Rahman	-	100,000	-	100,000
Datuk Seri Dr. Hajjah Zurainah Binti Musa	133,333	100,000	-	233,333
Datuk Abdullah Bin Karim	133,333	100,000	-	233,333
YM Tengku Ezuan Ismara Bin Tengku Nun Ahmad	133,333	100,000	-	233,333
Mazli Zakuan Bin Mohd Noor	133,333	100,000	-	233,333

	Number of shares granted under the SGP			
	As at 1.7.2025	Granted	Vested	As at 30.6.2026
	Units	Units	Units	Units
Dato' Che Nazahatuhisamudin Bin Che Haron	118,533	-	(65,600)	52,933
Dato' Kamarul Redzuan Bin Muhamed	871,466	2,542,400	(1,245,120)	2,168,746
Datin Rozita Binti Mat Shah @ Hassan	94,933	493,500	(200,550)	387,883

Directors' Benefits

Since the end of the previous financial year, no director of the Company has received or become entitled to receive any benefit (other than benefit included in the aggregate of emoluments received or due and receivable, by the directors or the fixed salary of a full-time employee of the Company as shown below) by reason of a contract made by the Company or a related corporation with 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 other than any benefit which may be deemed to have arisen from transactions as disclosed in Note 35(b) to the financial statements.

The details of the directors' remuneration of the Group and of the Company for the financial year ended 30 June 2026 are as follows:

	Group RM'000	Company RM'000
Executive directors:		
Salaries, bonus and other emoluments	5,862	3,079
Defined contribution plans	613	291
Share-based payments	1,771	1,771
	8,246	5,141
Non-Executive directors:		
Fees	1,141	1,141
Other emoluments	107	107
	1,248	1,248
	9,494	6,389

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

Directors' Report (Contd.)

Indemnity and Insurance for Directors, Officers and Auditors

The Company maintains a directors' and officers' liability insurance for any legal liability incurred by the directors or officers in the discharge of their duties while holding office for the Company. The total amount insured for directors and officers of the Company for the financial year amounted to RM50,000,000 and the insurance premium paid by the Company amounted to RM126,000.

The directors and officers shall not be indemnified by such insurance for any negligence, fraud, intentional breach of law or breach of trust proven against them. No payment has been made to indemnify the directors or officers for the financial year ended 30 June 2026.

There was no indemnity given to or insurance effected for the auditors of the Company during the financial year ended 30 June 2026.

Significant Event During The Financial Year

The details of significant event during the financial year are disclosed in Note 40 to the financial statements.

Auditors' Remuneration

The amount paid or payable as remunerations of the auditors of the Group and of the Company for the financial year ended 30 June 2026 are as follows:

	Group RM'000	Company RM'000
Auditors' remuneration:		
Statutory audit	746	160
Non-audit services	10	10
	756	170

Auditors

The auditors, Morison LC PLT, have indicated their willingness to continue in office.

Signed on behalf of the Board, as approved by the Board
in accordance with a resolution of the directors,

DATO' KAMARUL REDZUAN BIN MUHAMED
Director

DATO' CHE NAZAHATUHISAMUDIN BIN CHE HARON
Director

Petaling Jaya
30 October 2026

Statement by Directors

The Directors of **UZMA BERHAD** state that, in their opinion, the accompanying financial statements are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2026 and of their financial performance and their cash flows for the financial year then ended.

Signed on behalf of the Board, as approved by the Board
in accordance with a resolution of the directors,

.....

DATO' KAMARUL REDZUAN BIN MUHAMED

Director

.....

DATO' CHE NAZAHATUHISAMUDIN BIN CHE HARON

Director

Petaling Jaya
30 October 2026

Statutory Declaration

Declaration by the officer primarily responsible for the financial management of the company

I, **LEE CHEN YOW**, the officer primarily responsible for the financial management of **UZMA BERHAD**, do solemnly and sincerely declare that the accompanying financial statements are, in my opinion, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the abovenamed at *PETALING JAYA* in the state of *SELANGOR DARUL EHSAN* on 30th day of October, 2026.)
)
)
)

Before me,
COMMISSIONER FOR OATHS

LEE CHEN YOW
(MIA No.: CA 34301)

Independent Auditors' Report to the Members of Uzma Berhad

(Incorporated in Malaysia)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of **UZMA BERHAD**, which comprise the statements of financial position as at 30 June 2026 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 23 to 148.

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 2026, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

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

Key Audit Matters

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

Report on the Audit of the Financial Statements (Contd.)

Key Audit Matters (Contd.)

Group

1. Ability to meet short-term obligations

Key audit matters	How the matter was addressed in the audit:
Refer to Notes 4, 17 and 37(ii) to the financial statements for the related disclosures on key sources of estimation uncertainty, assets classified as held for sale and financial risk management in relation to liquidity risk. As at 30 June 2026, the Group had net current assets of RM11.80 million, which included assets classified as held for sale amounting to RM83.42 million. In assessing the Group's ability to meet its short-term obligations, management prepared cash flow projections covering a period of at least twelve months from the end of the reporting period. These projections incorporated management's assumptions and estimates, including the timing of completion of the planned disposal of the assets classified as held for sale and receipt of the related proceeds, as well as the cash flows expected to be generated from the Group's operating activities. We determined this to be a key audit matter due to the significant judgement and estimation uncertainty involved in assessing the Group's ability to meet its short-term obligation, particularly given its reliance on the timely realisation of the assets classified as held for sale and the sufficiency of cash flows generated from its operating activities in the event of delays in the planned disposal.	Our audit procedures included, amongst others, the following: (a) Obtained an understanding of management's process for preparing the Group's cash flow projections and evaluated whether the projections were consistent with approved business plans, budgets and other available supporting information. (b) Performed retrospective review to assess the reliability of management's cash flow forecasting process. (c) Reviewed the key terms of the signed sale and purchase agreements for the planned disposals, including the purchase price, conditions precedent, payment terms and completion timelines and evaluated the status of the disposals and the fulfilment of the conditions precedent, including deposits received and approvals obtained, to assess the reasonableness of the expected timing of receipt of the disposal proceeds reflected in management's cash flow projections. (d) Assessed the reasonableness of the key assumptions used in the cash flow projections, including projected revenue, gross profit margins and timing of collection from customers and payments to suppliers, by comparing them with historical results, current business performance and actual cash receipts subsequent to the reporting date. (e) Performed sensitivity analyses on key assumptions, particularly in relation to delays in the completion of the planned disposals and the consequent deferral of the receipt of the related proceeds and changes in projected operating cash flows, to assess the potential impact on the Group's liquidity position and its ability to meet its short-term obligations. (f) Tested the mathematical accuracy of the cash flow projections.

Report on the Audit of the Financial Statements (Contd.)

Key Audit Matters (Contd.)

Group (Contd.)

2. Impairment assessment of water injection facilities

Key audit matters	How the matter was addressed in the audit:
Refer to Notes 3, 4 and 5 to the financial statements for the Group's disclosure on material accounting policy information on impairment of non-financial assets, key sources of estimation uncertainty and the related disclosures. As at 30 June 2026, the Group's property, plant and equipment amounted to RM1,086.72 million, representing 50% of the Group's total assets. This included two water injection facilities ("WIFs") with an aggregate carrying amount of RM529.46 million. Management assessed the recoverable amounts of these WIFs in accordance with MFRS 136 Impairment of Assets, based on their fair value less costs of disposal ("FVLCD"), supported by valuations performed by an independent external valuer using a combination of the market approach and cost approach. We determined this to be a key audit matter due to the significance of the carrying amounts of the WIFs to the Group's financial statements and the significant judgement and estimation involved in determining their FVLCD.	Our audit procedures included, amongst others, the following: (a) Obtained an understanding of management's impairment assessment process, including the identification of impairment indicators and methodology used to determine recoverable amounts. (b) Evaluated the competence, capabilities and objectivity of the independent external valuer and assessed the appropriateness of the valuation methodologies adopted by the independent external valuer in estimating the fair value of the two WIFs. (c) Evaluated the significant valuation inputs and assumptions applied by the independent external valuer, including: • Market approach: Assessed the relevance of comparable marine vessel transactions and the reasonableness of adjustments made to reflect differences in the underlying assets and transactions characteristics. • Cost approach: Assessed the reasonableness of the estimated replacement costs, taking into consideration the physical condition and obsolescence of the assets. (d) Performed physical inspection of the WIFs and observed the physical condition, operational status and/or upgrading progress status by inquiry with relevant technical personnel on the status of the upgrading works. (e) Assessed the reasonableness of the estimated costs of disposals deducted in arriving the FVLCD.

Report on the Audit of the Financial Statements (Contd.)

Key Audit Matters (Contd.)

Group (Contd.)

3. Impairment assessment of goodwill

Key audit matters	How the matter was addressed in the audit:
Refer to Notes 3, 4 and 7 to the financial statements for the Group's disclosure on material accounting policy information on impairment of non-financial assets, key sources of estimation uncertainty and the related disclosures. As at 30 June 2026, the Group's goodwill amounted to RM180.93 million, representing 8% of the Group's total assets. Goodwill is allocated to the respective subsidiaries as cash-generating units ("CGUs") and tested for impairment annually. The recoverable amounts of the CGUs were determined based on value in use ("VIU") calculations in accordance with MFRS 136 Impairment of Assets, which involve significant judgement and estimation in forecasting future cash flows and key assumptions used, including revenue growth rates, gross profit margin, terminal growth rates and discount rates. We determined this to be a key audit matter due to the significant judgement and estimation involved in determining the recoverable amounts of the CGUs, particularly in relation to the key assumptions used in the VIU calculations.	Our audit procedures included, amongst others, the following: (a) Obtained an understanding of management's impairment assessment process for goodwill, including the determination of recoverable amount based on VIU calculations and allocation of goodwill to the relevant CGUs in accordance with MFRS 136. (b) Assessed the reasonableness of cash flow projections by evaluating the key assumptions applied in the cash flow projections, including revenue growth rates, gross profit margin, terminal growth rates and discount rates, and compared with management approved strategic business plan and budgets, historical results, current business performance and available supporting information. (c) Performed a retrospective review of prior financial period cash flow projections used in the VIU calculation to assess the reliability of the management's estimates. (d) Tested the mathematical accuracy of the cash flow projections. (e) Performed sensitivity analyses on key assumptions to assess the effect of reasonably possible changes on the recoverable amount of the CGUs. (f) Assessed the adequacy of the related disclosures in the financial statements.

4. Revenue from contracts with customers

Key audit matters	How the matter was addressed in the audit:
Refer to Notes 3 and 28 to the financial statements for the Group's disclosure on material accounting policy information on revenue recognition and the related disclosures. During the financial year ended 30 June 2026, the Group recorded revenue from contracts with customers amounting to RM1,351.65 million, of which RM1,195 million was generated from Oil & Gas ("O&G") upstream services. For O&G upstream services, the Group provides services and sells goods to its customers under contracts in which each scope of work is requested by the customer through an individual purchase order. A purchase order may comprise a combination of promised goods and services, such as equipment, manpower and materials.	Our audit procedures included, amongst others, the following: (a) Obtained an understanding of the Group's revenue recognition process for services rendered recognised over time and sales of goods recognised at a point in time, including how management identifies the performance obligations in purchase orders, and evaluated the design and implementation of the controls. (b) Reviewed the terms and conditions of selected contracts with customers and the related purchase orders, and evaluated management's identification of the performance obligations, including whether each promised good or service is capable of being distinct and is separately identifiable from the other promises in the work order.

Report on the Audit of the Financial Statements (Contd.)

Key Audit Matters (Contd.)

Group (Contd.)

4. Revenue from contracts with customers (Contd.)

Key audit matters	How the matter was addressed in the audit:
We determined this to be a key audit matter due to the significant judgement involved in identifying distinct performance obligations and determining the transaction price of these purchase orders and, where applicable, allocating the transaction price to those performance obligations, which affects the amount and timing of revenue recognised.	Our audit procedures included, amongst others, the following: (Contd.) (c) Evaluated the basis and method used by management in determining the transaction price and allocating it to each performance obligation, and assessed whether the timing of revenue recognition, over time or at a point in time, is in accordance with the Group's accounting policies and the requirements of MFRS 15 Revenue from Contracts with Customers. (d) Performed test of details on selected revenue transactions by agreeing the revenue recognised to supporting documents such as contracts, purchase orders, invoices, job completion ticket, proof of delivery and subsequent receipts, to assess the occurrence and accuracy of revenue recognised.

5. Recoverability of trade receivables and contract assets

Key audit matters	How the matter was addressed in the audit:
Refer to Notes 3, 4, 12 and 15 to the financial statements for the Group's disclosures on material accounting policy information on impairment of financial assets, key sources of estimation uncertainty and the related disclosures. As at 30 June 2026, the Group's trade receivables and contract assets amounted to RM208.92 million and RM197.88 million respectively, representing 19% of the Group's total assets. The Group determines the expected credit losses ("ECL") on trade receivables and contract assets in accordance with MFRS 9 Financial Instruments. We identified this as a key audit matter due to the significance of the balances and the significant judgement involved in determining the ECL based on the historical loss experience and incorporating forward-looking information.	Our audit procedures included, amongst others, the following: (a) Obtained an understanding of the Group's credit risk management policies and processes over the monitoring and managing the credit exposure of trade receivables and contract assets. (b) Assessed the reasonableness of the methodology and key assumptions applied by management in estimating ECL for trade receivables and contract assets, including historical loss rates and forward-looking information. (c) Tested the accuracy and completeness of the data used by management in the ECL assessment. (d) Assessed the billing of contract assets and collection subsequent to the end of the financial year end.

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

Report on the Audit of the Financial Statements (Contd.)

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

Report on the Audit of the Financial Statements (Contd.)

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

Report on Other Legal and Regulatory Requirements

In accordance with the requirement of the Companies Act, 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 8 to the financial statements.

Other Matters

(i) The financial statements of the Group and of the Company for the financial year ended 30 June 2025 were audited by another auditor who expressed an unmodified opinion on these financial statements on 24 October 2025.

(ii) 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.

MORISON LC PLT (AF 002469)

202206000028 (LLP0032572-LCA)
CHARTERED ACCOUNTANTS

KHOO TIEN SHING

03806/12/2027 J
CHARTERED ACCOUNTANT

Petaling Jaya
30 October 2026

Statements of Financial Position

as at 30 June 2026

	Note	Group			Company	
		30.6.2026	30.6.2025	1.7.2024	30.6.2026	30.6.2025
		RM'000	RM'000 (Restated)	RM'000 (Restated)	RM'000	RM'000
ASSETS						
Non-Current Assets						
Property, plant and equipment	5	**1,086,724**	1,112,030	795,164	**697**	804
Right-of-use assets	6	**18,178**	22,964	23,190	**-**	-
Intangible assets	7	**194,644**	192,900	203,541	**-**	-
Investment in subsidiaries	8	**-**	-	-	**441,713**	408,613
Investment in associates	9	**5,984**	5,876	7,060	**-**	-
Investment in joint ventures	10	**-**	-	-	**-**	-
Deferred tax assets	11	**20,938**	2,912	8,059	**-**	223
Trade and other receivables	12	**15,911**	14,335	10,369	**-**	-
Other investments	13	**-**	-	105	**-**	-
Total Non-Current Assets		**1,342,379**	1,351,017	1,047,488	**442,410**	409,640
Current Assets						
Inventories	14	**54,575**	58,606	67,846	**-**	-
Trade and other receivables	12	**365,006**	203,842	189,753	**138,240**	88,486
Contract assets	15	**197,876**	125,745	77,565	**-**	-
Other investments	13	**266**	168	172	**158**	152
Current tax assets		**4,692**	4,920	5,399	**-**	269
Deposits, cash and bank balances	16	**145,276**	102,901	132,151	**9,264**	12,894
		767,691	496,182	472,886	147,662	101,801
Assets classified as held for sale	17	**83,421**	-	-	-	-
Total Current Assets		**851,112**	496,182	472,886	**147,662**	101,801
Total Assets		**2,193,491**	1,847,199	1,520,374	**590,072**	511,441

Statements of Financial Position as at 30 June 2026 (Contd.)

	Note	Group			Company	
		30.6.2026	30.6.2025	1.7.2024	30.6.2026	30.6.2025
		RM'000	RM'000 (Restated)	RM'000 (Restated)	RM'000	RM'000
EQUITY AND LIABILITIES						
Capital and Reserves						
Share capital	18	**398,434**	388,026	383,523	**398,434**	388,026
Foreign currency translation reserve	19	**25,096**	31,705	40,876	**-**	-
Capital reserve	20	**277**	277	277	**-**	-
Employees' share scheme reserve	21	**1,335**	1,204	-	**1,335**	1,204
Merger deficit	22	**(29,700)**	(29,700)	(29,700)	**-**	-
Retained earnings		**287,079**	230,141	208,048	**25,825**	31,700
		682,521	621,653	603,024	**425,594**	420,930
Non-controlling interests		**21,248**	20,725	32,609	-	-
Total Equity		**703,769**	642,378	635,633	425,594	420,930
Non-Current Liabilities						
Loans and borrowings	23	**512,795**	606,953	350,420	**51,254**	36,688
Lease liabilities	24	**10,858**	13,916	13,512	**-**	-
Deferred tax liabilities	11	**74,351**	57,940	35,974	**129**	-
Trade and other payables	25	**37,450**	12,074	12,850	**-**	-
Post employment benefit liabilities	26	**2,050**	2,429	2,864	**-**	-
Deferred income	27	**12,910**	10,394	11,949	**-**	-
Total Non-Current Liabilities		**650,414**	703,706	427,569	**51,383**	36,688
Current Liabilities						
Loans and borrowings	23	**302,498**	260,267	267,634	**78,001**	40,926
Lease liabilities	24	**2,546**	3,785	3,656	**-**	-
Trade and other payables	25	**531,933**	228,109	169,907	**35,052**	12,240
Contract liabilities	15	**51**	6,224	11,712	**-**	-
Current tax liabilities		**2,280**	2,730	4,263	**42**	657
Total Current Liabilities		**839,308**	501,115	457,172	**113,095**	53,823
Total Liabilities		**1,489,722**	1,204,821	884,741	**164,478**	90,511
Total Equity and Liabilities		**2,193,491**	1,847,199	1,520,374	**590,072**	511,441

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

Statements of Profit or Loss and Other Comprehensive Income

for the Financial Year ended 30 June 2026

	Note	Group 2026 RM'000	Group 2025 RM'000 (Restated)	Company 2026 RM'000	Company 2025 RM'000
Revenue	28	**1,351,646**	716,650	30,675	41,069
Cost of sales		**(1,102,644)**	(496,531)	-	-
Gross profit		**249,002**	220,119	**30,675**	41,069
Other income	29	**6,568**	8,784	**101**	133
Administrative expenses		**(104,660)**	(83,501)	**(28,526)**	(27,029)
Net impairment of financial assets		**(1,123)**	(1,699)	**-**	-
Other operating expenses		**(54,987)**	(37,996)	**(214)**	(194)
Profit from operations		**94,800**	105,707	**2,036**	13,979
Finance costs		**(33,219)**	(24,965)	**(7,287)**	(4,077)
Share of results of associates, net of tax		**108**	(1,674)	-	-
Profit/(Loss) before tax	30	**61,689**	79,068	**(5,251)**	9,902
Income tax expense	31	**(3,417)**	(34,480)	**(624)**	(1,214)
Profit/(Loss) for the financial year		**58,272**	44,588	**(5,875)**	8,688

Statements of Profit or Loss and Other Comprehensive Income for the Financial Year ended 30 June 2026 (Contd.)

	Note	Group 2026 RM'000	Group 2025 RM'000 (Restated)	Company 2026 RM'000	Company 2025 RM'000
Other comprehensive income/(loss), net of tax					
Items that will not be reclassified subsequently to profit or loss					
Actuarial gain from employee benefits	26	**7**	14	**-**	-
Items that may be reclassified subsequently to profit or loss					
Exchange differences in translation of foreign operations		**(6,647)**	(8,888)	**-**	-
Total comprehensive income/(loss) for the financial year		**51,632**	35,714	**(5,875)**	8,688
Profit/(Loss) for the financial year attributable to:					
- Owners of the Company		56,932	42,319	(5,875)	8,688
- Non-controlling interests		1,340	2,269	-	-
		58,272	44,588	(5,875)	8,688
Total comprehensive income/(loss) attributable to:					
- Owners of the Company		50,329	33,161	(5,875)	8,688
- Non-controlling interests		1,303	2,553	-	-
		51,632	35,714	(5,875)	8,688
Earnings per ordinary share (sen):					
- Basic earnings per ordinary share	32	**9.58**	7.24		
- Diluted earnings per ordinary share	32	**9.45**	7.12		

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

Statements of Changes in Equity

for the Financial Year ended 30 June 2026

	Attributable to owners of the Company								
	Share capital	Foreign currency translation reserve	Capital reserve	Employees' share scheme reserve	Merger deficit	Retained earnings	Subtotal	Non-controlling interests	Total equity
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group									
As at 1 July 2025									
As previously stated	388,026	31,705	277	1,204	(29,700)	250,665	642,177	20,725	662,902
Effects of prior years' adjustments (Note 43)	-	-	-	-	-	(20,524)	(20,524)	-	(20,524)
As restated	388,026	31,705	277	1,204	(29,700)	230,141	621,653	20,725	642,378
Total comprehensive income for the financial year									
Profit for the financial year	-	-	-	-	-	56,932	56,932	1,340	58,272
Actuarial gain from employee benefits (Note 26)	-	-	-	-	-	6	6	1	7
Exchange differences in foreign currency translation	-	(6,609)	-	-	-	-	(6,609)	(38)	(6,647)
Total comprehensive income for the financial year	-	(6,609)	-	-	-	56,938	50,329	1,303	51,632

Statements of Changes in Equity for the Financial Year ended 30 June 2026 (Contd.)

	Attributable to owners of the Company								
	Share capital	Foreign currency translation reserve	Capital reserve	Employees' share scheme reserve	Merger deficit	Retained earnings	Subtotal	Non-controlling interests	Total equity
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Transactions with owners									
Issuance of ordinary shares pursuant to (Note 18):									
- Employees' Share Option Scheme ("ESOS")	7,108	-	-	(1,728)			5,380	-	5,380
- Share Grant Plan ("SGP")	3,300	-	-	(3,335)	-	-	(35)	-	(35)
ESOS granted	-	-	-	1,894	-	-	1,894	-	1,894
SGP granted	-	-	-	3,300	-	-	3,300	-	3,300
Dividend	-	-	-	-	-	-	-	(780)	(780)
Total transactions with owners	10,408	-	-	131	-	-	10,539	(780)	9,759
As at 30 June 2026	398,434	25,096	277	1,335	(29,700)	287,079	682,521	21,248	703,769

Statements of Changes in Equity for the Financial Year ended 30 June 2026 (Contd.)

	Attributable to owners of the Company								
	Share capital	Foreign currency translation reserve	Capital reserve	Employees' share scheme reserve	Merger deficit	Retained earnings	Subtotal	Non-controlling interests	Total equity
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group									
As at 1 July 2024									
As previously stated	383,523	40,876	277	-	(29,700)	217,272	612,248	32,609	644,857
Effects of prior years' adjustments (Note 43)	-	-	-	-	-	(9,224)	(9,224)	-	(9,224)
As restated	383,523	40,876	277	-	(29,700)	208,048	603,024	32,609	635,633
Total comprehensive income for the financial year									
Profit for the financial year									
As previously stated	-	-	-	-	-	53,619	53,619	2,269	55,888
Effects of prior years' adjustments (Note 43)	-	-	-	-	-	(11,300)	(11,300)	-	(11,300)
As restated	-	-	-	-	-	42,319	42,319	2,269	44,588
Actuarial gain from employee benefits (Note 26)	-	-	-	-	-	13	13	1	14
Exchange differences in foreign currency translation	-	(9,171)	-	-	-	-	(9,171)	283	(8,888)
Total comprehensive income for the financial year	-	(9,171)	-	-	-	42,332	33,161	2,553	35,714

Statements of Changes in Equity for the Financial Year ended 30 June 2026 (Contd.)

	Attributable to owners of the Company								
	Share capital	Foreign currency translation reserve	Capital reserve	Employees' share scheme reserve	Merger deficit	Retained earnings	Subtotal	Non-controlling interests	Total equity
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Transactions with owners									
Issuance of ordinary shares pursuant to (Note 18):									
Dividend Reinvestment Scheme ("DRS")	3,159	-	-	-	-	-	3,159	-	3,159
ESOS	102	-	-	(22)	-	-	80	-	80
SGP	1,396	-	-	(1,396)	-	-	-	-	-
Transaction costs of share issuance	(154)	-	-	-	-	-	(154)	-	(154)
ESOS granted	-	-	-	1,191	-	-	1,191	-	1,191
SGP granted	-	-	-	1,431	-	-	1,431	-	1,431
Dividend	-	-	-	-	-	(8,737)	(8,737)	-	(8,737)
Acquisition of non-controlling interests	-	-	-	-	-	(11,502)	(11,502)	(14,251)	(25,753)
Disposal of a subsidiary	-	-	-	-	-	-	-	(186)	(186)
Total transactions with owners	4,503	-	-	1,204	-	(20,239)	(14,532)	(14,437)	(28,969)
As at 30 June 2025	388,026	31,705	277	1,204	(29,700)	230,141	621,653	20,725	642,378

Statements of Changes in Equity for the Financial Year ended 30 June 2026 (Contd.)

	Share capital	Employees' share scheme reserve	Retained earnings	Total equity
	RM'000	RM'000	RM'000	RM'000
Company				
As at 1 July 2025	388,026	1,204	31,700	420,930
Loss for the financial year, representing total comprehensive loss for the financial year	-	-	(5,875)	(5,875)
Transactions with owners				
Issuance of new ordinary shares pursuant to (Note 18)				
ESOS	7,108	(1,728)	-	5,380
SGP	3,300	(3,335)	-	(35)
Transaction costs of share issuance (Note 18)	-	-	-	-
ESOS granted	-	1,894	-	1,894
SGP granted	-	3,300	-	3,300
Total transactions with owners	10,408	131	-	10,539
As at 30 June 2026	398,434	1,335	25,825	425,594
As at 1 July 2024	383,523	-	31,749	415,272
Total comprehensive income for the financial year				
Profit for the financial year, representing total comprehensive income for the financial year	-	-	8,688	8,688
Transactions with owners				
Issuance of new ordinary shares pursuant to (Note 18):				
DRS	3,159	-	-	3,159
ESOS	102	(22)	-	80
SGP	1,396	(1,396)	-	-
Transaction costs of share issuance (Note 18)	(154)	-	-	(154)
ESOS granted	-	1,191	-	1,191
SGP granted	-	1,431	-	1,431
Dividend	-	-	(8,737)	(8,737)
Total transactions with owners	4,503	1,204	(8,737)	(3,030)
As at 30 June 2025	388,026	1,204	31,700	420,930

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

Statements of Cash Flows

for the Financial Year ended 30 June 2026

	Note	Group		Company	
		2026	2025	2026	2025
		RM'000	RM'000	RM'000	RM'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit/(Loss) before tax		61,689	79,068	(5,251)	9,902
Adjustments for:					
Amortisation of intangible assets		3,891	3,937	-	-
Amortisation of government grant		(2,484)	(1,665)	-	-
Bargain purchase on acquisition of a subsidiary		(2,052)	-	-	-
Depreciation of property, plant and equipment		59,573	47,066	214	183
Depreciation of right-of-use assets		4,780	5,458	-	11
Dividend income		-	-	(1,820)	(20,000)
Other investments written off		-	105	-	-
Gain on disposal of a subsidiary		-	(76)	-	-
Loss/(Gain) on disposal of property, plant and equipment		-	90	-	-
Gain on lease termination		-	(47)	-	-
Impairment losses/(Reversal of impairment losses) on:					
Trade receivables		1,123	(717)	-	-
Other receivables		-	1,697	-	-
Contract assets		-	719	-	-
Interest expenses		33,219	24,965	7,287	4,077
Inventories written down		37	522	-	-
Inventories written back		(3)	(32)	-	-
Interest income		(1,092)	(1,223)	(98)	(129)
Net unrealised loss/(gain) on foreign exchange		1,171	(2,951)	-	-
Property, plant and equipment written off		50	-	-	-
Reversal for post employment benefits		(238)	(357)	-	-
Share of results of associates		(108)	1,674	-	-
Share-based payment		5,159	2,622	3,145	250
Operating profit/(loss) before working capital changes		164,715	160,855	3,477	(5,706)
Changes in working capital:					
Inventories		4,521	8,750	-	-
Trade and other receivables		(171,631)	6,708	633	48,312
Contract assets		(72,131)	(48,899)	-	-
Trade and other payables		329,342	40,161	(2,818)	(657)
Contract liabilities		(6,173)	(20,030)	-	-
Cash generated from operations		248,643	147,545	1,292	41,949

Statements of Cash Flows for the Financial Year ended 30 June 2026 (Contd.)

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Financing cost paid		(39)	(461)	-	-
Tax paid		(7,142)	(6,494)	(618)	(269)
Tax refunded		718	11	-	-
Net Cash From Operating Activities		242,180	140,601	674	41,680
CASH FLOWS (USED IN)/FROM INVESTING ACTIVITIES					
Advances to/(Repayment from) subsidiaries		-	-	(48,201)	1,168
Acquisition of subsidiaries, net of cash acquired		(8,285)	-	(33,200)	(150)
Proceeds from disposal of subsidiaries, net of cash disposed		-	-	100	100
(Increase)/Decrease in pledged deposits		(692)	(1,008)	5,252	(233)
Dividend received		-	-	1,820	-
Interest received		1,092	1,223	98	129
Acquisition of non-controlling interests		-	(25,753)	-	-
(Increase)/Decrease in unpledged fixed deposits with tenure more than 3 months		(55)	8,045	-	-
Increase in investment in associates		-	(490)	-	-
Proceeds from disposal of property, plant and equipment		-	24	-	-
Net increase of other investments		(98)	(4)	(6)	(2)
Addition of intangible assets		(3,588)	(2,239)	-	-
Acquisition of property, plant and equipment		(38,893)	(57,695)	(107)	(760)
Net Cash (Used In)/From Investing Activities		(50,519)	(77,897)	(74,244)	252
CASH FLOWS (USED IN)/FROM FINANCING ACTIVITIES					
Financing cost paid		(33,180)	(24,504)	(7,287)	(4,077)
Proceeds from issuance of shares		5,380	3,085	5,380	3,085
Proceeds from government grant		5,000	110	-	-
Net payment of lease liabilities		(4,317)	(4,667)	-	(16)
Net drawdown/(repayment) of revolving credit		46,636	(34,339)	51,505	(8,393)
Net (repayment)/drawdown of invoice financing		(16,541)	14,538	-	-
Net (repayment)/drawdown of term loans		(168,310)	(58,344)	592	(29,747)
Advances from directors		16,324	-	-	-
Advances from/(Repayment to) non-controlling interests		27	(10,037)	-	-
Advances from/(Repayment to) subsidiaries		-	-	25,458	(12,624)
Repayment to associates		(9,640)	-	-	-
Dividend paid		-	(5,578)	-	(5,578)
Dividend paid to non-controlling interests		(780)	-	-	-
Net Cash (Used In)/ From Financing Activities		(159,401)	(119,736)	75,648	(57,350)

Statements of Cash Flows for the Financial Year ended 30 June 2026 (Contd.)

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		32,260	(57,032)	2,078	(15,418)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		13,278	66,024	(13,856)	1,562
Effect of exchange differences		(1,324)	4,286	-	-
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	**16**	44,214	13,278	(11,778)	(13,856)

Notes to the Financial Statements

for the Financial Year ended 30 June 2026

1. General Information

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

The principal activity of the Company is investment holding.

The information of the name, principal place of business, principal activities and proportion of ownership interest held by the Company in each subsidiary is as disclosed in Note 8.

The registered office of the Company is located at Unit 521, 5th Floor, Lobby 6, Block A, Damansara Intan, 47400 Petaling Jaya, Selangor Darul Ehsan.

The principal place of business of the Company is at Uzma Tower, No.2, Jalan PJU 8/8A, Damansara Perdana, 47820 Petaling Jaya, Selangor Darul Ehsan.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 30 October 2026.

2. Basis of Preparation of the Financial Statements

2.1 Statement of compliance

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

2.2 Adoption of amendments to MFRSs

During the financial year, the Group and the Company have adopted the following amendments to MFRSs issued by the Malaysian Accounting Standards Board ("MASB") that are mandatory for current financial year:

Description	
Amendments to MFRS 121	Lack of Exchangeability

The adoption of this amendment to MFRS did not have any significant impact on the financial statements of the Group and of the Company.

2.3 New MFRSs and amendments to MFRSs in issue but not yet effective

The Group and the Company have not applied the following new MFRSs and amendments to MFRSs that have been issued by the MASB but are not yet effective for the Group and for the Company:

Description	
Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments[1]
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature-dependent Electricity[1]
Amendments to MFRSs	Annual Improvements to MFRS Accounting Standards-Volume 11[1]
MFRS 18	Presentation and Disclosure in Financial Statements[2]
MFRS 19	Subsidiaries without Public Accountability: Disclosures[2]
Amendments to MFRS 19	Subsidiaries without Public Accountability: Disclosures[2]

Notes to the Financial Statements (Contd.)

2. Basis of Preparation of the Financial Statements (Contd.)

2.3 New MFRSs and amendments to MFRSs in issue but not yet effective (Contd.)

Description	
Amendments to MFRS 121	Translation to a Hyperinflationary Presentation Currency[2]
Amendments to MFRS 128	Amendments to the Fair Value Option for Investments in Associates and Joint Ventures[2]
MFRS 20	Regulatory Assets and Regulatory Liabilities[3]
Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture[4]

[1] *Effective for annual periods beginning on or after 1 January 2026.*
[2] *Effective for annual periods beginning on or after 1 January 2027.*
[3] *Effective for annual periods beginning on or after 1 January 2029.*
[4] *Deferred to a date to be determined and announced by MASB.*

The directors anticipate that the abovementioned new MFRSs and amendments to MFRSs will be adopted in the annual financial statements of the Group and of the Company when they become effective, if applicable. The adoption of these new MFRSs and amendments to MFRSs may not have an impact on the financial statements of the Group and of the Company in the period of initial application except as further discussed below:

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 Presentation and Disclosure in Financial Statements sets out overall requirements for the presentation and disclosure in the financial statements, and will replace MFRS 101 Presentation of Financial Statements upon its adoption. The International Accounting Standards Board ("IASB") did not reconsider all aspects of MFRS 101 when developing MFRS 18, but instead focused on the statement of profit or loss.

The IASB retained some paragraphs from MFRS 101 in MFRS 18 and moved some paragraphs from MFRS 101 to MFRS 108 Basis of Preparation of Financial Statements and MFRS 7 Financial Instruments: Disclosures.

MFRS 18 aims to improve financial reporting by:

- requiring an entity to classify income and expenses included in the statement of profit or loss into five categories, namely operating, investing, financing, income taxes and discontinued operations;
- requiring an entity to present two new defined subtotals in the statement of profit or loss, including "operating profit or loss" and "profit or loss before financing and income taxes";
- requiring an entity to disclose management-defined performance measures; and
- adding new principles for aggregation and disaggregation of items.

An entity is required to apply MFRS 18 for annual periods beginning on or after 1 January 2027, with earlier application permitted. MFRS 18 requires retrospective application with specific transition provisions.

The adoption of MFRS 18 may have an impact on the financial statements of the Group and of the Company in the period of initial application. However, it is not practicable to provide a reasonable estimate of the effects from the adoption of MFRS 18 until the Group and the Company undertake a detailed review.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information

3.1 Basis of accounting

The financial statements of the Group and of the Company have been prepared on the historical cost basis unless otherwise indicated in the material accounting policy information below.

3.2 Functional and presentation currency

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which they operate ("the functional currency"). The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's functional currency, and has been rounded to the nearest RM'000, unless otherwise stated.

3.3 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries. The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the end of the reporting period. Where the reporting date of a subsidiary differs from that of the Company, the subsidiary prepares, for consolidation purposes, additional financial information as of the same date as the Company's financial statements. Consistent accounting policies are applied to like transactions and events in similar circumstances across the Group.

(a) Subsidiaries and business combination

Subsidiaries are entities (including structured entities) controlled by the Company which the Company is exposed, or has rights, to variable returns from its involvement with the subsidiaries and has the ability to affect those returns through its power over the subsidiaries.

The financial statements of subsidiaries are included in the consolidated financial statements from the date the Group obtains control of the subsidiaries until the date the Group loses control of the subsidiaries.

Under the acquisition method, the consideration transferred is measured at fair value at the acquisition date. The identifiable assets acquired and liabilities assumed are recognised at their acquisition-date fair values, subject to the recognition and measurement requirements of the applicable Malaysian Financial Reporting Standards. Non-controlling interests in the acquiree are measured at either fair value or the proportionate share of the acquiree's identifiable net assets, on a transaction-by-transaction basis.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred, the amount recognised for non-controlling interests and, in a business combination achieved in stages, the acquisition-date fair value of the previously held equity interest, over the net fair value of the identifiable assets acquired and liabilities assumed. If the net fair value of the identifiable assets acquired and liabilities assumed exceeds the aggregate amount, the resulting bargain purchase gain is recognised immediately in profit or loss after reassessment.

Acquisition-related costs are expensed as incurred, except for costs incurred in connection with the issuance of debt or equity securities, which are accounted for in accordance with the applicable MFRS.

In a business combination achieved in stages, the previously held equity interest is remeasured to its acquisition-date fair value, and any resulting gain or loss is recognised in profit or loss. Amounts previously recognised in other comprehensive income in respect of the previously held interest are accounted for on the same basis as would be required if the Group had disposed directly of that interest.

(b) Business combinations involving entities under common control

A business combination involving entities under common control is a business combination in which all the combining entities or businesses are ultimately controlled by the same party or parties both before and after the business combination, and that control is not transitory. Such business combinations are outside the scope of MFRS 3 Business Combinations and are accounted for using merger accounting.

Under merger accounting, the assets and liabilities of the combining entities are recognised at their existing carrying amounts from the perspective of the controlling party at the date of transfer. No adjustments are made to reflect fair values, and no goodwill or bargain purchase gain is recognised.

The results of the combining entities are included in the consolidated financial statements as if the business combination had occurred from the beginning of the earliest period presented, or from the date the combining entities first came under common control, if later. Comparative information is restated accordingly.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information (Contd.)

3.3 Basis of consolidation (Contd.)

(b) Business combinations involving entities under common control (Contd.)

In the Company's separate financial statements, investments in subsidiaries acquired under common control are recorded at the nominal value of the shares issued as consideration. The difference between the nominal value of the shares issued and the nominal value of the shares of the subsidiaries acquired is recognised in equity as a merger deficit or merger reserve, as applicable.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the business combination occurs, the Group uses provisional fair value amounts for the items for which the accounting is incomplete. The provisional amounts are adjusted to reflect new information obtained about facts and circumstances that existed as of the acquisition date, including additional assets or liabilities identified in the measurement period. The measurement period for completion of the initial accounting ends as soon as the Group receives the information it was seeking about facts and circumstances or learns that more information is not obtainable, subject to the measurement period not exceeding one year from the acquisition date.

Upon the loss of control of a subsidiary, the Group derecognises the assets and liabilities of the former subsidiary, any non-controlling interests and the other components of equity related to the former subsidiary from the consolidated statement of financial position. Any gain or loss arising on the loss of control is recognised in profit or loss. If the Group retains any interest in the former subsidiary, then such interest is measured at fair value at the date that control is lost. Subsequently, it is accounted for as an associate, a joint venture, or a financial asset.

Changes in the Group's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. The difference between the Group's share of net assets before and after the change, and the fair value of the consideration received or paid, is recognised directly in equity.

(c) Non-controlling interests

Non-controlling interests represent the equity in subsidiaries not attributable, directly or indirectly, to owners of the Company and are presented separately in the consolidated statement of financial position within equity.

Losses attributable to the non-controlling interests are allocated to the non-controlling interests even if the losses exceed the non-controlling interests.

(d) Associates

Associates are entities over which the Group and the Company have significant influence, but not control, to the financial and operating policies.

Investment in associates are accounted for in the consolidated financial statements using the equity method.

Under the equity method, the investment in associates are initially recognised at cost. The cost of investment includes transaction costs. Subsequently, the carrying amount is adjusted to recognise changes in the Group's share of net assets of the associate.

When the Group's share of losses exceeds its interest in an associate, the carrying amount of that interest including any long-term investments is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Group has an obligation or has made payments on behalf of the associate.

When the Group and the Company cease to have significant influence over an associate, any retained interest in the former associate at the date when significant influence is lost is measured at fair value and this amount is regarded as the initial carrying amount of a financial asset. Any difference between the carrying amount of the associate upon loss of significant influence and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

When the Group's and the Company's interest in an associate decrease but does not result in a loss of significant influence, any retained interest is not remeasured. Any gain or loss arising from the decrease in interest is recognised in profit or loss. Any gains or losses previously recognised in other comprehensive income are also reclassified proportionately to the profit or loss if that gain or loss would be required to be reclassified to profit or loss on the disposal of the related assets or liabilities.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information (Contd.)

3.3 Basis of consolidation (Contd.)

(e) Joint arrangements

Joint arrangements arise when the Group and another party or parties are bound by a contractual arrangement, and the contractual arrangement gives the Group and the other party or parties, joint control of the arrangement. Joint control exists when there is contractually agreed sharing of control of an arrangement whereby decisions about the relevant activities require the unanimous consent of the parties sharing control.

Joint arrangements are classified and accounted for as follows:

- A joint arrangement is classified as a "Joint operation" when the Group has rights to the assets and obligations for the liabilities relating to the arrangement. The Group accounts for its share of the assets (including its share of any assets held jointly), the liabilities (including its share of any liabilities incurred jointly), its revenue from the sale of its share of the output arising from the joint operation, its share of the revenue from the sale of the output by the joint operation and its expenses (including its share of any expenses incurred jointly).

- A joint arrangement is classified as "joint venture" when the Group has rights to the net assets of the arrangements. The Group accounts for its interest in the joint venture using the equity method in accordance with MFRS 128 Investments in Associates and Joint Ventures.

An arrangement established through an unincorporated legal entity which enables the parties to have rights to the asset and obligations for the associated liabilities would be considered a joint operation.

The Group has assessed the nature of its joint arrangement and determined them to be a joint venture and accounted for its interest in the joint venture using the equity method.

(f) Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions are eliminated in preparing the consolidated financial statements.

Unrealised gains arising from transactions with equity-accounted associates are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(g) Separate financial statements

In the Company's statement of financial position, investment in subsidiaries, associates and joint ventures are measured at cost less any accumulated impairment losses, unless the investment is classified as held for sale or distribution. The cost of investment includes transaction costs.

(h) Goodwill arising from consolidation

Goodwill acquired in the business combinations is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. After initial recognition, goodwill is measured at cost less any accumulated impairment losses.

In respect of the equity-accounted associates and joint venture, goodwill is included in the carrying amount of the investment and is not tested for impairment individually. Instead, the entire carrying amount of the investment is tested for impairment as a single asset where there is objective evidence of impairment.

3.4 Foreign currency transactions and operations

(a) Translation of foreign currency transactions

Foreign currency transactions are translated to the respective functional currencies of the Group entities at the exchange rates prevailing at the dates of the transactions.

At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the exchange rates prevailing at the reporting date.

Non-monetary items denominated in foreign currencies that are measured at fair value are retranslated at the rates prevailing at the dates the fair values were determined. Non-monetary items denominated in foreign currencies that are measured at historical cost are translated at the historical rates as at the dates of the initial transactions.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information (Contd.)

3.4 Foreign currency transactions and operations (Contd.)

(a) Translation of foreign currency transactions (Contd.)

Foreign exchange differences arising on settlement or retranslation of monetary items are recognised in profit or loss except for monetary items that are designated as hedging instruments in either a cash flow hedge or a hedge of the Group's net investment of a foreign operation. When settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely to occur in the foreseeable future, exchange differences are recognised in profit or loss in the separate financial statements of the parent company or the individual financial statements of the foreign operation. In the consolidated financial statements, the exchange differences are considered to form part of a net investment in a foreign operation and are recognised initially in other comprehensive income until its disposal, at which time, the cumulative amount is reclassified to profit or loss.

The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e. translation differences on items whose fair value gain or loss is recognised in other comprehensive income or profit or loss are also recognised in other comprehensive income or profit or loss, respectively).

(b) Translation of foreign operations

The assets and liabilities of foreign operations denominated in the functional currency different from the presentation currency, including goodwill and fair value adjustments arising on acquisition, are translated into the presentation currency at exchange rates prevailing at the reporting date. The income and expenses of foreign operations are translated at exchange rates at the dates of the transactions.

Exchange differences arising on the translation are recognised in other comprehensive income. However, if the foreign operation is a non-wholly owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the non-controlling interests.

When a foreign operation is disposed of such that control, significant influence or joint control is lost, the cumulative amount in foreign exchange translation reserves related to that foreign operation is reclassified to profit or loss. For a partial disposal not involving loss of control of a subsidiary that includes a foreign operation, the proportionate share of cumulative amount in foreign exchange translation reserve is reattributed to non-controlling interests. For partial disposals of associates or joint ventures that do not result in the Group losing significant influence or joint control, the proportionate share of the cumulative amount in foreign exchange translation reserve is reclassified to profit or loss.

3.5 Property, plant and equipment

(a) Recognition and measurement

Property, plant and equipment (other than capital work-in-progress) are measured at cost less accumulated depreciation and any accumulated impairment losses. Freehold land is stated at cost less any impairment losses.

Capital work-in-progress consists of expenditure incurred on construction of property, plant and equipment which take a substantial period of time to be ready for their intended use. This expenditure is stated at cost less accumulated impairment losses, if any. Upon completion of construction, the cost will be reclassified to the respective property, plant and equipment and depreciated according to the depreciation policy of the Group.

Cost of assets includes expenditures that are directly attributable to the acquisition of the asset and any other costs that are directly attributable to bringing the asset to working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. The cost of self-constructed assets also includes cost of materials, direct labour, and any other direct attributable costs but excludes internal profits. For qualifying assets, borrowing costs are capitalised in accordance with the accounting policy on borrowing costs.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as a separate item of property, plant and equipment.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information (Contd.)

3.5 Property, plant and equipment (Contd.)

(b) Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that the future economic benefits associated with the part will flow to the Group or the Company and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss as incurred.

(c) Depreciation

Freehold land has an unlimited useful life and therefore is not depreciated. Assets under construction included in property, plant and equipment are not depreciated as these assets are not yet available for intended use.

All other property, plant and equipment are depreciated on the straight-line basis by allocating their depreciable amounts over their remaining useful lives. The principal depreciation rates are as follows:

Description	Rate
Freehold buildings	2%
Leasehold building	2%
Leasehold improvement	5% to 20%
Operating equipment	4% to 33.33%
Returnable shipping containers	10%
Furniture, fittings and renovation	10% to 20%
Motor vehicles	20%
Office equipment	10% to 33.33 %
Solar plant	4%

The residual values, useful lives and depreciation methods are reviewed at the end of each reporting period and adjusted as appropriate.

(d) Derecognition

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

3.6 Leases

The Group and the Company present right-of-use assets in Note 6 and lease liabilities as separate lines in Note 24.

(a) Lessee accounting

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. Right-of-use assets are initially measured at cost and subsequently measured at cost less any accumulated depreciation and any accumulated impairment losses, adjusted for any remeasurement of the lease liabilities. Depreciation is computed on the straight-line basis over the lease period.

The Group and the Company have elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

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

The Group and the Company have elected not to recognise right-of-use assets and lease liabilities for short-term leases and leases of low value assets. The Group and the Company recognise the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information (Contd.)

3.7 Intangible assets

(a) Other intangible assets

Intangible assets, other than goodwill and software development costs, that are acquired by the Group, which have finite useful lives, are measured at cost less accumulated amortisation and any accumulated impairment losses. Amortisation is recognised in profit or loss on a straight-line basis over the useful lives of the intangible assets of the Group as follows:

	Useful lives
Customer base	7 years
Technical know-how	10 years
Customer contracts	1 to 18 years
Rodless Pump System	10 years
Software	3 years
Intellectual property	3 years

Amortisation methods and useful lives are reviewed at the end of each reporting period and adjusted, if appropriate.

(b) Software development costs

Software development costs are capitalised as an intangible asset when the recognition criteria for development expenditure are met. These criteria include technical feasibility, the intention and ability to complete and use or sell the software, the probability of future economic benefits, the availability of adequate resources and the reliable measurement of attributable expenditure. Expenditure that does not meet these criteria is recognised in profit or loss as incurred. Expenditure previously recognised as an expense is not subsequently capitalised.

Costs that are clearly associated with an identifiable and unique software product which will be controlled by the Group, and which are expected to generate economic benefits exceeding the costs beyond one year, are recognised as software development costs. Capitalised costs include salaries and incidental costs directly attributable to each project.

Software development costs comprise software under development that is not yet available for use. Software development costs are measured at cost less any accumulated impairment losses, are not amortised and are tested for impairment annually, or more frequently when there is an indication that they may be impaired.

Amortisation will commence when the software is available for use, and will be recognised in profit or loss on a straight-line basis over its estimated useful life.

3.8 Financial instruments

Financial instruments are recognised in the statements of financial position, when and only when, the Group and the Company become a party to the contract provisions of the financial instrument.

Except for the trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the financial instruments are recognised initially at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset and financial liability. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under MFRS 15.

An embedded derivative is recognised separately from the host contract and accounted for as a derivative if, and only if, it is not closely related to the economic characteristics and risks of the host contract; it is a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured as fair value through profit or loss. The host contract, in the event an embedded derivative is recognised separately, is accounted for in accordance with the policy applicable to the nature of the host contract.

A derivative embedded within a hybrid contract containing a financial asset host is not accounted for separately. The financial asset host together with the embedded derivative is required to be classified in its entirety as a financial asset at fair value through profit or loss.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information (Contd.)

3.8 Financial instruments (Contd.)

(a) Subsequent measurement

The Group and the Company categorise the financial instruments as follows:

Financial assets

For the purposes of subsequent measurement, financial assets are classified in three categories:

- Financial assets at amortised cost;
- Financial assets designated at fair value through other comprehensive income with no recycling of cumulative gains and losses upon derecognition; and
- Financial assets at fair value through profit or loss.

The classification depends on the entity's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

The Group and the Company reclassify financial assets when and only when their business models for managing those assets change.

(b) Debt instruments

Subsequent measurement of debt instruments depends on the Group's and the Company's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group and the Company classify their debt instruments:

Financial assets at amortised cost

Financial assets that are held for collection of contractual cash flows and those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when the financial asset is derecognised, modified or impaired.

Financial assets at fair value through profit or loss ("FVPL")

Financial assets at FVPL include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through other comprehensive income ("FVOCI"), as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statements of financial position at fair value with net changes in fair value recognised in the profit or loss.

(c) Equity instruments

The Group subsequently measures all equity investments at fair value. Upon initial recognition, the Group can make an irrevocable election to classify its equity investments that is not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Financial liabilities

The Group and the Company classify their financial liabilities at amortised cost.

Subsequent to initial recognition, other financial liabilities are measured at amortised cost using effective interest method. Gains and losses are recognised in profit or loss when the financial liabilities are derecognised and through the amortisation process.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information (Contd.)

3.8 Financial instruments (Contd.)

(d) 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 initially as a liability at fair value, net of transaction costs that are directly attributable to the issuance of the guarantee. Subsequent to initial recognition, the liability is measured at the higher of the amount of the loss allowance determined in accordance with Section 5.5 of MFRS 9 and the amount initially recognised, when appropriate, the cumulative amount of income recognised in accordance with the principles of MFRS 15.

(e) Regular way purchase or sale of financial assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

3.9 Offsetting financial instruments

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

In accounting for a transfer of a financial asset that does not qualify for derecognition, the entity shall not offset the transferred asset and the associated liability.

3.10 Inventories

Inventories are measured at the lower of cost and net realisable value.

Cost is determined on the weighted average cost method and comprise the purchase price and incidentals incurred in bringing the inventories to their present location and condition.

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

Where necessary, allowance is made for obsolete, slow-moving and damaged inventories. Inventories are written down to net realisable value based on management's assessment of their ageing, condition and expected future usage or saleability. The write-down and any reversal are recognised in profit or loss in the period in which they occur.

3.11 Contract assets/(liabilities)

Contract asset is the right to consideration for goods or services transferred to the customers when that right is conditioned on something other than the passage of time (for example, the Group's future performance). The contract assets represent the Group's rights to consideration for the work performed but yet to be billed. Contract assets are transferred to receivables when the Group issue invoices to the customers. Contract assets are subject to impairment in accordance with MFRS 9.

Contract liability is the obligation to transfer goods or services to customers for which the Group has received the consideration or has billed the customers. The contract liabilities represent progress and deposits received for which performance obligations have not been satisfied.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information (Contd.)

3.12 Impairment of non-financial assets

The carrying amounts of non-financial assets (except for inventories, contract assets and deferred tax assets) are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, the Group and the Company make an estimate of the asset's recoverable amount. For goodwill and intangible assets that have indefinite useful life and are not yet available for use, the recoverable amount is estimated at each reporting date.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of non-financial assets or cash-generating units ("CGUs"). Subject to an operating segment ceiling test, for the purpose of goodwill impairment testing, CGUs to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal reporting purposes. The goodwill acquired in a business combination, for the purpose of impairment testing, is allocated to a CGU or a group of CGUs that are expected to benefit from the synergies of business combination.

The recoverable amount of an asset or a CGU is the higher of its fair value less costs of disposal 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 assessments of the time value of money and the risks specific to the asset or CGU. In determining the fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used.

Where the carrying amount of an asset exceeds its recoverable amount, the carrying amount of asset is reduced to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis.

Impairment losses are recognised in profit or loss.

Impairment losses in respect of goodwill are not reversed. For other assets, an assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. An impairment loss is reversed only if there has been a change in the estimates used to determine the assets recoverable amount since the last impairment loss was recognised. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised previously. Such reversal is recognised in profit or loss unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase.

3.13 Impairment of financial assets and contract assets

Financial assets measured at amortised cost, financial assets measured at fair value through other comprehensive income, contract assets and financial guarantee contracts will be subject to the expected credit losses requirement in MFRS 9 which is related to the accounting for expected credit losses on the financial assets. Expected credit loss is the weighted average of credit losses with the respective risks of a default occurring as the weights.

The Group and the Company measure loss allowance at an amount equal to lifetime expected credit loss, except for the following, which are measured as 12-month expected credit losses:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e. risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

For trade receivables, the Group applies the simplified approach permitted by MFRS 9 to measure the loss allowance at an amount equal to lifetime expected credit losses.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating expected credit loss, 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.

The Group and the Company presume that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group and the Company have reasonable and supportable information that demonstrates otherwise. In addition, the Group and the Company consider other qualitative and forward-looking information to determine whether there has been a significant increase in credit risk, even where contractual payments are not more than 30 days past due. Such information may include changes in the customer's/borrower's operating results, significant adverse changes in business, financial or economic conditions, or other forward-looking information that indicates potential default risk.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information (Contd.)

3.13 Impairment of financial assets and contract assets (Contd.)

Where information demonstrates that despite being more than 30 days past due, credit risk has not increased significantly, the presumption may be rebutted in accordance with MFRS 9.

The Group and the Company consider a financial asset to be in default when:

- the borrower is unable to pay its credit obligations to the Group and the Company in full, without taking into account any credit enhancements held by the Group and the Company; or
- the contractual payment of the financial asset is more than 90 days past due unless the Group and the Company have reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of a financial instrument.

12-month expected credit losses are the portion of lifetime expected credit losses that represent the expected credit losses that result from default events on a financial instrument that are possible within the 12 months after the reporting date.

The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group and the Company are exposed to credit risk.

Expected credit losses are a probability-weighted estimate of credit losses (i.e. the present value of all cash shortfalls) over the expected life of the financial instrument. A cash shortfall is the difference between the cash flows that are due to an entity in accordance with the contract and the cash flows that the entity expects to receive.

Expected credit losses are discounted at the effective interest rate of the financial assets.

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 that financial asset have occurred. Evidence that a financial asset is credit-impaired include observable data about the following events:

- significant financial difficulty of the debtor;
- a breach of contract, such as a default of past due event;
- the lender(s) of the debtor, for economic or contractual reasons relating to the debtor's financial difficulty, having granted to the debtor a concession(s) that the lender(s) would not otherwise consider;
- it is becoming probable that the debtor will enter bankruptcy or other financial reorganisation;
- the disappearance of an active market for that financial asset because of financial difficulties; or
- the purchase or origination of a financial asset at a deep discount that reflects the incurred credit losses.

The amount of expected credit losses (or reversal) shall be recognised in profit or loss, as an impairment gain or loss. For financial assets measured at FVOCI, the loss allowance shall be recognised in other comprehensive income and shall not reduce the carrying amount of the financial asset in the statements of financial position.

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 source of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's and the Company's procedure for recovery of amounts due.

3.14 Assets classified as held for sale

Non-current assets are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. Such non-current assets classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

The criteria for held for sale classification is regarded as met only when the sale is highly probable and the asset is available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such asset. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification, except if the delay is caused by events or circumstances beyond the entity's control and there is sufficient evidence that the entity remains committed to its plan to sell the asset.

Depreciation of non-current assets ceases when the assets are classified as held for sale.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information (Contd.)

3.15 Employee benefits

(a) Short-term employee benefits

Short-term employee benefit obligations in respect of wages, salaries, social security contributions, annual bonuses, paid annual leave, sick leave and non-monetary benefits are recognised as an expense in the financial year where the employees have rendered their services to the Group and the Company.

(b) Defined contribution plan

As required by law, the Group and the Company contribute to the Employees Provident Fund ("EPF"), the national defined contribution plan. Such contributions are recognised as an expense in the profit or loss in the period in which the employees render their services.

(c) Defined benefit plans

Certain subsidiaries of the Company operate an unfunded defined benefit scheme. Each subsidiary's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees would have earned in return for their service in the current and prior financial years, that benefit is discounted to determine the present value and the fair value of any plan assets is deducted. The discount rate is the market yield at the reporting date on high-quality corporate bonds or government bonds.

The calculation is performed by an actuarist using the projected unit credit method. In the intervening years, the calculation may be updated by the actuarist based on approximations unless material changes in demographics or business processes have been identified that would cause doubt in the application of approximations, in which case detailed analysis would be necessary at the interim date.

Remeasurement of the net defined benefit liability, which comprise actuarial gains and losses, the return of plan assets (excluding amounts included in net interest on the net defined benefit liability) and the effect of the asset ceiling (excluding amounts included in net interest on the net defined benefit liability), are recognised immediately in other comprehensive income. Remeasurements are not reclassified to profit or loss in subsequent periods.

The net interest is calculated by applying the discount to the net balance of the defined benefit obligation and fair value of plan assets, if any.

The Group recognises the following costs in profit or loss:

- Service costs comprising current service costs, past service costs, gains and losses on curtailments and non-routine settlements; and
- Net interest expense.

(d) Employees' share option plans

The Group and the Company operate an equity-settled share-based payment or Employees' Share Scheme ("ESS"), which comprises the Share Grant Plan ("SGP") and Employees' Share Option Scheme ("ESOS") for its employees and executive directors.

(e) SGP

The SGP Shares are awarded to eligible directors (including non-executive directors) and employees of the Group and the Company, excluding dormant subsidiaries, under the Employee Share Scheme approved by Nomination and Remuneration Committee ("NRC") of the Board. The SGP Shares may be settled by issuance of new shares or by transfer of existing shares, at the sole discretion of the ESS Committee.

The total fair value of SGP Shares granted to eligible participants is recognised as an employee benefit expense, with a corresponding increase in equity, over the vesting period. The fair value of SGP is measured at grant date, taking into account, if any, the market vesting conditions upon which the SGP were granted but excluding the impact of any non-market vesting conditions. Non-market vesting conditions are included in assumptions about the number of shares that are expected to vest on the vesting date.

The expense is recognised over the vesting period based on the best estimate of the number of SGP Shares that are expected to vest. At each reporting date, the Group and the Company revise its estimates of the number of SGP that are expected to vest on vesting date. It recognises the impact of the revision of original estimates, if any, in profit or loss and a corresponding adjustment to equity over the remaining vesting period. The equity amount is recognised in the employees' share scheme reserve.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information (Contd.)

3.15 Employee benefit (Contd.)

(f) ESOS

The ESOS allows the senior management and above, which include Directors of the Group to acquire shares of the Company at a predetermined exercise price. The total fair value of share options granted is recognised as an employee benefit expense with a corresponding increase in the Employees' share scheme reserve within equity over the vesting period and taking into account the probability that the options will vest.

Vesting of the ESOS options is subject to the participant remaining in employment with the Group and the Company at the relevant vesting date, not being subject to resignation or termination, not being declared bankrupt, and, where applicable, meeting performance targets as determined by the ESS Committee. The Committee has full discretion to determine whether the vesting conditions have been fully satisfied.

The fair value of share options is measured at grant date using the American vanilla call option pricing model, taking into account, if any, the market vesting conditions upon which the options were granted but excluding the impact of any non-market vesting conditions. Non-market vesting conditions are included in assumptions about the number of options that are expected to become exercisable on vesting date.

At each reporting date, the Group and the Company revise its estimates of the number of options that are expected to become exercisable on vesting date. It recognises the impact of the revision of original estimates, if any, in profit or loss and a corresponding adjustment to equity over the remaining vesting period. The equity amount is recognised in the employees' share scheme reserve.

Upon exercise of the options, the fair value recognised in the employees' share scheme reserve is transferred to share capital. If the options expire unexercised, the corresponding amount is transferred to retained earnings.

The proceeds received net of any direct attributable transaction costs are credited to equity when the option are exercised.

3.16 Dividend reinvestment scheme

The Company may from time to time offer its shareholders the option to reinvest all or part of their entitlement to dividends declared by the Company in new ordinary shares ("Dividend Reinvestment Scheme" or "DRS").

Dividends declared are accounted for as a liability in the period in which they are approved by the Board of Directors or shareholders, as applicable. Where shareholders elect to reinvest dividends in new ordinary shares under the DRS:

(i) the reinvested portion of the dividend is credited directly to share capital upon issuance of the new ordinary shares; and
(ii) the portion not reinvested is settled in cash and recognised as a reduction of the dividend payable.

3.17 Provisions

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

If the effect of the time value of money is material, provisions that are determined based on the expected future cash flows to settle the obligation are discounted using a current pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. When discounting is used, the increase in the provisions due to passage of time is recognised as finance costs.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information (Contd.)

3.18 Revenue and other income

(a) Revenue from O&G upstream services

Revenue from O&G upstream services is recognised over time as the Group satisfies its performance obligations. This is because the customer simultaneously receives and consumes the benefits provided by the Group as the services are performed, or, where applicable, 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.

Revenue from well production and geoscience solutions, including well intervention, well stimulation, completion services, integrated chemical services, production enhancement, water injection facilities, reservoir engineering and seismic data acquisition, is recognised over time as the Group performs its contractual obligations.

For services billed at day rates or unit rates, revenue is recognised based on the amount the Group has a right to invoice, provided that the amount corresponds directly with the value to the customer of the Group's performance completed to date.

(b) Sales of goods

Revenue is recognised at a point in time when control of the goods is transferred to the customers, generally on the delivery of goods.

(c) Revenue from new energy

Revenue from engineering, procurement, construction and commissioning ("EPCC") contracts for solar photovoltaic ("PV") plants is recognised over time as the Group satisfies its performance obligations, with progress measured using the input method based on costs incurred relative to total estimated contract costs.

Revenue from the sale of electricity generated by the Group's solar PV plants is recognised over time as electricity is delivered to the off-taker, based on the contracted tariff.

(d) Rendering of services

Revenue is recognised over time as services are rendered.

(e) Management fees

Revenue is recognised over time when services are rendered.

(f) Dividend income

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

(g) Interest income

Interest income is recognised using the effective interest method.

3.19 Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received and all attached conditions will be complied with.

Where the grant relates to an asset, it is recognised as deferred income in the statements of financial position and transferred to profit or loss over the expected useful life of the related asset. Where the grant relates to an expense item, it is recognised in profit or loss, under the heading of "other income", on systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed.

The benefit derived from a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates.

Notes to the Financial Statements (Contd.)

3. Material Accounting Policy Information (Contd.)

3.20 Borrowing costs

Borrowing costs are interests and other costs that the Group and the Company incur in connection with borrowing of funds.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

Borrowing costs that are directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

The Group and the Company begin capitalising borrowing costs when the Group and the Company have incurred the expenditures for the asset, incurred related borrowing costs and undertaken activities that are necessary to prepare the asset for its intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

3.21 Operating segments

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The Chief Executive Officer of the Group, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the chief operating decision maker that makes strategic decisions.

3.22 Statements of cash flows

The Group and the Company adopt the indirect method in preparation of the statements of cash flows.

For the purpose of the statements of cash flows, cash and cash equivalents comprise cash on hand, bank balances and deposits with a maturity of three months or less, that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value. Cash and cash equivalents are presented net of bank overdrafts and exclude pledged fixed deposits with licensed banks.

4. Critical Accounting Judgements and Key Sources of Estimation Uncertainty

Directors have used estimates and assumptions in measuring the reported amounts of assets and liabilities at the end of the reporting period and the reported amounts of expenses during the reporting period. Judgements and assumptions are applied in the measurement, and hence, the actual results may not coincide with the reported amounts.

(a) Critical judgements in applying the Group's and the Company's accounting policies

In the process of applying the Group's and the Company's accounting policies, the directors are of the opinion that there are no instances of application of judgements which are expected to have a significant effect on the amounts recognised in the financial statements.

(b) Key sources of estimation uncertainty

Directors believe that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period, except for:

4.1 Assessment of the Group's ability to meet its short-term obligations

In assessing the Group's ability to meet its short-term obligations as they fall due, management applied significant judgement and estimation in preparing cash flow projections covering a period of at least twelve months from the end of the reporting period. The projections incorporate assumptions and estimates as follows:

Notes to the Financial Statements (Contd.)

4. Critical Accounting Judgements and Key Sources of Estimation Uncertainty (Contd.)

4.1 Assessment of the Group's ability to meet its short-term obligations (Contd.)

(i) Timing of completion of the planned disposals and receipt of the related proceeds

Management estimates the timing of completion of the planned disposal of assets classified as held for sale and receipt of the related proceeds. These estimates take into consideration the key terms of the signed sales and purchase agreements, including the completion timelines and condition precedent, as well as the status of the disposals.

(ii) Projected cash flows from operating activities

Management estimates the cash flows expected to be generated from operating activities based on key assumptions, including projected revenue, gross profit margins and timing of collection from customers and payments to suppliers. These assumptions affect the amount and timing of cash flows expected to be generated from the Group's operating activities, which are important in assessing the Group's ability to meet its short-term obligations, particularly if completion of the planned disposals is delayed and the receipt of the related proceeds is deferred.

Further details are disclosed in Notes 17 and 37(ii).

4.2 Impairment assessment of water injection facilities

The determination of FVLCD involves significant judgement and estimation uncertainty in relation to the valuation inputs and assumptions applied in the valuation approach.

The market approach involves the selection and assessment of comparable transactions of similar marine vessels in the secondary market, including adjustments for date of transaction. The cost approach involves estimating the replacement cost of the assets based on the economics obsolescences of the assets.

The recoverable amount is sensitive to changes in these estimates and assumptions. Actual market conditions and asset condition may differ from the assumptions applied in the valuations, which could affect the estimated FVLCD.

Further details are disclosed in Note 5.

4.3 Impairment of goodwill

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

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

4.4 Expected credit losses of trade receivables and contract assets

The Group applies significant judgement in determining the expected credit losses ("ECL") on trade receivables and contract assets in accordance with MFRS 9, in making assumptions and selecting inputs to the ECL calculation, based on historical loss experience and incorporating forward-looking information at the end of each reporting period.

The assessment of the correlation between historical loss experience, forward-looking information and ECL is a significant estimate. The amount of ECL is sensitive to changes in circumstances and forecast of economic conditions over the expected lives of the financial assets. The Group's historical loss experience and forecast of economic conditions may also not be representative of customers' actual default in the future.

The information about the impairment losses on the Group's trade receivables and contract assets is disclosed in Note 37(i).

Notes to the Financial Statements (Contd.)

5. Property, Plant and Equipment

	Freehold buildings	Freehold land	Leasehold building	Leasehold improvement	Operating equipment	Returnable shipping containers	Furniture, fittings and renovation	Motor vehicles	Office equipment	Solar plant	Capital work-in-progress	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group												
2026												
Cost												
As at 1 July 2025	14,552	-	24,000	775	799,991	659	13,945	9,555	24,696	249,830	373,663	1,511,666
Acquired through business combinations (Note 8)	4,657	624	-	-	582	-	293	84	377	-	-	6,617
Additions	-	-	-	-	36,929	1,433	88	188	568	83	75,200	114,489
Written off	-	-	-	-	(730)	-	-	-	(25)	-	-	(755)
Reclassifications	-	-	-	-	26,268	-	-	-	-	-	(26,268)	-
Transfer to assets held for sale (Note 17)	-	-	-	-	(92,850)	-	-	-	-	-	-	(92,850)
Exchange differences	-	-	-	(42)	(5,905)	-	(151)	(341)	6	-	(639)	(7,072)
As at 30 June 2026	19,209	624	24,000	733	764,285	2,092	14,175	9,486	25,622	249,913	421,956	1,532,095

Notes to the Financial Statements (Contd.)

5. Property, Plant and Equipment

	Freehold buildings	Freehold land	Leasehold building	Leasehold improvement	Operating equipment	Returnable shipping containers	Furniture, fittings and renovation	Motor vehicles	Office equipment	Solar plant	Capital work-in-progress	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group												
2026												
Accumulated depreciation												
As at 1 July 2025	1,824	-	5,097	526	331,747	659	12,281	8,349	20,608	2,266	-	383,357
Acquired through business combinations (Note 8)	274	-	-	-	563	-	211	84	319	-	-	1,451
Charge for the financial year	297	-	480	41	46,904	46	437	172	1,165	10,031	-	59,573
Written off	-	-	-	-	(698)	-	-	-	(7)	-	-	(705)
Transfer to assets held for sale (Note 17)	-	-	-	-	(9,429)	-	-	-	-	-	-	(9,429)
Exchange differences	-	-	-	(30)	(4,155)	-	(134)	(331)	5	-	-	(4,645)
As at 30 June 2026	2,395	-	5,577	537	364,932	705	12,795	8,274	22,090	12,297	-	429,602
Accumulated impairment loss												
As at 1 July 2025	772	-	-	-	15,507	-	-	-	-	-	-	16,279
Exchange differences	-	-	-	-	(510)	-	-	-	-	-	-	(510)
As at 30 June 2026	772	-	-	-	14,997	-	-	-	-	-	-	15,769
Carrying amount												
As at 30 June 2026	16,042	624	18,423	196	384,356	1,387	1,380	1,212	3,532	237,616	421,956	1,086,724

Notes to the Financial Statements (Contd.)

5. Property, Plant and Equipment (Contd.)

	Freehold buildings	Leasehold building	Leasehold improvement	Operating equipment	Returnable shipping containers	Furniture, fittings and renovation	Motor vehicles	Office equipment	Solar plant	Capital work-in-progress	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group											
2025											
Cost											
As at 1 July 2024	14,552	24,000	766	743,950	659	13,579	8,668	22,274	2,740	328,206	1,159,394
Additions	-	-	-	55,482	-	353	-	1,522	3,352	293,764	354,473
Disposals	-	-	-	(203)	-	-	-	(35)	-	-	(238)
Reclassifications	-	-	-	2,680	-	98	826	965	243,738	(248,307)	-
Exchange differences	-	-	9	(1,918)	-	(85)	61	(30)	-	-	(1,963)
As at 30 June 2025	14,552	24,000	775	799,991	659	13,945	9,555	24,696	249,830	373,663	1,511,666
Accumulated depreciation											
As at 1 July 2024	1,599	4,617	479	289,867	659	11,949	8,105	19,360	754	-	337,389
Charge for the financial year	225	480	41	42,932	-	400	185	1,291	1,512	-	47,066
Disposals	-	-	-	(105)	-	-	-	(19)	-	-	(124)
Reclassifications	-	-	-	826	-	-	(826)	-	-	-	-
Exchange differences	-	-	6	(1,773)	-	(68)	885	(24)	-	-	(974)
As at 30 June 2025	1,824	5,097	526	331,747	659	12,281	8,349	20,608	2,266	-	383,357

Notes to the Financial Statements (Contd.)

5. Property, Plant and Equipment (Contd.)

	Freehold buildings	Leasehold building	Leasehold improvement	Operating equipment	Returnable shipping containers	Furniture, fittings and renovation	Motor vehicles	Office equipment	Solar plant	Capital work-in-progress	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group											
2025											
Accumulated impairment losses											
As at 1 July 2024	772	-	-	15,406	-	-	-	-	-	-	16,178
Exchange differences	-	-	-	101	-	-	-	-	-	-	101
As at 30 June 2025	772	-	-	15,507	-	-	-	-	-	-	16,279
Carrying amount											
As at 30 June 2025	11,956	18,903	249	452,737	-	1,664	1,206	4,088	247,564	373,663	1,112,030

Notes to the Financial Statements (Contd.)

5. Property, Plant and Equipment (Contd.)

	Renovation	Office equipment	Operating equipment	Furniture and fittings	Total
	RM'000	RM'000	RM'000	RM'000	RM'000
Company					
2026					
Cost					
As at 1 July 2025	12	3,081	21	10	3,124
Additions	-	106	-	1	107
As at 30 June 2026	12	3,187	21	11	3,231
Accumulated depreciation					
As at 1 July 2025	2	2,297	20	1	2,320
Charge for the financial year	2	209	1	2	214
As at 30 June 2026	4	2,506	21	3	2,534
Carrying amount					
As at 30 June 2026	8	681	-	8	697
2025					
Cost					
As at 1 July 2024	12	2,331	21	-	2,364
Additions	-	750	-	10	760
As at 30 June 2025	12	3,081	21	10	3,124
Accumulated depreciation					
As at 1 July 2024	-	2,117	20	-	2,137
Charge for the financial year	2	180	-	1	183
As at 30 June 2025	2	2,297	20	1	2,320
Carrying amount					
As at 30 June 2025	10	784	1	9	804

(a) Property, plant and equipment pledged as security

The carrying amount of property, plant and equipment of the Group pledged to the licensed banks for facilities granted to subsidiaries as disclosed in Note 23 are as follows:

	Group	
	2026	2025
	RM'000	RM'000
Freehold buildings	10,731	10,956
Leasehold buildings	18,423	18,903
Operating equipment	201,624	215,255
Capital work-in-progress	327,840	314,892
	558,618	560,006

Notes to the Financial Statements (Contd.)

5. Property, Plant and Equipment (Contd.)

(b) Included in the additions of capital work-in-progress of the Group during the financial year are as follows:

	Group	
	2026	2025
	RM'000	RM'000
Borrowing costs		
Interest on term loans	13,377	9,308
Salaries and related costs:		
Directors (Note 30(a))	2,611	1,149
Staff (Note 30(b))	1,592	144
	4,203	1,293
	17,407	10,601

(c) Additions of property, plant and equipment

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Cash payments	38,893	57,695	107	760
Term loans	75,596	296,778	-	-
	114,489	354,473	107	760

(d) Impairment assessment of water injection facilities

At the end of the reporting period, the Group has carried out impairment assessment on two water injection facilities ("WIFs") included in the operating equipment and capital work-in-progress of the Group, with carrying amounts of RM201,624,000 and RM327,840,000 (2025: RM215,255,000 and RM314,892,000), amounting to an aggregate carrying amount of RM529,464,000 (2025: RM530,147,000). The recoverable amounts of the WIFs are determined based on the fair value less costs of disposal, supported by valuation performed by an independent external valuer using a combination of market approach and cost approach.

The market approach involved the selection and assessment of transactions of similar marine vessels in the secondary market and have made adjustment to these transactions depending on the date of transaction, differences between the items under review and the underlying basis of transaction, less estimated costs of disposal.

The cost approach involved estimating the replacement cost of the assets, adjusted for various elements of depreciation including condition, utility, age, wear and tear, and obsolescence present (physical, functional or economic), taking into consideration past and present maintenance policy and rebuilding history, less estimated costs of disposal.

Based on the impairment assessment, the recoverable amounts exceeded their carrying amounts as at the reporting date. Accordingly, no impairment loss was recognised during the financial year.

6. Right-of-Use Assets

The Group and the Company lease several assets including leasehold land, operating equipment, motor vehicles, office equipment, offices and warehouses and yards and premises.

Notes to the Financial Statements (Contd.)

6. Right-of-Use Assets (Contd.)

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

	Leasehold land	Operating equipment	Motor vehicles	Office equipment	Offices and warehouses	Yards and premises	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group							
Cost							
As at 1 July 2025	14,053	10,262	2,392	342	8,240	12,469	47,758
Lease modification	-	-	-	-	20	-	20
Derecognition upon expiry of lease contracts	-	-	-	(342)	-	(2,824)	(3,166)
Transfer to property, plant and equipment		-	(691)	-	-	-	(691)
Exchange differences	-	-	-	-	1	(46)	(45)
As at 30 June 2026	14,053	10,262	1,701	-	8,261	9,599	43,876
Accumulated depreciation							
As at 1 July 2025	2,002	6,008	2,042	340	5,418	8,984	24,794
Charge for the financial year (Note 30)	408	783	51	2	1,091	2,445	4,780
Derecognition upon expiry of lease contracts	-	-	-	(342)	-	(2,824)	(3,166)
Transfer to property, plant and equipment	-	-	(691)	-	-	-	(691)
Exchange differences	-	-	-	-	1	(20)	(19)
As at 30 June 2026	2,410	6,791	1,402	-	6,510	8,585	25,698
Carrying amount							
As at 30 June 2026	11,643	3,471	299	-	1,751	1,014	18,178

Notes to the Financial Statements (Contd.)

6. Right-of-Use Assets (Contd.)

Information about leases for which the Group and the Company are lessee is presented below: (Contd.)

	Leasehold land	Operating equipment	Motor vehicles	Office equipment	Offices and warehouses	Yards and premises	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Cost							
As at 1 July 2024	13,567	10,262	2,466	342	6,901	9,739	43,277
Additions	-	-	360	-	1,916	2,608	4,884
Lease modification	486	-	-	-	-	-	486
Derecognition upon expiry of lease contracts	-	-	(434)	-	-	-	(434)
Lease termination	-	-	-	-	(531)	-	(531)
Exchange differences	-	-	-	-	(46)	122	76
As at 30 June 2025	14,053	10,262	2,392	342	8,240	12,469	47,758
Accumulated depreciation							
As at 1 July 2024	1,730	5,226	2,427	329	4,502	5,873	20,087
Charge for the financial year	272	782	49	11	1,353	2,991	5,458
Derecognition upon expiry of lease contracts	-	-	(434)	-	-	-	(434)
Lease termination	-	-	-	-	(408)	-	(408)
Exchange differences	-	-	-	-	(29)	120	91
As at 30 June 2026	2,002	6,008	2,042	340	5,418	8,984	24,794
Carrying amount							
As at 30 June 2025	12,051	4,254	350	2	2,822	3,485	22,964

Notes to the Financial Statements (Contd.)

6. Right-of-Use Assets (Contd.)

	Office equipment	
	2026	2025
	RM'000	RM'000
Company		
Cost		
As at 1 July	342	342
Derecognition upon expiry of lease contract	(342)	-
As at 1 July 2024/30 June 2025/1 July 2025/30 June 2026	-	342
Accumulated depreciation		
As at 1 July	342	331
Charge for the financial year	-	11
Derecognition upon expiry of lease contract	(342)	-
As at 30 June	-	342
Carrying amount		
As at 30 June 2025	-	-

(a) The remaining useful life of leasehold land ranges from 21 to 49 years (2025: 22 to 50 years).

(b) The Group and the Company lease operating equipment, motor vehicles and office equipment with lease terms range from 2 to 9 years (2025: 2 to 7 years) and have options to purchase the assets at the end of the contract term.

(c) The Group leases offices and warehouses and yards and premises with lease terms range from 2 to 21 years (2025: 2 to 21 years).

7. Intangible Assets

	Good-will	Other intangible assets	Software	Intellectual property	Software development costs	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group						
Cost						
As at 1 July 2024	186,924	51,227	329	-	1,368	239,848
Additions	-	-	-	500	1,739	2,239
Exchange differences	(8,138)	(3,018)	16	-	-	(11,140)
As at 30 June 2025/ 1 July 2025	178,786	48,209	345	500	3,107	230,947
Acquired through business combinations (Note 8)	4,317	-	-	-	-	4,317
Additions	-	-	-	-	3,588	3,588
Exchange differences	(2,178)	(6,490)	1	-	-	(8,667)
As at 30 June 2026	180,925	41,719	346	500	6,695	230,185

Notes to the Financial Statements (Contd.)

7. Intangible Assets (Contd.)

	Goodwill	Other intangible assets	Software	Intellectual property	Software development costs	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group						
Accumulated amortisation						
As at 1 July 2024	-	31,902	295	-	-	32,197
Charge for the financial year	-	3,869	12	56	-	3,937
Exchange differences	-	(2,206)	9	-	-	(2,197)
As at 30 June 2025	-	33,565	316	56	-	33,937
Charge for the financial year	-	3,699	25	167	-	3,891
Exchange differences	-	(6,399)	2	-	-	(6,397)
As at 30 June 2026	-	30,865	343	223	-	31,431
Accumulated impairment losses						
As at 1 July 2024/ 30 June 2025/1 July 2025/ 30 June 2026	-	4,110	-	-	-	4,110
Carrying amount						
As at 30 June 2025	178,786	10,534	29	444	3,107	192,900
As at 30 June 2026	180,925	6,744	3	277	6,695	194,644

(a) Goodwill

The carrying amounts of goodwill allocated to respective CGU are as follows:

	Group	
	2026	2025
	RM'000	RM'000
MMSVS Group Holding Co., Ltd. ("MMSVS")	65,815	67,993
Setegap Ventures Petroleum Sdn. Bhd. ("SVP")	100,520	100,520
Malaysian Energy Chemical & Services Sdn. Bhd. ("MECAS")	3,864	3,864
Premier Enterprise Corporation (M) Sdn. Bhd. ("PEC")	6,409	6,409
Johnson Pump (M) Sdn. Bhd. ("JPM")	4,317	-
	180,925	178,786

Notes to the Financial Statements (Contd.)

7. Intangible Assets (Contd.)

(a) Goodwill (Contd.)

For each of the CGU, the recoverable amount has been determined based on value in use calculated from cash flow projections covering a five-year period. The following are key assumptions:

	2026				2025			
	Average revenue growth rate	Average profit margin	Pre-tax discount rate	Terminal growth rate	Average revenue growth rate	Average profit margin	Pre-tax discount rate	Terminal growth rate
	%	%	%	%	%	%	%	%
Group								
MMSVS	10	30	5.92	-	10	35	7.63	-
SVP	10	45	5.92	-	10	41	7.63	-
MECAS	10	23	12.50	1	10	25	9.21	1
PEC	10	16	5.92	-	10	20	7.63	-
JPM	10	35	5.92	-	Nil	Nil	Nil	Nil

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

Average revenue growth is based on the expected projection of the respective CGUs. Average profit margin is based on past performance and the management's expectation of market development. Terminal growth rate for MECAS is based on the long-term average growth rate for the industry in which the CGU operates. No terminal growth has been assumed for MMSVS, SVP, PEC and JPM, reflecting management's prudent assessment of long-term growth beyond the projection period.

Discount rate is estimated based on the respective industry weighted average cost of capital. The discount rate applied to the cash flow projections is pre-tax and reflects management's estimate of the risks specific to each CGU at the reporting date.

Based on the impairment assessment, the recoverable amounts of all CGUs exceed their respective carrying amounts and, accordingly, no impairment loss on goodwill was recognised during the financial year. The directors are also of the view that no reasonably possible change in any of the key assumptions would cause the carrying amount of any CGU to exceed its recoverable amount.

(b) Other intangible assets

Other intangible assets represent customer based and technical know-how which are held by MECAS and PT Uzma Development Services ("PTUDS"). Technical know-how is related to manuals, licenses, knowledge of its employees and experience in the industry.

Other intangible assets also represent customer contracts and Rodless Pump System ("RPS") arising from acquisition of SVP and Uzma Artificial Lift Sdn. Bhd. ("UAL").

(c) Intellectual property

Intellectual property relates to a licence for multispectral intellectual property access and usage, under which the Group is granted access to multispectral drone imagery through Aerodyne's DRONOS application.

(d) Software development costs

Software development costs relate to development work carried out in developing a software solution specifically for early detection of illegal construction in urban area and agriculture area. The software is under development and is not yet available for use.

Notes to the Financial Statements (Contd.)

8. Investment in Subsidiaries

	Company	
	2026	2025
	RM'000	RM'000
		(Restated)
Unquoted shares, at cost		
At 1 July	233,448	233,498
Additions	33,200	50
Disposals	(100)	(100)
At 30 June	266,548	233,448
Less: Accumulated impairment losses	(1,415)	(1,415)
	265,133	232,033
Loans that are part of net investment	176,580	176,580
	441,713	408,613

Loans that are part of net investment represent amounts due from subsidiaries which are non-trade in nature, unsecured and non-interest bearing. The settlement of these amounts is neither planned nor likely to occur in the foreseeable future as it is the intention of the Company to treat these amounts as a long-term source of capital to the subsidiaries. As these amounts are, in substance, a part of the Company's net investment in subsidiaries, it is stated at cost less accumulated impairment losses, if any.

The details of the subsidiaries are as follows:

Name of company	Principal place of business/place of incorporation	Proportion of equity interest		Principal activities
		2026	2025	
		%	%	
Direct subsidiaries:				
Uzma Engineering Sdn. Bhd.	Malaysia	100	100	Provision of geoscience and reservoir engineering, drilling project and operational services and other specialised services within the oil and gas industry
Geospatial AI Sdn. Bhd.[(d)]	Malaysia	-	100	Provision of product and services for satellite imagery
Malaysian Energy Chemical & Services Sdn. Bhd. ("MECAS")	Malaysia	70	70	Manufacturing, marketing, distribution and supply of oilfield chemical petrochemical products, equipment and services
Tenggara Analisis Sdn. Bhd.	Malaysia	100	100	Investment holding
Uzma Energy Venture (Sarawak) Sdn. Bhd.	Malaysia	100	100	Dormant
Premier Enterprise Corporation (M) Sdn. Bhd.[(b)]	Malaysia	100	100	Trading of hardware and equipment for oil refinery
Uzma Teluk Kalong Sdn. Bhd.	Malaysia	100	100	Dormant
Uzma Laboratory Sdn. Bhd.	Malaysia	100	100	Dormant

Notes to the Financial Statements (Contd.)

8. Investment in Subsidiaries (Contd.)

Name of company	Principal place of business/ place of incorporation	Proportion of equity interest		Principal activities
		2026	2025	
		%	%	
Direct subsidiaries:				
Uzma Resources Solutions Sdn. Bhd.	Malaysia	100	100	Investment holding
Uzma Integrasi Padu Berhad	Malaysia	100	100	Special purpose vehicle
Uzma Environergy Sdn. Bhd.	Malaysia	100	100	Provision of renewable energy services
Uzma Well Services Sdn. Bhd.	Malaysia	100	100	Dormant
Uzma Production Enhancement Sdn. Bhd.	Malaysia	100	100	Dormant
Barat Tuah Sdn. Bhd.	Malaysia	100	100	Dormant
Uzma LNG Sdn. Bhd. ("ULNG")	Malaysia	85	85	Trading of liquefied natural gas
Uzma Solar Sdn. Bhd.	Malaysia	100	100	Dormant
Uzma Space and Defence Sdn. Bhd. (formerly known as Uzma Space Ventures Sdn. Bhd.)	Malaysia	100	100	Dormant
Johnson Pump (M) Sdn. Bhd.	Malaysia	100	-	Manufacturing, testing, servicing and sales of pumps and pump skids for engineer, produce and construct (EPC) contractors and professional industries
JP Oil & Gas Sdn. Bhd.	Malaysia	100	-	Manufacturing, assembling, trading and servicing of types of turbines and pumps and commission agents of related products
Subsidiary of Uzma Space and Defence Sdn. Bhd.				
Uzma EO Sdn. Bhd.	Malaysia	100	100	Dormant
Geospatial AI Sdn. Bhd.[(d)]	Malaysia	100	-	Provision of product and services for satellite imagery
Subsidiary of Geospatial AI Sdn. Bhd.				
Mapri Sdn. Bhd	Malaysia	70	70	Provision of satellite services in oil and gas market, participating in aerospace business and manufacturing satellite
Subsidiary of Uzma Environergy Sdn. Bhd.				
Mahendran Surya Innovations Sdn. Bhd.	Malaysia	100	100	Provision of renewable energy service
Uzma Kuala Muda Sdn. Bhd.	Malaysia	100	100	Provision of renewable energy service
Environergy Bakti Sdn. Bhd.	Malaysia	100	100	Dormant

Notes to the Financial Statements (Contd.)

8. Investment in Subsidiaries (Contd.)

Name of company	Principal place of business/place of incorporation	Proportion of equity interest		Principal activities
		2026	2025	
		%	%	
Subsidiary of Uzma Engineering Sdn. Bhd.				
PT Uzma*	Indonesia	95	95	Investment holding
Uzma Tracer Sdn. Bhd.	Malaysia	100	100	Dormant
Uzma Well Services (Thailand) Co., Ltd.*~	Thailand	49	49	Dormant
Uzma Archaeological Research Sdn. Bhd.	Malaysia	100	100	Dormant
Selayang Tuah Sdn. Bhd.	Malaysia	100	100	Provision of oil and gas services, consultancy, trading, and investment holding
Subsidiary of PT Uzma				
PT Uzma Development Services ("PTUDS")*	Indonesia	90	90	Provision of supporting services in oil and gas mining
Subsidiary of Tenggara Analisis Sdn. Bhd.				
Setegap Ventures Petroleum Sdn. Bhd. ("SVP")	Malaysia	97	97	Providing support services including consumable, parts and letting out of machinery and equipment used in the oil and gas industry
Subsidiary of Selayang Tuah Sdn. Bhd. and Uzma Well Services (Thailand) Co., Ltd.				
MMSVS Group Holding Co., Ltd (MMSVS)*	Thailand	100	100	Provision of repair and maintenance petroleum
Subsidiary of Uzma Energy Venture (Sarawak) Sdn. Bhd.				
Uzma Energy Venture SK433 Sdn. Bhd.	Malaysia	100	100	Provision of geoscience and reservoir engineering, drilling, project and operation services and other specialised services
Subsidiary of Uzma Production Enhancement Sdn. Bhd.				
Uzma Artificial Lift Sdn. Bhd. ("UZAL")	Malaysia	75	75	Provision of artificial lift and pumping solutions service
Subsidiary of Uzma Artificial Lift Sdn. Bhd.				
Uzma Production Enhancement (Thailand) Co., Ltd.*~	Thailand	48	48	Provision of artificial lift and pumping solutions service
Uzma Artificial Lift (Thailand) Co., Ltd.*	Thailand	99	99	Provision of artificial lift and pumping solutions service
Subsidiary of Uzma Well Services Sdn. Bhd.				
Uzma Wireline Sdn. Bhd.	Malaysia	100	100	Provision of cased holes services

* *Audited by another auditors under Morison Global member firm.*
~ *Uzma Well Services (Thailand) Co., Ltd. and Uzma Production Enhancement (Thailand) Co. Ltd., are considered subsidiaries although the Company does not own more than 50% of its equity because the Company has the power to appoint and remove majority of the Board of Directors and therefore control the Board.*

Notes to the Financial Statements (Contd.)

8. Investment in Subsidiaries (Contd.)

 # The financial year end of Uzma Artificial Lift (Thailand) Co., Ltd. and Uzma Production Enhancement (Thailand) Co., Ltd. is 31 December, which is not coterminous with that of the Company. For the purpose of consolidation, financial information of these subsidiaries for the period from 1 July 2025 to 30 June 2026 has been prepared and audited.

(a) Incorporation/Acquisition of subsidiaries

2026

On 26 December 2025, the Company completed the acquisition of 100% equity interest in Johnson Pump (M) Sdn. Bhd. ("JPM") and JP Oil & Gas (M) Sdn. Bhd. ("JPO") for a cash consideration of RM28,000,000 and RM5,200,000, respectively.

Fair value of the identifiable assets acquired and liabilities assumed:

	JPM	JPO
	RM'000	RM'000
Assets		
Property, plant and equipment	2,657	2,509
Inventories	524	-
Trade and other receivables	6,173	1,685
Current tax assets	-	6
Cash and bank balances	21,495	3,420
Total assets	30,849	7,620
Liabilities		
Trade and other payables	(6,630)	(10)
Current tax liabilities	(19)	-
Deferred tax liabilities	(517)	(358)
Total liabilities	(7,166)	(368)
Total identifiable net assets acquired	23,683	7,252
Goodwill acquired in the business combination (Note 7)	4,317	-
Gain from a bargain purchase (Note 29)	-	(2,052)
Fair value of consideration transferred	28,000	5,200

Effects of acquisition on cash flows:

	JPM	JPO
	RM'000	RM'000
Fair value of consideration transferred	28,000	5,200
Less: Cash and cash equivalents of subsidiary acquired	(21,495)	(3,420)
Net cash outflows on acquisition	6,505	1,780

Effects of acquisition in statements of profit or loss and comprehensive income:

From the date of acquisition, the subsidiary's contributed revenue and profit after tax are as follows:

	JPM	JPO
	RM'000	RM'000
Revenue	43,191	1,146
Profit for the financial year	1,843	158

Notes to the Financial Statements (Contd.)

8. Investment in Subsidiaries (Contd.)

(a) Incorporation/Acquisition of subsidiaries (Contd.)

2025

Uzma Space and Defence Sdn. Bhd. and Uzma EO Sdn. Bhd.

On 16 June 2025, the Company had incorporated a wholly owned subsidiary, namely Uzma Space and Defence Sdn. Bhd. (formerly known as Uzma Space Ventures Sdn. Bhd.) ("Uzma Space") with an issued and paid-up capital of 1 ordinary share at RM1. The intended principal activities of Uzma Space are investment holding and provision of satellite and geospatial services.

On 16 June 2025, the Company's wholly-owned subsidiary, Uzma Space had incorporated a wholly-owned subsidiary, namely Uzma EO Sdn. Bhd. ("Uzma EO") with an issued and paid-up capital of 1 ordinary share at RM1. The intended principal activities of Uzma EO are design, development, manufacturing and operating of earth observation (EO) satellites as well as the provision of satellite data services.

(b) Subscription for additional equity interests in subsidiaries

2025

Setegap Ventures Petroleum Sdn. Bhd.

On 13 November 2024, Tenggara Analisis Sdn. Bhd. ("TASB"), a wholly owned subsidiary of the Company, acquired an additional 10.85% equity interest in Setegap Ventures Petroleum Sdn. Bhd. ("SVP") for a total cash consideration of RM26,050,000. Following this acquisition, TASB's equity interest in SVP increased from 86% to 97%, and SVP remains a subsidiary of the Company through TASB.

Effect of the increase in the Group's equity interest is as follows:

	RM'000
Fair value of consideration transferred	26,050
Less: Decrease in share of net assets	(12,047)
Acquisition of non-controlling interests (equity transaction)	14,003

Uzma LNG Sdn. Bhd.

On 23 January 2025, the Company acquired 50,000 ordinary shares in its subsidiary, Uzma LNG Sdn. Bhd. ("ULNG"), representing an additional 15% equity interest in ULNG for a total cash consideration of RM50,000. Consequently, the Company's equity interest in ULNG increased from 70% to 85%.

Effect of the increase in the Group's equity interest is as follows:

	RM'000
Fair value of consideration transferred	50
Less: Increase in share of net assets	144
Acquisition of non-controlling interests (equity transaction)	194

Premier Enterprise Corporation (M) Sdn. Bhd

On 15 November 2024, the Company's wholly owned subsidiary, Uzma Engineering Sdn Bhd ("UESB") had completed the acquisition of the remaining minority interest in Premier Enterprise Corporation (M) Sdn. Bhd. ("PEC"), representing 4.76% equity interest in PEC for a total purchase consideration of RM25,000. Consequently, the Group's effective equity interest in PEC increased from 95% to 100% as a result of the additional shares purchased.

Effect of the increase in the Group's equity interest is as follows:

	RM'000
Fair value of consideration transferred	25
Less: Increase in share of net assets	266
Acquisition of non-controlling interests (equity transaction)	291

Notes to the Financial Statements (Contd.)

8. Investment in Subsidiaries (Contd.)

(c) Disposal of subsidiaries

2025

On 30 November 2024, the Company's wholly owned subsidiary, Uzma Resource Solutions Sdn. Bhd. ("UZRS") had disposed its 10% equity interest in Jannatul Firdaus International Sdn. Bhd. ("JFI") for a total consideration of RM150,000. UZRS classified its remaining 41% equity interest in JFI as associate given that UZRS has significant influence over JFI.

(i) Summary of the effects of partial disposal of JFI:

	RM'000
Recognised	
Fair value of consideration	150
Derecognised	
Fair value of identifiable net assets at disposal date	260
Non-controlling interests	(186)
Net assets disposed	74
Gain on disposal of JFI	76

(ii) Effects of disposal on cash flows:

	RM'000
Fair value of consideration	150
Less: Receivable	(150)
Consideration received in cash	-
Less: Cash and cash equivalents of the subsidiary disposed	-
Net cash outflows on disposal	-

Additional details on the disposal of JFI, which resulted in its reclassification as an associate, are disclosed in Note 9.

(d) Internal reorganisation of entities under common control

2026

On 11 August 2025, the Company transferred its 100% equity interest in its wholly owned subsidiary, Geospatial AI Sdn. Bhd ("Geospatial"), to Uzma Space, a wholly owned subsidiary of the Company. Following the transfer, Geospatial became a wholly owned subsidiary of Uzma Space and, consequently, an indirect wholly owned subsidiary of the Company.

2025

On 10 December 2024, the Company transferred its 100% equity interest in its wholly owned subsidiary, Selayang Tuah Sdn. Bhd. ("Selayang Tuah"), to Uzma Engineering, a wholly owned subsidiary of the Company. Following the transfer, Selayang Tuah became a wholly owned subsidiary of Uzma Engineering and, consequently, an indirect wholly owned subsidiary of the Company.

Notes to the Financial Statements (Contd.)

8. Investment in Subsidiaries (Contd.)

(e) Non-controlling interest in subsidiaries

The financial information of the Group's subsidiaries that have material non-controlling interest are as follows:

	MECAS	PTUDS	SVP	UZAL	ULNG	Other subsidiaries with NCI	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
2026							
NCI percentage of equity interest	30%	10%	3%	25%	15%		
Carrying amount of NCI	16,293	(1,262)	4,061	363	480	1,313	21,248
Profit/(Loss) allocated to NCI	1,207	(510)	96	408	148	(9)	1,340
Total comprehensive income/(loss) allocated to NCI	1,207	(557)	96	408	148	1	1,303
Dividend paid to NCI	(780)	-	-	-	-	-	(780)
2025							
NCI percentage of equity interest	30%	10%	3%	25%	15%		
Carrying amount of NCI	15,865	(705)	3,965	(45)	332	1,312	20,725
Profit/(Loss) allocated to NCI	1,115	(351)	35	730	40	700	2,269
Total comprehensive income/(loss) allocated to NCI	1,115	(350)	35	730	40	983	2,553

Notes to the Financial Statements (Contd.)

8. Investment in Subsidiaries (Contd.)

(f) Summarised financial information of material non-controlling interest

The summarised financial information (before intra-group elimination) of the Group's subsidiaries that have material non-controlling interests are as follows:

	MECAS	PTUDS	SVP	UZAL	ULNG
	RM'000	RM'000	RM'000	RM'000	RM'000
2026					
Summarised statement of financial position					
Non-current assets	4,971	5,381	128,967	3,646	24
Current assets	59,284	2,645	181,186	101,833	18,381
Non-current liabilities	(185)	(11,653)	(53,015)	(25)	-
Current liabilities	(9,693)	(10,264)	(122,935)	(93,430)	(16,408)
Net assets/(liabilities)	54,377	(13,891)	134,203	12,024	1,997
Summarised statement of profit or loss and other comprehensive income					
Revenue	70,487	37	137,295	18,526	22,751
Profit/(Loss) for the financial year	4,022	(3,221)	3,047	2,553	989
Total comprehensive income/(loss) for the financial year	4,022	(3,221)	3,047	2,553	989
Summarised statement of cash flows					
Cash flows generated from/(used in) operating activities	8,932	(682)	24,232	(3,922)	2,599
Cash flows used in investing activities	(1,715)	-	(64,708)	(69,438)	(7)
Cash flows (used in)/generated from financing activities	(2,992)	192	41,544	73,360	(943)
Net increase/(decrease) in cash and cash equivalents	4,225	(490)	1,068	-	1,649

Notes to the Financial Statements (Contd.)

8. Investment in Subsidiaries (Contd.)

	MECAS	PTUDS	SVP	UZAL	ULNG
	RM'000	RM'000	RM'000	RM'000	RM'000
2025					
Summarised statement of financial position					
Non-Current assets	4,581	7,665	119,435	850	24
Current assets	62,025	3,895	161,222	26,767	10,377
Non-Current liabilities	(1,001)	(307)	(38,628)	-	(4)
Current liabilities	(12,648)	(22,288)	(110,447)	(18,146)	(9,393)
Net assets/(liabilities)	52,957	(11,035)	131,582	9,471	1,004
Summarised statement of profit or loss and other comprehensive income					
Revenue	71,249	1,776	102,216	23,733	24,834
Profit/(Loss) for the financial year	3,715	(3,510)	1,183	2,919	263
Total comprehensive income/ (loss) for the financial year	3,715	(3,496)	1,183	2,919	263
Summarised statement of cash flows					
Cash flows generated from/ (used in) operating activities	2,715	(11,519)	27,068	377	(10,192)
Cash flows (used in)/from investing activities	(1,205)	(21)	(33,994)	(277)	9,488
Cash flows (used in)/ generated from financing activities	(745)	11,052	267	(100)	257
Net increase/ (decrease) in cash and cash equivalents	765	(488)	(6,659)	-	(447)

Notes to the Financial Statements (Contd.)

9. Investment in Associates

	Group	
	2026	2025
	RM'000	RM'000
Unquoted shares, at cost		
As at 1 July	5,994	4,889
Addition	-	1,105
As at 30 June	5,994	5,994
Share of post-acquisition reserves	(10)	(118)
	5,984	5,876

Details of associates are as follows:

Name of company	Principal place of business/place of incorporation	Proportion of equity interest		Principal activities
		2026	2025	
		%	%	
Bahau Power Sdn. Bhd.	Malaysia	49%	49%	Provision of renewable energy services
Jannatul Firdaus International Sdn. Bhd.	Malaysia	41%	41%	Provision of general merchants and traders, general agents, wholesaler, distributors, imports, exports, commissioning agents and dealers in all types and kinds of goods, commodities and merchandise
Suria Infiniti Sdn. Bhd.	Malaysia	49%	49%	Provision of renewable energy services

* *Audited by other auditors other than Morison LC PLT*
~ *Uzma Well Services (Thailand) Co., Ltd. and Uzma Production Enhancement (Thailand) Co. Ltd., are considered subsidiaries although the Company does not own more than 50% of its equity because the Company has the power to appoint and remove majority of the Board of Directors and therefore control the Board*
^ *Newly incorporated subsidiaries*

(a) Subscription interest in associate

On 26 June 2025, Bahau Power Sdn. Bhd. ("BPSB"), an associate, allotted 999,900 new ordinary shares amounting to RM999,900. Accordingly, the Group's investment in BPSB increased by RM489,951 while its equity interest remained unchanged at 49%.

(b) Investment in associate arising from loss of control of a subsidiary

As disclosed in Note 8(c), on 30 November 2024, UZRS disposed of its 10% equity interest in JFI, reducing its equity interest from 51% to 41%. Consequently, JFI ceased to be a subsidiary and became an associate of the Group. The retained 41% equity interest in JFI was recognised as an investment in an associate at its fair value of RM615,000 on the date control was lost.

Notes to the Financial Statements (Contd.)

9. Investment in Associates (Contd.)

(c) Summarised financial information of material associate

	Bahau Power Sdn. Bhd.	Jannatul Firdaus International Sdn. Bhd.	Suria Infiniti Sdn. Bhd.
	RM'000	RM'000	RM'000
Group			
2026			
Summarised statement of financial position			
Non-current assets	39,701	97	1,064
Current assets	750	1,018	19,955
Current liabilities	(40,271)	(2,057)	(18,068)
Net assets/(liabilities)	180	(942)	2,951
Summarised statement of profit or loss and other comprehensive income			
Revenue	105	54,723	14,454
(Loss)/Profit for the financial year	(565)	656	237
Total comprehensive (loss)/income for the financial year	(565)	656	237
Reconciliation of net assets/(liabilities) to carrying amount:			
Share of net assets/(liabilities) at the acquisition date	490	(76)	743
Goodwill on acquisition	-	691	4,146
Cost of investment	490	615	4,889
Share of post-acquisition (losses)/profits	(402)	(311)	703
Carrying amount in the statements of financial position	88	304	5,592
Group's share of results			
Group's share of (loss)/profit	(277)	269	116

Notes to the Financial Statements (Contd.)

9. Investment in Associates (Contd.)

(c) Summarised financial information of material associate (Contd.)

	Bahau Power Sdn. Bhd.	Jannatul Firdaus International Sdn. Bhd.	Suria Infiniti Sdn. Bhd.
	RM'000	RM'000	RM'000
2025			
Summarised statements of financial position			
Non-current assets	10,160	-	1,125
Current assets	23,235	566	27,450
Current liabilities	(32,650)	(2,164)	(25,863)
Net assets/ (liabilities)	745	(1,598)	2,712
Summarised statement of profit or loss and other comprehensive income			
Revenue	-	119,113	44,322
(Loss)/Profit for the financial year	(255)	88	(3,235)
Total comprehensive (loss)/income for the financial year	(255)	88	(3,235)
Reconciliation of net assets/(liabilities) to carrying amount:			
Share of net assets/(liabilities) at the acquisition date	490	(76)	743
Goodwill on acquisition	-	691	4,146
Cost of investment	490	615	4,889
Share of post-acquisition (losses)/profits	(125)	(579)	586
Carrying amount in the statements of financial position	365	36	5,475
Group's share of results			
Group's share of (loss)/profit	(125)	36	(1,585)

Notes to the Financial Statements (Contd.)

10. Investment in Joint Ventures

	Group	
	2026	2025
	RM'000	RM'000
Unquoted share, at cost	31	31
Share of post-acquisition reserves	(31)	(31)
	-	-

Details of joint ventures are as follows:

Name of company	Principal place of business/place of incorporation	Proportion of equity interest		Principal activities
		2026	2025	
		%	%	
Khausar Energy Sdn. Bhd. ^	Malaysia	50	50	Dormant

^ *Disclosed using the unaudited management financial statements, auditors' report is not available*

The Group had not recognised its share of losses of Khausar Energy Sdn. Bhd. because the Group's cumulative share of losses had exceeded its interest in the joint venture and the Group had no obligation in respect of the losses. The Group's cumulative accumulated losses not recognised were RM408,946 (2025: RM387,321).

11. Deferred Tax Assets/(Liabilities)

The movements in deferred tax during the financial year are as follows:

	Group		Company	
	30.6.2026	30.6.2025	30.6.2026	30.6.2025
	RM'000	RM'000 (Restated)	RM'000	RM'000
As at 1 July				
As previously stated	(34,504)	(18,691)	223	996
Effects of prior years' adjustment (Note 43)	(20,524)	(9,224)	-	-
As restated	(55,028)	(27,915)	223	996
Arising from business combinations (Note 8)	(875)	-	-	-
Recognised in profit or loss (Note 31)	2,771	(27,426)	(352)	(773)
Exchange differences	(281)	313	-	-
As at 30 June	(53,413)	(55,028)	(129)	223

The deferred tax in the financial statements is as follows:

	Group			Company	
	30.6.2026	30.6.2025	1.7.2024	30.6.2026	30.6.2025
	RM'000	RM'000	RM'000	RM'000	RM'000
Deferred tax assets	20,938	2,912	8,059	-	223
Deferred tax liabilities	(74,351)	(57,940)	(35,974)	(129)	-
	(53,413)	(55,028)	(27,915)	(129)	223

Notes to the Financial Statements (Contd.)

11. Deferred Tax Assets/(Liabilities) (Contd.)

The deferred tax in the financial statements is in respect of the tax effects on the following:

	Group			Company	
	30.6.2026	30.6.2025	1.7.2024	30.6.2026	30.6.2025
	RM'000	RM'000 (Restated)	RM'000 (Restated)	RM'000	RM'000
Deferred tax assets (before offsetting)					
Temporary differences arising from:					
Unutilised tax losses	3,502	3,546	8,084	-	-
Unabsorbed capital allowances	30,391	47,345	37,736	-	200
Unutilised investment tax allowance	19,640	-	-	-	-
Provisions	9,972	8,573	9,207	-	-
Lease liabilities	3,217	4,248	4,120	-	-
Others	2,697	793	2,698	-	128
	69,419	64,505	61,845	-	328
Offsetting	(48,481)	(61,593)	(53,786)	-	(105)
Deferred tax assets (after offsetting)	20,938	2,912	8,059	-	223
Deferred tax liabilities (before offsetting)					
Temporary differences arising from:					
Property, plant and equipment	118,469	114,022	84,194	129	105
Right-of-use assets	4,363	5,511	5,566	-	-
	122,832	119,533	89,760	129	105
Offsetting	(48,481)	(61,593)	(53,786)	-	(105)
Deferred tax liabilities (after offsetting)	74,351	57,940	35,974	129	-

The deductible temporary difference, unabsorbed capital allowances and unutilised tax losses which would give rise to deferred tax assets not recognised to the extent that it is probable that future taxable profits will be available against which deductible temporary differences, unabsorbed capital allowances and unutilised tax losses can be utilised. As at the end of the reporting period, the estimated amount of deductible temporary difference, unabsorbed capital allowances and unutilised tax losses for which no deferred tax assets has not been recognised in the financial statements due to uncertainty of its realisation are as follows:

	Group			Company	
	30.6.2026	30.6.2025	1.7.2024	2026	2025
	RM'000	RM'000 (Restated)	RM'000 (Restated)	RM'000	RM'000
Unutilised tax losses	2,091	2,823	2,724	-	-
Unabsorbed capital allowances	643	262	318	-	-
Other deductible temporary differences	1,844	1,692	271	-	-
	4,578	4,777	3,313	-	-

Notes to the Financial Statements (Contd.)

12. Trade And Other Receivables

		Group		Company	
		2026	2025	2026	2025
		RM'000	RM'000	RM'000	RM'000
Non-Current:					
Other receivables					
Third parties	**(b)**	15,911	14,335	-	-
Current:					
Trade receivables					
Third parties		229,675	153,146	-	-
Less: Accumulated impairment losses		(20,751)	(19,628)	-	-
Total trade receivables, net	**(a)**	208,924	133,518	-	-
Current:					
Other receivables					
Third parties	**(b)**	38,975	17,463	7,884	8,539
Amount due from subsidiaries	**(c)**	-	-	132,054	81,667
Amount due from an associate	**(c)**	9,267	-	-	-
Amount due from non-controlling interests	**(c)**	-	27	-	-
Amount due from a joint venture	**(c)**	552	552	-	-
		48,794	18,042	139,938	90,206
Less: Accumulated impairment losses					
Third parties		(6,955)	(6,955)	(1,805)	(1,805)
Amount due from subsidiaries		-	-	(1,343)	(1,343)
		(6,955)	(6,955)	(3,148)	(3,148)
		41,839	11,087	136,790	87,058
Advances to sub-contractors		75,674	43,358	-	-
Deposits		3,226	4,123	743	543
Goods and Services Tax ("GST") refundable		1,312	1,046	-	-
Prepayments		34,031	10,710	707	885
Total other receivables, net (current)		156,082	70,324	138,240	88,486
Total trade and other receivables (current)		365,006	203,842	138,240	88,486
Total trade and other receivables (non-current and current)		380,917	218,177	138,240	88,486

Notes to the Financial Statements (Contd.)

12. Trade And Other Receivables (Contd.)

(a) Credit term of trade receivables

Trade receivables are non-interest bearing and the Group's normal trade credit terms extended to customers range from 30 days to 60 days (2025: 30 days to 60 days). Other credit terms are assessed and approved on a case-by-case basis.

Receivables that are impaired

The movement in the accumulated impairment losses of trade receivables is as follows:

	Group	
	2026	2025
	RM'000	RM'000
Trade receivables		
As at 1 July	19,628	20,345
Charge for the financial year (Note 30)	1,123	-
Reversal of impairment losses (Note 30)	-	(717)
As at 30 June	20,751	19,628

(b) Other receivables

Included in non-current other receivables of the Group is keyman insurance of RM12,000,000 (2025: RM11,000,000), representing the contributions paid for keyman takaful coverage effected on a director of the Company.

Included in non-current other receivables of the Group is withholding tax receivables of RM3,809,000 (2025: RM3,335,000).

The movement in the accumulated impairment losses of other receivables is as follows:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Other receivables				
At 1 July	6,955	5,258	3,148	3,148
Charge for the financial year (Note 30)	-	1,697	-	-
At 30 June	6,955	6,955	3,148	3,148

(c) Amounts due from subsidiaries, an associate, non-controlling interests and joint venture are non-trade in nature, unsecured, interest-free and receivable on demand.

Notes to the Financial Statements (Contd.)

13. Other Investments

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Non-Current:				
Financial assets at designated FVOCI				
At fair value:				
Unquoted equity securities				
As at 1 July	-	105	-	-
Written off	-	(105)	-	-
As at 30 June	-	-	-	-
Current:				
Financial assets at designated FVPL				
Money market fund	266	168	158	152
Total other investments	266	168	158	152

The Group holds non-controlling interest in unquoted equity securities designated at fair value through other comprehensive income. These investments were irrevocably designated at fair value through other comprehensive income as the Group considers these investments as strategic long-term investments.

The money market fund is measured at fair value based on the published net asset value per unit at the end of the reporting period.

Notes to the Financial Statements (Contd.)

14. Inventories

	Group	
	2026	2025
	RM'000	RM'000
At cost:		
Raw materials	3,014	544
Finished goods	7,945	2,503
Consumable goods	18,958	25,745
	29,917	28,792
At net realisable value:		
Raw materials	13,317	13,565
Finished goods	12,060	16,934
	25,377	30,499
Less: Provision for obsolescence	(719)	(685)
	54,575	58,606
Recognised in profit or loss:		
Inventories recognised in cost of sales	127,632	146,433
Inventories written down at net realisable value	37	522
Inventories written back	(3)	(32)

Notes to the Financial Statements (Contd.)

15. Contract Assets/(Liabilities)

	Group	
	2026	2025
	RM'000	RM'000
Contract assets		
As at 1 July	125,745	77,565
Revenue recognised for unbilled goods or services transferred to customers	1,227,835	509,026
Billing issued during the financial year	(1,155,704)	(460,127)
Impairment losses recognised during the financial year	-	(719)
As at 30 June	197,876	125,745
Contract liabilities		
As at 1 July	(6,224)	(11,711)
Revenue recognised that was included in contract liability at the beginning of the financial year	6,224	5,678
Consideration received from customers, but revenue not recognised	(51)	(191)
As at 30 June	(51)	(6,224)

The movement in the impairment losses of contract assets, which were individually assessed, is as follows:

	Group	
	2026	2025
	RM'000	RM'000
As at 1 July	719	-
Charged for the financial year (Note 30)	-	719
As at 30 June	719	719

(a) Contract assets Done

(b) will be billed within 30 to 120 days (2025: 30 to 120 days) and payment is expected within 20 to 45 days (2025: 20 to 45 days).

(c) Contract liabilities are expected to be recognised as revenue over a period of 60 days (2025: 60 days).

Notes to the Financial Statements (Contd.)

16. Deposits, Cash and Bank Balances

		Group		Company	
		2026	2025	2026	2025
		RM'000	RM'000	RM'000	RM'000
Cash and bank balances		80,935	44,105	1,736	114
Deposits placed with licensed banks	(a)	64,341	58,796	7,528	12,780
		145,276	102,901	9,264	12,894
Less: Unpledged fixed deposits with tenure more than 3 months	(b)	(2,501)	(2,446)	-	-
Less: Bank overdrafts (Note 23)		(46,364)	(35,672)	(13,514)	(13,970)
Less: Pledged deposits	(c)	(52,197)	(51,505)	(7,528)	(12,780)
Cash and cash equivalent as presented in the statements of cash flows		44,214	13,278	(11,778)	(13,856)

(a) Deposits placed with licensed banks of the Group and of the Company bear interest at rates range from 1.65% to 2.40% (2025: 1.60% to 2.70%) per annum.

(b) Unpledged deposits with tenure more than 3 months bear interest at rates range from 2.30% to 2.70% (2025: 2.30% to 2.70%) per annum and mature within one year.

(c) Deposits placed with licensed banks amounting to RM52,197,000 (2025: RM51,505,000) and RM7,528,000 (2025: RM12,780,000) of the Group and of the Company, respectively are pledged as security for banking facilities granted to the subsidiaries as disclosed in Note 23.

17. Assets Classified As Held For Sale

Between 28 September 2026 and 8 October 2026, the Group entered into four sale and purchase agreements ("SPAs") with buyers to dispose of the operating equipment for a total cash consideration of RM88,500,000 ("Disposals"), as approved by the Board of Directors during the financial year. The Disposals are expected to be completed within twelve months from the reporting date.

As at the date of this report, the Group has received earnest deposits from all buyers as stipulated in the terms and conditions of the SPAs.

As at the end of the reporting period, the asset classified as held for sale are as follows:

	Group
	2026
	RM'000
Operating equipment	
At beginning of the financial year	-
Transfer from property, plant and equipment (Note 5)	83,421
At end of the financial year	83,421

Notes to the Financial Statements (Contd.)

18. Share Capital

		Group and Company			
		Number of ordinary shares		Amount	
		2026	2025	2026	2025
		Unit'000	Unit'000	RM'000	RM'000
Issued and fully paid up at no par value					
As at 1 July		588,405	435,331	388,026	383,523
Issued during the financial year pursuant to:					
Bonus issue	**(a)**	-	147,100	-	-
Dividend Reinvestment Scheme ("DRS")	**(b)**	-	4,212	-	3,159
Employees' Share Option Scheme ("ESOS")	**(c)**	11,602	100	7,108	102
Shares Grant Plan ("SGP")	**(d)**	7,342	1,662	3,300	1,396
Transaction costs of share issuance		-	-	-	(154)
As at 30 June		607,349	588,405	398,434	388,026

The holder of ordinary shares is entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

(a) Bonus Issue

During the previous financial year, the Company issued 147,100,063 new ordinary shares pursuant to the bonus exercise undertaken by the Company on the basis of 1 bonus share for every 3 existing ordinary shares held by the shareholders of the Company.

(b) Dividend Reinvestment Scheme ("DRS")

During the previous financial year, the Company issued 4,211,967 new ordinary shares pursuant to the DRS for a total consideration of RM3,158,975 at an issue price of RM0.75 per ordinary share.

(c) Employees' Share Option Scheme ("ESOS")

During the financial year, the Company issued 11,601,900 new ordinary shares from exercise of ESOS pursuant to ESS at a weighted average exercise price of RM0.46 per ordinary share. The issuance resulted in cash proceeds of RM5,380,359 and a transfer of RM1,727,974 from the ESOS reserve to share capital.

During the previous financial year, the Company issued 100,000 new ordinary shares from the exercise of ESOS pursuant to ESS at an exercise price of RM0.80 per ordinary share. The issuance resulted in cash proceeds of RM80,000 and a transfer of RM21,730 from the ESOS reserve to share capital.

Details on ESOS are disclosed in Note 21.

(d) Shares Grant Plan ("SGP")

During the financial year, the Company issued 7,341,540 new ordinary shares pursuant to the vesting of shares granted under the SGP. Accordingly, an amount of RM3,300,000, representing the fair value of the shares at grant date, was transferred from the employee share scheme reserve to share capital.

During the previous financial year, the Company issued 1,662,200 new ordinary shares pursuant to the vesting of shares granted under the SGP. Accordingly, an amount of RM1,396,248, representing the fair value of the shares at grant date, was transferred from the employee share scheme reserve to share capital.

Details on SGP are disclosed in Note 21.

Notes to the Financial Statements (Contd.)

19. Foreign Currency Translation Reserve

The foreign currency translation reserve comprises all foreign currency 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 as well as the foreign currency differences arising from monetary items which form part of the Group's net investment in foreign operations, where the monetary item is denominated in either the functional currency of the reporting entity of the foreign operation or another currency.

20. Capital Reserve

	Group	
	2026	2025
	RM'000	RM'000
Statutory reserve	25	25
Other capital reserve	252	252
	277	277

The foreign subsidiary is required under provision of the Civil and Commercial Code of Thailand to set aside as a statutory reserve of at least 5% of its net profit at each dividend declaration until the reserve reaches 10% of the authorised share capital.

Other capital reserve is related to the bonus issue by a subsidiary by capitalisation of the subsidiary's retained profit account. All the above reserves are not available for dividend distribution.

21. Employees' Share Scheme Reserve

	Group and Company	
	2026	2025
	RM'000	RM'000
Employees' Share Option Scheme ("ESOS")		
As at 1 July	1,169	-
Granted during the financial year	1,894	1,191
Exercised during the financial year	(1,728)	(22)
As at 30 June	1,335	1,169
Shares Grant Plan ("SGP")		
As at 1 July	35	-
Granted during the financial year	3,300	1,431
Vested and exercised during the financial year	(3,335)	(1,396)
As at 30 June	-	35
	1,335	1,204

The ESS reserve represents the effect of equity-settled share options and share grants granted to the eligible directors and employees of the Company and its subsidiaries. The reserve comprises the cumulative value of services received from the directors and employees for the share options and share grants. When the share options are exercised or the share grants vest, the amount from the reserve is transferred to share capital. When the share options expire or the share grants lapse, the amount from the reserve is transferred to retained earnings.

On 15 November 2024, the Company made an offer of 5,479,900 ESOS Options and granted 5,679,400 SGP Shares under the ESS to eligible directors and employees of the Company and its subsidiaries.

On 6 March 2026, the Company made an offer of 13,209,900 ESOS Options and granted 15,593,000 SGP Shares under the ESS to eligible directors and employees of the Company and its subsidiaries.

Notes to the Financial Statements (Contd.)

21. Employees' Share Scheme Reserve (Contd.)

Employees' Share Scheme ("ESS")

On 30 November 2023, the shareholders at the Extraordinary General Meeting ("EGM") had approved the establishment of ESS which comprise Employees' Share Option Scheme ("ESOS") and Share Grant Plan ("SGP") of up to 12.5% of the total number of issued ordinary shares of the Company at any point in time, to be granted to the eligible directors and employees of the Company and its subsidiaries.

The principal features of ESS are as follows:

(a) Total number of new ordinary shares which may be made available and/or issued under ESS shall not be more than 12.5% of the total number of issued ordinary shares (excluding treasury shares) at any one time as referred to in By-Laws hereof.

(b) Subject to the compliance of the terms and conditions herein contained, the ESS shall come in force on the Effective Date, being the date on which the ESS comes into force pursuant to the By-Laws, for a period of five (5) years commencing from the Effective Date.

(c) The ESS may be terminated by the Board at any time during its duration, subject to the terms of the ESS By-Laws and the applicable requirements of Bursa Malaysia Securities Berhad's Main Market Listing Requirements. Upon termination, the Company shall immediately announce to Bursa Malaysia Securities Berhad the

(i) effective date of termination of the ESS;

(ii) the number of the Company's shares issued pursuant to the exercise of options under the ESOS and the vesting of shares under the SGP (if any); and

(iii) reasons for termination of the ESS.

(d) The allocation of shares under the ESS shall be determined at the sole and absolute discretion of the ESS Committee, taking into consideration factors such as the eligible person's designation, length of service and work performance, subject to the following conditions:

(i) that the Eligible Persons shall not participate in the deliberations or discussions of their own allocation as well as those persons connected to them, if any;

(ii) the total number of shares made available under the ESS shall not exceed the limit stipulated in the ESS By-Laws;

(iii) the allocation to any eligible person who, either individually or together with persons connected to them, holds 20% or more of the Company's issued shares shall not exceed 10% of the total number of shares available under the ESS, or such other percentage as may be permitted under the applicable Listing Requirements; and

(iv) not more than 70% of the new shares available under the ESS shall be allocated to eligible directors and/or senior management of the Group (excluding dormant subsidiaries). Of this 70%, up to 50% may be allocated under ESOS, with the balance allocated under SGP.

Employees' Share Option Scheme ("ESOS")

The ESOS allows eligible directors and employees to subscribe for ordinary shares of the Company, subject to the eligibility criteria and other conditions stipulated in the ESS By-Laws. The principal eligibility requirements include the applicable age, employment and service confirmation criteria, as well as the restrictions relating to resignation or termination of employment and the eligible positions specified under the ESS By-Laws.

The exercise price is determined based on the volume-weighted average market price of the Company's shares for the five market days immediately preceding the offer date, subject to a discount of not more than 10% and the applicable requirements.

The ESOS options granted during the financial year are subject to immediate vesting and are exercisable for a period of two years from the vesting date. Accordingly, as the options are not subject to a service-based vesting period, the related share-based payment expense is recognised immediately on the grant date.

The fair value of the ESOS options granted was determined using an option pricing model, taking into account the terms and conditions of the awards. The significant inputs used in determining the fair value at the grant date are as follows:

Notes to the Financial Statements (Contd.)

21. Employees' Share Scheme Reserve (Contd.)

Employees' Share Option Scheme ("ESOS") (Contd.)

	Group and Company	
	2026	2025
Fair value at grant date (RM)	0.1434	0.2173
Share price (RM)	0.45	0.84
Exercise price (RM)	0.41	0.80
New ESOS exercise price after bonus issue (RM)*	-	0.60
Expected volatility (%)	47.620	40.830
Expected life (years)	2	2
Risk-free interest rate (%)	3.360	3.540

* *The new ESOS exercise price after a bonus issue is determined by adjusting the original exercise price so that option holders are not disadvantaged by the enlarged share base. Specifically, the calculation is done by multiplying the old exercise price with the total number of shares in issue before the bonus issue, and then dividing this amount by the total number of shares in issue after the bonus issue. This ensures the value of the options remains equitable following the bonus issue.*

The number of ESOS options granted and exercised during the financial year are as follows:

			Number of options over ordinary shares			
Grant date	Expiry date	Exercise price	As at 1.7.2025	Granted	Exercised	As at 30.6.2026
		RM	'000 units	'000 units	'000 units	'000 units
2026						
15.11.2024	14.11.2026	0.60*	7,173	-	(3,282)	3,891
6.3.2026	5.3.2028	0.41	-	13,210	(8,320)	4,890

			Number of options over ordinary shares				
Grant date	Expiry date	Exercise price	As at 1.7.2024	Granted	Exercised#	Adjustment#	As at 30.6.2025^
		RM	'000 units	'000 units	'000 units	'000 units	'000 units
2025							
15.11.2024	14.11.2026	0.60*	-	5,480	(100)	1,793	7,173

* *The number of options and option price has been adjusted in accordance with By-Law 14.4, arising from issuance of bonus shares.*

^ *The exercised portion takes into account the initial exercise of ESOS in order to accurately reflect the effect of bonus issue as the exercised options has already become ordinary share and is entitled to the bonus issue.*

\# *The adjusted number of ESOS Options following the bonus issue is determined by multiplying the existing number of ESOS Options by the total number of shares in issue after the bonus issue, and dividing the result by the total number of shares in issue before the bonus issue. The difference between this adjusted figure and the existing number of ESOS Options represents the additional ESOS Options to be allocated. Accordingly, employees will hold a greater number of ESOS Options after the bonus issue, proportionate to the enlarged share capital.*

Notes to the Financial Statements (Contd.)

21. Employees' Share Scheme Reserve (Contd.)

Share Grant Plan ("SGP")

The SGP provides for the granting of shares to eligible directors and employees of the Company and its subsidiaries, subject to the eligibility criteria and other conditions stipulated in the ESS By-Laws. The principal eligibility requirements include the applicable age, employment and service confirmation criteria, as well as the restrictions relating to resignation or termination of employment and the eligible positions specified under the ESS By-Laws.

The granting of SGP Shares is conditional upon the satisfaction of the applicable performance targets and other conditions stipulated in the ESS By-Laws. These performance targets comprise key performance indicators ("KPIs") relating to the individual performance of the participants, the performance of the Group and/or the performance of their respective business units, as determined by the Company from time to time.

The SGP Shares vest in three tranches: 30% on the grant date, 35% after one year and the remaining 35% after two years, subject to the applicable vesting conditions. Accordingly, the related share-based payment expense is recognised over the respective vesting periods, taking into account the applicable vesting conditions.

The number of SGP Shares granted and vested during the financial year are as follows:

		Number of shares granted under the SGP			
Grant date	**Expiry date**	**As at 1.7.2025**	**Granted**	**Vested**	**As at 30.6.2026**
		'000 units	**'000 units**	**'000 units**	**'000 units**
2026					
15.11.2024	14.11.2026	5,356	-	(3,632)	1,724
6.3.2026	5.3.2028	-	15,593	(3,710)	11,883

		Number of shares granted under the SGP				
Grant date	**Expiry date**	**As at 1.7.2024**	**Granted**	**Vested**	**Adjustment***	**As at 30.6.2025^**
		'000 units	**'000 units**	**'000 units**	**'000 units**	**'000 units**
2025						
15.11.2024	14.11.2026	-	5,679	(1,662)	1,339	5,356

* *The adjusted number of SGP Shares following a bonus issue is determined by multiplying the existing number of SGP Shares by the total number of shares in issue after the bonus issue, and dividing the result by the total number of shares in issue before the bonus issue. The difference between this adjusted figure and the original number of SGP Shares represents the additional SGP Shares to be allocated. Accordingly, employees will hold a greater number of SGP Shares after the bonus issue, proportionate to the enlarged share capital.*

22. Merger Deficit

The merger deficit relates to the difference between the nominal value of shares issued for the purchase of a subsidiary and the nominal value of the shares acquired.

Notes to the Financial Statements (Contd.)

23. Loans and Borrowings

		Group		Company	
		2026	**2025**	**2026**	**2025**
		RM'000	**RM'000**	**RM'000**	**RM'000**
Non-Current:					
Term loans	**(a)**	455,363	575,619	38,482	36,688
Revolving credit	**(b)**	57,432	24,942	12,772	-
Invoice financing	**(c)**	-	6,392	-	-
		512,795	606,953	51,254	36,688
Current:					
Term loans	**(a)**	128,471	100,929	16,641	17,843
Revolving credit	**(b)**	72,045	57,899	47,846	9,113
Invoice financing	**(c)**	55,618	65,767	-	-
Bank overdrafts (Note 16)	**(d)**	46,364	35,672	13,514	13,970
		302,498	260,267	78,001	40,926
		815,293	867,220	129,255	77,614
Term loans	**(a)**	583,834	676,548	55,123	54,531
Revolving credit	**(b)**	129,477	82,841	60,618	9,113
Invoice financing	**(c)**	55,618	72,159	-	-
Bank overdrafts (Note 16)	**(d)**	46,364	35,672	13,514	13,970
Total loans and borrowings		815,293	867,220	129,255	77,614

(a) Term loans

The term loans are repayable as follows:

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Non-Current:				
Due more than 1 year but not later than 5 years	306,922	433,632	29,914	36,688
Due after 5 years	148,441	141,987	8,568	-
	455,363	575,619	38,482	36,688
Current:				
Due within 1 year	128,471	100,929	16,641	17,843
	583,834	676,548	55,123	54,531

Notes to the Financial Statements (Contd.)

23. Loans and Borrowings (Contd.)

(a) Term loans (Contd.)

The term loans of the Group and of the Company bear interests at rates range from 4.02% to 7.71% and 7.65% to 7.90% (2025: 4.12% to 8.95% and 5.27% to 7.90%) per annum, respectively and are secured by the followings:

(i) Legal charge over the freehold buildings of certain subsidiaries (Note 5);
(ii) Legal charge over the operating equipment of a subsidiary (Note 5);
(iii) Legal charge over the leasehold building of a subsidiary (Note 5);
(iv) Legal charge over the capital work-in-progress of a subsidiary (Note 5);
(v) Corporate guarantees from the Company;
(vi) Personal guarantee by former directors;
(vii) Assignment of contract proceeds;
(viii) Upfront cash margin and deposits;
(ix) Debenture by way of fixed and floating charge over current and future asset;
(x) Assignment of insurance policy;
(xi) Assignment against fixed deposit (Note 16);
(xii) Assignment of Bank Guarantee;
(xiii) Assignment of tenancy agreement;
(xiv) 3rd party assignment on related parties;
(xv) Assignment against performance bond and maintenance bonds; and
(xvi) Assignment of Finance Service Accounts.

(b) Revolving credit

The revolving credit of the Group and of the Company bear effective interest at rates range from 4.12% to 7.71% and 7.71% to 7.90% (2025: 4.12% to 7.17% and 7.40%) per annum, respectively and are secured by the followings:

(i) Legal charge over freehold buildings of certain subsidiaries (Note 5);
(ii) Corporate guarantee from a subsidiary and the Company;
(iii) Debenture by way of fixed and floating charge over current and future asset;
(iv) Assignment of insurance policy;
(v) All rights title, interest and benefit from various contracts;
(vi) Assignment of Bank Guarantee;
(vii) Assignment of tenancy agreement;
(viii) 3rd party assignment on related parties; and
(ix) Assignment against performance bonds and maintenance bonds.

(c) Invoice financing

The invoice financing of the Group bears effective interest at rates range from 4.65% to 6.56% (2025: 5.37% to 6.59%) per annum and are secured by the followings:

(i) Corporate guarantee from the Company;
(ii) First legal charge in favour of the bank over the designated Escrow account; and
(iii) Assignment and a fixed charge over receivables.

(d) Bank overdrafts

The bank overdrafts of the Group and of the Company bear effective interests at rates range from 5.70% to 8.60% and 5.45% (2025: 6.84% to 7.17% and 5.70%) per annum, respectively and are secured by the followings:

(i) Legal charge over the freehold building of a subsidiary (Note 5);
(ii) Legal charge over the operating equipment of a subsidiary (Note 5); and
(iii) Legal charge over the leasehold building of a subsidiary (Notes 5).
(iv) Corporate guarantees from the Company;
(v) First legal charge in favour of the bank over the designated Escrow account;
(vi) Assignment and a fixed charge over receivables;
(vii) Fixed deposits of a subsidiary and of the Company (Note 16);

Notes to the Financial Statements (Contd.)

24. Lease Liabilities

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
As at 1 July	17,701	17,168	-	16
Addition	-	4,884	-	-
Accretion of interest	523	519	-	4
Lease termination	-	(170)	-	-
Interest paid	(523)	(519)	-	(4)
Principal repayment	(4,317)	(4,667)	-	(16)
Lease modification	20	486	-	-
As at 30 June	13,404	17,701	-	-
Non-current:				
Lease liabilities	10,858	13,916	-	-
Current:				
Lease liabilities	2,546	3,785	-	-
	13,404	17,701	-	-

The incremental borrowing rates applied to the lease liabilities range from 2.42% to 7.55% (2025: 2.41% to 7.17%) per annum.

The maturity analysis of the lease liabilities are as follows:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Future minimum lease payments:				
Payable within one year	3,130	4,598	-	-
Payable more than 1 year but not more than 5 years	6,045	9,472	-	-
Payable more than 5 years	9,829	11,468	-	-
Total future minimum lease payments	19,004	25,538	-	-
Less: Future finance charges	(5,600)	(7,837)	-	-
Total present value of minimum lease payments	13,404	17,701	-	-

Total cash outflows for leases as a lessee:

	Note	Group		Company	
		2026	2025	2026	2025
		RM'000	RM'000	RM'000	RM'000
Included in net cash from operating activities:					
Payment relating to short-term leases	**30**	19,110	17,307	2,076	1,464
Included in net cash from financing activities:					
Payment of lease liabilities		4,317	4,667	-	16
Interest paid in relation to lease liabilities		523	519	-	4
		23,950	22,493	2,076	1,484

Notes to the Financial Statements (Contd.)

25. Trade and Other Payables

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Non-Current:					
Trade payables					
Third parties	(a)	8,471	-	-	-
Other payables					
Third parties	(b)	960	-	-	-
Amount due to directors	(b)	16,318	-	-	-
Amount due to an associate	(b)	11,701	12,074	-	-
		28,979	12,074	-	-
Total trade and other payables (non-current)		37,450	12,074	-	-
Current:					
Trade payables					
Third parties	(c)	264,028	76,559	-	-
Accruals		137,612	41,847	-	-
		401,640	118,406		
Other payables					
Third parties		102,162	45,914	883	2,133
Contingent consideration		385	385	-	-
Accruals		27,740	57,951	3,001	4,397
Amount due to subsidiaries	(d)	-	-	31,168	5,710
Amount due to directors	(d)	6	5,453	-	-
		130,293	109,703	35,052	12,240
Total trade and other payables (current)		531,933	228,109	35,052	12,240
Total trade and other payables (non-current and current)		569,383	240,183	35,052	12,240

(a) The non-current trade payables represent amount due to subcontractors namely Khan Co. Ltd and Kong Offshore Malaysia Sdn. Bhd. which are disputed and subject to ongoing arbitration proceedings, as disclosed in Note 41(a). The liability is not expected to be settled within 12 months from the end of the reporting period as the arbitration remains ongoing. Accordingly, these amounts are classified as non-current liabilities.

(b) The non-current other payables, amount due to directors and an associate balances are non-interest bearing and repayable on 31 December 2027, pursuant to deferred payment arrangements entered into with the respective parties on 30 June 2026.

(c) The current trade payables of the Group are non-interest bearing. The normal credit terms granted to the Group range from 7 to 120 days (2025: 7 to 120 days).

(d) The current amounts due to subsidiaries and directors are non-trade in nature, unsecured, interest free and repayable on demand.

Notes to the Financial Statements (Contd.)

26. Post Employment Benefit Liabilities

	Group 2026 RM'000	Group 2025 RM'000
As at 1 July	2,429	2,864
Recognised in profit or loss (Note 30)	(238)	(357)
Paid during the financial year	-	(266)
Actuarial gain recognised in other comprehensive income	(7)	(14)
Exchange differences	(134)	202
At 30 June	2,050	2,429

The Group's post-employment benefit liabilities comprise obligations for employee retirement and other benefits. The liabilities are measured by an independent actuary using the projected unit credit method.

Principal actuarial assumptions used at the reporting date are as follows:

	Group 2026	Group 2025
Discount rate	7.29%	7.11%
Normal retirement age	56 years	56 years
Salary increase rate	5%	5%

Assumptions on future mortality are determined based on the published past statistics and actual experience. The measurements assume an average life expectancy of 39 years for an employee retiring at age 56.

Sensitivity analysis

The sensitivity analysis of the defined benefit obligation to changes in the significant actuarial assumptions at the end of the reporting period is shown below:

	Reasonably possible change in assumption %	Effect on defined benefit obligation Increase RM'000	Effect on defined benefit obligation Decrease RM'000
Group			
2026			
Discount rate	1.0%	(20)	26
Future salary growth	1.0%	23	(20)
2025			
Discount rate	1.0%	(23)	26
Future salary growth	1.0%	26	(23)

The sensitivity analysis has been determined by recalculating the defined benefit obligation using the projected unit credit method, based on reasonably possible changes in each significant actuarial assumption as at the end of the reporting period, while holding all other assumptions constant.

Notes to the Financial Statements (Contd.)

27. Deferred Income

	Group	
	2026	2025
	RM'000	RM'000
Government grants:		
At 1 July	10,394	11,949
Additions	5,000	110
Amortisation (Note 29)	(2,484)	(1,665)
At 30 June	12,910	10,394

Government grants have been received for the purchase of certain items of property, plant and equipment by subsidiaries. There are no unfulfilled conditions or contingency attached to these grants.

28. Revenue

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Revenue from contracts with customers:				
At a point in time				
Sales of goods	94,293	190,980	-	-
Over time				
O&G upstream services	1,194,999	465,892	-	-
New energy:				
Sales of electricity	20,506	14,980	-	-
Engineering, procurement, construction and commissioning of solar energy solution ("EPCC")	39,060	43,134	-	-
Other services	2,788	1,664	-	-
Management fee	-	-	28,855	21,069
	1,257,353	525,670	28,855	21,069
	1,351,646	716,650	28,855	21,069
Revenue from other sources:				
Dividend income	-	-	1,820	20,000
	1,351,646	716,650	30,675	41,069

As at 30 June 2026, the aggregate transaction price allocated to the unsatisfied performance obligations of the Group's EPCC contracts is RM3,769,918 (2025: RM13,504,050). The Group expects to recognise this amount as revenue over the remaining construction period, which is expected to be completed within the next financial year (2025: RM9,734,132 within one year and RM3,769,918 more than one year).

The revenue by geographical segments is disclosed in Note 39(d).

Notes to the Financial Statements (Contd.)

29. Other Income

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Interest income	1,092	1,223	98	129
Gain on disposal of a subsidiary	-	76	-	-
Gain on lease termination	-	47	-	-
Gain on bargain purchase on acquisition of a subsidiary	2,052	-	-	-
Amortisation of government grant	2,484	1,665	-	-
Gain on unrealised foreign exchange	-	2,951	-	-
Gain on realised foreign exchange	-	305	3	4
Others	940	2,517	-	-
	6,568	8,784	101	133

30. Profit/(Loss) Before Tax

Other than disclosed elsewhere in the financial statements, the following items have been charged/(credited) in arriving at profit before tax.

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Auditors' remuneration:				
Statutory audit	746	633	160	180
Non-audit services	10	13	10	10
Amortisation of intangible assets	3,891	3,937	-	-
Depreciation of property, plant and equipment	59,573	47,066	214	183
Depreciation of right-of-use assets	4,780	5,458	-	11
Directors' remuneration (a)	9,494	7,345	6,389	3,588
Employee benefits expenses (b)	76,642	73,807	12,747	13,823
Loss on disposal of property, plant and equipment	-	90	-	-
Impairment losses/(Reversal of impairment losses) on:				
Trade receivables	1,123	(717)	-	-
Other receivables	-	1,697	-	-
Contract assets	-	719	-	-
Interest expense:	33,219	24,965	7,287	4,077
Term loans	23,517	15,644	5,660	3,478
Invoice financing	3,201	3,351	-	-
Revolving credit	3,824	3,435	948	10
Bank overdrafts	2,115	1,555	679	585
Lease liabilities	523	519	-	4
Others	39	461	-	-

Notes to the Financial Statements (Contd.)

30. Profit Before Tax (Contd.)

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Inventories written down	37	522	-	-
Inventories written back	(3)	(32)	-	-
Loss on realised foreign exchange	348	-	-	-
Loss on unrealised foreign exchange	1,171	-	-	-
Other investments written off	-	105	-	-
Property, plant and equipment written off	50	-	-	-
Reversal for post employment benefits	(238)	(357)	-	-
Expenses relating to short-term leases:				
Office equipment	195	107	68	46
Premises	725	452	-	-
Offices	215	142	1,947	1,361
Warehouse	1,589	1,131	-	-
Forklift, cranes and others	16,086	14,831	-	-
Car park	126	92	61	57
Motor vehicles	174	552	-	-

(a) The aggregate amounts of emoluments received and receivable by the directors of the Group and of the Company and key management personnel during the financial year are as follows:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Directors of the Company				
Executive directors:				
Fees	-	72	-	-
Salaries, bonus and other emoluments	5,862	5,464	3,079	2,170
Defined contribution plans	613	603	291	212
Share-based payments	1,771	-	1,771	-
	8,246	6,139	5,141	2,382
Non-Executive directors:				
Fees	1,141	1,095	1,141	1,095
Other emoluments	107	111	107	111
	1,248	1,206	1,248	1,206
Total directors' remuneration	9,494	7,345	6,389	3,588

Notes to the Financial Statements (Contd.)

30. Profit Before Tax (Contd.)

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Other key management personnel:				
Fees	282	144	264	72
Salaries, bonus and other emoluments	8,121	6,403	3,255	4,843
Defined contribution plans	838	657	349	550
Total other key management personnel's remuneration	9,241	7,204	3,868	5,465
Total directors' remuneration and other key management personnel	18,735	14,549	10,257	9,053

The remuneration of directors and other key management personnel is analysed as follows:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Recognised in profit or loss	16,124	13,400	10,257	9,053
Capitalised as property, plant and equipment (Note 5)	2,611	1,149	-	-
	18,735	14,549	10,257	9,053

(b) Employee benefits expenses are:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Salaries, wages bonuses, allowances and other benefits	70,097	66,040	10,946	12,447
Defined contribution plans	6,545	7,767	1,801	1,376
	76,642	73,807	12,747	13,823

The employee benefits expenses remuneration are analysed as follows:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Recognised in profit or loss	73,568	72,035	12,747	13,823
Capitalised as property, plant and equipment (Note 5)	1,592	144	-	-
Capitalised as intangible assets (Note 7)	1,482	1,628	-	-
	76,642	73,807	12,747	13,823

Notes to the Financial Statements (Contd.)

31. Income Tax Expense

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000 (Restated)	RM'000	RM'000
Estimated tax payable:				
Current financial year	4,581	3,424	246	-
Underprovision in prior financial years	1,607	3,630	26	441
	6,188	7,054	272	441
Deferred tax (Note 11):				
(Reversal)/Origination of temporary differences	(2,832)	30,716	352	773
Under/(Over) provision in prior financial years	61	(3,290)	-	-
	(2,771)	27,426	352	773
	3,417	34,480	624	1,214

Domestic income tax is calculated at the Malaysian statutory income tax rate of 24% (2025: 24%) of the estimated assessable profit for the financial year. Taxation of other jurisdictions is calculated at the rate prevailing in the respective jurisdictions.

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000 (Restated)	RM'000	RM'000
Profit before tax	61,689	79,068	(5,251)	9,902
Tax at Malaysian statutory income tax rate of 24% (2025: 24%)	14,805	18,976	(1,260)	2,376
Effect of different tax rates in foreign jurisdictions	(24)	(11)	-	-
Tax effects arising from:				
Non-deductible expenses	7,807	15,610	2,296	3,197
Non-taxable income	(1,151)	(786)	(438)	(4,800)
Deferred tax assets not recognised during the financial year	107	405	-	-
Deferred tax assets recognised in respect of investment tax allowance	(19,640)	-	-	-
Utilisation of deferred tax assets not recognised in the previous financial years	(155)	(54)	-	-
Under/(Over) provision in prior financial years:				
Estimated tax payable	1,607	3,630	26	441
Deferred tax	61	(3,290)	-	-
	3,417	34,480	624	1,214

Notes to the Financial Statements (Contd.)

31. Income Tax Expense (Contd.)

The comparative information has been restated to reflect the revised unabsorbed capital allowances and unutilised tax losses and to conform with the actual income tax computation submitted to the tax authorities. The details of unabsorbed capital allowances, unutilised tax losses and unutilised investment tax allowances are as follows:

		Group	
		30.6.2026	30.6.2025
	Note	RM'000	RM'000
Unabsorbed capital allowances	(a)	17,849	11,008
Unutilised tax losses	(b)	16,683	17,598
Unutilised investment tax allowance	(c)	81,833	-

(a) The unabsorbed capital allowances can be carried forward indefinitely and set off against income from the same business source.

(b) The availability of unutilised tax losses for offsetting against future taxable profits of the respective subsidiaries in Malaysia are subject to requirements under Income Tax Act, 1967 and guidelines issued by the tax authority.

Expiry date of the unutilised tax losses is summarised below:

	Group	
	30.6.2026	30.6.2025
	RM'000	RM'000
2029	14,814	15,492
2030	418	655
2031	558	558
2032	263	263
2033	388	388
2034	118	118
2035	124	124
	16,683	17,598

(c) A subsidiary, Uzma Kuala Muda Sdn. Bhd. ("UZKM"), obtained approval for an income tax exemption equivalent to an Investment Tax Allowance under the Green Technology Incentive (Project) [P.U.(A) 244/2024] for its solar plant. The incentive was confirmed by the Malaysian Green Technology and Climate Change Corporation ("MGTC") on 17 April 2026.

The incentive allows UZKM to claim an allowance equivalent to 100% of its qualifying capital expenditure incurred from 13 March 2023 to 12 March 2026. UZKM may utilise the allowance to offset up to 70% of its statutory income for each year of assessment and carry forward any unutilised allowance to subsequent years of assessment until fully utilised. The incentive is subject to UZKM's continued compliance with the conditions imposed.

Notes to the Financial Statements (Contd.)

32. Earnings Per Ordinary Share

Basic earnings per ordinary share

The calculation of basic earnings per ordinary share at the end of reporting period was based on the profit attributable to owners of the Company and the weighted average number of ordinary shares outstanding, calculated as follows:

	Group	
	2026	2025
Profit attributable to owners of the Company (RM'000)	56,932	42,319
Weighted average number of ordinary shares for basic earnings per ordinary share (Unit'000)	594,475	584,681
Basic earnings per ordinary share (sen)	9.58	7.24

Diluted earnings per ordinary share

The calculation of diluted earnings per ordinary share at the end of reporting period was based on the profit attributable to owners of the Company and the weighted average number of ordinary shares outstanding after adjustment for the effects of all dilutive potential ordinary shares, calculated as follows:

	Group	
	2026	2025
Profit attributable to owners of the Company (RM'000)	56,932	42,319
Weighted average number of ordinary shares for diluted earnings per ordinary share (Unit'000)	602,394	594,075
Diluted earnings per ordinary share (sen)	9.45	7.12

33. Dividend

	Group and Company	
	2026	2025
	RM'000	RM'000
Dividend declared and paid were as follows:		
Final dividend of RM0.02 per ordinary share in respect of the financial year ended 30 June 2024 declared on 13 November 2024 and paid on 26 December 2024	-	8,737

At the 17th Annual General Meeting ("AGM") and the Extraordinary General Meeting ("EGM") of the Company held on 13 November 2024, the shareholders of the Company resolved to approve the payment of a final single-tier dividend of RM0.02 per ordinary share for the financial year ended 30 June 2024 and the Dividend Reinvestment Scheme ("DRS") as well as the issuance of new shares in relation to the DRS.

The DRS provides an option to the shareholders to reinvest either all or a portion of declared dividends in new shares in lieu of receiving cash. Shareholders who elect not to participate in the option to reinvest, will receive the entire dividend wholly in cash.

In previous financial year, the Company paid a single-tier dividend of RM0.02 per ordinary share each amounting to RM8,736,884 in respect of the financial year ended 30 June 2024 on 26 December 2024. A total of RM3,158,975 of the declared dividend was reinvested in new ordinary shares pursuant to the DRS, with the balance of RM5,577,909 paid in cash to the shareholders.

The first and final dividend has been accounted for in the equity as an appropriation of retained earnings in the financial year ended 30 June 2025.

Notes to the Financial Statements (Contd.)

34. Reconciliation of Liabilities Arising from Financing Activities

The table below details changes in the liabilities of the Group and of the Company arising from financing activities, including both cash and non-cash changes:

	As at 1.7.2025	Cash flows (i)	Non-cash changes (ii)	As at 30.6.2026
	RM'000	RM'000	RM'000	RM'000
Group				
2026				
Term loans	676,548	(168,310)	75,596	583,834
Lease liabilities	17,701	(4,317)	20	13,404
Revolving credit	82,841	46,636	-	129,477
Invoice financing	72,159	(16,541)	-	55,618
Amount due to non-controlling interest	-	27	-	27
Amount due to directors	-	16,324	-	16,324
	849,249	(126,181)	75,616	798,684
2025				
Term loans	438,114	(58,344)	296,778	676,548
Lease liabilities	17,168	(4,667)	5,200	17,701
Revolving credit	117,180	(34,339)	-	82,841
Invoice financing	57,621	14,538	-	72,159
Amount due to non-controlling interest	10,037	(10,037)	-	-
	640,120	(92,849)	301,978	849,249

	As at 1.7.2025	Cash flows (i)	As at 30.6.2026
	RM'000	RM'000	RM'000
Group			
2026			
Term loans	54,531	592	55,123
Revolving credit	9,113	51,505	60,618
Amount due to subsidiaries	5,710	25,458	31,168
	69,354	77,555	146,909
2025			
Term loans	84,278	(29,747)	54,531
Lease liabilities	16	(16)	-
Revolving credit	17,506	(8,393)	9,113
Amount due to subsidiaries	18,334	(12,624)	5,710
	120,134	(50,780)	69,354

(i) The net cash flows from term loans, lease liabilities, revolving credit, invoice financing and amount due to non-controlling interest make up the net amount of the proceeds from or repayment to in the statements of cash flows.

(ii) Non-cash changes relate to accrual of interest expenses, additions and modifications of lease liabilities, derecognition/early termination of lease liabilities.

Notes to the Financial Statements (Contd.)

35. Related Party Transactions

(a) Identify of related parties

For the purposes of these financial statements, parties are considered to be related to the Group and to the Company if the Group and Company have the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel. Key management personnel are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company either directly or indirectly. The key management personnel of the Group and of the Company include Executive directors of the Company.

(b) Significant related party transactions

Related party transactions have been entered in the normal course of business under negotiated terms. Other than the significant outstanding balances disclosed in Notes 12 and 25, the related party transactions of the Group and of the Company are as follows:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Subsidiaries				
Dividend income received/receivable	-	-	1,820	20,000
Management fees received/receivable	-	-	28,855	21,069
Rental expenses paid/payable	-	-	(1,797)	(1,361)
Entities in which directors have substantial interests				
Service fee received/receivable	5,292	4,854	-	-
Purchases paid/payable	(29,162)	(31,308)	-	-

(c) Compensation of key management personnel

Key management personnel include personnel having authority and responsibility for planning, directing and controlling the activities of the entities, directly or indirectly, including any director of the Group and of the Company and certain members of senior management of the Group and the Company. The remuneration of the key management personnel are disclosed in Note 30(a).

Notes to the Financial Statements (Contd.)

36. Financial Instruments

(a) Categories of financial instruments

The following table analyses the financial instruments in the statement of financial position by the classes of financial instruments to which they are assigned:

(i) Amortised cost ("AC")
(ii) Fair value through profit or loss ("FVPL")

	Carrying amount	AC	FVPL
	RM'000	RM'000	RM'000
2026			
Financial assets			
Group			
Trade and other receivables, net of advances to sub-contractors, GST refundable and prepayments	269,900	269,900	-
Other investments	266	-	266
Deposits, cash and bank balances	145,276	145,276	-
	415,442	415,176	266
Company			
Trade and other receivables, net of prepayments	137,533	137,533	-
Other investments	158	-	158
Deposits, cash and bank balances	9,264	9,264	-
	146,955	146,797	158

Notes to the Financial Statements (Contd.)

36. Financial Instruments (Contd.)

(a) Categories of financial instruments (Contd.)

	Carrying amount	AC	FVPL
	RM'000	RM'000	RM'000
2026			
Financial liabilities			
Group			
Loans and borrowings	815,293	815,293	-
Trade and other payables	569,383	569,383	-
	1,384,676	1,384,676	-
Company			
Loans and borrowings	129,255	129,255	-
Trade and other payables	35,052	35,052	-
	164,307	164,307	-
2025			
Financial assets			
Group			
Trade and other receivables, net of advances to sub-contractors, GST refundable and prepayments	163,063	163,063	-
Other investments	168	-	168
Deposits, cash and bank balances	102,901	102,901	-
	266,132	265,964	168

Notes to the Financial Statements (Contd.)

36. Financial Instruments (Contd.)

(a) Categories of financial instruments (Contd.)

	Carrying amount	AC	FVPL
	RM'000	RM'000	RM'000
Company			
Trade and other receivables, net of prepayments	87,601	87,601	-
Other investments	152	-	152
Deposits, cash and bank balances	12,894	12,894	-
	100,647	100,495	152
2025			
Financial liabilities			
Group			
Loan and borrowings	867,220	867,220	-
Trade and other payables	240,183	240,183	-
	1,107,403	1,107,403	-
Company			
Loans and borrowings	77,614	77,614	-
Trade and other payables	12,240	12,240	-
	89,854	89,854	-

Notes to the Financial Statements (Contd.)

36. Financial Instruments (Contd.)

(b) Fair value measurements

The carrying amounts of deposits, cash and bank balances, short-term receivables and payables and short-term loans and borrowings reasonably approximate their fair values due to the relatively short-term nature of these financial instruments and insignificant impact of discounting.

The fair values of the long-term receivables are estimated using the discounted cash flows method, based on the expected future cash flows, discounted at rates that reflects the current market rates for similar instruments.

The fair values of long-term payables, including amounts due to directors and an associate, are estimated using the discounted cash flows method, discounted at rates that reflect the Group's incremental borrowing rate at the end of the reporting period.

The carrying amounts of floating rate loans and borrowings reasonably approximate their fair value as these instruments bear interest at variable rates.

The fair value of other investments is determined by reference to the redemption price at the end of the reporting period.

There have been no transfers between Level 1 and Level 2 during the financial year.

The following table provides the fair value measurement hierarchy of the Group's and of the Company's financial instruments:

		Fair value of financial instruments carried at fair value				Fair value of financial instruments not carried at fair value			
	Carrying amount	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group									
2026									
Financial asset									
Other investments	266	266	-	-	266	-	-	-	-
Other receivables, net of withholding tax receivables (non-current)	12,000	-	-	-	-	-	-	12,000	12,000
Financial liability									
Trade and other payables (non-current)	28,979	-	-	-	-	-	-	28,979	28,979

36. Financial Instruments (Contd.)

(b) Fair value measurements (Contd.)

The following table provides the fair value measurement hierarchy of the Group's and of the Company's financial instruments: (Contd.)

		Fair value of financial instruments carried at fair value				Fair value of financial instruments not carried at fair value			
	Carrying amount	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group									
2025									
Financial asset									
Other investments	168	168	-	-	168	-	-	-	-
Other receivables, net of withholding tax receivables (non-current)	11,000	-	-	-	-	-	-	11,000	11,000
Financial liability									
Trade and other payables (non-current)	12,074	-	-	-	-	-	-	12,074	12,074
Company									
2026									
Financial asset									
Other investments	158	158	-	-	158	-	-	-	-
2025									
Financial asset									
Other investments	152	152	-	-	152	-	-	-	-

Notes to the Financial Statements (Contd.)

36. Financial Instruments (Contd.)

Level 1 fair value

Fair value of financial instruments carried at fair value

The fair value of investment in money market fund are measured at fair value in the statements of financial position as at the end of the reporting period using Level 1 inputs for the purpose of fair value hierarchy based on the redemption price.

Level 3 fair value

Fair value of financial instruments not carried at fair value

The fair value of the long-term receivables is estimated using the discounted cash flows method, based on the expected future cash flows, discounted at a rate that reflects the current market rate for similar instruments.

The fair value of the long-term payables is estimated using the discounted cash flows method based on discount rates that reflect the Group's incremental borrowing rate as at the end of the reporting period.

Transfers between levels

There have been no transfers between Level 1, Level 2 and Level 3 fair values during the financial year.

37. Financial Risk Management Objectives And Policies

The Group's and the Company's activities are exposed to a variety of financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk and market risk. The Group's and the Company's overall financial risk management objective is to optimise value for their shareholders.

The Board of Directors reviews and agrees policies and procedures for managing each of these risks and they are summarised below.

(i) Credit risk

Credit risk is the risk of financial loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group and the Company are exposed to credit risk arising primarily from trade and other receivables, contract assets, and deposits, cash and bank balances. The Group and the Company trade only with recognised and creditworthy third parties, and receivable balances are monitored on an ongoing basis.

At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

Trade receivables and contract assets

The carrying amount of trade receivables and contract assets are not secured by any collateral or supported by any other credit enhancements. In determining the recoverability of these receivables, the Group considers any change in the credit quality of the receivables from the date the credit was initially granted up to the reporting date.

Credit risk concentration profile

At the end of the reporting period, approximately 69% (2025: 53%) of the Group's trade receivables and contract assets was due from three (2025: three) major customers.

Impairment assessment

The Group applies the simplified approach to providing for impairment losses prescribed by MFRS 9, which permits the use of the lifetime expected credit loss provision for all trade receivables. To measure the impairment losses, trade receivables have been grouped based on the days past due.

Notes to the Financial Statements (Contd.)

37. Financial Risk Management Objectives and Policies (Contd.)

(i) Credit risk (Contd.)

	Gross carrying amount	Impairment losses	Net carrying amount
	RM'000	RM'000	RM'000
2026			
Trade receivables			
Current	143,020	-	143,020
1 day to 30 days past due	28,002	(18)	27,984
31 days to 60 days past due	18,766	(35)	18,731
61 days to 90 days past due	8,382	(78)	8,304
More than 90 days past due	12,326	(1,441)	10,885
Collectively assessed	210,496	(1,572)	208,924
Individually assessed	19,179	(19,179)	-
Total	229,675	(20,751)	208,924
2025			
Trade receivables			
Current	69,260	-	69,260
1 day to 30 days past due	21,640	-	21,640
31 days to 60 days past due	693	-	693
61 days to 90 days past due	11,362	-	11,362
More than 90 days past due	31,012	(449)	30,563
Collectively assessed	133,967	(449)	133,518
Individually assessed	19,179	(19,179)	-
Total	153,146	(19,628)	133,518

Trade receivables that are individually impaired relate to customers that are in significant financial difficulties and have defaulted on payments.

The Group applies the simplified approach to measure the expected credit losses on contract assets. As contract assets have substantially the same risk characteristics as trade receivables from the same customers, the Group uses the expected loss rates for current trade receivables to measure the loss allowance for contract assets. As at the end of the reporting period, the impairment loss on contract assets is RM Nil (2025: RM719,000).

Other receivables and other financial assets

The Group and the Company apply the general approach under MFRS 9 to measure expected credit losses on other receivables and other financial assets. Under this approach, a loss allowance equal to 12-month expected credit losses is recognised unless there has been a significant increase in credit risk since initial recognition, in which case a loss allowance equal to lifetime expected credit losses is recognised.

Other receivables

Other receivables are assessed individually for expected credit losses, based on the debtor's repayment history, subsequent receipts and forward-looking information. Other receivables that are credit-impaired are measured at lifetime expected credit losses on an individual basis, and are written off when there is no reasonable expectation of recovery.

Notes to the Financial Statements (Contd.)

37. Financial Risk Management Objectives and Policies (Contd.)

Other receivable and other financial assets (Contd.)

Amounts due from subsidiaries and related parties

Amounts due from subsidiaries and related parties are repayable on demand and are assessed individually for expected credit losses, based on each counterparty's financial performance, financial position and cash flows.

Deposits, cash and bank balances

The Group and the Company minimise credit risk on deposits, cash and bank balances by dealing exclusively with licensed financial institutions and counterparties with high credit ratings. These balances are considered to have low credit risk and are measured at 12-month expected credit losses. Accordingly, no loss allowance has been recognised.

Financial guarantee contracts

The Company is exposed to credit risk in relation to financial guarantees given to banks in respect of banking facilities granted to certain subsidiaries. The Company monitors the results of the subsidiaries and their repayment on an on-going basis. The maximum exposure to credit risks is represented by the maximum amount the Company could pay if the guarantee is called on is disclosed in Note 37(ii). As at the reporting date, there was no loss allowance for expected credit losses as determined by the Company for the financial guarantee.

(ii) Liquidity risk

Liquidity risk is the risk that the Group and the Company will encounter difficulty in meeting its financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk arises primarily from its financial liabilities, including borrowings, lease liabilities and trade and other payables.

The Group and the Company manage its liquidity risk through ongoing monitoring of their cash flow requirements and the timing of its financial obligations to ensure that sufficient funds are available to meet its payment requirements as they fall due. The Group and the Company also maintain undrawn banking facilities of RM119,210,000.

As at 30 June 2026, the Group had net current assets of RM11,804,000, which included assets classified as held for sale amounting to RM83,421,000. The Group expects to meet its financial obligations through proceeds from the planned disposals of assets classified as held for sale and cash flows generated from its operating activities.

The Group monitors its cash flow position, the progress of the planned disposals, operating cash flows and the availability of its banking facilities on an ongoing basis to assess its ability to meet its financial obligations as they fall due. In the event of delays in completing the planned disposals, the Group's ability to meet its short-term obligations will depend, in part, on the sufficiency of cash flows generated from its operating activities and the availability of its undrawn banking facilities.

Management continues to monitor the Group's cash flow requirements and take appropriate measures to manage its liquidity position.

Notes to the Financial Statements (Contd.)

37. Financial Risk Management Objectives and Policies (Contd.)

(ii) Liquidity risk (Contd.)

Maturity analysis

The maturity analysis of the Group's and the Company's financial liabilities by its relevant maturity at the reporting date are based on contractual undiscounted repayment obligations are as follows:

	Effective interest rate	Carrying amount	On demand or within 1 year	Between 1 to 5 years	More than 5 years	Total
	%	RM'000	RM'000	RM'000	RM'000	RM'000
Group						
2026						-
Interest bearing						
Term loans	4.02 - 7.71	583,834	155,861	369,491	187,224	712,576
Lease liabilities	2.42 - 9.23	13,404	3,130	6,045	9,829	19,004
Revolving credit	4.12 - 7.71	129,477	79,428	49,218	22,325	150,971
Invoice financing	4.65 - 6.56	55,618	56,923	-	-	56,923
Bank overdrafts	5.70 - 8.60	46,364	46,364	-	-	46,364
Non-interest bearing						
Trade and other payables	-	569,383	531,933	37,450	-	569,383
		1,398,080	873,639	462,204	219,378	1,555,221
2025						-
Interest bearing						
Term loans	4.12 - 8.95	676,548	159,940	473,925	199,376	833,241
Lease liabilities	2.41 - 7.17	17,701	4,598	9,472	11,468	25,538
Revolving credit	4.12 - 7.17	82,841	59,770	13,800	23,269	96,839
Invoice financing	5.37 - 6.59	72,159	67,703	6,392	-	74,095
Bank overdrafts	6.84 - 7.17	35,672	35,672	-	-	35,672

Notes to the Financial Statements (Contd.)

37. Financial Risk Management Objectives and Policies (Contd.)

(ii) Liquidity risk (Contd.)

Maturity analysis

	Effective interest rate	Carrying amount	On demand or within 1 year	Between 1 to 5 years	More than 5 years	Total
	%	RM'000	RM'000	RM'000	RM'000	RM'000
Group						
2025						-
Non-interest bearing						
Trade and other payables	-	240,183	228,109	12,074	-	240,183
		1,125,104	555,792	515,663	234,113	1,305,568
Company						
2026						
Interest bearing						
Term loans	7.65 - 7.90	55,123	18,940	36,433	9,928	65,301
Revolving credit	7.71 - 7.90	60,618	52,411	15,210	-	67,621
Bank overdrafts	5.45	13,514	13,514	-	-	13,514
Non-interest bearing:						
Trade and other payables	-	35,052	35,052	-	-	35,052
Financial guarantee contracts	-	-	685,810	-	-	685,810
		164,307	805,727	51,643	9,928	867,298

Notes to the Financial Statements (Contd.)

37. Financial Risk Management Objectives and Policies (Contd.)

(ii) Liquidity risk (Contd.)

Maturity analysis

	Effective interest rate	Carrying amount	On demand or within 1 year	Between 1 to 5 years	More than 5 years	Total
	%	RM'000	RM'000	RM'000	RM'000	RM'000
2025						
Interest bearing						
Term loans	5.27 - 7.90	54,531	22,653	36,618	-	59,271
Revolving credit	7.40	9,113	9,288	-	-	9,288
Bank overdrafts	5.70	13,970	13,970	-	-	13,970
Non-interest bearing:						
Trade and other payables	-	12,240	12,240	-	-	12,240
Financial guarantee contracts	-	-	898,009	-	-	898,009
		89,854	956,160	36,618	-	992,778

Notes to the Financial Statements (Contd.)

37. Financial Risk Management Objectives and Policies (Contd.)

(iii) Market risk

Foreign currency risk

Foreign currency risk is the risk of fluctuation in fair value or future cash flows of a financial instrument as a result of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities (when sales, purchases and deposits with licensed banks) and the Group's net investments in foreign subsidiaries. The foreign currency in which these transactions are denominated is mainly United States Dollar ("USD").

The Group does not use any forward contracts to hedge against its exposure to foreign currency risk as the foreign exchange exposure in transactional currencies other than functional currency of the Group are kept to an acceptable level.

The Group's unhedged financial assets and liabilities that are not denominated in their functional currencies are as follows:

	Group
	USD
	2026
2026	
Trade and other receivables	136,602
Cash and bank balances	2,872
Trade and other payables	(4,090)
	135,384
2025	
Trade and other receivables	29,820
Cash and bank balances	1,561
Trade and other payables	(40,577)
	(9,196)

Sensitivity analysis for foreign currency risk

The following tables demonstrate the sensitivity to a reasonably possible change in the USD, with all the variables held constant on the Group's profit for the financial year.

	Group	
	Effect on profit net of tax	
	2026	2025
	RM'000	RM'000
USD/RM - strengthen by 10% (2025: 10%)	10,289	(699)
- weaken by 10% (2025: 10%)	(10,289)	699

Notes to the Financial Statements (Contd.)

37. Financial Risk Management Objectives and Policies (Contd.)

(iv) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates.

(i) Interest bearing financial assets

Cash deposits are short-term in nature and are not held for speculative purposes.

The Group and the Company manage their interest rate yield by prudently placing deposits with varying maturity periods.

(ii) Interest bearing financial liabilities

The Group and the Company manage their interest rate exposure by maintaining a prudent mix of fixed and floating borrowings. The Group and the Company actively review their debt portfolio, taking into account the investment holding period and the nature of its assets. This strategy allows it to capitalise on cheaper funding in a low interest rate environment and achieve a certain level of protection against rate hikes.

Sensitivity analysis for interest rate risk

The following table demonstrates the sensitivity of the Group's and the Company's profit net of tax to a reasonably possible change in interest rates on floating rate loans and borrowings, with all other variables held constant:

	Group		Company	
	Effect on profit net of tax		Effect on profit net of tax	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Decreased by 100 basis points (2025: 100 basis point)	54,212	57,714	8,796	4,837
Increased by 100 basis points (2025: 100 basis point)	(54,212)	(57,714)	(8,796)	(4,837)

38. Capital Commitments

At the reporting date, the Group has made commitments for the following capital expenditure:

	Group	
	2026	2025
	RM'000	RM'000
Property, plant and equipment:		
Approved and contracted	18,543	69,919
Approved but not contracted	80,000	-

Notes to the Financial Statements (Contd.)

39. Segment Information

The Group prepared the following segment information in accordance with MFRS 8 Operating Segments based on the internal management reports of the Group's strategic business units which are regularly reviewed by the Group's Chief Executive Officer ("CEO") for the purpose of making decisions about resource allocation and performance assessment.

The four reportable operating segments are as follows:

Segments	Products and services
Oil and Gas ("O&G") upstream services	Provision of geoscience and reservoir engineering, drilling, project and operation services, and other specialised services within oil and gas industry.
Trading	Manufacturing, marketing, distribution and supply of oilfield chemicals, petrochemical and chemical products, equipment and services.
New energy	Developing and operating innovative ways to garner energy from non-fossil fuel and renewable energy, EPC contractor for solar photovoltaics and geothermal projects. Sales of electricity generated by the Group's solar PV plants.
Others	Geospatial services and investment holding.

Segment profit/(loss)

Segment performance is used to measure performance as Group's Chief Executive Officer believes that such information is most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Performance is evaluated based on operating profit or loss which is measured differently from operating profit or loss in the consolidated financial statements.

Segment assets

The total of segment assets is measured based on all assets (excluding investments in associates and joint ventures and deferred tax assets) of a segment, as included in the internal management reports that are reviewed by the Group's Chief Executive Officer.

Segment liabilities

The total of segment liabilities is measured based on all liabilities (excluding deferred tax liabilities) of a segment, as included in the internal management reports that are reviewed by the Group's Chief Executive Officer.

Notes to the Financial Statements (Contd.)

39. Segment Information (Contd.)

	Note	O&G upstream services RM'000	Trading RM'000	New energy RM'000	Others RM'000	Adjustments and elimination RM'000	Consolidated RM'000
Group							
2026							
Revenue							
Revenue from external customers		1,194,999	94,293	59,566	2,788	-	1,351,646
Inter segment revenue	(a)	45,967	811	-	30,675	(77,453)	-
		1,240,966	95,104	59,566	33,463	(77,453)	1,351,646
Results							
Included in the measure of segment profit/(loss) are:							
Interest income	(a)	1,243	235	8	99	(493)	1,092
Finance costs	(a)	(13,688)	(70)	(12,659)	(7,295)	493	(33,219)
Depreciation of property, plant and equipment		(48,395)	(281)	(10,497)	(340)	(60)	(59,573)
Depreciation of right-of-use assets		(3,623)	(816)	(339)	(2)	-	(4,780)
Amortisation of intangible assets		(26)	-	-	(166)	(3,699)	(3,891)
Amortisation of government grant		2,484	-	-	-	-	2,484
Income tax expense		(3,352)	(2,561)	(2)	(273)	-	(6,188)
Other non-cash expense	(b)	(2,038)	(102)	-	-	-	(2,140)
Not included in the measure of segment profit/(loss) but provided to Group's CEO are:							
Share of results of associates, net of tax		-	-	-	-	108	108
Segment profit/(loss) after tax	(c)	49,794	4,975	13,152	(6,026)	(3,623)	58,272

Notes to the Financial Statements (Contd.)

39. Segment Information (Contd.)

	Note	O&G upstream services	Trading	New energy	Others	Adjustments and elimination	Consolidated
		RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group							
2026							
Assets							
Deferred tax assets		2,357	170	18,509	-	(98)	20,938
Investments in associates		-	-	5,379	615	(10)	5,984
Other segment assets		2,140,924	95,664	351,865	904,425	(1,326,309)	2,166,569
		2,143,281	95,834	375,753	905,040	(1,326,417)	2,193,491
Additions to property, plant and equipment		103,274	1,649	10,629	121	(1,184)	114,489
Liabilities:							
Deferred tax liabilities		(69,835)	(2)	(211)	(127)	(4,176)	(74,351)
Other segment liabilities		1,579,718	34,250	350,774	357,997	(758,666)	1,564,073
		1,509,883	34,248	350,563	357,870	(762,842)	1,489,722

Notes to the Financial Statements (Contd.)

39. Segment Information (Contd.)

	Note	O&G upstream services	Trading	New energy	Others	Adjustments and elimination	Consolidated
		RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
2025							
Revenue							
Revenue from external customers		465,892	190,980	58,114	1,664	-	716,650
Inter segment revenue	(a)	5,082	923	-	41,103	(47,108)	-
		470,974	191,903	58,114	42,767	(47,108)	716,650
Results							
Included in the measure of segment profit/(loss) are:							
Interest income	(a)	1,309	200	76	132	(494)	1,223
Finance costs	(a)	(18,111)	(52)	(2,765)	(4,083)	46	(24,965)
Depreciation of property, plant and equipment		(45,684)	(124)	(1,773)	(305)	820	(47,066)
Depreciation of right-of-use assets		(3,882)	(552)	(48)	(94)	(882)	(5,458)
Amortisation of intangible assets		(12)	-	-	-	(3,925)	(3,937)
Amortisation of government grant		1,665	-	-	-	-	1,665
Income tax expense		(5,041)	(1,600)	(23)	(390)	-	(7,054)
Other non-cash (expense)/income	(b)	1,450	(355)	(40)	(55)	-	1,000
Not included in the measure of segment profit/(loss) but provided to Group's CEO are:							
Share of results of associates, net of tax		-	-	-	-	(1,674)	(1,674)
Segment profit/(loss) after tax	(c)	55,355	15,506	5,884	3,959	(36,116)	44,588

Notes to the Financial Statements (Contd.)

39. Segment Information (Contd.)

	Note	O&G upstream services	Trading	New energy	Others	Adjustments and elimination	Consolidated
		RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
2025							
Assets							
Deferred tax assets		2,436	352	-	222	(98)	2,912
Investments in associates		-	-	5,380	614	(118)	5,876
Other segment assets		1,708,927	85,403	313,105	907,277	(1,176,301)	1,838,411
		1,711,363	85,755	318,485	908,113	(1,176,517)	1,847,199
Additions to property, plant and equipment		294,510	325	59,155	483	-	354,473
Additions to right-of-use assets		4,696	-	282	(94)	-	4,884
Liabilities:							
Deferred tax liabilities		31,298	6	-	2,018	24,618	57,940
Other segment liabilities		1,090,297	30,688	345,694	429,382	(749,180)	1,146,881
		1,121,595	30,694	345,694	431,400	(724,562)	1,204,821

Notes to the Financial Statements (Contd.)

39. Segment Information (Contd.)

(a) Inter-segment revenue and interest are eliminated on consolidation.

(b) Other material non-cash expense/(income) consists of the following items as presented in the respective notes:

	2026	2025
	RM'000	RM'000
Gain on disposal of a subsidiary	-	(76)
Loss on disposal of property, plant and equipment	-	90
Other investments written off	-	105
Property, plant and equipment written off	50	-
Impairment losses/(Reversal of impairment losses) on:		
Trade receivables	1,123	(717)
Other receivables	-	1,697
Contract assets	-	719
Inventories written down	37	522
Inventories written back	(3)	(32)
Net unrealised loss/(gain) on foreign exchange	1,171	(2,951)
Reversal for post employment benefits	(238)	(357)
	2,140	(1,000)

(c) Inter-segment transactions eliminated on consolidation.

(d) Geographical information

The following is the analysis of revenue and non-current assets (other than financial instruments and deferred tax assets) analysed by the Group's geographical location:

	Revenue		Non-current assets	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Malaysia	1,283,428	653,331	1,269,381	1,226,071
Outside Malaysia	68,218	63,319	30,164	101,823
	1,351,646	716,650	1,299,545	1,327,894

(e) Major customers

Revenue from one (2025: one) customer in oil and gas upstream services segment amounting to RM857,938,607 (2025: RM179,764,265) and amounting to 63% (2025: 25%) of the Group's revenue.

40. Significant Event During The Financial Year

Acquisition of Johnson Pump (M) Sdn. Bhd. and JP Oil & Gas Sdn. Bhd.

On 26 December 2025, the Group completed the acquisition of 100% equity interest in Johnson Pump (M) Sdn. Bhd. ("JPM") and JP Oil & Gas (M) Sdn. Bhd. ("JPO") for a total consideration of RM28,000,000 and RM5,200,000, respectively. Following the completion of the acquisitions, JPM and JPO became wholly-owned subsidiaries of the Group.

Notes to the Financial Statements (Contd.)

41. Material Litigations

(a) Arbitration between Uzma Engineering Sdn. Bhd. ("UESB"), Khan Co., Ltd ("Khan") and Kong Offshore Malaysia Sdn. Bhd. ("Kong")

On 16 March 2021, a subsidiary of the Company, UESB, commenced legal proceedings against Khan and Kong, claiming RM63,100,000 in relation to the KNPG-B Topside Phase II works under the Kinabalu Non-Associated Gas Development Project. Under a Consent Order dated 29 February 2024, all disputes between the parties were referred to a single arbitration at the Singapore International Arbitration Centre (ARB284/24/TEV).

On 20 January 2025, Khan and Kong filed their respective Statements of Claims against UESB. Khan claims USD1,100,000 (approximately RM4,900,000) and Kong claims RM53,700,000, a total of RM58,600,000 excluding interest and costs. On 5 May 2025, UESB filed its Statement of Defence and a counterclaim of RM130,300,000, mainly for breaches of the letters of award and amounts due under debit notes.

Following the exchange of reply witness statements in February 2026, the solicitors acting for Khan and Kong discharged themselves. The hearing commenced on 19 October 2026 and continued on 29 and 30 October 2026.

Of the amount claimed, RM8,500,000 has been recognised in trade payables. As at the date of these financial statements, the arbitration is still ongoing. Accordingly, no further provision has been made.

(b) Arbitration between UESB and Shapadu Energy Services Sdn. Bhd. ("SES")

On 13 February 2023, SES commenced arbitration against subsidiary of the Company, UESB at the Asian International Arbitration Centre (AIAC/D/ADM-1195-2023). SES claims RM10,100,000 for alleged unpaid works and change orders. UESB has counterclaimed RM19,300,000 against SES, mainly for the cost of rehiring an accommodation workboat, rectification of cracked check valves and liquidated damages.

The arbitration hearing was held from 21 to 25 April 2025, and the expert witness hearing from 29 September to 1 October 2025. On 4 February 2026, SES applied to the High Court to be placed under judicial management, and the arbitration was suspended. The High Court allowed the arbitration to resume on 21 August 2026. The judicial management application has been deferred pending a related decision of the Federal Court.

As at the date of these financial statements, the arbitration is still ongoing and no award has been issued. Accordingly, no provision has been made for SES's claim.

Notes to the Financial Statements (Contd.)

42. Capital Management

The primary objective of the Group's and the Company's capital management is to ensure that entities within the Group maintain an optimal capital structure in order to support their businesses and maximise shareholders' value. To achieve this objective, the Group and the Company may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payments, returning capital to shareholders or issuing new shares.

The Group and the Company monitor their capital using the gearing ratio, which is calculated as net debt divided by total equity. Net debt comprises loans and borrowings from financial institutions less deposits, cash and bank balances. Total equity comprises equity attributable to owners of the parent and, in the case of the Group, non-controlling interests.

There were no changes in the Group's and the Company's approach to capital management during the financial year.

The gearing ratios of the Group and the Company at the end of the reporting period were as follows:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Loans and borrowings	815,293	867,220	129,255	77,614
Lease liabilities	13,404	17,701	-	-
Less: Deposits, cash and bank balances	(145,276)	(102,901)	(9,264)	(12,894)
Net debt	683,421	782,020	119,991	64,720
Total equity	703,769	642,378	425,594	420,930
Gearing ratio	97%	122%	28%	15%

43. Comparative Figures

(a) Prior years' adjustments

In prior financial years, certain property, plant and equipment of the Group were treated as non-qualifying expenditure when computing deferred tax, which is inconsistent with the capital allowances claimed as qualifying expenditure in accordance with the tax filing. As a result, deferred tax liabilities were understated by RM9,224,000 as at 1 July 2024 and by RM20,524,000 as at 30 June 2025.

These have been adjusted retrospectively in accordance with MFRS 108 *Accounting Policies, Changes in Accounting Estimates and Errors*. The effect of the adjustments are as follows:

- increased in income tax expense and decreased in profit for the financial year ended 30 June 2025 by RM11,300,000; and
- decreased in retained earnings of the Group as at 30 June 2025 and 1 July 2024 by RM20,524,000 and RM9,224,000, respectively.

Basic and diluted earnings per share for the financial year ended 30 June 2025 decreased from RM0.09 and RM0.09 to RM0.07 and RM0.07 respectively.

Notes to the Financial Statements (Contd.)

43. Comparative Figures (Contd.)

(b) Reclassifications

Certain comparative figures of the Group and of the Company for the financial year ended 30 June 2025 have been reclassified to conform with the current financial year's presentation.

The effects of the prior years' adjustments and reclassifications on the financial statements of the Group and of the Company are as follows:

	As previously stated	Prior years' adjustments	Reclassification	As restated
	RM'000	RM'000	RM'000	RM'000
Group				
Statements of financial position as at 30 June 2025				
Non-Current Assets				
Property, plant and equipment	1,101,367	-	10,663	1,112,030
Intangible assets	192,289	-	611	192,900
Current assets				
Trade and other receivables	178,860	-	24,982	203,842
Capital and Reserves				
Retained earnings	250,665	(20,524)	-	230,141
Non-Current Liabilities				
Deferred tax liabilities	37,416	20,524	-	57,940
Current Liabilities				
Trade and other payables	191,853	-	36,256	228,109
Statements of cash flows for the financial year ended 30 June 2025				
Cash flows from operating activities				
Adjustments for:				
Gain on lease termination	(170)	-	123	(47)
Gain on lease modification	(486)	-	486	-
Loss on derecognition of lease	123	-	(123)	-
Share-based payment	1,204	-	1,418	2,622
Working capital changes:				
Trade and other receivables	6,097	-	611	6,708
Trade and other payables	40,271	-	(110)	40,161
Cash flows (used in)/from investing activities				
Addition of intangible assets	(1,628)	-	(611)	(2,239)
Acquisition of property, plant and equipment	(90,179)	-	32,484	(57,695)

Notes to the Financial Statements (Contd.)

43. Comparative Figures (Contd.)

(b) Reclassifications (Contd.)

	As previously stated	Prior years' adjustments	Reclassification	As restated
	RM'000	RM'000	RM'000	RM'000
Cash flows (used in)/from financing activities				
Proceeds from issuance of shares	4,503	-	(1,418)	3,085
Proceeds from government grant	-	-	110	110
Net payments of lease liabilities	(4,181)	-	(486)	(4,667)
Net (repayment)/ drawdown of term loans	(25,860)	-	(32,484)	(58,344)
Statements of profit or loss and other comprehensive income for the financial year ended 30 June 2025				
Income tax expense	(23,180)	(11,300)	-	(34,480)
Statements of financial position as at 1 July 2024				
Capital and Reserve				
Retained earnings	217,272	(9,224)	-	208,048
Non-Current Liabilities				
Deferred tax liabilities	26,750	9,224	-	35,974
Company				
Statements of financial position as at 30 June 2025				
Non-Current Assets				
Investment in subsidiaries	408,713	-	(100)	408,613
Current assets				
Trade and other receivables	88,386	-	100	88,486
Statements of cash flows for the financial year ended 30 June 2025				
Cash flows from operating activities				
Adjustments for:				
Share-based payment	1,204	-	1,418	2,622
Working capital changes:				
Trade and other receivables	48,212	-	100	48,312
Cash flows from investing activities				
Proceeds from disposal of subsidiaries, net cash disposed	(50)	-	(100)	(150)
Cash flows from financing activities				
Proceeds from issuance of shares	4,503	-	(1,418)	3,085



Additional Information

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SECTION

List of Properties

The details of buildings and land owned by the Group are as follows: -

Title / Location	Description / Existing Use	Registered Owner	Date of Acquisition	Age of Building	Built-Up Area	Tenure	Net Book Value as at 30.06.2026 (RM'000)	Original Cost (RM'000)
H.S. (D) 102228 P.T. No. 16042 Damansara, Selangor Darul Ehsan No. 29, Jalan Kartunis U1/47, Temasya Industrial Park, Section U1, Shah Alam, Selangor Darul Ehsan, Malaysia	Semi-detached industrial premises / Geological laboratory	Uzma Engineering Sdn. Bhd.	13/10/2008	26 years	9,601.49 sq.ft	Freehold	2,958	3,626
H.S. (D) 256295, P.T. No. 47371 in the Mukim of Sungai Buloh, District of Petaling, State of Selangor H-B1-01, H-02-01, H-03-01, H-03A-01, H-05-01, H-06-01, H-07-01, H-08-01, H-09-01, H-10-01, H-11-01, H-12-01 All situated at Blok Empire Pejabat, Empire Damansara, No. 2, Jalan PJU 8/8A, Damasara Perdana, PJU 8, 47820 Petaling Jaya, Selangor Darul Ehsan, Malaysia	12-storey commercial building / Office	Uzma Engineering Sdn. Bhd.	22/11/2013	10 years	38,901 sq.ft	Leasehold (expiring on 13/05/2108)	18,423	24,000
H.S. (D) 110395/110396 P.T. No. 549 & 550 Seksyen 92, Bandar Kuala Lumpur No. 68 & 70, Fraser Business Park, Jalan Metro Pudu 2, Off Jalan Yew, 55100 Kuala Lumpur, Malaysia	Two-adjacent multi-storey building / Office	Setegap Ventures Petroleum Sdn. Bhd.	14/01/2018	18 years	751.12 sq.m	Freehold	7,773	9,310
Geran 32884/M5/1/23 & Geran 32884/ M5/2/34, Lot 32590, Mukim and District of Petaling, Selangor Darul Ehsan Unit No. 3102 & 3202, Off Jalan BS 7/1, Kawasan Perindustrian Bukit Serdang, 43300 Seri Kembangan, Selangor Darul Ehsan, Malaysia	1 1/2-storey stratified terraced factory / Factory and office	Johnson Pump (M) Sdn. Bhd.	05/05/2000	29 years	4,844 sq.ft	Freehold	117	220
Geran 32884/M5/1/24 & Geran 32884/ M5/2/35, Lot 32590, Mukim and District of Petaling, Selangor Darul Ehsan Unit No. 3103 & 3203, Off Jalan BS 7/1, Kawasan Perindustrian Bukit Serdang, 43300 Seri Kembangan, Selangor Darul Ehsan, Malaysia	1 1/2-storey stratified terraced factory / Factory and office	JP Oil & Gas Sdn. Bhd.	08/12/2015	29 years	4,844 sq.ft	Freehold	611	794

Title / Location	Description/ Existing Use	Registered Owner	Date of Acquisition	Remaining Lease	Land Area	Tenure	Net Book Value as at 30.06.2026 (RM'000)	Original Cost (RM'000)
Lot No. 12909 (Formerly PT. 1237 and 1727) Title No. GM2838 (Formerly HSM 670 and GM 671) Padang Enggang, Kota Bharu, Kelantan Darul Naim, Malaysia	Commercial land	Uzma Engineering Sdn. Bhd.	01/10/2019	-	6,114 sq.m 6,318 sq.m	Freehold	560 440	1,722
Teluk Kalung Industrial Land, Teluk Kalung, Kemaman, Terengganu Darul Iman, Malaysia	Industrial land	Uzma Engineering Sdn. Bhd.	30/06/2016	41 years	20,000 sq.m	Leasehold	4,813	5,973
Geran 32884/ M5/1/23 & Geran 32884/M5/2/34 (strata), Lot 32590, Mukim and District of Petaling, Selangor Darul Ehsan Unit No. 3102 & 3202, Off Jalan BS 7/1, Kawasan Perindustrian Bukit Serdang, 43300 Seri Kembangan, Selangor Darul Ehsan, Malaysia	Industrial land	Johnson Pump (M) Sdn. Bhd.	05/05/2000	-	751.12 sq.m	Freehold	227	227
Geran 32884/ M5/1/24 & Geran 32884/M5/2/35 (strata), Lot 32590, Mukim and District of Petaling, Selangor Darul Ehsan Unit No. 3103 & 3203, Off Jalan BS 7/1, Kawasan Perindustrian Bukit Serdang, 43300 Seri Kembangan, Selangor Darul Ehsan, Malaysia	Industrial land	JP Oil & Gas Sdn. Bhd.	05/05/2000	-	Strata title – part of Lot 32590	Freehold	397	397

Analysis of Shareholdings

As at 21 October 2026

Total Number of Issued Shares	:	607,348,170
Class of Shares	:	Ordinary Shares
Voting Rights	:	One vote per share
Number of Shareholders	:	6,117

Distribution Schedule of Shares
As at 21 October 2026

Size of Shareholdings	No. of Shareholders	Percentage of Shareholders (%)	No. of Shares Held	Percentage of Share Capital (%)
Less than 100	433	7.08	19,444	0.00
100 to 1,000	976	15.95	345,236	0.06
1,001 to 10,000	2,239	36.60	11,006,940	1.81
10,001 to 100,00	2,005	32.78	65,324,554	10.75
100,001 to **30,367,408 (*)**	460	7.52	387,853,846	63.86
30,367,409 and above **(**)**	3	0.07	142,798,150	23.52
TOTAL	**6,117**	**100.00**	**607,348,170**	**100.00**

Notes:

(*) Less than 5% of issued shares
(**) 5% and above of issued shares actions.



Directors' Shareholdings as per the Registrar pursuant to the Companies Act 2016
As at 21 October 2026

No.	Names of Directors	Designation	No. of Shares			
			Direct		Indirect	
			No. of Shares Held	Percentage of Issued Capital (%)	No. of Shares Held	Percentage of Issued Capital (%)
1	Datuk Abdullah Bin Karim	Chairman	-	-	-	-
2	Dato' Kamarul Redzuan Bin Muhamed	Managing Director / Group Chief Executive Officer	86,395,681	14.23	58,210,769^	9.58
3	Datin Rozita Binti Mat Shah @ Hassan	Executive Director	1,808,300	0.30	142,798,150#	23.51
4	Dato' Che Nazahatuhisamudin Bin Che Haron	Executive Director	2,854,043	0.47	-	-
5	Datuk Seri Dr. Zurainah Binti Musa	Independent Non-Executive Director	-	-	-	-
6	Ikhlas Bin Abdul Rahman	Independent Non-Executive Director	133,333	0.02	-	-
7	Y.M. Tengku Ezuan Ismara Bin Tengku Nun Ahmad	Independent Non-Executive Director	-	-	-	-
8	Datuk Farisha Binti Pawan Teh	Independent Non-Executive Director	533,333	0.09	533,333@	0.09
9	Mazli Zakuan Bin Mohd Noor	Independent Non-Executive Director	-	-	-	-
10	Dato' Nasri Bin Nasrun	Non-independent Non-Executive Director	1,400,000	0.23	-	-
11	Karel Avni Doshi a/p Jitendrakumar	Independent Non-Executive Director	-	-	-	-

Notes:

(^) Deemed interested by virtue of the shareholdings held by his spouse, Datin Rozita Binti Mat Shah @ Hassan pursuant to Section 59(11)(c) of the Companies Act 2016 ("the Act") and his shareholdings in Tenggiri Tuah Sdn. Bhd. pursuant to Section 8(4) of the Act.

(#) Deemed interested by virtue of the shareholdings held by her spouse, Dato' Kamarul Redzuan Bin Muhamed pursuant to Section 59(11)(c) of the Act and her shareholdings in Tenggiri Tuah Sdn. Bhd. pursuant to Section 8(4) of the Act.

(@) Deemed interested by virtue of the shareholdings held by her spouse, Jan Al Jeffri Abd Rashid pursuant to Section 59(11)(c) of the Act.

Substantial Shareholders as per the Register of Substantial Shareholders
As at 21 October 2026

No.	Name	Direct		Indirect	
		No. of Shares Held	Percentage of Issued Capital (%)	No. of Shares Held	Percentage of Issued Capital (%)
1	Dato' Kamarul Redzuan Bin Muhamed	86,395,681	14.23	58,210,769*	9.58
2	Datin Rozita Binti Mat Shah @ Hassan	1,808,300	0.30	142,798,150*	23.51
3	Tenggiri Tuah Sdn. Bhd.	56,402,469	9.29	-	-

Notes:

(*) Deemed interested pursuant to Section 8(4) of the Act by virtue of his/her shareholdings in Tenggiri Tuah Sdn. Bhd. The total indirect shares of 56,402,469 are held as follows: -

i. 56,388,781 ordinary shares are registered in the name of Tenggiri Tuah Sdn. Bhd.; and
ii. 13,688 ordinary shares are registered in the name of CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. – Pledged Securities Account for Tenggiri Tuah Sdn. Bhd.

Thirty (30) Largest Shareholders
As at 21 October 2026

No.	Name of Shareholders	No. of Shares Held	%
1.	ABB NOMINEE (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KAMARUL REDZUAN BIN MUHAMED	86,095,681	14.176
2.	TENGGIRI TUAH SDN BHD	56,388,781	9.284
3.	UNIVERSAL TRUSTEE (MALAYSIA) BERHAD KAF CORE INCOME FUND	26,131,132	4.302
4.	MAYBANK NOMINEES (TEMPATAN) SDN BHD NATIONAL TRUST FUND (IFM KAF) (446190)	23,875,800	3.931
5.	UNIVERSAL TRUSTEE (MALAYSIA) BERHAD KAF TACTICAL FUND	16,815,400	2.769
6.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN CHIN HOOI	14,446,300	2.379
7.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KONG KOK CHOY (8092812)	13,300,000	2.190
8.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (PHEIM)	9,013,833	1.484
9.	PM NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KONG KOK CHOY (B)	7,810,000	1.286
10.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (AMUNDI)	7,729,000	1.273
11.	MAYBANK NOMINEES (TEMPATAN) SDN BHD NATIONAL TRUST FUND ESG (IFM KENANGA) (447645)	7,284,600	1.199
12.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. EXEMPT AN FOR LIM & TAN SECURITIES PTE LTD (CLIENTS A/C)	7,000,000	1.153
13.	CARTABAN NOMINEES (TEMPATAN) SDN BHD RHB TRUSTEES BERHAD FOR KAF VISION FUND	7,000,000	1.153
14.	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR GOH THIAN TECK	6,877,366	1.132
15.	LIM KOOI FUI	6,003,200	0.988
16.	MAYBANK NOMINEES (TEMPATAN) SDN BHD ETIQA LIFE INSURANCE BERHAD (GROWTH)	5,919,200	0.975
17.	KONG KOK CHOY	5,198,000	0.856
18.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD - KENANGA PREMIER FUND	4,913,000	0.809

Name	Name of Shareholders	No. of Shares Held	%
19.	MAYBANK NOMINEES (TEMPATAN) SDN BHD MALAYSIAN TIMBER COUNCIL (OF-EQ MAM) (472125)	4,545,466	0.748
20.	MAYBANK NOMINEES (TEMPATAN) SDN BHD SYARIKAT TAKAFUL MALAYSIA KELUARGA BERHAD (ORDPA)	4,288,200	0.706
21.	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK TRUSTEES BERHAD FOR KENANGA ONEPRS GROWTH FUND (420119)	4,000,000	0.659
22.	LIM KOOI FUI	3,910,000	0.644
23.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (PRINCIPAL ISLMC)	3,250,066	0.535
24.	MAYBANK NOMINEES (TEMPATAN) SDN BHD ETIQA LIFE INSURANCE BERHAD (DANA EKT PRIMA)	3,150,300	0.519
25.	LEO LEE CHENG	3,100,000	0.510
26.	MAYBANK NOMINEES (TEMPATAN) SDN BHD MEDICAL FUND ESG (IFM KENANGA) (444696)	3,020,000	0.497
27.	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK TRUSTEES BERHAD FOR KAF ISLAMIC DIVIDEND INCOME FUND (290411)	2,923,533	0.481
28.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD URUSHARTA JAMAAH SB. (SC KAF)	2,900,000	0.477
29.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (KENANGAESG)	2,879,833	0.474
30.	GHAZALY BIN BAKAR	2,811,773	0.463



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SECTION 8

NOTICE OF 19th ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Nineteenth Annual General Meeting ("19th AGM") of UZMA BERHAD will be held at **Theatre, Damansara Performing Arts Centre, G Floor, Uzma Tower, No. 2, Jalan PJU 8/8A, Damansara Perdana, 47820 Petaling Jaya, Selangor Darul Ehsan, Malaysia** on **Wednesday, 25 November 2026** at **10.00 a.m.** or at any adjournment thereof, for the purpose of considering and if thought fit, passing with or without modifications, the following resolutions set out in this Notice.

Agenda

As Ordinary Business

1. To receive the Audited Financial Statements of the Company and the Group for the financial year ended 30 June 2026 together with the Reports of the Directors and Auditors thereon.
   (Please refer to Explanatory Note 1)

2. To approve the Directors' fees payable to the Non-Executive Directors of up to an aggregate amount of **RM1,392,055.00** for the period from 26 November 2026 until the next Annual General Meeting of the Company and the payment thereof — *Ordinary Resolution 1*
   (Please refer to Explanatory Note 2)

3. To approve the payment of Meeting Allowances of up to an aggregate amount of **RM118,500.00** for the period from 26 November 2026 until the next Annual General Meeting of the Company and the payment thereof. — *Ordinary Resolution 2*
   (Please refer to Explanatory Note 2)

4. To re-elect the following Directors who are retiring by rotation in accordance with Clause 98 of the Constitution of the Company:
   i. Datuk Seri Dr. Zurainah Binti Musa — *Ordinary Resolution 3*
   ii. Ikhlas Bin Abdul Rahman — *Ordinary Resolution 4*
   iii. Y. M. Tengku Ezuan Ismara Bin Tengku Nun Ahmad — *Ordinary Resolution 5*
   (Please refer to Explanatory Note 3)

5. To re-elect Karel Avni Doshi a/p Jitendrakumar who is retiring by rotation in accordance with Clause 106 of the Constitution of the Company. — *Ordinary Resolution 6*
   (Please refer to Explanatory Note 3)

6. To re-appoint Messrs Morison LC PLT as Auditors of the Company for the financial year ending 30 June 2027 and to authorise the Board of Directors to fix their remuneration. — *Ordinary Resolution 7*
   (Please refer to Explanatory Note 4)

As Special Business

To consider and, if thought fit, to pass the following resolutions :-

7. **AUTHORITY FOR THE DIRECTORS TO ALLOT AND ISSUE SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016** — *Ordinary Resolution 8*

   "**THAT** pursuant to Sections 75 and 76 of the Companies Act 2016 ("Act"), the Directors be and are hereby authorised to allot and issue new Shares in the Company, grant rights to subscribe for Shares in the Company, convert any security into Shares in the Company, or allot Shares under an agreement or option or offer at any time in the Company, and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of Shares to be issued and allotted, to be subscribed under any rights granted, to be issued from conversion of any security, or to be issued and allotted under an agreement or option or offer, does not exceed ten per centum (10%) of the total number of issued Shares of the Company (excluding treasury shares) for the time being and that the Directors be and are also hereby empowered to obtain approval for the listing of and quotation for the additional Shares so allotted on Bursa Malaysia Securities Berhad ("Bursa Securities") and that such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company, subject always to the approval of all relevant regulatory authorities (if any) being obtained for such allotment and issuance."

   (Please refer to Explanatory Note 5)

8. PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN ORDINARY SHARES ("PROPOSED RENEWAL OF SHARE BUY-BACK MANDATE") *Ordinary Resolution 9*

"**THAT** subject to the Companies Act 2016 ("Act"), the Constitution of the Company, the Main Market Listing Requirements of Bursa Securities ("MMLR") and the approvals of all other relevant governmental and/or regulatory authorities (if any), the Company be and is hereby authorised to make purchases of the Company's ordinary shares ("Proposed Share Buy-Back") as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit, necessary and expedient in the interest of the Company provided that the aggregate number of shares purchased and/or held as treasury shares pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares of the Company;

THAT an amount not exceeding the retained profits account be allocated by the Company for the Proposed Share Buy-Back;

THAT the authority conferred by this resolution will be effective immediately upon the passing of this resolution and will expire at :-

a) The conclusion of the next Annual General Meeting ("AGM") of the Company (being the Twentieth AGM ("20th AGM") of the Company), at which time the said authority will lapse unless by an ordinary resolution passed at a general meeting of the Company, the authority is renewed, either unconditionally or subject to conditions;

b) The expiration of the period within which the 20th AGM of the Company is required by law to be held; or

c) The authority is revoked or varied by an ordinary resolution passed by the shareholders in a general meeting.

whichever occurs first but not so as to prejudice the completion of the purchase(s) by the Company before the aforesaid expiry date and in any event, in accordance with the provisions of the guidelines issued by Bursa Securities and/or any other relevant governmental and/or regulatory authorities (if any);

THAT authority be and is hereby given to the Directors of the Company to decide at their absolute discretion to either cancel and/or retain the shares so purchased as treasury shares to deal with such treasury shares in the manner as set out in Section 127(7) of the Act.

AND THAT the Directors of the Company be authorised to take all steps necessary to implement, complete and do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary to give effect to the Proposed Share Buy-Back as may be agreed or allowed by any relevant governmental and/or regulatory authority."

(Please refer to Explanatory Note 6)

9. RETENTION OF INDEPENDENT NON-EXECUTIVE CHAIRMAN, DATUK ABDULLAH BIN KARIM *Ordinary Resolution 10*

"**THAT** approval be and is hereby given to Datuk Abdullah bin Karim, whose tenure as an Independent Non-Executive Chairman of the Company for a cumulative term of more than nine (9) years, to continue to act as an Independent Non-Executive Chairman of the Company until the conclusion of the next Annual General Meeting of the Company."

(Please refer to Explanatory Note 7)

10. RETENTION OF INDEPENDENT NON-EXECUTIVE DIRECTOR, DATUK SERI DR. ZURAINAH BINTI MUSA *Ordinary Resolution 11*

"**THAT** approval be and is hereby given to Datuk Seri Dr. Zurainah binti Musa, whose tenure as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, to continue to act as an Independent Non-Executive Director of the Company until 13 May 2027."

(Please refer to Explanatory Note 8)

11. RETENTION OF INDEPENDENT NON-EXECUTIVE DIRECTOR, IKHLAS BIN ABDUL RAHMAN *Ordinary Resolution 12*

"**THAT** approval be and is hereby given to Ikhlas bin Abdul Rahman, whose tenure as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, to continue to act as an Independent Non-Executive Director of the Company until the conclusion of the next Annual General Meeting of the Company."

(Please refer to Explanatory Note 9)

By Order of the Board

KHOO MING SIANG
Membership No.: MAICSA 7034037
SSM Practicing Certificate No.: 202208000150

CHIN WAI LENG
Membership No.: LS0009738
SSM Practicing Certificate No.: 201908000658

Company Secretaries
Selangor Darul Ehsan
Date: 30 October 2026

Notes:

1. A member [other than an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991] of the Company who is entitled to participate and vote at the meeting is entitled to appoint not more than two (2) proxies to participate and vote in his stead at the same meeting. A proxy may but need not be a member of the Company, an advocate, an approved company auditor or a person approved by the Registrar. There shall be no restriction as to the qualification of the proxy.

2. Where a member of the Company appoints two (2) proxies, the member shall specify the proportions of his/her shareholdings to be represented by each proxy, failing which the appointments shall be invalid.

3. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

   An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA") which is exempted from compliance with the provisions of subsection 25A (1) of SICDA.

4. The instrument appointing a proxy, in the case of an individual, shall be signed by the appointor or by his attorney duly authorised in writing and in the case of corporation shall be given under its common seal or signed on its behalf by an attorney of the corporation so authorised.

5. The instrument appointing a proxy ("Proxy Form") must be deposited at the office of the Poll Facilitator office at S-4-04, The Gamuda Biz Suites, Jalan Anggerik Vanilla 31/99, Kota Kemuning, 40460 Shah Alam, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time for holding the AGM or at any adjournment thereof.

6. Pursuant to Paragraph 8.29A(1) of the MMLR, all resolutions set out in the Notice of AGM will be put to vote by way of poll.

7. For the purpose of determining who shall be entitled to participate in this meeting, the Company will be requesting from Bursa Malaysia Depository Sdn. Bhd. to make available a Record of Depositors as at 18 November 2026. Only a Depositor whose name appears on such Record of Depositors shall be entitled to participate and vote at this meeting and be entitled to appoint a proxy or proxies.

Explanatory Notes on Ordinary Business and Special Business

1. Audited Financial Statements for the Financial Year Ended 30 June 2026

The Audited Financial Statements in Agenda 1 is meant for discussion only, as approval from the shareholders is not required pursuant to the provision of Section 340(1)(a) of the Companies Act 2016. Hence, this Agenda is not put forward for voting by shareholders of the Company.

2. Payment of Directors' Fees and Benefits

Section 230(1) of the Companies Act 2016 provides amongst others that the fees of the Directors and any benefits payable to the Directors of the Company and its subsidiaries shall be approved at a general meeting.

i) Ordinary Resolution 1 – Payment of Directors' Fees to the Non-Executive Directors for the period from 26 November 2026 until the next AGM to be held in 2027

The proposed fees payable by the Company to each of the NEDs are detailed as follows:

Board / Committees	Position	Fee per Annum (RM)
Board	Chairman	180,000
	Member	120,000
Committees	Chairman	30,000
	Member	15,000

The proposed Resolution 1 is to facilitate the payment of Directors' fees on a current financial year basis, calculated based on the current board size. In the event the Directors' fees proposed are insufficient (due to enlarged Board size), approval will be sought at the next AGM for additional fees to meet the shortfall.

ii) Ordinary Resolution 2 – Payment of Meeting Allowances

Payment of Meeting Allowances for the period from 26 November 2026 until the next AGM to be held in 2027 is RM1,500 per meeting for the Chairman and RM1,000 per meeting for each Member. In the event the proposed amount is insufficient (due to more meetings/ enlarged board size), approval will be sought at the next AGM for the shortfall.

3. Ordinary Resolutions 3, 4, 5 and 6 – Re-election of Directors

For the purpose of determining the eligibility of the Directors to stand for re-election at the 19th Annual General Meeting of the Company, the Board through its NRC undertook a formal evaluation to determine the eligibility of each retiring Director in line with the Malaysian Code on Corporate Governance, which included the following: -

i) Commitment and time to serve the Company;
ii) The fit and proper assessment;
iii) Past contribution and performance.

Based on the outcome of the annual performance evaluation, the NRC and the Board are satisfied that the retiring Directors, namely Datuk Seri Dr. Zurainah binti Musa, Ikhlas bin Abdul Rahman, Y.M. Tengku Ezuan Ismara bin Tengku Nun Ahmad and Karel Avni Doshi a/p Jitendrakumar (collectively, "the retiring Directors") standing for re-election, have performed their duties as per the Board Charter. In addition, the NRC and the Board are confident that the retiring Directors will continue to bring their knowledge, experience and skills, and will contribute effectively to the Board's discussions, deliberations and decisions. In view thereof, the Board recommends that the retiring Directors be re-elected as Directors of the Company.

The retiring Directors, being eligible, have offered themselves for re-election at the 19th AGM.

The retiring Directors do not have conflict of interest with the Company and had abstained from deliberations and decisions on their own re-election at the relevant Board meeting.

All Directors standing for re-election have abstained from deliberations and decisions on their own eligibility to stand for re-election at the NRC and/or Board Meetings and they will continue to abstain from deliberations and decisions on their own eligibility to stand for re-election at the 19th AGM of the Company

The profiles of the Directors who are standing for re-election under Ordinary Resolutions 3, 4, 5 and 6 are set out in the Directors' Profile on pages 70 to 82 of the Annual Report 2026.

4. Ordinary Resolution 7 – Re-appointment of Auditors

Messrs Morison LC PLT, the auditors of the Company, have expressed their willingness to continue in office as auditors of the Company for the financial year ending 30 June 2027. The Board has approved the Audit Committee's recommendation that their office be retained after taking into account the relevant feedback on their experience, performance and independence following a formal assessment.

5. Ordinary Resolution 8 – Authority for the Directors to Allot and Issue Shares

The Ordinary Resolution 8 proposed under item 7 of the Agenda is a renewal of the general mandate for issuance of ordinary shares ("Shares") by the Company under Sections 75 and 76 of the Act. The Company, however, did not issue any new shares pursuant to this mandate obtained as at the date of this Notice.

The mandate, if passed, will provide flexibility for the Company and empower the Directors to allot and issue new Shares speedily in the Company from time to time and expand the mandate to grant rights to subscribe for Shares in the Company, convert any security into Shares in the Company, or allot Shares under an agreement or option or offer, provided that the aggregate number of Shares issued and allotted, to be subscribed under any rights granted, to be issued from conversion of any security, or to be issued and allotted under an agreement or option or offer, pursuant to this resolution does not exceed 10% of the total number of issued Shares (excluding treasury shares, if any) of the Company for the time being for such purposes as the Directors consider would be in the interest of the Company.

This would eliminate any delay arising from and cost involved in convening a general meeting to obtain the approval of the shareholders for such issuance of shares and provide flexibility to the Company for any possible fund-raising activities, including but not limited to, further placing of shares, for purpose of funding investment project(s), working capital and/or acquisitions.

This authority, unless revoked or varied by the Company at a general meeting, will expire at the next AGM.

6. Ordinary Resolution 9 – Proposed Renewal of Share Buy-Back Mandate

Ordinary Resolution 9 proposed under item 8 of the Agenda, if passed, will give the Directors of the Company the authority to take all such steps, as are necessary or expedient, to implement, finalise, complete and/or to affect the purchase(s) of ordinary shares by the Company as the Directors may deem fit and expedient in the best interest of the Company. The authority will, unless revoked or varied by the Company in a general meeting, continue to be in force until the conclusion of the next AGM of the Company or the expiry of the period within which the next AGM of the Company following the 19th AGM is required by law to be held.

Please refer to the Statement to Shareholders dated **30 October 2026** for further information.

7. Ordinary Resolution 10 – Retention of Independent Non-Executive Chairman, Datuk Abdullah bin Karim

Ordinary resolution 10, if passed, will allow Datuk Abdullah bin Karim ("Datuk Abdullah") to continue in office as an Independent Non-Executive Chairman of the Company.

Datuk Abdullah was appointed as an Independent Non-Executive Director on 25 August 2016 and subsequently assumed the role of Chairman of the Board of Directors on 30 August 2018. The Board, through the Nomination and Remuneration Committee ("NRC"), has conducted a performance evaluation and assessment on Datuk Abdullah, who has served the Company for more than nine (9) years as at the date of the notice of this 19th AGM. The Board and NRC (save for Datuk Abdullah), who has declared his interest and abstained from deliberation and voting) recommended his retention as Independent Non-Executive Chairman of the Company, based on the following justifications:-

i) he has met the independence guidelines set out in the Main Market Listing Requirements ("MMLR");
ii) he continues to be independent, as there are no circumstances or relationships that create threats to his independence;
iii) he has demonstrated strong leadership in his capacity as Chairman of the Board, actively facilitating constructive discussions and ensuring effective Board oversight;
iv) he has contributed sufficient time and effort in discharging his responsibilities, exercised due care in all undertakings of the Company, and carried out his fiduciary duties in the best interest of the Company throughout his tenure.

Datuk Abdullah has abstained from deliberations and decisions on this matter at the Board Meeting and he will continue to abstain from deliberations and decisions at the 19th AGM of the Company. The profile of Datuk Abdullah is set out in the Directors' Profile on page 72 of the Annual Report 2026.

8. Ordinary Resolution 11 – Retention of Independent Non-Executive Director, Datuk Seri Dr. Zurainah binti Musa

Ordinary Resolution 11, if passed, will allow Datuk Seri Dr. Zurainah binti Musa ("Datuk Seri Dr. Zurainah") to continue in office as an Independent Non-Executive Director of the Company.

Datuk Seri Dr. Zurainah was appointed as an Independent Non-Executive Director on 13 May 2015. The Board has via the Nomination and Remuneration Committee ("NRC") conducted a performance evaluation and assessment on Datuk Seri Dr. Zurainah, who has served the Company for more than nine (9) years as at the date of the notice of this 19th AGM. The Board and NRC (save for Datuk Seri Dr. Zurainah who has declared her interest and abstained from deliberation and voting) recommended her to continue to act as Independent Director of the Company based on the following justifications:-

i) she has met the independence guidelines set out in the MMLR,
ii) she continues to be independent as she has no circumstances and relationships that create threats to her independence,
iii) she has actively participated in the board meetings and possesses the appropriate competencies to enable her to apply professional judgment, and
iv) she has contributed sufficient time and efforts and exercised due care in all undertakings of the Company and has acted and carried out her fiduciary duties in the interest of the Company during her tenure as an Independent Non-Executive Director.

Datuk Seri Dr. Zurainah will reach the maximum tenure of twelve (12) years as an Independent Director on 13 May 2027. In accordance with the MMLR, which provides that the tenure of an Independent Director shall not exceed a cumulative period of twelve (12) years, she will be redesignated as a Non-Independent Non-Executive Director upon completion of her twelve (12) year tenure.

Datuk Seri Dr. Zurainah has abstained from deliberations and decisions on this matter at the NRC and/or Board Meetings and she will continue to abstain from deliberations and decisions at the 19th AGM of the Company. The profile of Datuk Seri Dr. Zurainah is set out in the Directors' Profile on page 76 of the Annual Report 2026.

9. Ordinary Resolution 12 – Retention of Independent Non-Executive Director, Ikhlas Bin Abdul Rahman

Ordinary Resolution 12, if passed, will allow Ikhlas bin Abdul Rahman ("Ikhlas") to continue in office as an Independent Non-Executive Director of the Company.

Ikhlas was appointed as an Independent Non-Executive Director on 1 February 2017. The Board has via the Nomination and Remuneration Committee ("NRC") conducted a performance evaluation and assessment on Ikhlas, who has served the Company for more than nine (9) years as at the date of the notice of this 19th AGM. The Board and NRC (save for Ikhlas who has declared his interest and abstained from deliberation and voting) recommended him to continue to act as Independent Director of the Company based on the following justifications:-

i) he has met the independence guidelines set out in the MMLR,
ii) he continues to be independent as she has no circumstances and relationships that create threats to her independence,
iii) he has actively participated in the board meetings and possesses the appropriate competencies to enable him to apply professional judgment, and
iv) he has contributed sufficient time and efforts and exercised due care in all undertakings of the Company and has acted and carried out his fiduciary duties in the interest of the Company during his tenure as an Independent Non-Executive Director.

Ikhlas has abstained from deliberations and decisions on this matter at the Board Meetings and he will continue to abstain from deliberations and decisions at the 19th AGM of the Company. The profile of Ikhlas is set out in the Directors' Profile on page 77 of the Annual Report 2026.

Statement Accompanying Notice of Annual General Meeting

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

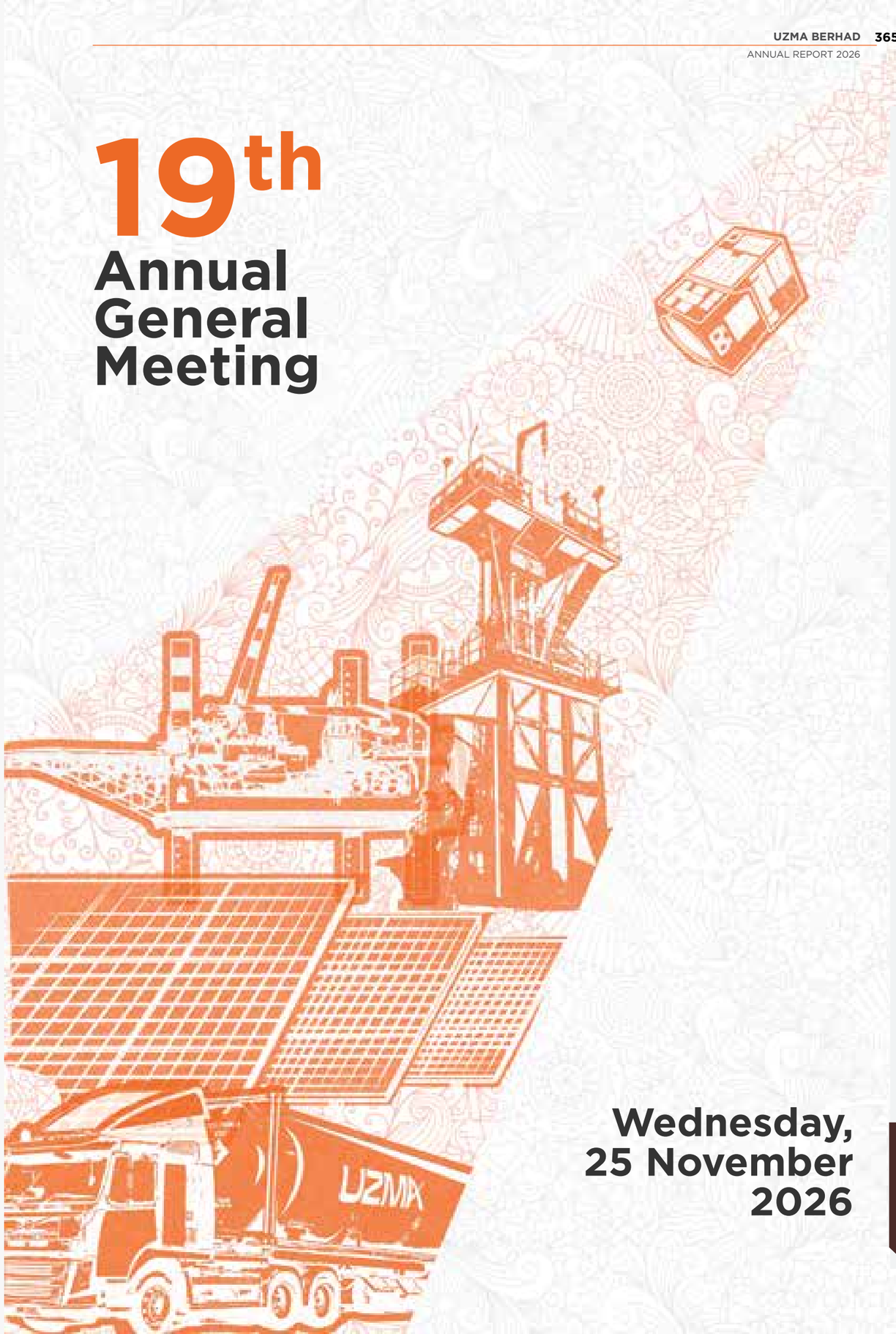
1. There were no Directors standing for election (excluding Directors standing for a re-election) at the 19th AGM.

2. Please refer to Explanatory Note 4 for information relating to general mandate for issue of securities.

Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to participated and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents) , the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

19th Annual General Meeting



Wednesday, 25 November 2026

ADMINISTRATIVE GUIDE FOR THE NINETEENTH ("19th AGM")

ANNUAL GENERAL MEETING

Date : Wednesday, 25 November 2026

Time : 10:00 a.m

Venue : Theatre, Damansara Performing Arts Centre, G Floor, Uzma Tower, No. 2, Jalan PJU 8/8A, Damansara Perdana, 47820 Petaling Jaya, Selangor Darul Ehsan, Malaysia

Dear Shareholders,

DIGITAL COPIES OF ANNUAL GENERAL MEETING DOCUMENTS

As part of our dedicated commitment to sustainable practices, please scan the QR code for the following documents of the Company, which are also available and can be downloaded from Bursa Malaysia Securities Berhad and the Company's website at **https://uzmagroup.com/general-meeting/**

1. Annual Report 2026
2. Corporate Governance Report 2026
3. Notice of the 19th AGM and Proxy Form
4. Administrative Guide for the 19th AGM
5. Statement to Shareholders in relation to the proposed renewal of authority for the Company to purchase its own ordinary shares **("Proposed Renewal of Share Buy-Back Mandate") ("Statement to Shareholders")**

As a shareholder of the Company, you may submit your request for a printed copy of the Annual Report 2026 and/or Statement to Shareholders to **communications@uzmagroup.com** and must provide all the required information accurately, i.e., full name, CDS account number, full mailing address, and shareholder's mobile number. Barring any unforeseen circumstances, we will send a printed Annual Report 2026 and/or Statements to Shareholders to you as reasonably practicable from the date of receipt of your request. Nevertheless, it is hoped that you would consider the environment before you decide to request the printed copy.

ENTITLEMENT TO PARTICIPATE AND VOTE

In respect of deposited securities, only members whose names appear in the Record of Depositors on 18 November 2026 (General Meeting Record of Depositors) shall be eligible to participate in the AGM or appoint proxy(ies) to participate and/or vote on his/her behalf.

FORM(S) OF PROXY

Shareholders who are unable to attend our AGM are encouraged to appoint the Chairman of the Meeting as their proxy and indicate the voting instructions in the Proxy Form. Please take note that you must complete the Proxy Form for the AGM should you wish to appoint proxy(ies).

The Proxy Form must be deposited at the office of the Poll Facilitator at S-4-04, The Gamuda Biz Suites, Jalan Anggerik Vanilla 31/99, Kota Kemuning, 40460 Shah Alam, Selangor Darul Ehsan, Malaysia, not less than forty-eight (48) hours before the time for holding the AGM or at any adjournment thereof, i.e., latest by 10:00 a.m., Monday, 23 November 2026.

REGISTRATION

The registration counter will be open at 9:00 am on Wednesday, 25 November 2026, at Theatre, Damansara Performing Arts Centre, G Floor, Uzma Tower, No. 2, Jalan PJU 8/8A, Damansara Perdana, 47820 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

Attendees are requested to produce/show their original MyKAD or Passport (for non-Malaysian) to the registration staff for verification purposes. Kindly ensure that the original MyKAD or Passport is returned to you thereafter. Please take note that no person will be allowed to register on behalf of another person, even with the original MyKAD or Passport of that person.

Upon verification, attendees are required to write their name and sign on the Attendance List places on the registration table.

Attendees will also be given an identification wristband for voting purposes. No person will be allowed to enter the meeting hall without the identification wristband. There will be no replacement for the identification wristband in the event that it is lost or misplaced.

VOTING PROCEDURE

The voting procedure will be conducted by poll in accordance with Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. The Company has appointed Propoll Solutions Sdn. Bhd. as Poll Administrator to conduct the poll by way of electronic voting ("e-voting") and Symphony Corporate Services Sdn. Bhd. as the Scrutineer of the Meeting.

The Independent Scrutineer will verify and validate the poll results, followed by a declaration by the Chairman of the Meeting whether the resolutions put to vote were successfully carried or not.

MOBILE DEVICES

Please ensure that all mobile devices (e.g., phones or other sound-emitting devices) are set to silent mode during the AGM to ensure a smooth and uninterrupted meeting.

RECORDING OR PHOTOGRAPHY AT THE AGM

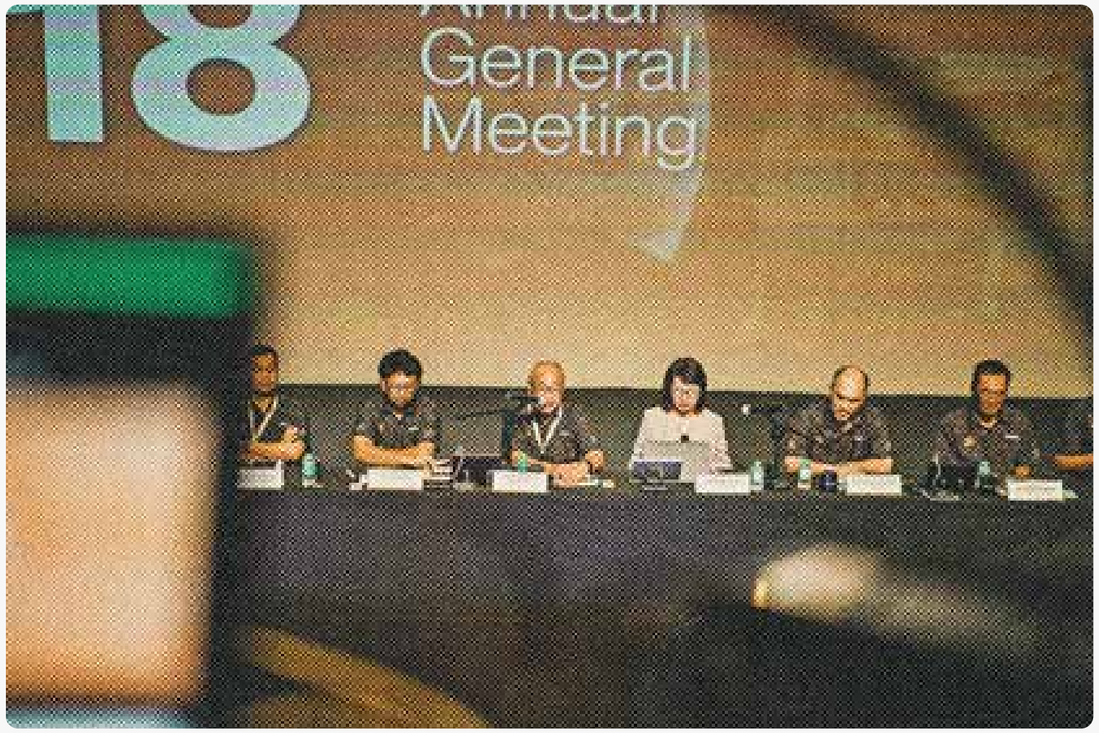
Strictly NO recording or photography of the AGM proceedings is allowed.

ENQUIRIES

If you have any enquiries prior to the 19th AGM, you may contact the Poll Facilitator at +6010-526 5490 or propollsolution@gmail.com during office hours from 9.00 am to 5.00 pm (Monday to Friday).

PERSONAL DATA PRIVACY

By registering to participate and vote and/or submitting the instrument appointing a proxy(ies) and/or representative(s) at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.



PROXY FORM

UZMA BERHAD
[Registration No. 200701011861 (769866-V)]
(Incorporated in Malaysia)

No. of Shares Held	
CDS Account No.	

PROXY FORM

I/We*, _____ (full name of member, in capital letters)
NRIC No./Passport No./Registration No.* _____ of _____
_____ (full address) being a member of UZMA BERHAD,
hereby appoint_____ (name of proxy as per NRIC, in capital letters) NRIC
No./Passport No._____ of _____
_____ (full address) and telephone/ mobile no._____
email address_____ and failing him/her*_____
(name of proxy as per NRIC, in capital letters) NRIC No./Passport No._____ of _____
_____ (full address) and telephone/ mobile no._____
email address_____ or failing him/her*, the Chairman of the Meeting as my/our* proxy to vote for me/us* on my/our* behalf at the Nineteenth Annual General Meeting **("AGM")** of Uzma Berhad ("the Company") to be held at Theatre, Damansara Performing Arts Centre, G Floor, Uzma Tower, No. 2, Jalan PJU 8/8A, Damansara Perdana, 47820 Petaling Jaya, Selangor Darul Ehsan, Malaysia on Wednesday, 25 November 2026 at 10.00 a.m. or at any adjournment thereof, for the purpose of considering and if thought fit, passing with or without modifications, the following resolutions set out in the Notice of the Nineteenth AGM.

My/Our proxy is to vote as indicated below :-

No	Resolution	For	Against
Ordinary Resolution 1	Payment of Directors' fees to the Non-Executive Directors		
Ordinary Resolution 2	Payment of Meeting Allowances		
Ordinary Resolution 3	Re-election of Datuk Seri Dr. Zurainah binti Musa as Director		
Ordinary Resolution 4	Re-election of Ikhlas bin Abdul Rahman as Director		
Ordinary Resolution 5	Re-election of Y.M. Tengku Ezuan Ismara bin Tengku Nun Ahmad as Director		
Ordinary Resolution 6	Re-election of Karel Avni Doshi a/p Jitendrakumar as Director		
Ordinary Resolution 7	Re-appointment of Messrs Morison LC PLT as Auditors of the Company.		
Ordinary Resolution 8	Authority for the Directors to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
Ordinary Resolution 9	Proposed Renewal of Authority for the Company to Purchase its own Ordinary Shares.		
Ordinary Resolution 10	Retention of Independent Non-Executive Chairman, Datuk Abdullah bin Karim		
Ordinary Resolution 11	Retention of Independent Non-Executive Director, Datuk Seri Dr. Zurainah binti Musa		
Ordinary Resolution 12	Retention of Independent Non-Executive Director, Ikhlas bin Abdul Rahman		

**Strike out whichever is not desired.*

[Please indicate with an 'X' in the spaces provided whether you wish your votes to be cast for or against the resolutions. In the absence of specific directions, your proxy will vote or abstain as he/she thinks fit.]

Signed this ..... day of 2026

_____
Signature/Common Seal of Member/(s)

For appointment of two proxies, percentage of shareholdings to be represented by the proxies:

	No. of shares	Percentage
Proxy 1		%
Proxy 2		%
Total		100%

Notes:

1. A member [other than an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991] of the Company who is entitled to participate and vote at the meeting is entitled to appoint not more than two (2) proxies to participate and vote in his stead at the same meeting. A proxy may but need not be a member of the Company, an advocate, an approved company auditor, or a person approved by the Registrar. There shall be no restriction as to the qualifications of the proxy.

2. Where a member of the Company appoints two (2) proxies, the member shall specify the proportions of his/her shareholdings to be represented by each proxy, failing which the appointments shall be invalid.

3. Where a member of the Company is an exempt authorised nominee who holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

   An exempt authorised nominee refers to an authorized nominee defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA") which is exempted from compliance with the provisions of subsection 25A (1) of SICDA.

4. The instrument appointing a proxy, in the case of an individual, shall be signed by the appointor or by his attorney duly authorised in writing and in the case of a corporation shall be given under its common seal or signed on its behalf by an attorney of the corporation so authorized.

5. The instrument appointing a proxy ("Proxy Form") must be deposited at the Poll Facilitator office, Propoll Solutions Sdn. Bhd. at S-4-04, The Gamuda Biz Suites, Jalan Anggerik Vanilla 31/99, Kota Kemuning, 40460 Shah Alam, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time for holding the AGM or at any adjournment thereof.

6. Pursuant to Paragraph 8.29A(1) of the MMLR, all the resolutions set out in the Notice of AGM will be put to vote by way of poll.

7. For the purpose of determining who shall be entitled to participate in this meeting, the Company will be requesting from Bursa Malaysia Depository Sdn. Bhd. to make available a Record of Depositors as of 18 November 2026. Only a Depositor whose name appears on such Record of Depositors shall be entitled to participate and vote at this meeting and be entitled to appoint a proxy or proxies.

Personal Data Privacy:-

By submitting an instrument on appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms pursuant to Personal Data Protection Act, 2010.