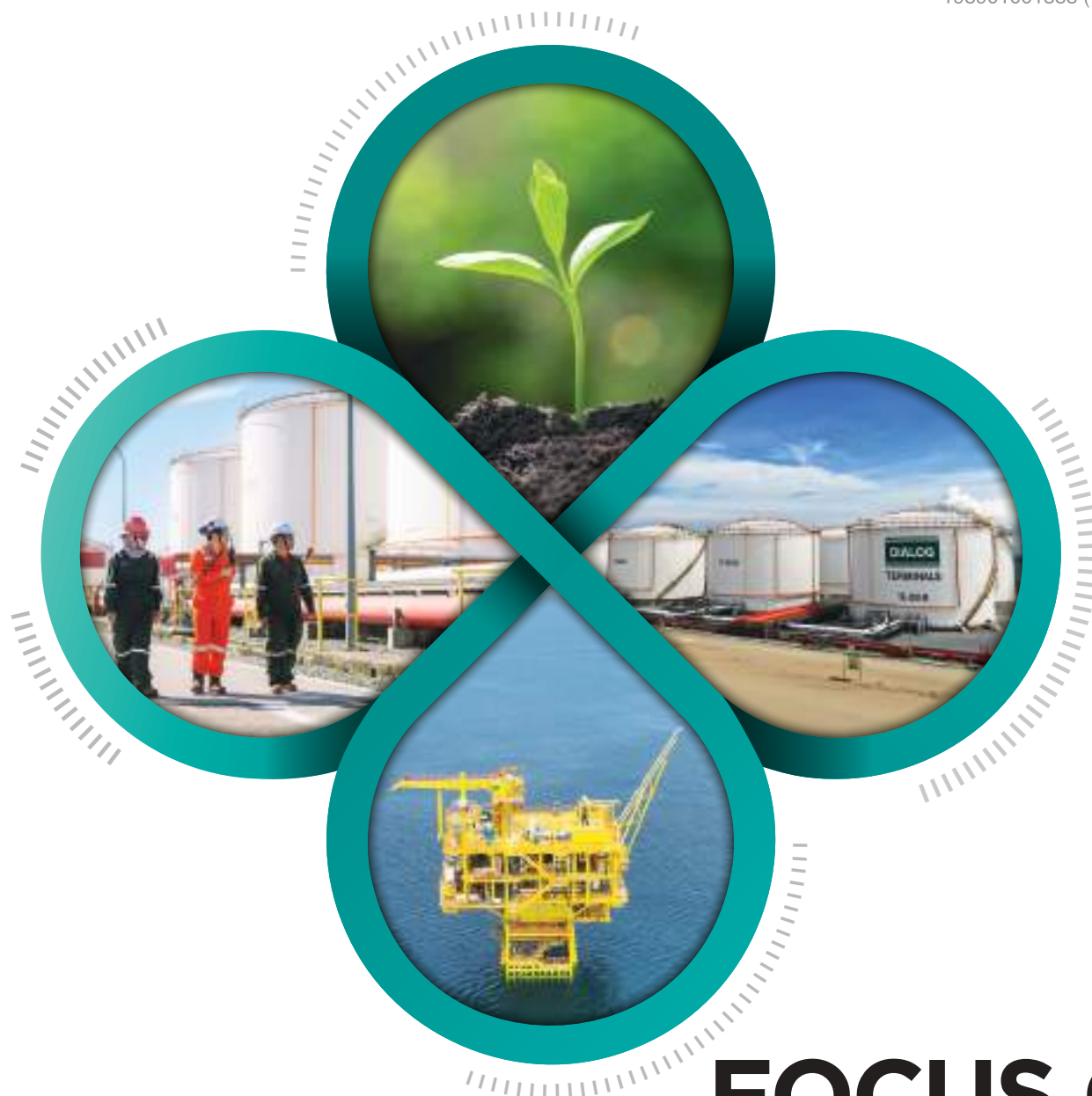


# DIALOG

**DIALOG GROUP BERHAD**

198901001388 (178694-V)



## FOCUS ON **STRENGTH**

ANNUAL REPORT **2026**  
FINANCIAL STATEMENTS



2026

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This Annual Report is available at

**[www.dialogasia.com](http://www.dialogasia.com)**

# DIRECTORS' REPORT

The Directors 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 Company is principally an investment holding company incorporated to manage various subsidiaries, which serve a wide spectrum of the energy sector. The principal activities of the subsidiaries are the provision of logistic assets & services in tank terminals, upstream assets & services, engineering, procurement, construction, commissioning & fabrication, specialist products & services, plant maintenance & catalyst handling services, petrochemicals, sustainable & renewables business and digital technology & solutions.

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

## RESULTS

|                               | Group<br>RM'000 | Company<br>RM'000 |
|-------------------------------|-----------------|-------------------|
| Profit for the financial year | 624,818         | 325,745           |
| Attributable to:              |                 |                   |
| Owners of the parent          | 593,552         | 325,745           |
| Non-controlling interests     | 31,266          | -                 |
|                               | 624,818         | 325,745           |

## DIVIDENDS

Dividends paid, declared or proposed since the end of the previous financial year were as follows:

- Final cash dividend of 1.80 sen per ordinary share, amounting to RM101,568,327 in respect of financial year ended 30 June 2025 was paid on 19 December 2025; and
- Interim cash dividend of 1.70 sen per ordinary share, amounting to RM95,925,637 in respect of financial year ended 30 June 2026 was paid on 25 June 2026.

The Directors recommended a final cash dividend of 3.00 sen per ordinary share, amounting to approximately RM170,000,000 in respect of the financial year ended 30 June 2026, subject to the shareholders' approval at the forthcoming Annual General Meeting of the Company.

## RESERVES AND PROVISIONS

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

## ISSUE OF SHARES AND DEBENTURES

The Company did not issue any new shares or debentures during the financial year.

# DIRECTORS' REPORT

## EMPLOYEES' SHARE OPTION SCHEME ("ESOS")

The ESOS was approved by the shareholders at the Annual General Meeting held on 14 November 2018 and came into effect on 3 December 2018. The ESOS shall be in force for a period of ten (10) years until 2 December 2028 ("the option period").

The main features of the ESOS are as follows:

- (a) The ESOS is made available to eligible employees and full-time Executive Directors who are confirmed employees of the Company and its subsidiaries as defined in the Companies Act 2016 in Malaysia, as amended from time to time, and any re-enactment thereof;
- (b) The total number of shares offered under the ESOS shall not, in aggregate, exceed 10% of the total issued ordinary shares of the Company (excluding treasury shares, if any) at any time during the existence of the ESOS;
- (c) The option price under the ESOS shall be the five-day weighted average market price of the shares as quoted on the Main Market of Bursa Malaysia Securities Berhad at the time the option is granted with a discount of not more than 10% if deemed appropriate;
- (d) The maximum number of shares, which may be offered to any eligible employee shall be at the discretion of the ESOS Committee after taking into consideration, amongst others, the eligible employee's position, performance and length of service in the Company and its subsidiaries respectively, or such other matters that the ESOS Committee may in its discretion deem fit, subject to the following:
  - (i) not more than 50% of the shares available under the ESOS shall be allocated in aggregate to Executive Directors and senior management of the Company and its subsidiaries; and
  - (ii) not more than 10% of the shares available under the ESOS shall be allocated to any individual Executive Director or eligible employee who, either singly or collectively through persons connected with that Executive Director or eligible employee, holds 20% or more of the issued ordinary shares of the Company (excluding treasury shares, if any).
- (e) An option granted under the ESOS may be exercised by the grantee upon achieving the vesting conditions set by the ESOS Committee; and
- (f) The shares shall on issue and allotment rank pari passu in all respects with the then existing issued shares of the Company.

The number of unissued ordinary shares under the option scheme was as follows:

| ←----- Number of options over ordinary shares -----> |                              |             |             |           |                               |                                   |
|------------------------------------------------------|------------------------------|-------------|-------------|-----------|-------------------------------|-----------------------------------|
| Option price                                         | Balance<br>as at<br>1.7.2025 | Granted     | Retracted*  | Exercised | Balance<br>as at<br>30.6.2026 | Exercisable<br>as at<br>30.6.2026 |
| RM2.69                                               | 22,115,565                   | -           | (917,440)   | -         | 21,198,125                    | 21,008,381                        |
| RM2.93                                               | 34,116,740                   | -           | (1,323,360) | -         | 32,793,380                    | 30,746,060                        |
| RM2.39                                               | 18,416,160                   | -           | (1,086,200) | -         | 17,329,960                    | 10,103,014                        |
| RM1.62                                               | -                            | 102,393,600 | (717,000)   | -         | 101,676,600                   | -                                 |
|                                                      | 74,648,465                   | 102,393,600 | (4,044,000) | -         | 172,998,065                   | 61,857,455                        |

\* Due to resignation

# DIRECTORS' REPORT

## EMPLOYEES' SHARE OPTION SCHEME ("ESOS") (CONTINUED)

Since the implementation of the ESOS, a total of 215,936,920 options had been granted to the eligible employees of the Group of which a total of 25,961,000 options had been granted to the Executive Directors of the Company and persons connected to the Executive Directors. A total of 4,377,379 options had been exercised since implementation of the ESOS until the end of the financial year of which 561,200 options had been exercised by the Executive Directors of the Company and persons connected to the Executive Directors.

During the financial year and since the implementation of the ESOS, the Executive Directors and senior management of the Company and its subsidiaries had been granted 23.4% and 17.6% respectively of the total options available under the ESOS as at the end of the financial year.

## TREASURY SHARES

The Company has the rights to retain, cancel, resell and/or distribute treasury shares as dividends. As treasury shares, the rights attached to them as to voting, dividends and participation in any other distributions or otherwise are suspended. Of the total 5,646,019,682 (2025: 5,646,019,682) issued and fully paid ordinary shares as at 30 June 2026, 3,335,032 (2025: 3,335,032) ordinary shares purchased for RM3,624,613 (2025: RM3,624,613) are held as treasury shares by the Company. The number of outstanding ordinary shares in issue after deducting the treasury shares is 5,642,684,650 (2025: 5,642,684,650).

## DIRECTORS

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

Tan Sri Dr. Ngau Boon Keat

Chan Yew Kai

Chin Kwai Fatt

Dato' Ismail Bin Karim

Juniwati Rahmat Hussin

Badrul Hisham Bin Dahalan

Tan Sri Datuk Dr. Rebecca Fatima Sta Maria

Bernard Rene Francois Di Tullio

Ngau Wu Wei

(Appointed on 21 January 2026)

Zainab Binti Mohd Salleh

In accordance with Clause 91 of the Company's Constitution, Juniwati Rahmat Hussin, Tan Sri Datuk Dr. Rebecca Fatima Sta Maria and Bernard Rene Francois Di Tullio retire from the Board by rotation at the forthcoming Annual General Meeting and, being eligible, offer themselves for re-election.

In accordance with Clause 96 of the Company's Constitution, Ngau Wu Wei who was appointed to the Board since the last Annual General Meeting, retires from the Board at the forthcoming Annual General Meeting and, being eligible, offers himself for re-election.

The Company has been granted a relief order pursuant to Section 255(1) of the Companies Act, 2016 relieving the Company's Directors from full compliance to the requirements under Section 253(2) of the Companies Act, 2016.

The names of Directors of subsidiaries are set out in the respective subsidiary's directors' report and audited financial statements and the said information is deemed incorporated herein by such reference and made a part hereof.

# DIRECTORS' REPORT

## DIRECTORS' INTERESTS

The Directors holding office at the end of the financial year and their beneficial interests in the ordinary shares and options over ordinary shares of the Company and of its related corporations during the financial year ended 30 June 2026 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows:

| ←----- Number of ordinary shares -----> |                                                       |           |          |                               |
|-----------------------------------------|-------------------------------------------------------|-----------|----------|-------------------------------|
|                                         | Balance<br>as at<br>1.7.2025/<br>Appointment<br>date* | Bought    | Sold     | Balance<br>as at<br>30.6.2026 |
| <b>Shares in the Company</b>            |                                                       |           |          |                               |
| <u>Direct interests:</u>                |                                                       |           |          |                               |
| Tan Sri Dr. Ngau Boon Keat              | 28,145,103                                            | -         | -        | 28,145,103                    |
| Chan Yew Kai                            | 32,384,767                                            | -         | -        | 32,384,767                    |
| Zainab Binti Mohd Salleh                | 7,214,479                                             | -         | (60,000) | 7,154,479                     |
| Juniwati Rahmat Hussin                  | 8,345                                                 | -         | -        | 8,345                         |
| Ngau Wu Wei                             | 5,401,676*                                            | -         | -        | 5,401,676                     |
| <u>Indirect interests:</u>              |                                                       |           |          |                               |
| Tan Sri Dr. Ngau Boon Keat#             | 1,113,402,794                                         | 9,749,500 | -        | 1,123,152,294                 |
| Chan Yew Kai                            | 3,000,000                                             | -         | -        | 3,000,000                     |
| Zainab Binti Mohd Salleh                | 150,000                                               | -         | (40,000) | 110,000                       |
| Juniwati Rahmat Hussin                  | 47,340                                                | -         | -        | 47,340                        |
| Ngau Wu Wei                             | 20,525,980*                                           | -         | -        | 20,525,980                    |

# Deemed interests by virtue of his interests via his private companies and, interests held by his spouse and children.

| ←----- Number of options over ordinary shares -----> |                                                       |           |           |                               |
|------------------------------------------------------|-------------------------------------------------------|-----------|-----------|-------------------------------|
|                                                      | Balance<br>as at<br>1.7.2025/<br>Appointment<br>date* | Granted   | Exercised | Balance<br>as at<br>30.6.2026 |
| <b>Share options in the Company</b>                  |                                                       |           |           |                               |
| <u>Direct interests:</u>                             |                                                       |           |           |                               |
| Tan Sri Dr. Ngau Boon Keat                           | 2,360,000                                             | 6,424,000 | -         | 8,784,000                     |
| Chan Yew Kai                                         | 1,903,000                                             | 3,990,000 | -         | 5,893,000                     |
| Zainab Binti Mohd Salleh                             | 1,233,400                                             | 2,600,000 | -         | 3,833,400                     |
| Ngau Wu Wei                                          | 984,800*                                              | 2,600,000 | -         | 3,584,800                     |
| <u>Indirect interest:</u>                            |                                                       |           |           |                               |
| Tan Sri Dr. Ngau Boon Keat##                         | 1,858,400                                             | 5,031,000 | -         | 6,889,400                     |

## Deemed interests by virtue of interests held by his children.

# DIRECTORS' REPORT

## DIRECTORS' INTERESTS (CONTINUED)

By virtue of Tan Sri Dr. Ngau Boon Keat's substantial interest in the shares of the Company, he is deemed to have interest in the shares of all the subsidiaries to the extent that the Company has an interest.

None of the other Directors holding office at the end of the financial year held any interest in the ordinary shares and options over ordinary shares of the Company and of its related corporations during the financial year.

## DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors have received or become entitled to receive any benefit (other than those benefits included in the aggregate amount of emoluments received or due and receivable by the Directors as shown in the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest, other than the following:

- (a) certain Directors who may be deemed to derive benefits by virtue of trade transactions entered into with a company in which the Directors have substantial financial interests; and
- (b) certain Directors who received remunerations from the subsidiaries as Directors/Executives of the subsidiaries.

There were no arrangements made during and at the end of the financial year, to which the Company is a party, which had the object of enabling Directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate except for the share options granted pursuant to the ESOS.

## DIRECTORS' REMUNERATION

Directors' remuneration of the Group and of the Company for the financial year ended 30 June 2026 were as follows:

|                                  | Group<br>RM'000 | Company<br>RM'000 |
|----------------------------------|-----------------|-------------------|
| <b>Directors of the Company:</b> |                 |                   |
| Executive:                       |                 |                   |
| Emoluments other than fees       | 20,759          | -                 |
| Non-Executive:                   |                 |                   |
| Fees                             | 1,093           | 1,093             |
| Other emoluments                 | 781             | 649               |
| <b>Total</b>                     | <b>22,633</b>   | <b>1,742</b>      |

The estimated monetary value of benefits-in-kind provided to the Executive Directors of the Company is RM117,000.

## INDEMNITY AND INSURANCE FOR DIRECTORS, OFFICERS AND AUDITORS

The Company maintains Directors' and Officers' liability insurance for the purpose of Section 289 of the Companies Act 2016, throughout the financial year, which provides appropriate insurance cover for the Directors and Officers of the Group and of the Company. The amount of insurance premium paid or payable during the financial year, which was borne by the Company, has been accounted for in the financial statements of the Company, amounted to RM274,240.

There was no indemnity given to or insurance effected for Auditors of the Company in accordance with Section 289 of the Companies Act 2016.

# DIRECTORS' REPORT

## OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY

### (I) AS AT THE END OF THE FINANCIAL YEAR

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
  - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision 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
  - (ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business had been written down to their estimated realisable values.
- (b) 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.

### (II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT

- (c) The Directors are not aware of any circumstances:
  - (i) which would render the amount written off of bad debts or the amount of the provision for doubtful debt inadequate to any material extent in the financial statements of the Group and of the Company;
  - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; and
  - (iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) In the opinion of the Directors:
  - (i) there has not arisen any item, transaction or event of a material and unusual nature which is likely to affect substantially the results of operations of the Group and of the Company for the financial year in which this report is made; and
  - (ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve (12) months after the end of the financial year which will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

### (III) AS AT THE DATE OF THIS REPORT

- (e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.
- (f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial year.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

# DIRECTORS' REPORT

## OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY (CONTINUED)

### SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

- (a) In the previous financial year, Dialog Resources Sdn. Bhd. ("DRSB"), a direct wholly owned subsidiary of the Company was awarded the Mutiara Cluster Small Field Asset Production Sharing Contract ("Mutiara Cluster") under the Malaysia Bid Round 2025 through Malaysia Petroleum Management, Petroliam Nasional Berhad (PETRONAS) ("PETRONAS") to assume 100% participating interest and the role of operator.

Following the award, DRSB had on 3 July 2025 entered into a Memorandum of Understanding ("MOU") with PETRONAS to form a strategic collaboration aimed at accelerating and enabling the Mutiara Cluster development, with targeted First Gas Date earlier than the first quarter of 2029 to support the growing market demand in Sabah, particularly for power generation. The MOU was effective for one year from the date of signing and has since expired, with the parties continuing their collaboration beyond the MOU's term.

- (b) In July 2025, Pengerang Terminals (Two) Sdn. Bhd. ("PT2SB"), a 25% indirectly owned joint venture company, signed a Terminal Usage Agreement ("TUA") with Pengerang Biorefinery Sdn. Bhd. ("PBSB"), to provide storage and handling facilities for PBSB's feedstocks and products. PT2SB will develop a storage capacity of about 272,000 cbm which is dedicated to PBSB at a total investment of approximately USD330,000,000 including costs associated with shared facilities at the terminal.
- (c) In November 2025, the Group, through its indirect wholly owned subsidiary, Dialog Terminals Pengerang (5) Sdn. Bhd., and direct wholly owned subsidiary, Dialog Terminals Sdn. Bhd., entered into a conditional long-term service agreement with BP Singapore Pte Limited for the expansion of Phase 3 of the Pengerang Deepwater Terminals in Pengerang, Johor. The expansion involves the engineering, procurement, construction and pre-commissioning of additional storage facilities with a capacity of 614,000 m<sup>3</sup> for refined petroleum products and biofuels.
- (d) In April 2026, DRSB signed a Cendramas Production Sharing Contract ("Cendramas PSC") with PETRONAS and the other partners, with DRSB holding participating interest of 25% as non-operating partner. The Cendramas PSC is effective from 23 September 2026 for a period of 20 years and includes minimum work commitments relating to appraisal and infill wells drilling, development of discovered resources and asset life extension works.
- (e) In April 2026, Dialog Chemicals Sdn. Bhd., a direct wholly owned subsidiary completed the disposal of its 51% equity stake in Dialog Diyou PCR Sdn. Bhd. ("DDPCR") and subsequently, DDPCR ceased to be a joint venture of the Group.

# DIRECTORS' REPORT

## AUDITORS

The auditors, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

## AUDITORS' REMUNERATION

Auditors' remuneration of the Group and of the Company for the financial year ended 30 June 2026 were as follows:

|                     | Group<br>RM'000 | Company<br>RM'000 |
|---------------------|-----------------|-------------------|
| Statutory audit     | 1,564           | 82                |
| Non-statutory audit | 4               | 4                 |
| Total               | 1,568           | 86                |

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



**Tan Sri Dr. Ngau Boon Keat**  
Director

24 September 2026



**Chin Kwai Fatt**  
Director

## STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements set out on pages 14 to 93 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the provisions 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 the financial performance and cash flows of the Group and of the Company for the financial year then ended.

On behalf of the Board,



**Tan Sri Dr. Ngau Boon Keat**  
Director

24 September 2026



**Chin Kwai Fatt**  
Director

## STATUTORY DECLARATION

I, Zainab Binti Mohd Salleh (CA 7672), being the Director primarily responsible for the financial management of Dialog Group Berhad, do solemnly and sincerely declare that the financial statements set out on pages 14 to 93 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly  
declared by the abovenamed at  
Petaling Jaya in the state of  
Selangor Darul Ehsan this  
24 September 2026



**Zainab Binti Mohd Salleh**  
Director

Before me:



3 Damansara Shopping Mall  
3, Jalan SS20/27  
47400 Petaling Jaya  
Selangor Darul Ehsan

# INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF DIALOG GROUP BERHAD (Incorporated in Malaysia)

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Dialog Group 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 14 to 93.

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 the financial performance and cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

### *Basis for Opinion*

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing ("ISAs"). 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 the IESBA Code.

### Key Audit Matters

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

### Key Audit Matters of the Group

#### **1. Revenue recognition on engineering and construction activities**

As disclosed in Note 25 to the financial statements, revenue of the Group amounted to RM2,884,741,000, of which revenue generated from engineering and construction activities amounted to RM1,297,313,000 for the financial year ended 30 June 2026.

The Group has determined that certain performance obligations in relation to engineering and construction activities are satisfied over time and thus recognised revenue from these activities over time.

# INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF DIALOG GROUP BERHAD (Incorporated in Malaysia)

## Key Audit Matters (continued)

### Key Audit Matters of the Group (continued)

#### 1. *Revenue recognition on engineering and construction activities (continued)*

We determined this to be a key audit matter as the recognition of revenue and profit from engineering and construction activities involved the use of significant judgements and estimates by management in the following areas:

- (i) estimation of the total budgeted contract costs to complete including the Group's obligation to contract variations, claims and cost contingencies;
- (ii) determination of the progress towards satisfaction of the performance obligations and overall progress of the Group's project; and
- (iii) evaluation of whether any liquidated ascertained damages ("LAD") is required for engineering and construction contracts.

#### **Audit response**

The audit procedures, with the involvement of component auditors, included the following:

- (i) reviewed major contracts with customers to identify distinct and material performance obligations;
- (ii) recomputed profit recognised and checked calculation of the percentage of completion;
- (iii) inspected documentation certified by in-house consultants to support the contract work performed by the Group to-date;
- (iv) verified progress billing issued and actual costs incurred for the financial year on a sampling basis to supporting documents;
- (v) assessed the reasonableness of estimated costs to complete to supporting documents, budgets, contract variations and cost contingencies; and
- (vi) assessed the reasonableness of management's determination of LAD exposures by reviewing contractual obligations, project delivery status and correspondence with customers and evaluating the appropriateness of any LAD provision or reversal recognised.

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

### Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the 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.

# INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF DIALOG GROUP BERHAD (Incorporated in Malaysia)

## Information Other than the Financial Statements and Auditors' Report Thereon (continued)

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

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the ability of the Group and of the Company 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 ISAs 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 ISAs, 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 internal control of the Group and of the Company.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

# INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF DIALOG GROUP BERHAD (Incorporated in Malaysia)

## Auditors' Responsibilities for the Audit of the Financial Statements (continued)

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

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

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

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

## Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 9 to the financial statements.

## Other Matters

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



**BDO PLT**  
201906000013 (LLP0018825-LCA) & AF 0206  
Chartered Accountants

Kuala Lumpur  
24 September 2026



**Tan Seong Yuh**  
03314/07/2027 J  
Chartered Accountant

# STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2026

|                                                    |      | Group               |                     | Company             |                     |
|----------------------------------------------------|------|---------------------|---------------------|---------------------|---------------------|
|                                                    | Note | 30.6.2026<br>RM'000 | 30.6.2025<br>RM'000 | 30.6.2026<br>RM'000 | 30.6.2025<br>RM'000 |
| <b>ASSETS</b>                                      |      |                     |                     |                     |                     |
| <b>Non-current assets</b>                          |      |                     |                     |                     |                     |
| Property, plant and equipment                      | 5    | 2,713,507           | 2,644,036           | -                   | -                   |
| Development of tank terminals                      | 7    | 745,530             | 727,297             | -                   | -                   |
| Intangible assets                                  | 8    | 1,290,579           | 926,901             | -                   | -                   |
| Investments in subsidiaries                        | 9    | -                   | -                   | 2,853,761           | 2,865,632           |
| Investments in joint ventures and associates       | 10   | 1,707,701           | 1,794,934           | 392                 | 392                 |
| Inventories                                        | 11   | 159,095             | 249,376             | -                   | -                   |
| Other investments                                  | 12   | 23,684              | 33,809              | -                   | -                   |
| Deferred tax assets                                | 13   | 57,743              | 63,306              | -                   | -                   |
| Amounts owing by subsidiaries                      | 14   | -                   | -                   | 761,047             | 737,638             |
|                                                    |      | 6,697,839           | 6,439,659           | 3,615,200           | 3,603,662           |
| <b>Current assets</b>                              |      |                     |                     |                     |                     |
| Inventories                                        | 11   | 209,566             | 73,700              | -                   | -                   |
| Trade and other receivables                        | 15   | 639,679             | 403,512             | 1,075               | 944                 |
| Amounts owing by subsidiaries                      | 14   | -                   | -                   | 190,622             | 96                  |
| Amounts owing by joint ventures and associates     | 17   | 111,498             | 14,971              | 2,329               | 1,550               |
| Current tax assets                                 |      | 6,155               | 20,066              | -                   | -                   |
| Other investments                                  | 12   | 55                  | 228                 | -                   | -                   |
| Cash and bank balances                             | 18   | 1,837,339           | 1,669,918           | 812,619             | 415,112             |
|                                                    |      | 2,804,292           | 2,182,395           | 1,006,645           | 417,702             |
| <b>TOTAL ASSETS</b>                                |      | <b>9,502,131</b>    | <b>8,622,054</b>    | <b>4,621,845</b>    | <b>4,021,364</b>    |
| <b>EQUITY AND LIABILITIES</b>                      |      |                     |                     |                     |                     |
| <b>Equity attributable to owners of the parent</b> |      |                     |                     |                     |                     |
| Share capital                                      | 19   | 1,698,645           | 1,698,645           | 1,698,645           | 1,698,645           |
| Treasury shares                                    | 19   | (3,625)             | (3,625)             | (3,625)             | (3,625)             |
| Reserves                                           | 20   | 4,286,768           | 4,046,284           | 1,265,926           | 1,158,425           |
|                                                    |      | 5,981,788           | 5,741,304           | 2,960,946           | 2,853,445           |
| Perpetual Sukuk Wakalah                            | 21   | 498,940             | 498,940             | 498,940             | 498,940             |
| Non-controlling interests                          |      | 22,007              | 3,486               | -                   | -                   |
| <b>TOTAL EQUITY</b>                                |      | <b>6,502,735</b>    | <b>6,243,730</b>    | <b>3,459,886</b>    | <b>3,352,385</b>    |

# STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2026

|                                                |      | Group               |                     | Company             |                     |
|------------------------------------------------|------|---------------------|---------------------|---------------------|---------------------|
|                                                | Note | 30.6.2026<br>RM'000 | 30.6.2025<br>RM'000 | 30.6.2026<br>RM'000 | 30.6.2025<br>RM'000 |
| <b>LIABILITIES</b>                             |      |                     |                     |                     |                     |
| <b>Non-current liabilities</b>                 |      |                     |                     |                     |                     |
| Borrowings                                     | 22   | 818,163             | 361,118             | -                   | -                   |
| Senior Sukuk Wakalah                           | 21   | 1,000,000           | 500,000             | 1,000,000           | 500,000             |
| Lease liabilities                              | 6    | 20,318              | 15,598              | -                   | -                   |
| Deferred tax liabilities                       | 13   | 6,599               | 5,236               | -                   | -                   |
|                                                |      | 1,845,080           | 881,952             | 1,000,000           | 500,000             |
| <b>Current liabilities</b>                     |      |                     |                     |                     |                     |
| Trade and other payables                       | 23   | 998,957             | 720,832             | 20,050              | 13,503              |
| Amounts owing to subsidiaries                  | 14   | -                   | -                   | 138,341             | 129,245             |
| Amounts owing to joint ventures and associates | 17   | 302                 | -                   | -                   | -                   |
| Borrowings                                     | 22   | 123,093             | 747,351             | -                   | 23,292              |
| Lease liabilities                              | 6    | 12,268              | 9,267               | -                   | -                   |
| Current tax liabilities                        |      | 19,696              | 18,922              | 3,568               | 2,939               |
|                                                |      | 1,154,316           | 1,496,372           | 161,959             | 168,979             |
| <b>TOTAL LIABILITIES</b>                       |      | <b>2,999,396</b>    | <b>2,378,324</b>    | <b>1,161,959</b>    | <b>668,979</b>      |
| <b>TOTAL EQUITY AND LIABILITIES</b>            |      | <b>9,502,131</b>    | <b>8,622,054</b>    | <b>4,621,845</b>    | <b>4,021,364</b>    |

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

# STATEMENTS OF PROFIT OR LOSS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

|                                                                 |      | Group            |                | Company        |                |
|-----------------------------------------------------------------|------|------------------|----------------|----------------|----------------|
|                                                                 | Note | 2026<br>RM'000   | 2025<br>RM'000 | 2026<br>RM'000 | 2025<br>RM'000 |
| <b>Revenue</b>                                                  | 25   | <b>2,884,741</b> | 2,501,606      | <b>327,072</b> | 252,888        |
| Cost of sales and services                                      |      | (2,428,690)      | (2,247,721)    | -              | -              |
| Gross profit                                                    |      | <b>456,051</b>   | 253,885        | <b>327,072</b> | 252,888        |
| Other operating income                                          |      | <b>122,439</b>   | 68,552         | <b>71,102</b>  | 49,394         |
| Marketing and distribution costs                                |      | (1,888)          | (1,714)        | -              | -              |
| Administration expenses                                         |      | (75,847)         | (66,262)       | (3,472)        | (2,917)        |
| Other operating expenses                                        |      | (9,045)          | (122,932)      | (14,001)       | (171,170)      |
| Finance costs                                                   |      | (54,695)         | (48,831)       | (46,245)       | (25,516)       |
| Share of profit of joint ventures and associates,<br>net of tax |      | <b>280,717</b>   | 293,167        | -              | -              |
| <b>Profit before tax</b>                                        | 26   | <b>717,732</b>   | 375,865        | <b>334,456</b> | 102,679        |
| Tax expense                                                     | 28   | (92,914)         | (66,159)       | (8,711)        | (5,832)        |
| <b>Profit for the financial year</b>                            |      | <b>624,818</b>   | 309,706        | <b>325,745</b> | 96,847         |
| <b>Profit for the financial year attributable to:</b>           |      |                  |                |                |                |
| Owners of the parent                                            |      | <b>593,552</b>   | 303,825        | <b>325,745</b> | 96,847         |
| Non-controlling interests                                       |      | <b>31,266</b>    | 5,881          | -              | -              |
|                                                                 |      | <b>624,818</b>   | 309,706        | <b>325,745</b> | 96,847         |

Earnings per ordinary share attributable to equity holders of the Company:

|                                           |    |              |      |
|-------------------------------------------|----|--------------|------|
| Basic earnings per ordinary share (sen)   | 29 | <b>10.52</b> | 5.38 |
| Diluted earnings per ordinary share (sen) | 29 | <b>10.52</b> | 5.38 |

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

# STATEMENTS OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

|                                                                         | Group            |           | Company        |        |
|-------------------------------------------------------------------------|------------------|-----------|----------------|--------|
|                                                                         | 2026             | 2025      | 2026           | 2025   |
|                                                                         | RM'000           | RM'000    | RM'000         | RM'000 |
| <b>Profit for the financial year</b>                                    | <b>624,818</b>   | 309,706   | <b>325,745</b> | 96,847 |
| <b>Other comprehensive income:</b>                                      |                  |           |                |        |
| <b>Item that may not be reclassified subsequently to profit or loss</b> |                  |           |                |        |
| Fair value gain on other investment                                     | <b>10,798</b>    | 2,501     | -              | -      |
| <b>Items that may be reclassified subsequently to profit or loss</b>    |                  |           |                |        |
| Foreign currency translations                                           | <b>(119,716)</b> | (174,975) | -              | -      |
| Fair value gain/(loss) on cash flow hedge                               | <b>1,969</b>     | (11,350)  | -              | -      |
| Share of other comprehensive loss of joint ventures and associates      | <b>(27,759)</b>  | (74,578)  | -              | -      |
|                                                                         | <b>(145,506)</b> | (260,903) | -              | -      |
| <b>Other comprehensive loss for the financial year</b>                  | <b>(134,708)</b> | (258,402) | -              | -      |
| <b>Total comprehensive income for the financial year</b>                | <b>490,110</b>   | 51,304    | <b>325,745</b> | 96,847 |
| <b>Total comprehensive income attributable to:</b>                      |                  |           |                |        |
| Owners of the parent                                                    | <b>458,687</b>   | 48,790    | <b>325,745</b> | 96,847 |
| Non-controlling interests                                               | <b>31,423</b>    | 2,514     | -              | -      |
|                                                                         | <b>490,110</b>   | 51,304    | <b>325,745</b> | 96,847 |

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

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

| Group                                                                                          | Note | Non-distributable          |                              |                                       |                                              |                              |                                    | Distributable                  |  | Total<br>attributable<br>to owners<br>of the<br>parent | Perpetual<br>Sukuk<br>Wakalah | Non-<br>controlling<br>interests | Total<br>equity |
|------------------------------------------------------------------------------------------------|------|----------------------------|------------------------------|---------------------------------------|----------------------------------------------|------------------------------|------------------------------------|--------------------------------|--|--------------------------------------------------------|-------------------------------|----------------------------------|-----------------|
|                                                                                                |      | Share<br>capital<br>RM'000 | Treasury<br>shares<br>RM'000 | Share<br>options<br>reserve<br>RM'000 | Exchange<br>translation<br>reserve<br>RM'000 | Hedging<br>reserve<br>RM'000 | Fair<br>value<br>reserve<br>RM'000 | Retained<br>earnings<br>RM'000 |  |                                                        |                               |                                  |                 |
| Balance as at 1 July 2025                                                                      |      | 1,698,645                  | (3,625)                      | 23,686                                | 193,263                                      | (7,659)                      | 13,816                             | 3,823,178                      |  | 5,741,304                                              | 498,940                       | 3,486                            | 6,243,730       |
| Profit for the financial year                                                                  |      | -                          | -                            | -                                     | -                                            | -                            | -                                  | 593,552                        |  | 593,552                                                | -                             | 31,266                           | 624,818         |
| Foreign currency translations                                                                  |      | -                          | -                            | -                                     | (119,873)                                    | -                            | -                                  | -                              |  | (119,873)                                              | -                             | 157                              | (119,716)       |
| Fair value gain on cash flow hedge                                                             |      | -                          | -                            | -                                     | -                                            | 1,969                        | -                                  | -                              |  | 1,969                                                  | -                             | -                                | 1,969           |
| Fair value gain on other investment                                                            |      | -                          | -                            | -                                     | -                                            | -                            | 10,798                             | -                              |  | 10,798                                                 | -                             | -                                | 10,798          |
| Share of other comprehensive loss<br>of joint ventures and associates                          |      | -                          | -                            | -                                     | (37,750)                                     | 9,991                        | -                                  | -                              |  | (27,759)                                               | -                             | -                                | (27,759)        |
| Total comprehensive income                                                                     |      | -                          | -                            | -                                     | (157,623)                                    | 11,960                       | 10,798                             | 593,552                        |  | 458,687                                                | -                             | 31,423                           | 490,110         |
| <b>Transactions with owners</b>                                                                |      |                            |                              |                                       |                                              |                              |                                    |                                |  |                                                        |                               |                                  |                 |
| Previous financial year:                                                                       |      |                            |                              |                                       |                                              |                              |                                    |                                |  |                                                        |                               |                                  |                 |
| - Final dividend                                                                               | 30   | -                          | -                            | -                                     | -                                            | -                            | -                                  | (101,568)                      |  | (101,568)                                              | -                             | -                                | (101,568)       |
| Current financial year:                                                                        |      |                            |                              |                                       |                                              |                              |                                    |                                |  |                                                        |                               |                                  |                 |
| - Interim dividend                                                                             | 30   | -                          | -                            | -                                     | -                                            | -                            | -                                  | (95,926)                       |  | (95,926)                                               | -                             | -                                | (95,926)        |
| Profit distribution paid to holders<br>of Perpetual Sukuk Wakalah                              |      | -                          | -                            | -                                     | -                                            | -                            | -                                  | (20,750)                       |  | (20,750)                                               | -                             | -                                | (20,750)        |
| Dividends paid to non-controlling<br>interests                                                 |      | -                          | -                            | -                                     | -                                            | -                            | -                                  | -                              |  | -                                                      | -                             | (13,320)                         | (13,320)        |
| Strike off of a subsidiary                                                                     |      | -                          | -                            | -                                     | -                                            | -                            | -                                  | 41                             |  | 41                                                     | -                             | (41)                             | -               |
| Reclassification of a subsidiary<br>to an associate                                            |      | -                          | -                            | -                                     | -                                            | -                            | -                                  | -                              |  | -                                                      | -                             | 459                              | 459             |
| Disposal of other investment<br>recognised at fair value through<br>other comprehensive income |      | -                          | -                            | -                                     | (1,736)                                      | -                            | (14,374)                           | 16,110                         |  | -                                                      | -                             | -                                | -               |
| Reclassification of foreign currency<br>translation of subsidiaries<br>struck off              |      | -                          | -                            | -                                     | (5,272)                                      | -                            | -                                  | 5,272                          |  | -                                                      | -                             | -                                | -               |
| Total transactions with owners                                                                 |      | -                          | -                            | -                                     | (7,008)                                      | -                            | (14,374)                           | (196,821)                      |  | (218,203)                                              | -                             | (12,902)                         | (231,105)       |
| Balance as at 30 June 2026                                                                     |      | 1,698,645                  | (3,625)                      | 23,686                                | 28,632                                       | 4,301                        | 10,240                             | 4,219,909                      |  | 5,981,788                                              | 498,940                       | 22,007                           | 6,502,735       |

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

| Group                                                                | Note | Non-distributable |                 |                       |                              |                 |                    | Distributable     |                         | Total attributable to owners of the parent |                         |                           | Non-controlling interests | Total equity |
|----------------------------------------------------------------------|------|-------------------|-----------------|-----------------------|------------------------------|-----------------|--------------------|-------------------|-------------------------|--------------------------------------------|-------------------------|---------------------------|---------------------------|--------------|
|                                                                      |      | Share capital     | Treasury shares | Share options reserve | Exchange translation reserve | Hedging reserve | Fair value reserve | Retained earnings | Perpetual Sukuk Wakalah | of the parent                              | Perpetual Sukuk Wakalah | Non-controlling interests |                           |              |
|                                                                      |      | RM'000            | RM'000          | RM'000                | RM'000                       | RM'000          | RM'000             | RM'000            | RM'000                  | RM'000                                     | RM'000                  | RM'000                    | RM'000                    | RM'000       |
| Balance as at 1 July 2024                                            |      | 1,698,431         | (3,625)         | 27,256                | 405,898                      | 37,242          | 11,315             | 3,767,667         | 5,944,184               | 498,940                                    | 64,472                  | 6,507,596                 |                           |              |
| Profit for the financial year                                        |      | -                 | -               | -                     | -                            | -               | -                  | 303,825           | 303,825                 | -                                          | 5,881                   | 309,706                   |                           |              |
| Foreign currency translations                                        |      | -                 | -               | -                     | (171,608)                    | -               | -                  | -                 | (171,608)               | -                                          | (3,367)                 | (174,975)                 |                           |              |
| Fair value loss on cash flow hedge                                   |      | -                 | -               | -                     | -                            | (11,350)        | -                  | -                 | (11,350)                | -                                          | -                       | (11,350)                  |                           |              |
| Fair value gain on other investment                                  |      | -                 | -               | -                     | -                            | -               | 2,501              | -                 | 2,501                   | -                                          | -                       | 2,501                     |                           |              |
| Share of other comprehensive loss of joint ventures and an associate |      | -                 | -               | -                     | (41,027)                     | (33,551)        | -                  | -                 | (74,578)                | -                                          | -                       | (74,578)                  |                           |              |
| Total comprehensive income                                           |      | -                 | -               | -                     | (212,635)                    | (44,901)        | 2,501              | 303,825           | 48,790                  | -                                          | 2,514                   | 51,304                    |                           |              |
| <b>Transactions with owners</b>                                      |      |                   |                 |                       |                              |                 |                    |                   |                         |                                            |                         |                           |                           |              |
| Previous financial year:                                             |      |                   |                 |                       |                              |                 |                    |                   |                         |                                            |                         |                           |                           |              |
| - Final dividend                                                     |      | -                 | -               | -                     | -                            | -               | -                  | (157,995)         | (157,995)               | -                                          | -                       | (157,995)                 |                           |              |
| Current financial year:                                              |      |                   |                 |                       |                              |                 |                    |                   |                         |                                            |                         |                           |                           |              |
| - Interim dividend                                                   | 30   | -                 | -               | -                     | -                            | -               | -                  | (73,355)          | (73,355)                | -                                          | -                       | (73,355)                  |                           |              |
| Share options reversed under ESOS                                    |      | -                 | -               | (3,528)               | -                            | -               | -                  | -                 | (3,528)                 | -                                          | 54                      | (3,474)                   |                           |              |
| Issuance of ordinary shares pursuant to ESOS exercised               |      | 214               | -               | (42)                  | -                            | -               | -                  | -                 | 172                     | -                                          | -                       | 172                       |                           |              |
| Profit distribution paid to holders of Perpetual Sukuk Wakalah       |      | -                 | -               | -                     | -                            | -               | -                  | (20,750)          | (20,750)                | -                                          | -                       | (20,750)                  |                           |              |
| Dividends paid to non-controlling interests                          |      | -                 | -               | -                     | -                            | -               | -                  | -                 | -                       | -                                          | (42,456)                | (42,456)                  |                           |              |
| Disposal of a subsidiary                                             | 9(g) | -                 | -               | -                     | -                            | -               | -                  | -                 | -                       | -                                          | (2,959)                 | (2,959)                   |                           |              |
| Acquisition of shares from non-controlling interests                 | 9(h) | -                 | -               | -                     | -                            | -               | -                  | 3,786             | 3,786                   | -                                          | (19,098)                | (15,312)                  |                           |              |
| Increase shares by non-controlling interests                         |      | -                 | -               | -                     | -                            | -               | -                  | -                 | -                       | -                                          | 959                     | 959                       |                           |              |
| Total transactions with owners                                       |      | 214               | -               | (3,570)               | -                            | -               | -                  | (248,314)         | (251,670)               | -                                          | (63,500)                | (315,170)                 |                           |              |
| Balance as at 30 June 2025                                           |      | 1,698,645         | (3,625)         | 23,686                | 193,263                      | (7,659)         | 13,816             | 3,823,178         | 5,741,304               | 498,940                                    | 3,486                   | 6,243,730                 |                           |              |

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

# STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

| Company                                                        | Note | Non-distributable       |                           |                                 | Distributable               |                                   |                        |
|----------------------------------------------------------------|------|-------------------------|---------------------------|---------------------------------|-----------------------------|-----------------------------------|------------------------|
|                                                                |      | Share capital<br>RM'000 | Treasury shares<br>RM'000 | Share options reserve<br>RM'000 | Retained earnings<br>RM'000 | Perpetual Sukuk Wakalah<br>RM'000 | Total equity<br>RM'000 |
| Balance as at 1 July 2025                                      |      | 1,698,645               | (3,625)                   | 24,149                          | 1,134,276                   | 498,940                           | 3,352,385              |
| Profit for the financial year                                  |      | -                       | -                         | -                               | 325,745                     | -                                 | 325,745                |
| Other comprehensive income, net of tax                         |      | -                       | -                         | -                               | -                           | -                                 | -                      |
| Total comprehensive income                                     |      | -                       | -                         | -                               | 325,745                     | -                                 | 325,745                |
| <b>Transactions with owners</b>                                |      |                         |                           |                                 |                             |                                   |                        |
| Previous financial year:                                       |      |                         |                           |                                 |                             |                                   |                        |
| - Final dividend                                               | 30   | -                       | -                         | -                               | (101,568)                   | -                                 | (101,568)              |
| Current financial year:                                        |      |                         |                           |                                 |                             |                                   |                        |
| - Interim dividend                                             | 30   | -                       | -                         | -                               | (95,926)                    | -                                 | (95,926)               |
| Profit distribution paid to holders of Perpetual Sukuk Wakalah |      | -                       | -                         | -                               | (20,750)                    | -                                 | (20,750)               |
| Total transactions with owners                                 |      | -                       | -                         | -                               | (218,244)                   | -                                 | (218,244)              |
| Balance as at 30 June 2026                                     |      | 1,698,645               | (3,625)                   | 24,149                          | 1,241,777                   | 498,940                           | 3,459,886              |

| Company                                                        | Note | Non-distributable       |                           |                                 | Distributable               |                                   |                        |
|----------------------------------------------------------------|------|-------------------------|---------------------------|---------------------------------|-----------------------------|-----------------------------------|------------------------|
|                                                                |      | Share capital<br>RM'000 | Treasury shares<br>RM'000 | Share options reserve<br>RM'000 | Retained earnings<br>RM'000 | Perpetual Sukuk Wakalah<br>RM'000 | Total equity<br>RM'000 |
| Balance as at 1 July 2024                                      |      | 1,698,431               | (3,625)                   | 27,665                          | 1,289,529                   | 498,940                           | 3,510,940              |
| Profit for the financial year                                  |      | -                       | -                         | -                               | 96,847                      | -                                 | 96,847                 |
| Other comprehensive income, net of tax                         |      | -                       | -                         | -                               | -                           | -                                 | -                      |
| Total comprehensive income                                     |      | -                       | -                         | -                               | 96,847                      | -                                 | 96,847                 |
| <b>Transactions with owners</b>                                |      |                         |                           |                                 |                             |                                   |                        |
| Previous financial year:                                       |      |                         |                           |                                 |                             |                                   |                        |
| - Final dividend                                               |      | -                       | -                         | -                               | (157,995)                   | -                                 | (157,995)              |
| Current financial year:                                        |      |                         |                           |                                 |                             |                                   |                        |
| - Interim dividend                                             | 30   | -                       | -                         | -                               | (73,355)                    | -                                 | (73,355)               |
| Share options reversed under ESOS                              |      | -                       | -                         | (3,474)                         | -                           | -                                 | (3,474)                |
| Issuance of ordinary shares pursuant to ESOS exercised         |      | 214                     | -                         | (42)                            | -                           | -                                 | 172                    |
| Profit distribution paid to holders of Perpetual Sukuk Wakalah |      | -                       | -                         | -                               | (20,750)                    | -                                 | (20,750)               |
| Total transactions with owners                                 |      | 214                     | -                         | (3,516)                         | (252,100)                   | -                                 | (255,402)              |
| Balance as at 30 June 2025                                     |      | 1,698,645               | (3,625)                   | 24,149                          | 1,134,276                   | 498,940                           | 3,352,385              |

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

# STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

|                                                                       |       | Group          |                | Company        |                |
|-----------------------------------------------------------------------|-------|----------------|----------------|----------------|----------------|
|                                                                       | Note  | 2026<br>RM'000 | 2025<br>RM'000 | 2026<br>RM'000 | 2025<br>RM'000 |
| CASH FLOWS FROM OPERATING ACTIVITIES                                  |       |                |                |                |                |
| Profit before tax                                                     |       | 717,732        | 375,865        | 334,456        | 102,679        |
| Adjustments for:                                                      |       |                |                |                |                |
| Amortisation of intangible assets                                     | 8     | 192,711        | 186,707        | -              | -              |
| Depreciation of property, plant and equipment                         | 5     | 155,852        | 142,636        | -              | -              |
| Fair value loss on other investment                                   |       | 166            | 1,249          | -              | -              |
| Gain on disposals of property, plant and equipment                    |       | (683)          | (4,771)        | -              | -              |
| Gain on disposal of a subsidiary                                      | 9(g)  | -              | (1,049)        | -              | -              |
| Gain on disposal of land under development of tank terminals          |       | -              | (3,872)        | -              | -              |
| (Gain)/Loss on foreign exchange - unrealised                          |       | (1,896)        | 5,501          | 6              | 11             |
| Loss on disposal of other investments                                 |       | -              | 3,132          | -              | -              |
| Advances to subsidiaries written off                                  |       | -              | -              | 14,001         | 105,472        |
| Amount owing by a joint venture (written back)/written off            |       | (1,368)        | 1,368          | -              | -              |
| Inventories written down to net realisable value                      | 11    | 30,863         | 15,025         | -              | -              |
| Impairment on investment in subsidiaries                              | 9     | -              | -              | -              | 42,406         |
| Impairment losses on trade receivables                                | 15(e) | 268            | -              | -              | -              |
| Reversal of impairment losses on trade receivables                    | 15(e) | (559)          | -              | -              | -              |
| (Reversal)/Provision for credit loss on financial guarantee           |       | (17,344)       | 23,292         | (17,344)       | 23,292         |
| Interest expense                                                      |       | 53,523         | 48,400         | 45,715         | 25,516         |
| Interest income                                                       |       | (49,537)       | (42,006)       | (53,633)       | (39,081)       |
| Property, plant and equipment written off                             | 5     | 133            | 90,790         | -              | -              |
| Intangible assets written off                                         | 8     | 223            | -              | -              | -              |
| Share of profit of joint ventures and associates                      |       | (280,717)      | (293,167)      | -              | -              |
| Share options reversed under ESOS                                     |       | -              | (3,474)        | -              | -              |
| Operating profit before working capital changes                       |       | 799,367        | 545,626        | 323,201        | 260,295        |
| (Increase)/Decrease in inventories                                    |       | (90,276)       | 21,752         | -              | -              |
| (Increase)/Decrease in trade and other receivables                    |       | (230,812)      | 224,119        | 409            | 64             |
| (Increase)/Decrease in amounts owing by joint ventures and associates |       | (94,396)       | 36,350         | (779)          | (1,550)        |
| Increase/(Decrease) in trade and other payables                       |       | 267,900        | (9,564)        | 6,547          | 315            |
| Cash generated from operations                                        |       | 651,783        | 818,283        | 329,378        | 259,124        |
| Dividends received from joint ventures and associates                 |       | 405,530        | 230,697        | -              | -              |
| Interest received                                                     |       | 49,537         | 42,006         | 24,115         | 9,664          |
| Tax paid                                                              |       | (84,568)       | (80,313)       | (8,082)        | (6,850)        |
| Tax refunded                                                          |       | 14,521         | 1,755          | -              | 90             |
| Net cash from operating activities                                    |       | 1,036,803      | 1,012,428      | 345,411        | 262,028        |

# STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

|                                                                      |       | Group          |                | Company        |                |
|----------------------------------------------------------------------|-------|----------------|----------------|----------------|----------------|
|                                                                      | Note  | 2026<br>RM'000 | 2025<br>RM'000 | 2026<br>RM'000 | 2025<br>RM'000 |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                          |       |                |                |                |                |
| Additions of:                                                        |       |                |                |                |                |
| - interests in subsidiaries                                          |       | -              | -              | (324,729)      | (280,107)      |
| - interests in joint ventures and associates                         |       | (82,822)       | (118,153)      | -              | (392)          |
| (Advances to)/Repayments from subsidiaries                           |       | -              | -              | (227,936)      | 24,993         |
| Acquisition of shares from non-controlling interests                 | 9(h)  | -              | (15,312)       | -              | -              |
| Redemption of redeemable preference shares of subsidiaries           |       | -              | -              | 336,600        | 322,702        |
| Development of tank terminals                                        | 7(d)  | (18,233)       | (23,883)       | -              | -              |
| Interest received                                                    |       | -              | -              | 29,518         | 29,417         |
| Additions in deposits pledged to licensed banks                      |       | (85)           | (228)          | -              | -              |
| Proceeds from disposals of:                                          |       |                |                |                |                |
| - property, plant and equipment                                      |       | 3,233          | 9,444          | -              | -              |
| - other investments                                                  |       | 18,391         | 9,768          | -              | -              |
| - a subsidiary, net of cash and cash equivalents disposed            | 9(g)  | -              | (5,371)        | -              | -              |
| - development of tank terminals                                      |       | -              | 13,244         | -              | -              |
| Purchases of:                                                        |       |                |                |                |                |
| - intangible assets                                                  | 8     | (557,211)      | (121,735)      | -              | -              |
| - property, plant and equipment                                      | 5(c)  | (302,098)      | (222,488)      | -              | -              |
| - other investments                                                  | 12(g) | (97)           | (286)          | -              | -              |
| Net (used in)/from investing activities                              |       | (938,922)      | (475,000)      | (186,547)      | 96,613         |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                          |       |                |                |                |                |
| Interest paid                                                        |       | (53,523)       | (48,400)       | (45,715)       | (25,516)       |
| Dividends paid to non-controlling interests                          |       | (13,320)       | (42,456)       | -              | -              |
| Dividends paid to ordinary shareholders of the Company               |       | (197,494)      | (231,350)      | (197,494)      | (231,350)      |
| Additional shares subscription from non-controlling interest         |       | -              | 959            | -              | -              |
| Advances from subsidiaries                                           |       | -              | -              | 9,096          | 129,245        |
| Proceeds from issuance of ordinary shares pursuant to ESOS exercised |       | -              | 172            | -              | 172            |
| Payments of lease liabilities                                        |       | (10,141)       | (7,687)        | -              | -              |
| Drawdowns of bank loans                                              |       | 198,548        | 84,193         | -              | -              |
| Repayments of bank loans                                             |       | (309,456)      | (152,314)      | -              | (53,000)       |
| Repayments of financial guarantee                                    |       | (5,948)        | -              | (5,948)        | -              |
| Net proceeds from issuance of Senior Sukuk Wakalah                   |       | 499,460        | -              | 499,460        | -              |
| Profit distribution to Perpetual Sukuk holders                       |       | (20,750)       | (20,750)       | (20,750)       | (20,750)       |
| Net cash from/(used in) financing activities                         |       | 87,376         | (417,633)      | 238,649        | (201,199)      |

# STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

|                                                              | Note | Group          |                | Company        |                |
|--------------------------------------------------------------|------|----------------|----------------|----------------|----------------|
|                                                              |      | 2026<br>RM'000 | 2025<br>RM'000 | 2026<br>RM'000 | 2025<br>RM'000 |
| Net increase in cash and cash equivalents                    |      | 185,257        | 119,795        | 397,513        | 157,442        |
| Effect of exchange rate changes on cash and cash equivalents |      | (17,923)       | (22,850)       | (6)            | (11)           |
| Cash and cash equivalents at beginning of financial year     |      | 1,668,922      | 1,571,977      | 415,112        | 257,681        |
| Cash and cash equivalents at end of financial year           | 18   | 1,836,256      | 1,668,922      | 812,619        | 415,112        |

## RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

|                                                 | Note | Group          |                | Company        |                |
|-------------------------------------------------|------|----------------|----------------|----------------|----------------|
|                                                 |      | 2026<br>RM'000 | 2025<br>RM'000 | 2026<br>RM'000 | 2025<br>RM'000 |
| <b>Bank loans</b>                               |      |                |                |                |                |
| Balance as at 1 July                            |      | 1,108,469      | 1,202,555      | 23,292         | 53,000         |
| Cash flows:                                     |      |                |                |                |                |
| - Drawdowns of bank loans                       |      | 198,548        | 84,193         | -              | -              |
| - Repayments of bank loans                      |      | (309,456)      | (152,314)      | -              | (53,000)       |
| - Repayments of financial guarantee             |      | (5,948)        | -              | (5,948)        | -              |
| Non-cash flows:                                 |      |                |                |                |                |
| - Financial guarantee contract                  |      | (17,344)       | 23,292         | (17,344)       | 23,292         |
| - Effect of foreign exchange                    |      | (33,013)       | (49,257)       | -              | -              |
| Balance as at 30 June                           | 22   | 941,256        | 1,108,469      | -              | 23,292         |
| <b>Lease liabilities</b>                        |      |                |                |                |                |
| Balance as at 1 July                            |      | 24,865         | 26,129         | -              | -              |
| Cash flows:                                     |      |                |                |                |                |
| - Repayments of lease                           |      | (11,295)       | (8,568)        | -              | -              |
| Non-cash flows:                                 |      |                |                |                |                |
| - Unwinding of interest                         |      | 1,154          | 881            | -              | -              |
| - Acquisitions of property, plant and equipment | 5(c) | 22,677         | 16,112         | -              | -              |
| - Reassessments                                 |      | 152            | 92             | -              | -              |
| - Disposal of a subsidiary                      | 9(g) | -              | (6,037)        | -              | -              |
| - Effect of foreign exchange                    |      | (4,967)        | (3,744)        | -              | -              |
| Balance as at 30 June                           | 6    | 32,586         | 24,865         | -              | -              |

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

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 1. CORPORATE INFORMATION

Dialog Group Berhad ("the Company") is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office and principal place of business of the Company is located at DIALOG Tower, No. 15, Jalan PJU 7/5, Mutiara Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

The consolidated financial statements for the financial year ended 30 June 2026 comprise the Company and its subsidiaries and the Group's interests in joint ventures and associates. These financial statements are presented in Ringgit Malaysia ("RM"), which is also the functional currency of the Company. All financial information presented in RM has been rounded to the nearest thousand, unless otherwise stated.

The financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 24 September 2026.

## 2. PRINCIPAL ACTIVITIES

The Company is principally an investment holding company incorporated to manage various subsidiaries, which serve a wide spectrum of the energy sector. The principal activities of the subsidiaries, as listed in Note 9 to the financial statements, are the provision of logistic assets & services in tank terminals, upstream assets & services, engineering, procurement, construction, commissioning & fabrication, specialist products & services, plant maintenance & catalyst handling services, petrochemicals, sustainable & renewables business and digital technology & solutions.

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

## 3. BASIS OF PREPARATION

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

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of new Amendments to MFRSs during the financial year. The new Amendments to MFRSs adopted during the financial year are disclosed in Note 37.1 to the financial statements.

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 4. OPERATING SEGMENTS

The Group is principally involved in providing integrated technical services to the energy sector in Malaysia and other areas of the world. Its operating segments are presented based on the geographical location of its customers. The performance of each segment is measured based on the internal management report reviewed by the chief operating decision maker.

|                                                  | Malaysia<br>RM'000 | Thailand<br>RM'000 | Other<br>Asia<br>RM'000 | Australia<br>& New<br>Zealand<br>RM'000 | Other<br>Countries<br>RM'000 | Total<br>RM'000  |
|--------------------------------------------------|--------------------|--------------------|-------------------------|-----------------------------------------|------------------------------|------------------|
| <b>2026</b>                                      |                    |                    |                         |                                         |                              |                  |
| <b>Segment profits</b>                           | <b>641,104</b>     | <b>45,859</b>      | <b>19,427</b>           | <b>(1,923)</b>                          | <b>13,265</b>                | <b>717,732</b>   |
| Included in the measure of segment profits are:  |                    |                    |                         |                                         |                              |                  |
| Revenue from external customers                  | 1,868,597          | 278,779            | 218,261                 | 440,675                                 | 78,429                       | 2,884,741        |
| Inter-segment revenue                            | 12,297             | -                  | 1,063                   | -                                       | -                            | 13,360           |
| Depreciation of property, plant and equipment    | 134,703            | 4,467              | 3,456                   | 11,654                                  | 1,572                        | 155,852          |
| Amortisation of intangible assets                | 192,008            | 36                 | 322                     | 314                                     | 31                           | 192,711          |
| Interest expense                                 | 51,193             | 1,113              | 588                     | 629                                     | -                            | 53,523           |
| Interest income                                  | 45,401             | 98                 | 3,272                   | 95                                      | 671                          | 49,537           |
| Share of profit of joint ventures and associates | 257,350            | 23,367             | -                       | -                                       | -                            | 280,717          |
| <b>Segment assets</b>                            | <b>8,066,581</b>   | <b>302,393</b>     | <b>529,068</b>          | <b>445,610</b>                          | <b>100,736</b>               | <b>9,444,388</b> |
| Deferred tax assets                              |                    |                    |                         |                                         |                              | 57,743           |
| <b>Total assets</b>                              |                    |                    |                         |                                         |                              | <b>9,502,131</b> |
| Included in the measure of segment assets are:   |                    |                    |                         |                                         |                              |                  |
| Investments in joint ventures and associates     | 1,535,618          | 172,083            | -                       | -                                       | -                            | 1,707,701        |
| Additions to non-current assets:                 |                    |                    |                         |                                         |                              |                  |
| - Property, plant and equipment                  | 289,488            | 113                | 667                     | 11,818                                  | 12                           | 302,098          |
| - Development of tank terminals                  | 18,233             | -                  | -                       | -                                       | -                            | 18,233           |
| - Joint ventures and associates                  | 82,822             | -                  | -                       | -                                       | -                            | 82,822           |
| - Intangible assets                              | 557,210            | -                  | 1                       | -                                       | -                            | 557,211          |
| - Inventories                                    | -                  | -                  | -                       | 3,454                                   | -                            | 3,454            |
| - Other investments                              | -                  | -                  | 97                      | -                                       | -                            | 97               |
| <b>Segment liabilities</b>                       | <b>2,675,547</b>   | <b>25,037</b>      | <b>155,568</b>          | <b>74,811</b>                           | <b>61,834</b>                | <b>2,992,797</b> |
| Deferred tax liabilities                         |                    |                    |                         |                                         |                              | 6,599            |
| <b>Total liabilities</b>                         |                    |                    |                         |                                         |                              | <b>2,999,396</b> |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 4. OPERATING SEGMENTS (CONTINUED)

| 2025                                             | Malaysia<br>RM'000 | Thailand<br>RM'000 | Other<br>Asia<br>RM'000 | Australia<br>& New<br>Zealand<br>RM'000 | Other<br>Countries<br>RM'000 | Total<br>RM'000 |
|--------------------------------------------------|--------------------|--------------------|-------------------------|-----------------------------------------|------------------------------|-----------------|
| <b>Segment profits</b>                           | 292,832            | 43,679             | 13,898                  | 4,233                                   | 21,223                       | 375,865         |
| Included in the measure of segment profits are:  |                    |                    |                         |                                         |                              |                 |
| Revenue from external customers                  | 1,438,135          | 260,154            | 196,572                 | 455,295                                 | 151,450                      | 2,501,606       |
| Inter-segment revenue                            | 21,562             | -                  | 979                     | 772                                     | -                            | 23,313          |
| Depreciation of property, plant and equipment    | 122,169            | 1,549              | 4,059                   | 13,662                                  | 1,197                        | 142,636         |
| Amortisation of intangible assets                | 185,906            | 37                 | 303                     | 428                                     | 33                           | 186,707         |
| Interest expense                                 | 47,245             | 313                | 418                     | 424                                     | -                            | 48,400          |
| Interest income                                  | 35,414             | 1                  | 4,338                   | 236                                     | 2,017                        | 42,006          |
| Share of profit of joint ventures and associates | 259,530            | 33,637             | -                       | -                                       | -                            | 293,167         |
| <b>Segment assets</b>                            | 7,314,349          | 275,753            | 483,201                 | 431,137                                 | 54,308                       | 8,558,748       |
| Deferred tax assets                              |                    |                    |                         |                                         |                              | 63,306          |
| <b>Total assets</b>                              |                    |                    |                         |                                         |                              | 8,622,054       |
| Included in the measure of segment assets are:   |                    |                    |                         |                                         |                              |                 |
| Investments in joint ventures and associates     | 1,613,103          | 181,831            | -                       | -                                       | -                            | 1,794,934       |
| Additions to non-current assets:                 |                    |                    |                         |                                         |                              |                 |
| - Property, plant and equipment                  | 205,284            | 396                | 267                     | 16,542                                  | (1)                          | 222,488         |
| - Development of tank terminals                  | 23,883             | -                  | -                       | -                                       | -                            | 23,883          |
| - Joint ventures and associates                  | 118,153            | -                  | -                       | -                                       | -                            | 118,153         |
| - Intangible assets                              | 121,730            | 1                  | -                       | 4                                       | -                            | 121,735         |
| - Inventories                                    | -                  | -                  | -                       | 9,813                                   | -                            | 9,813           |
| - Other investments                              | -                  | -                  | 286                     | -                                       | -                            | 286             |
| <b>Segment liabilities</b>                       | 2,188,350          | 13,670             | 94,643                  | 57,278                                  | 19,147                       | 2,373,088       |
| Deferred tax liabilities                         |                    |                    |                         |                                         |                              | 5,236           |
| <b>Total liabilities</b>                         |                    |                    |                         |                                         |                              | 2,378,324       |

Inter-segment revenues are carried out at negotiated terms and conditions.

### Major customers

There is no single customer with revenue equal or more than 10% of the Group revenue during the financial year.

In the previous financial year, included in the Malaysia segment is revenue generated from a single customer amounted to RM312,093,000.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 5. PROPERTY, PLANT AND EQUIPMENT

| Group                                    | Balance<br>as at<br>1.7.2025<br>RM'000 | Additions<br>RM'000 | Reassess-<br>ments<br>RM'000 | Disposals<br>RM'000 | Written<br>off<br>RM'000 | Depreciation<br>charge for<br>the financial<br>year<br>RM'000 | Exchange<br>differences<br>RM'000 | Reclassi-<br>fications<br>RM'000 | Balance<br>as at<br>30.6.2026<br>RM'000 |
|------------------------------------------|----------------------------------------|---------------------|------------------------------|---------------------|--------------------------|---------------------------------------------------------------|-----------------------------------|----------------------------------|-----------------------------------------|
| <b>Carrying amount</b>                   |                                        |                     |                              |                     |                          |                                                               |                                   |                                  |                                         |
| Freehold land                            | 31,764                                 | -                   | -                            | -                   | -                        | -                                                             | -                                 | -                                | 31,764                                  |
| Buildings                                | 282,904                                | 4,923               | -                            | (1,877)             | (31)                     | (7,450)                                                       | (16,382)                          | 6,736                            | 268,823                                 |
| Furniture, fittings and office equipment | 8,085                                  | 7,360               | -                            | (15)                | -                        | (7,076)                                                       | (1,833)                           | -                                | 6,521                                   |
| Plant, machinery and equipment           | 1,813,205                              | 14,044              | -                            | (645)               | (102)                    | (113,371)                                                     | (30,837)                          | 1,257                            | 1,683,551                               |
| Motor vehicles                           | 2,812                                  | 1,633               | -                            | (13)                | -                        | (1,953)                                                       | (216)                             | -                                | 2,263                                   |
| Renovation and electrical installation   | 5,209                                  | 1,365               | -                            | -                   | -                        | (860)                                                         | (31)                              | -                                | 5,683                                   |
| Plant and equipment under construction   | 89,534                                 | 269,366             | -                            | -                   | -                        | -                                                             | (5,583)                           | (37,684)                         | 315,633                                 |
|                                          | 2,233,513                              | 298,691             | -                            | (2,550)             | (133)                    | (130,710)                                                     | (54,882)                          | (29,691)                         | 2,314,238                               |
| <b>Right-of-use</b>                      |                                        |                     |                              |                     |                          |                                                               |                                   |                                  |                                         |
| Leasehold land*                          | 386,232                                | 3,407               | -                            | -                   | -                        | (14,405)                                                      | (8,290)                           | 682                              | 367,626                                 |
| Land                                     | 4,652                                  | -                   | 127                          | -                   | -                        | (276)                                                         | (173)                             | -                                | 4,330                                   |
| Buildings                                | 3,631                                  | 10,517              | 25                           | -                   | -                        | (2,605)                                                       | (3,952)                           | -                                | 7,616                                   |
| Motor vehicles                           | 4,409                                  | 3,643               | -                            | -                   | -                        | (2,328)                                                       | (252)                             | -                                | 5,472                                   |
| Plant and machinery                      | 11,599                                 | 8,517               | -                            | -                   | -                        | (5,528)                                                       | (363)                             | -                                | 14,225                                  |
|                                          | 410,523                                | 26,084              | 152                          | -                   | -                        | (25,142)                                                      | (13,030)                          | 682                              | 399,269                                 |
|                                          | 2,644,036                              | 324,775             | 152                          | (2,550)             | (133)                    | (155,852)                                                     | (67,912)                          | (29,009)                         | 2,713,507                               |

←----- At 30.6.2026 ----->

| Group                                    | Cost<br>RM'000 | Accumulated<br>depreciation<br>RM'000 | Carrying<br>amount<br>RM'000 |
|------------------------------------------|----------------|---------------------------------------|------------------------------|
| Freehold land                            | 31,764         | -                                     | 31,764                       |
| Buildings                                | 347,760        | (78,937)                              | 268,823                      |
| Furniture, fittings and office equipment | 89,554         | (83,033)                              | 6,521                        |
| Plant, machinery and equipment           | 2,550,848      | (867,297)                             | 1,683,551                    |
| Motor vehicles                           | 28,914         | (26,651)                              | 2,263                        |
| Renovation and electrical installation   | 17,900         | (12,217)                              | 5,683                        |
| Plant and equipment under construction   | 315,633        | -                                     | 315,633                      |
|                                          | 3,382,373      | (1,068,135)                           | 2,314,238                    |
| <b>Right-of-use</b>                      |                |                                       |                              |
| Leasehold land*                          | 452,690        | (85,064)                              | 367,626                      |
| Land                                     | 5,533          | (1,203)                               | 4,330                        |
| Buildings                                | 10,799         | (3,183)                               | 7,616                        |
| Motor vehicles                           | 10,587         | (5,115)                               | 5,472                        |
| Plant and machinery                      | 22,300         | (8,075)                               | 14,225                       |
|                                          | 501,909        | (102,640)                             | 399,269                      |
|                                          | 3,884,282      | (1,170,775)                           | 2,713,507                    |

\* Leasehold land refers to right-of-use assets for which the Group has land titles.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

| Group                                    | Balance<br>as at<br>1.7.2024<br>RM'000 | Additions<br>RM'000 | Reassess-<br>ments<br>RM'000 | Disposal<br>of a<br>subsidiary<br>(Note 9)<br>RM'000 | Disposals<br>RM'000 | Written<br>off<br>RM'000 | Depreciation<br>charge for<br>the financial<br>year<br>RM'000 | Exchange<br>differences<br>RM'000 | Reclassi-<br>fications<br>RM'000 | Balance<br>as at<br>30.6.2025<br>RM'000 |
|------------------------------------------|----------------------------------------|---------------------|------------------------------|------------------------------------------------------|---------------------|--------------------------|---------------------------------------------------------------|-----------------------------------|----------------------------------|-----------------------------------------|
| <b>Carrying amount</b>                   |                                        |                     |                              |                                                      |                     |                          |                                                               |                                   |                                  |                                         |
| Freehold land                            | 31,764                                 | -                   | -                            | -                                                    | -                   | -                        | -                                                             | -                                 | -                                | 31,764                                  |
| Buildings                                | 287,493                                | 15,451              | -                            | -                                                    | (3,757)             | -                        | (7,682)                                                       | (9,240)                           | 639                              | 282,904                                 |
| Furniture, fittings and office equipment | 9,195                                  | 6,718               | -                            | (827)                                                | (6)                 | -                        | (4,681)                                                       | (2,314)                           | -                                | 8,085                                   |
| Plant, machinery and equipment           | 1,911,231                              | 6,414               | -                            | (54,907)                                             | (258)               | (88)                     | (107,767)                                                     | (53,720)                          | 112,300                          | 1,813,205                               |
| Motor vehicles                           | 5,150                                  | 1,505               | -                            | (612)                                                | -                   | (2)                      | (2,104)                                                       | (1,125)                           | -                                | 2,812                                   |
| Renovation and electrical installation   | 7,341                                  | 776                 | -                            | (224)                                                | (652)               | -                        | (1,561)                                                       | (471)                             | -                                | 5,209                                   |
| Plant and equipment under construction   | 121,319                                | 191,624             | -                            | -                                                    | -                   | (90,700)                 | -                                                             | (10,302)                          | (122,407)                        | 89,534                                  |
|                                          | 2,373,493                              | 222,488             | -                            | (56,570)                                             | (4,673)             | (90,790)                 | (123,795)                                                     | (77,172)                          | (9,468)                          | 2,233,513                               |
| <b>Right-of-use</b>                      |                                        |                     |                              |                                                      |                     |                          |                                                               |                                   |                                  |                                         |
| Leasehold land*                          | 397,719                                | -                   | -                            | -                                                    | -                   | -                        | (10,700)                                                      | (10,255)                          | 9,468                            | 386,232                                 |
| Land                                     | 10,474                                 | -                   | -                            | (4,413)                                              | -                   | -                        | (292)                                                         | (1,117)                           | -                                | 4,652                                   |
| Buildings                                | 6,113                                  | 1,953               | 92                           | -                                                    | -                   | -                        | (3,992)                                                       | (535)                             | -                                | 3,631                                   |
| Motor vehicles                           | 3,028                                  | 3,312               | -                            | -                                                    | -                   | -                        | (1,633)                                                       | (298)                             | -                                | 4,409                                   |
| Plant and machinery                      | 3,312                                  | 10,847              | -                            | -                                                    | -                   | -                        | (2,224)                                                       | (336)                             | -                                | 11,599                                  |
|                                          | 420,646                                | 16,112              | 92                           | (4,413)                                              | -                   | -                        | (18,841)                                                      | (12,541)                          | 9,468                            | 410,523                                 |
|                                          | 2,794,139                              | 238,600             | 92                           | (60,983)                                             | (4,673)             | (90,790)                 | (142,636)                                                     | (89,713)                          | -                                | 2,644,036                               |

←----- At 30.6.2025 ----->

| Group                                    | Cost<br>RM'000 | Accumulated<br>depreciation<br>RM'000 | Carrying<br>amount<br>RM'000 |
|------------------------------------------|----------------|---------------------------------------|------------------------------|
| Freehold land                            | 31,764         | -                                     | 31,764                       |
| Buildings                                | 368,603        | (85,699)                              | 282,904                      |
| Furniture, fittings and office equipment | 87,372         | (79,287)                              | 8,085                        |
| Plant, machinery and equipment           | 2,685,760      | (872,555)                             | 1,813,205                    |
| Motor vehicles                           | 35,029         | (32,217)                              | 2,812                        |
| Renovation and electrical installation   | 19,095         | (13,886)                              | 5,209                        |
| Plant and equipment under construction   | 89,534         | -                                     | 89,534                       |
|                                          | 3,317,157      | (1,083,644)                           | 2,233,513                    |
| <b>Right-of-use</b>                      |                |                                       |                              |
| Leasehold land*                          | 456,838        | (70,606)                              | 386,232                      |
| Land                                     | 5,616          | (964)                                 | 4,652                        |
| Buildings                                | 7,648          | (4,017)                               | 3,631                        |
| Motor vehicles                           | 12,159         | (7,750)                               | 4,409                        |
| Plant and machinery                      | 14,380         | (2,781)                               | 11,599                       |
|                                          | 496,641        | (86,118)                              | 410,523                      |
|                                          | 3,813,798      | (1,169,762)                           | 2,644,036                    |

\* Leasehold land refers to right-of-use assets for which the Group has land titles.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

- (a) All items of property, plant and equipment (excluding right-of-use assets) are initially measured at cost. After initial recognition, property, plant and equipment except for freehold land and right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses.

The cost of property, plant and equipment (excluding right-of-use assets) is depreciated on a straight-line basis over the assets' useful lives. The estimated useful lives applied by the Group reflects the Group's estimate of the period that the Group expects to derive future economic benefits from the use of the Group's property, plant and equipment. These are common life expectancies applied in the various business segments of the Group. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The principal depreciation periods and annual rates used are as follows:

|                                          |               |
|------------------------------------------|---------------|
| Buildings                                | 10 - 50 years |
| Furniture, fittings and office equipment | 15% - 50%     |
| Plant, machinery and equipment           | 2.5% - 20%    |
| Motor vehicles                           | 20%           |
| Renovation and electrical installation   | 15% - 33%     |

Freehold land has unlimited useful life and is not depreciated.

Certain plant, machinery and equipment are not depreciated until such time when the assets are available for use.

Property, plant and equipment under construction represent buildings and plant and equipment under construction. Property, plant and equipment under construction are not depreciated until such time when the assets are available for use.

- (b) The right-of-use assets are initially measured at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses and adjusted for any re-measurement of the lease liabilities.

The right-of-use assets are depreciated on the straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of the right-of-use assets are as follows:

|                     |                |
|---------------------|----------------|
| Leasehold land      | up to 99 years |
| Land                | 3 - 25 years   |
| Buildings           | 2 - 10 years   |
| Motor vehicles      | 3 - 5 years    |
| Plant and machinery | 3 years        |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

- (c) During the financial year, the Group made the following cash payments to purchase property, plant and equipment:

|                                                            | Group    |          |
|------------------------------------------------------------|----------|----------|
|                                                            | 2026     | 2025     |
|                                                            | RM'000   | RM'000   |
| Purchase of property, plant and equipment                  | 324,775  | 238,600  |
| Financed by lease arrangements                             | (22,677) | (16,112) |
| Cash payments on purchase of property, plant and equipment | 302,098  | 222,488  |

- (d) Leasehold land is analysed as:

|                                                  | Group   |         |
|--------------------------------------------------|---------|---------|
|                                                  | 2026    | 2025    |
|                                                  | RM'000  | RM'000  |
| Short term (unexpired period less than 50 years) | 141,608 | 149,256 |
| Long term (unexpired period more than 50 years)  | 226,018 | 236,976 |
|                                                  | 367,626 | 386,232 |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 6. LEASES

### The Group as lessee

Right-of-use assets are presented as property, plant and equipment as disclosed in Note 5 to the financial statements.

|                            | Balance<br>as at<br>1.7.2025<br>RM'000 | Additions<br>RM'000 | Reassess-<br>ments<br>RM'000 | Depreciation<br>charge<br>for the<br>financial<br>year<br>RM'000 | Exchange<br>differences<br>RM'000 | Reclassi-<br>fications<br>RM'000 | Balance<br>as at<br>30.6.2026<br>RM'000 |
|----------------------------|----------------------------------------|---------------------|------------------------------|------------------------------------------------------------------|-----------------------------------|----------------------------------|-----------------------------------------|
| <b>Right-of-use assets</b> |                                        |                     |                              |                                                                  |                                   |                                  |                                         |
| <b>Carrying amount</b>     |                                        |                     |                              |                                                                  |                                   |                                  |                                         |
| Leasehold land             | 386,232                                | 3,407               | -                            | (14,405)                                                         | (8,290)                           | 682                              | 367,626                                 |
| Land                       | 4,652                                  | -                   | 127                          | (276)                                                            | (173)                             | -                                | 4,330                                   |
| Buildings                  | 3,631                                  | 10,517              | 25                           | (2,605)                                                          | (3,952)                           | -                                | 7,616                                   |
| Motor vehicles             | 4,409                                  | 3,643               | -                            | (2,328)                                                          | (252)                             | -                                | 5,472                                   |
| Plant and machinery        | 11,599                                 | 8,517               | -                            | (5,528)                                                          | (363)                             | -                                | 14,225                                  |
|                            | 410,523                                | 26,084              | 152                          | (25,142)                                                         | (13,030)                          | 682                              | 399,269                                 |

|                          | Balance<br>as at<br>1.7.2025<br>RM'000 | Additions<br>RM'000 | Reassess-<br>ments<br>RM'000 | Lease<br>payments<br>RM'000 | Interest<br>expense<br>RM'000 | Exchange<br>differences<br>RM'000 | Balance<br>as at<br>30.6.2026<br>RM'000 |
|--------------------------|----------------------------------------|---------------------|------------------------------|-----------------------------|-------------------------------|-----------------------------------|-----------------------------------------|
| <b>Lease liabilities</b> |                                        |                     |                              |                             |                               |                                   |                                         |
| <b>Carrying amount</b>   |                                        |                     |                              |                             |                               |                                   |                                         |
| Land                     | 4,911                                  | -                   | 127                          | (404)                       | 180                           | (157)                             | 4,657                                   |
| Buildings                | 3,676                                  | 10,517              | 25                           | (2,957)                     | 331                           | (3,827)                           | 7,765                                   |
| Motor vehicles           | 4,469                                  | 3,643               | -                            | (2,148)                     | 269                           | (638)                             | 5,595                                   |
| Plant and machinery      | 11,809                                 | 8,517               | -                            | (5,786)                     | 374                           | (345)                             | 14,569                                  |
|                          | 24,865                                 | 22,677              | 152                          | (11,295)                    | 1,154                         | (4,967)                           | 32,586                                  |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 6. LEASES (CONTINUED)

### The Group as lessee (continued)

Right-of-use assets are presented as property, plant and equipment as disclosed in Note 5 to the financial statements (continued).

| Right-of-use assets    | Balance<br>as at<br>1.7.2024<br>RM'000 | Additions<br>RM'000 | Reassess-<br>ments<br>RM'000 | Disposal<br>of a<br>subsidiary<br>(Note 9)<br>RM'000 | Depreciation<br>charge<br>for the<br>financial<br>year<br>RM'000 | Exchange<br>differences<br>RM'000 | Reclassi-<br>fications<br>RM'000 | Balance<br>as at<br>30.6.2025<br>RM'000 |
|------------------------|----------------------------------------|---------------------|------------------------------|------------------------------------------------------|------------------------------------------------------------------|-----------------------------------|----------------------------------|-----------------------------------------|
| <b>Carrying amount</b> |                                        |                     |                              |                                                      |                                                                  |                                   |                                  |                                         |
| Leasehold land         | 397,719                                | -                   | -                            | -                                                    | (10,700)                                                         | (10,255)                          | 9,468                            | 386,232                                 |
| Land                   | 10,474                                 | -                   | -                            | (4,413)                                              | (292)                                                            | (1,117)                           | -                                | 4,652                                   |
| Buildings              | 6,113                                  | 1,953               | 92                           | -                                                    | (3,992)                                                          | (535)                             | -                                | 3,631                                   |
| Motor vehicles         | 3,028                                  | 3,312               | -                            | -                                                    | (1,633)                                                          | (298)                             | -                                | 4,409                                   |
| Plant and machinery    | 3,312                                  | 10,847              | -                            | -                                                    | (2,224)                                                          | (336)                             | -                                | 11,599                                  |
|                        | 420,646                                | 16,112              | 92                           | (4,413)                                              | (18,841)                                                         | (12,541)                          | 9,468                            | 410,523                                 |

| Lease liabilities      | Balance<br>as at<br>1.7.2024<br>RM'000 | Additions<br>RM'000 | Reassess-<br>ments<br>RM'000 | Disposal<br>of a<br>subsidiary<br>(Note 9)<br>RM'000 | Lease<br>payments<br>RM'000 | Interest<br>expense<br>RM'000 | Exchange<br>differences<br>RM'000 | Balance<br>as at<br>30.6.2025<br>RM'000 |
|------------------------|----------------------------------------|---------------------|------------------------------|------------------------------------------------------|-----------------------------|-------------------------------|-----------------------------------|-----------------------------------------|
| <b>Carrying amount</b> |                                        |                     |                              |                                                      |                             |                               |                                   |                                         |
| Land                   | 13,433                                 | -                   | -                            | (6,037)                                              | (416)                       | 190                           | (2,259)                           | 4,911                                   |
| Buildings              | 6,261                                  | 1,953               | 92                           | -                                                    | (4,198)                     | 270                           | (702)                             | 3,676                                   |
| Motor vehicles         | 3,033                                  | 3,312               | -                            | -                                                    | (1,623)                     | 179                           | (432)                             | 4,469                                   |
| Plant and machinery    | 3,402                                  | 10,847              | -                            | -                                                    | (2,331)                     | 242                           | (351)                             | 11,809                                  |
|                        | 26,129                                 | 16,112              | 92                           | (6,037)                                              | (8,568)                     | 881                           | (3,744)                           | 24,865                                  |

|                                                       | 2026<br>RM'000 | 2025<br>RM'000 |
|-------------------------------------------------------|----------------|----------------|
| <b>Represented by:</b>                                |                |                |
| Non-current liabilities                               | 20,318         | 15,598         |
| Current liabilities                                   | 12,268         | 9,267          |
| Lease liabilities owing to non-financial institutions | 32,586         | 24,865         |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 6. LEASES (CONTINUED)

### The Group as lessee (continued)

- (a) The lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date. After initial recognition, lease liabilities are measured by increasing the carrying amounts to reflect interest on the lease liabilities, reducing the carrying amounts to reflect lease payments made, and remeasuring the carrying amounts to reflect any reassessment or lease modifications.

The corresponding right-of-use assets of the lease liabilities are presented as property, plant and equipment as disclosed in Note 5 to the financial statements.

The Group recognises variable lease payments when the condition that triggers those payments occur while lease payments associated with short-term leases (leases with lease term of 12 months or less) and low-value assets (leases for which the underlying asset is RM20,000 and below) are recognised on a straight-line basis over the lease terms. The variable lease payments and lease payments associated with short-term leases and low-value assets are recognised in profit or loss as rental expenses as disclosed in Note 26 to the financial statements.

- (b) The following table sets out the carrying amounts, the weighted average incremental borrowing rates as at the end of the reporting period and the remaining maturities of the lease liabilities of the Group that are exposed to interest rate risk:

| Group             | Weighted<br>average<br>incremental<br>borrowing rate<br>% | Within<br>1 year<br>RM'000 | 1 - 2<br>years<br>RM'000 | 2 - 5<br>years<br>RM'000 | More<br>than<br>5 years<br>RM'000 | Total<br>RM'000 |
|-------------------|-----------------------------------------------------------|----------------------------|--------------------------|--------------------------|-----------------------------------|-----------------|
| <b>2026</b>       |                                                           |                            |                          |                          |                                   |                 |
| Lease liabilities | 4.51                                                      | 12,268                     | 8,789                    | 8,101                    | 3,428                             | 32,586          |
| <b>2025</b>       |                                                           |                            |                          |                          |                                   |                 |
| Lease liabilities | 4.00                                                      | 9,267                      | 7,189                    | 4,673                    | 3,736                             | 24,865          |

- (c) The table below summarises the maturity profile of the lease liabilities of the Group at the end of the reporting period based on contractual undiscounted repayment obligations as follows:

| Group             | On demand<br>or within<br>1 year<br>RM'000 | 1 - 5<br>years<br>RM'000 | Over<br>5 years<br>RM'000 | Total<br>RM'000 |
|-------------------|--------------------------------------------|--------------------------|---------------------------|-----------------|
| <b>2026</b>       |                                            |                          |                           |                 |
| Lease liabilities | 13,496                                     | 18,408                   | 4,109                     | 36,013          |
| <b>2025</b>       |                                            |                          |                           |                 |
| Lease liabilities | 10,083                                     | 12,884                   | 4,561                     | 27,528          |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 7. DEVELOPMENT OF TANK TERMINALS

|                                        | Group<br>2026<br>RM'000 | 2025<br>RM'000 |
|----------------------------------------|-------------------------|----------------|
| Development of tank terminals, at cost | 745,530                 | 727,297        |

- (a) Included in development of tank terminals are land and site preparation costs and other expenditure directly attributable to the development of the tank terminals. Development of tank terminals are stated at cost less any accumulated impairment losses.
- (b) Development of tank terminals will be reclassified as either property, plant and equipment upon completion when it is determined for own use or investments in joint ventures when investors to the future joint ventures are identified.
- (c) During the financial year, interest expense of RM15,941,000 (2025: RM20,161,000) was capitalised at rates ranging from 3.95% to 4.36% (2025: 4.20% to 4.59%) per annum in relation to the development of tank terminals.
- (d) The movements in carrying amounts of development of tank terminals are as follows:

|                       | Group<br>2026<br>RM'000 | 2025<br>RM'000 |
|-----------------------|-------------------------|----------------|
| Balance as at 1 July  | 727,297                 | 712,786        |
| Additions             | 18,233                  | 23,883         |
| Disposals             | -                       | (9,372)        |
| Balance as at 30 June | 745,530                 | 727,297        |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 8. INTANGIBLE ASSETS

| Group                             | Balance<br>as at<br>1.7.2025<br>RM'000 | Additions<br>RM'000 | Written<br>off<br>RM'000 | Amortisation<br>charge for<br>the financial<br>year<br>RM'000 | Exchange<br>differences<br>RM'000 | Balance<br>as at<br>30.6.2026<br>RM'000 |
|-----------------------------------|----------------------------------------|---------------------|--------------------------|---------------------------------------------------------------|-----------------------------------|-----------------------------------------|
| <b>Carrying amount</b>            |                                        |                     |                          |                                                               |                                   |                                         |
| Goodwill                          | 14,757                                 | -                   | -                        | -                                                             | (648)                             | 14,109                                  |
| Rights and concession             | 47,713                                 | -                   | -                        | (5,069)                                                       | -                                 | 42,644                                  |
| Development of oil and gas assets | 842,877                                | 556,459             | -                        | (179,983)                                                     | -                                 | 1,219,353                               |
| Development of prototypes         | 6,964                                  | -                   | -                        | (3,132)                                                       | -                                 | 3,832                                   |
| Computer software                 | 12,525                                 | 752                 | (223)                    | (2,978)                                                       | 49                                | 10,125                                  |
| License                           | 2,065                                  | -                   | -                        | (1,549)                                                       | -                                 | 516                                     |
|                                   | 926,901                                | 557,211             | (223)                    | (192,711)                                                     | (599)                             | 1,290,579                               |

|                                   | At 30.6.2026 |                                         |                 |
|-----------------------------------|--------------|-----------------------------------------|-----------------|
|                                   | Cost         | Accumulated amortisation and impairment | Carrying amount |
|                                   | RM'000       | RM'000                                  | RM'000          |
| Goodwill                          | 21,274       | (7,165)                                 | 14,109          |
| Rights and concession             | 85,368       | (42,724)                                | 42,644          |
| Development of oil and gas assets | 2,388,044    | (1,168,691)                             | 1,219,353       |
| Development of prototypes         | 13,457       | (9,625)                                 | 3,832           |
| Computer software                 | 48,161       | (38,036)                                | 10,125          |
| License                           | 4,646        | (4,130)                                 | 516             |
|                                   | 2,560,950    | (1,270,371)                             | 1,290,579       |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 8. INTANGIBLE ASSETS (CONTINUED)

| Group                             | Balance<br>as at<br>1.7.2024<br>RM'000 | Additions<br>RM'000 | Amortisation<br>charge for<br>the financial<br>year<br>RM'000 | Exchange<br>differences<br>RM'000 | Balance<br>as at<br>30.6.2025<br>RM'000 |
|-----------------------------------|----------------------------------------|---------------------|---------------------------------------------------------------|-----------------------------------|-----------------------------------------|
| <b>Carrying amount</b>            |                                        |                     |                                                               |                                   |                                         |
| Goodwill                          | 15,535                                 | -                   | -                                                             | (778)                             | 14,757                                  |
| Rights and concession             | 52,783                                 | -                   | (5,070)                                                       | -                                 | 47,713                                  |
| Development of oil and gas assets | 896,883                                | 121,131             | (175,137)                                                     | -                                 | 842,877                                 |
| Development of prototypes         | 8,002                                  | -                   | (1,038)                                                       | -                                 | 6,964                                   |
| Computer software                 | 15,119                                 | 604                 | (2,881)                                                       | (317)                             | 12,525                                  |
| License                           | 4,646                                  | -                   | (2,581)                                                       | -                                 | 2,065                                   |
|                                   | 992,968                                | 121,735             | (186,707)                                                     | (1,095)                           | 926,901                                 |

|                                   |                                                            |               |                            |
|-----------------------------------|------------------------------------------------------------|---------------|----------------------------|
|                                   | ←----- At 30.6.2025 ----->                                 |               |                            |
|                                   | <b>Accumulated<br/>amortisation<br/>and<br/>impairment</b> |               | <b>Carrying<br/>amount</b> |
|                                   | <b>Cost</b>                                                | <b>RM'000</b> | <b>RM'000</b>              |
| Goodwill                          | 22,206                                                     | (7,449)       | 14,757                     |
| Rights and concession             | 85,368                                                     | (37,655)      | 47,713                     |
| Development of oil and gas assets | 1,831,585                                                  | (988,708)     | 842,877                    |
| Development of prototypes         | 13,457                                                     | (6,493)       | 6,964                      |
| Computer software                 | 48,301                                                     | (35,776)      | 12,525                     |
| License                           | 4,646                                                      | (2,581)       | 2,065                      |
|                                   | 2,005,563                                                  | (1,078,662)   | 926,901                    |

Intangible assets are initially measured at cost. After initial recognition, intangible assets, excluding goodwill are carried at cost less accumulated amortisation and any accumulated impairment losses.

Goodwill recognised in a business combination is an asset at the acquisition date and is initially measured at cost. After initial recognition, goodwill is measured at cost less accumulated impairment losses.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 8. INTANGIBLE ASSETS (CONTINUED)

- (a) Goodwill has been allocated to the Group's cash generating units ("CGU") identified according to relevant operating segments based on the geographical location of customers as follows:

|                           | Group<br>2026<br>RM'000 | 2025<br>RM'000 |
|---------------------------|-------------------------|----------------|
| Malaysia                  | 509                     | 509            |
| Australia and New Zealand | 13,600                  | 14,248         |
|                           | 14,109                  | 14,757         |

### Impairment

The Group tests goodwill for impairment annually. For the purpose of impairment testing, the recoverable amount of a CGU is determined based on its value-in-use. The value-in-use is determined by discounting the pre-tax cash flows based on financial budgets prepared by the Group for the respective CGUs covering a five-year period based on the following key assumptions:

|                              | 2026<br>% | 2025<br>% |
|------------------------------|-----------|-----------|
| <b>Growth rates:</b>         |           |           |
| Malaysia                     | 5.0       | 5.0       |
| Australia and New Zealand    | 5.0       | 5.0       |
| <b>Pre-tax discount rate</b> | 9.7       | 10.6      |

Management believes that there is no reasonable possible change in the key assumptions on which management has based its determination of the CGU's recoverable amount, which would cause the CGU's carrying amount to materially exceeds its recoverable amount.

Based on the annual impairment testing undertaken by the Group, no impairment losses were required for the carrying amounts of the goodwill assessed as at 30 June 2026 as their recoverable amounts were in excess of their carrying amounts.

Judgement is required in the estimation of the present value of future cash flows generated by the CGU, which involves uncertainties and are affected by assumptions used and judgements made regarding estimates of future cash flows and discount rates. Changes in assumptions could affect the results of the Group's tests for impairment of goodwill.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 8. INTANGIBLE ASSETS (CONTINUED)

- (b) Rights and concession represent capitalisation of contribution fees in relation to the 20% participating interest in a Production Sharing Contract ("PSC"). The PSC relates to three mature producing fields, namely D35, D21 and J4, located in offshore Sarawak, Malaysia. The terms are designed for field re-development and enhancement of oil recovery to commercially encourage progressive incremental oil development over the full life of the PSC, which expires on 31 December 2034. Expenditure on rights and concession is amortised over the useful life of the PSC.

Rights and concession also includes the Oilfield Services Contract ("OSC") of the Bayan field located in Bintulu, Sarawak. The OSC expires on 31 December 2036 and the expenditure of the rights and concession is amortised over the useful life of the OSC.

- (c) Development of oil and gas assets represents costs incurred in re-development and enhancement of oil recovery of the above fields located in Bintulu, Sarawak under the PSC and OSC, pre-development and development of Baram Junior Cluster Small Field Assets ("SFA") PSC, and pre-development of Raja Cluster SFA PSC and Mutiara Cluster SFA PSC. When production commences, the accumulated costs for the relevant fields are amortised using unit of production method, over the life of the area according to the rate of depletion of the proved developed reserves. Accumulated costs related to seismic study activities are amortised using the remaining-period method, over its estimated economic useful life which is determined to be over the PSC and OSC periods. Accumulated costs in relation to an abandoned area are written off in full to profit or loss in the year in which the decision to abandon the area is made.
- (d) Development of prototypes represents the development of centralised switching infrastructure undertaken by a subsidiary. Development of prototypes are amortised on a straight-line basis commencing from the date they are available for use. The principal amortisation periods used are five (5) to fifteen (15) years.
- (e) License relates to the license to participate in marginal offshore development projects within the oil and gas industry. License is amortised on a straight-line basis over a period of three (3) years.
- (f) Computer software is not integral to the hardware of the Group and can be separately identified. Computer software is amortised over its estimated useful life of two (2) to ten (10) years using the straight-line method.

## 9. INVESTMENTS IN SUBSIDIARIES

|                                                         | Company   |           |
|---------------------------------------------------------|-----------|-----------|
|                                                         | 2026      | 2025      |
|                                                         | RM'000    | RM'000    |
| Unquoted shares, at cost                                | 2,872,018 | 2,857,889 |
| Less: Impairment                                        | (42,406)  | (42,406)  |
| Equity loan                                             | -         | 26,000    |
| Equity contributions in subsidiaries in respect of ESOS | 24,149    | 24,149    |
|                                                         | 2,853,761 | 2,865,632 |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 9. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

- (a) Investments in subsidiaries, which are eliminated on consolidation, are stated in the Company's separate financial statements at cost less impairment losses, if any.

In a business combination achieved in stages, previously held equity interests in the acquiree are re-measured to fair value at the acquisition date and any corresponding gain or loss is recognised in profit or loss.

Components of non-controlling interests in the acquiree that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation are initially measured at the present ownership instruments' proportionate share in the recognised amounts of the acquiree's identifiable net assets.

All other components of non-controlling interests shall be measured at their acquisition-date fair values, unless another measurement basis is required by MFRSs. The choice of measurement basis is made on a combination-by-combination basis. Subsequent to initial recognition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.

- (b) Equity loan is unsecured, interest-free and settlement is neither planned nor likely to occur in the foreseeable future for the purposes of providing the subsidiaries with a long term source of additional capital.

Impairment for equity loan is recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model as disclosed in Note 15(h) to the financial statements.

No expected credit loss is recognised arising from equity loan as the amount is negligible.

- (c) Impairment assessment

In assessing its subsidiaries for impairment indicators, the Company considered the current environment and performance of the subsidiaries. Management considered the continued losses or shortfall in shareholders' funds in certain operating subsidiaries in the current financial year as impairment indicators.

The recoverable amounts of these investments were determined based on the value-in-use model where judgements and estimates were made on their future results and key assumptions applied to cash flow projections. These key assumptions include forecast growth in future revenue, operating profit margins and an appropriate pre-tax discount rate.

During the financial year, management had determined that the recoverable amounts were in excess of the carrying amounts of the investments in subsidiaries, therefore no impairment loss had been recorded in the financial statements.

In the previous financial year, the Company had provided impairment amounting to RM42,406,000 in respect of investments in certain subsidiaries due to ceased production and discontinued malic acid project.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 9. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

(d) The details of the subsidiaries are as follows:

| Name of company                         | Country of incorporation/<br>Principal place of business | Effective interest in equity |      | Principal activities                                                                                                                                                       |
|-----------------------------------------|----------------------------------------------------------|------------------------------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                         |                                                          | 2026                         | 2025 |                                                                                                                                                                            |
| Dialog E & C Sdn. Bhd.                  | Malaysia                                                 | 100%                         | 100% | Provision of engineering, procurement, construction and commissioning services.                                                                                            |
| Dialog E & I Sdn. Bhd.                  | Malaysia                                                 | 100%                         | 100% | Specialised electrical and instrumentation, construction, commissioning and calibration services.                                                                          |
| Dialog Fabricators Sdn. Bhd.            | Malaysia                                                 | 100%                         | 100% | Fabrication of steel structures, process skids, pressure vessels, pipe spools, platform and ladder for process plants.                                                     |
| Dialog Plant Services Sdn. Bhd.         | Malaysia                                                 | 100%                         | 100% | Provision of engineering, procurement, construction and commissioning services and provision of plant turnaround and specialist maintenance work.                          |
| Saga Dialog Sdn. Bhd.                   | Malaysia                                                 | 100%                         | 100% | Mechanical works, construction of tankage pipings and pipelines and equipment rental.                                                                                      |
| Dialog Equity Sdn. Bhd.                 | Malaysia                                                 | 100%                         | 100% | Investment holding.                                                                                                                                                        |
| Dialog Equity (Two) Sdn. Bhd.           | Malaysia                                                 | 100%                         | 100% | Investment holding.                                                                                                                                                        |
| Dialog Equity (Three) Sdn. Bhd.         | Malaysia                                                 | 100%                         | 100% | Investment holding.                                                                                                                                                        |
| Dialog Pengerang Sdn. Bhd.              | Malaysia                                                 | 100%                         | 100% | Investment holding and development of tank terminal and logistic services.                                                                                                 |
| Dialog Terminals Sdn. Bhd.              | Malaysia                                                 | 100%                         | 100% | Investment holding.                                                                                                                                                        |
| Dialog Terminals Operations Sdn. Bhd.   | Malaysia                                                 | 100%                         | 100% | Provision of terminals management and operational services.                                                                                                                |
| Pengerang Deepwater Terminals Sdn. Bhd. | Malaysia                                                 | 100%                         | 100% | Dormant.                                                                                                                                                                   |
| Dialog Services Sdn. Bhd.               | Malaysia                                                 | 100%                         | 100% | Provision of consultancy, technical support services and marketing of specialty equipment.                                                                                 |
| Dialog Systems Sdn. Bhd.                | Malaysia                                                 | 100%                         | 100% | Marketing of specialty chemicals, catalysts and absorbents, petroleum additives, drilling base oil and specialty equipment and provision of specialist technical services. |
| Dialog D & P Sdn. Bhd.                  | Malaysia                                                 | 100%                         | 100% | Investment holding.                                                                                                                                                        |
| Dialog Energy Sdn. Bhd.                 | Malaysia                                                 | 100%                         | 100% | Project management and provision of upstream support services.                                                                                                             |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 9. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

(d) The details of the subsidiaries are as follows (continued):

| Name of company                                      | Country of incorporation/<br>Principal place of business | Effective interest in equity |      | Principal activities                                                           |
|------------------------------------------------------|----------------------------------------------------------|------------------------------|------|--------------------------------------------------------------------------------|
|                                                      |                                                          | 2026                         | 2025 |                                                                                |
| Dialog Resources Sdn. Bhd.                           | Malaysia                                                 | 100%                         | 100% | Petroleum development, appraisal and production operations.                    |
| Dialog Tarpon Offshore Platform Sdn. Bhd.            | Malaysia                                                 | 100%                         | 100% | Provision of engineering, construction, installation and maintenance services. |
| Dialog Upstream Services Sdn. Bhd.                   | Malaysia                                                 | 100%                         | 100% | Investment holding.                                                            |
| Pacific Advance Composites Sdn. Bhd.                 | Malaysia                                                 | 100%                         | 100% | Engineering, manufacturing and installation of composite pipe system.          |
| Dialog Corporate Sdn. Bhd.                           | Malaysia                                                 | 100%                         | 100% | Provision of management, consultancy and administration services.              |
| Dialog Petroleum Sdn. Bhd.                           | Malaysia                                                 | 100%                         | 100% | Investment holding.                                                            |
| Dialog Properties Sdn. Bhd.                          | Malaysia                                                 | 100%                         | 100% | Letting out and management of properties.                                      |
| Infodasia Sdn. Bhd.                                  | Malaysia                                                 | 100%                         | 100% | Provision of information technology support and services.                      |
| Dialog Chemicals Sdn. Bhd.                           | Malaysia                                                 | 100%                         | 100% | Investment holding.                                                            |
| Dialog Specialty Chemicals Sdn. Bhd.                 | Malaysia                                                 | 100%                         | 100% | Investment holding.                                                            |
| *Dialog Systems (Asia) Pte. Ltd.                     | Singapore                                                | 100%                         | 100% | Investment holding.                                                            |
| <b>Subsidiary of Dialog E &amp; C Sdn. Bhd.</b>      |                                                          |                              |      |                                                                                |
| <sup>#</sup> Dialog Offshore Engineering Sdn. Bhd.   | Malaysia                                                 | 100%                         | 100% | Dormant.                                                                       |
| <b>Subsidiaries of Dialog Fabricators Sdn. Bhd.</b>  |                                                          |                              |      |                                                                                |
| <sup>&amp;</sup> Dialog OTEC Sdn. Bhd.               | Malaysia                                                 | -                            | 100% | Dormant.                                                                       |
| Overseas Manufacturing (Johor) Sdn. Bhd.             | Malaysia                                                 | 100%                         | 100% | Fabrication and installation of tanks, pipelines and other related activities. |
| <b>Subsidiary of Dialog Plant Services Sdn. Bhd.</b> |                                                          |                              |      |                                                                                |
| Dialog Catalyst Services Sdn. Bhd.                   | Malaysia                                                 | 100%                         | 100% | Provision of catalyst and process material handling services.                  |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 9. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

(d) The details of the subsidiaries are as follows (continued):

|                                               | Country of incorporation/<br>Principal place of business | Effective interest in equity |      |                                                                               |
|-----------------------------------------------|----------------------------------------------------------|------------------------------|------|-------------------------------------------------------------------------------|
| Name of company                               |                                                          | 2026                         | 2025 | Principal activities                                                          |
| Subsidiary of Saga Dialog Sdn. Bhd.           |                                                          |                              |      |                                                                               |
| Dialog Construction Sdn. Bhd.                 | Malaysia                                                 | 100%                         | 100% | Construction of plant and civil engineering works.                            |
| Subsidiaries of Dialog Equity (Two) Sdn. Bhd. |                                                          |                              |      |                                                                               |
| Dialog LNG Sdn. Bhd.                          | Malaysia                                                 | 100%                         | 100% | Investment holding.                                                           |
| Pengerang LNG Sdn. Bhd.                       | Malaysia                                                 | 100%                         | 100% | Provision of terminal storage facilities and handling services.               |
| Subsidiaries of Dialog Pengerang Sdn. Bhd.    |                                                          |                              |      |                                                                               |
| Pengerang Marine Operations Sdn. Bhd.         | Malaysia                                                 | 100%                         | 100% | Provision of marine operation, maintenance and other related marine services. |
| Pengerang Terminals (Seven) Sdn. Bhd.         | Malaysia                                                 | 100%                         | 100% | Provision of terminal storage facilities and handling services.               |
| Pengerang Terminals (Eight) Sdn. Bhd.         | Malaysia                                                 | 100%                         | 100% | Provision of terminal storage facilities and handling services.               |
| Pengerang Terminals (Nine) Sdn. Bhd.          | Malaysia                                                 | 100%                         | 100% | Provision of terminal storage facilities and handling services.               |
| Sungai Rengit Industrial Estate Sdn. Bhd.     | Malaysia                                                 | 100%                         | 100% | Industrial estate development.                                                |
| Subsidiaries of Dialog Terminals Sdn. Bhd.    |                                                          |                              |      |                                                                               |
| Dialog Terminals Langsat (1) Sdn. Bhd.        | Malaysia                                                 | 100%                         | 100% | Provision of tank terminal storage facilities and handling services.          |
| Dialog Terminals Langsat (2) Sdn. Bhd.        | Malaysia                                                 | 100%                         | 100% | Provision of tank terminal storage facilities and handling services.          |
| Dialog Terminals Langsat (3) Sdn. Bhd.        | Malaysia                                                 | 100%                         | 100% | Provision of tank terminal storage facilities and handling services.          |
| Dialog Terminals Pengerang CTF Sdn. Bhd.      | Malaysia                                                 | 100%                         | 100% | Provision of common tankage facilities.                                       |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 9. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

(d) The details of the subsidiaries are as follows (continued):

| Name of company                                         | Country of incorporation/<br>Principal place of business | Effective interest in equity |      | Principal activities                                                        |
|---------------------------------------------------------|----------------------------------------------------------|------------------------------|------|-----------------------------------------------------------------------------|
|                                                         |                                                          | 2026                         | 2025 |                                                                             |
| Dialog Terminals Pengerang (5) Sdn. Bhd.                | Malaysia                                                 | 100%                         | 100% | Provision of tank terminal storage facilities and handling services.        |
| Dialog Terminals Pengerang (6) Sdn. Bhd.                | Malaysia                                                 | 100%                         | 100% | Provision of terminal storage facilities and handling services.             |
| <b>Subsidiary of Dialog D &amp; P Sdn. Bhd.</b>         |                                                          |                              |      |                                                                             |
| Dialog Bayan Petroleum Sdn. Bhd.                        | Malaysia                                                 | 100%                         | 100% | Provision of services and technology in petroleum production industry.      |
| <b>Subsidiary of Dialog Resources Sdn. Bhd.</b>         |                                                          |                              |      |                                                                             |
| <sup>^</sup> Dialog Resources (Cendramas) Sdn. Bhd.     | Malaysia                                                 | 100%                         | -    | Petroleum development, appraisal and production operations.                 |
| <b>Subsidiary of Dialog Upstream Services Sdn. Bhd.</b> |                                                          |                              |      |                                                                             |
| <sup>#</sup> Dialog Subsurface Technology Sdn. Bhd.     | Malaysia                                                 | 100%                         | 100% | Dormant.                                                                    |
| <b>Subsidiaries of Dialog Petroleum Sdn. Bhd.</b>       |                                                          |                              |      |                                                                             |
| Corak Dahlia Sdn. Bhd.                                  | Malaysia                                                 | 100%                         | 100% | Dormant.                                                                    |
| Oriental Valley Sdn. Bhd.                               | Malaysia                                                 | 100%                         | 100% | Dormant.                                                                    |
| Senyum Bestari Sdn. Bhd.                                | Malaysia                                                 | 100%                         | 100% | Dormant.                                                                    |
| <b>Subsidiary of Infodasia Sdn. Bhd.</b>                |                                                          |                              |      |                                                                             |
| DIV Services Sdn. Bhd.                                  | Malaysia                                                 | 40%                          | 40%  | Provision of payment system and services, IT systems and other IT services. |
| <b>Subsidiary of DIV Services Sdn. Bhd.</b>             |                                                          |                              |      |                                                                             |
| <sup>&amp;</sup> DIV Systems Sdn. Bhd.                  | Malaysia                                                 | -                            | 20%  | Providing and operating payment system and other IT services.               |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 9. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

(d) The details of the subsidiaries are as follows (continued):

| Name of company                                           | Country of incorporation/<br>Principal place of business | Effective interest in equity |      | Principal activities                                                                                              |
|-----------------------------------------------------------|----------------------------------------------------------|------------------------------|------|-------------------------------------------------------------------------------------------------------------------|
|                                                           |                                                          | 2026                         | 2025 |                                                                                                                   |
| <b>Subsidiary of Dialog Chemicals Sdn. Bhd.</b>           |                                                          |                              |      |                                                                                                                   |
| <sup>&amp;</sup> Dialog Esecos Sdn. Bhd.                  | Malaysia                                                 | -                            | 100% | Dormant.                                                                                                          |
| <b>Subsidiary of Dialog Specialty Chemicals Sdn. Bhd.</b> |                                                          |                              |      |                                                                                                                   |
| Dialog Malic Acid Sdn. Bhd.                               | Malaysia                                                 | 100%                         | 100% | Inactive.                                                                                                         |
| <b>Subsidiaries of Dialog Systems (Asia) Pte. Ltd.</b>    |                                                          |                              |      |                                                                                                                   |
| Dialog (Labuan) Ltd.                                      | Malaysia                                                 | 100%                         | 100% | Investment holding.                                                                                               |
| <sup>~</sup> Dialog Systems (Labuan) Ltd.                 | Malaysia                                                 | 100%                         | 100% | Inactive.                                                                                                         |
| <sup>*</sup> Dialog Engineering Pte. Ltd.                 | Singapore                                                | 100%                         | 100% | Investment holding and contracting of petroleum and petrochemical related works.                                  |
| <sup>*</sup> Dialog OTEC Pte. Ltd.                        | Singapore                                                | 100%                         | 100% | Investment holding.                                                                                               |
| <sup>&amp;</sup> Dialog Services Pte. Ltd.                | Singapore                                                | -                            | 100% | Inactive.                                                                                                         |
| <sup>*</sup> Dialog Systems Pte. Ltd.                     | Singapore                                                | 100%                         | 100% | Marketing of specialty chemicals and equipment and provision of technical services.                               |
| <sup>*</sup> Pan Orient Energy Corporation Pte. Ltd.      | Singapore                                                | 100%                         | 100% | Investment holding.                                                                                               |
| <sup>@</sup> Dialog Fitzroy Limited                       | New Zealand                                              | 100%                         | 100% | Provision of heavy fabrication & multi-disciplined engineering.                                                   |
| <sup>@</sup> Dialog Property (NZ) Limited                 | New Zealand                                              | 100%                         | 100% | Property development.                                                                                             |
| <sup>@</sup> Dialog Systems (Thailand) Ltd.               | Thailand                                                 | 49%                          | 49%  | Contracting of petroleum and petrochemical related works and trading in specialty chemicals and equipment.        |
| <sup>@</sup> Dialog Services Pty. Ltd.                    | Australia                                                | 100%                         | 100% | Marketing of specialty chemicals and equipment, and provision of catalyst and process material handling services. |
| <sup>@</sup> PT. Dialog Sistemindo                        | Indonesia                                                | 96%                          | 96%  | Provision of marketing of specialty chemicals and equipment and technical support services.                       |
| <sup>*</sup> Dialog Systems International FZE             | United Arab Emirates                                     | 100%                         | 100% | Provision of specialist products & services.                                                                      |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 9. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

(d) The details of the subsidiaries are as follows (continued):

|                                                            | Country of incorporation/<br>Principal place of business | Effective interest in equity |      |                                                                                                             |
|------------------------------------------------------------|----------------------------------------------------------|------------------------------|------|-------------------------------------------------------------------------------------------------------------|
| Name of company                                            |                                                          | 2026                         | 2025 | Principal activities                                                                                        |
| Subsidiary of Dialog (Labuan) Ltd.                         |                                                          |                              |      |                                                                                                             |
| *Dialog Marine (Labuan) Ltd.                               | Malaysia                                                 | -                            | 100% | Dormant.                                                                                                    |
| Subsidiaries of Dialog Engineering Pte. Ltd.               |                                                          |                              |      |                                                                                                             |
| *Dialog Plant Services Pte. Ltd.                           | Singapore                                                | 100%                         | 100% | Provision of plant maintenance services and general civil and mechanical engineering works.                 |
| **OTEC Holdings Pte. Ltd.                                  | Singapore                                                | 100%                         | 100% | Investment holding.                                                                                         |
| Subsidiaries of Dialog OTEC Pte. Ltd.                      |                                                          |                              |      |                                                                                                             |
| *Overseas Technical Engineering and Construction Pte. Ltd. | Singapore                                                | 100%                         | 100% | Engineering, procurement, construction, fabrication and maintenance works for process plants and buildings. |
| ^Dialog Technical Services Pte. Ltd.                       | Singapore                                                | 100%                         | -    | Engineering, procurement, construction, fabrication and maintenance works for process plants and buildings. |
| Subsidiary of Dialog Services Pte. Ltd.                    |                                                          |                              |      |                                                                                                             |
| &*EC-Dialog Pte. Ltd.                                      | Singapore                                                | -                            | 100% | Dormant.                                                                                                    |
| Subsidiary of Pan Orient Energy Corporation Pte. Ltd.      |                                                          |                              |      |                                                                                                             |
| *Pan Orient Petroleum Pte. Ltd.                            | Singapore                                                | 100%                         | 100% | Investment holding.                                                                                         |
| Subsidiaries of Dialog Fitzroy Limited                     |                                                          |                              |      |                                                                                                             |
| @Dialog Fitzroy Australia Pty. Ltd.                        | Australia                                                | 100%                         | 100% | Provision of maintenance and multi-disciplined engineering.                                                 |
| @Dialog Fitzroy Tower Services Limited                     | New Zealand                                              | 100%                         | 100% | Provision of power pylon painting services.                                                                 |
| @Dialog Offshore Services (NZ) Limited                     | New Zealand                                              | 100%                         | 100% | Provision of offshore services.                                                                             |
| ~@Fineline Services Limited                                | New Zealand                                              | 100%                         | 100% | Inactive.                                                                                                   |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 9. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

(d) The details of the subsidiaries are as follows (continued):

| Name of company                              | Country of incorporation/<br>Principal place of business | Effective interest in equity |      | Principal activities  |
|----------------------------------------------|----------------------------------------------------------|------------------------------|------|-----------------------|
|                                              |                                                          | 2026                         | 2025 |                       |
| Subsidiaries of Dialog Property (NZ) Limited |                                                          |                              |      |                       |
| @Dixon Apartments Limited                    | New Zealand                                              | 100%                         | 100% | Property development. |
| @Domain Gardens Development Limited          | New Zealand                                              | 100%                         | 100% | Property development. |
| @Parnell Park Development Limited            | New Zealand                                              | 100%                         | 100% | Property development. |
| @576 GSR Development Limited                 | New Zealand                                              | 100%                         | 100% | Property development. |
| Subsidiary of Dialog Systems (Thailand) Ltd. |                                                          |                              |      |                       |
| ~@Dialog Technology & Services Limited       | Thailand                                                 | 49%                          | 49%  | Dormant.              |
| Subsidiary of Pan Orient Petroleum Pte. Ltd. |                                                          |                              |      |                       |
| +*Kamphaeng Saen Energy Ltd                  | Bermuda                                                  | -                            | 100% | Dormant.              |

@ Subsidiaries audited by BDO member firms.

\* Subsidiaries not audited by BDO PLT or BDO member firms.

^ Subsidiaries newly incorporated during the financial year.

~ During the financial year, Dialog Systems (Labuan) Ltd., Fineline Services Limited and Dialog Technology & Services Limited have been placed under members' voluntary winding up/voluntary deregistration.

& During the financial year, Dialog OTEC Sdn. Bhd., Dialog Esecos Sdn. Bhd., DIV Systems Sdn. Bhd., Dialog Services Pte. Ltd. and EC-Dialog Pte. Ltd. have been struck off.

+ During the financial year, Dialog Marine (Labuan) Ltd. and Kamphaeng Saen Energy Ltd have completed their respective voluntary winding up.

# Subsequent to the financial year, Dialog Offshore Engineering Sdn. Bhd., Dialog Subsurface Technology Sdn. Bhd. and OTEC Holdings Pte. Ltd. have been struck off.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 9. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

- (e) The Group considers that it controls Dialog Systems (Thailand) Ltd., Dialog Technology & Services Limited and DIV Services Sdn. Bhd. even though it owns less than fifty percent (50%) of the voting rights. This is due to the Group having control over the Board and the power to govern the relevant activities of these entities.
- (f) The Group does not have any subsidiary that has non-controlling interests, which is individually material to the Group for both financial years ended 30 June 2026 and 30 June 2025.
- (g) Disposal of a subsidiary during the financial year ended 30 June 2025.

In August 2024, Dialog (Labuan) Ltd., a wholly owned indirect subsidiary, has entered into an agreement to dispose off its entire 60% equity interest in Dialog Jubail Supply Base Company Limited ("DJSB") for a sale consideration of SAR3,000,000 (equivalent to approximately RM3,559,000) and dividends of SAR44,500,000 (equivalent to approximately RM51,600,000). The disposal was completed in June 2025 and DJSB ceased to be a subsidiary of the Group.

The details of the disposal of the subsidiary were as follows:

|                                                      | Note | At date of disposal<br>RM'000 |
|------------------------------------------------------|------|-------------------------------|
| Property, plant and equipment                        | 5    | 56,570                        |
| Right of use assets                                  | 6    | 4,413                         |
| Deferred tax assets                                  |      | 2,343                         |
| Receivables, deposit and prepayment                  |      | 57,739                        |
| Cash and bank balances                               |      | 8,930                         |
| Dividend payable                                     |      | (85,975)                      |
| Payables and accruals                                |      | (25,779)                      |
| Lease liabilities                                    | 6    | (6,037)                       |
| Provision for taxation                               |      | (6,735)                       |
| Total identifiable net assets disposed               |      | 5,469                         |
| Non-controlling interest                             |      | (2,959)                       |
| Net proceeds from disposal                           |      | (3,559)                       |
| Gain on disposal                                     |      | (1,049)                       |
| Proceeds from disposal                               |      | 3,559                         |
| Cash and cash equivalents of the subsidiary disposed |      | (8,930)                       |
| Net cash outflow of the Group on disposal            |      | (5,371)                       |

The financial results of the subsidiary disposed were insignificant to the Group.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 9. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

- (h) Accretion of interests in subsidiaries during the financial year ended 30 June 2025.

In December 2024, the Group acquired the remaining equity interest in Dialog Fitzroy Limited and Dialog Property (NZ) Limited, for a total cash consideration of NZD5,500,000 (equivalent to approximately RM15,312,000). Pursuant to that, they were now wholly owned subsidiaries of the Group.

## 10. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES

|                                                                                        | Group     |           | Company |        |
|----------------------------------------------------------------------------------------|-----------|-----------|---------|--------|
|                                                                                        | 2026      | 2025      | 2026    | 2025   |
|                                                                                        | RM'000    | RM'000    | RM'000  | RM'000 |
| <b>Joint ventures</b>                                                                  |           |           |         |        |
| Unquoted equity shares, at cost                                                        | 738,499   | 801,569   | -       | -      |
| Less: Impairment                                                                       | -         | (22,500)  | -       | -      |
|                                                                                        | 738,499   | 779,069   | -       | -      |
| Share of post-acquisition reserves, net of the Group's unrealised profit and dividends | 519,324   | 621,138   | -       | -      |
| Exchange differences                                                                   | (412)     | 17,072    | -       | -      |
|                                                                                        | 1,257,411 | 1,417,279 | -       | -      |
| <b>Associates</b>                                                                      |           |           |         |        |
| Unquoted equity shares, at cost                                                        | 333,505   | 250,291   | 392     | 392    |
| Share of post-acquisition reserves, net of dividends                                   | 115,387   | 125,966   | -       | -      |
| Exchange differences                                                                   | 1,398     | 1,398     | -       | -      |
|                                                                                        | 450,290   | 377,655   | 392     | 392    |
|                                                                                        | 1,707,701 | 1,794,934 | 392     | 392    |

- (a) Investments in joint ventures and associates are measured at cost less impairment, if any, in the separate financial statements of the Company and accounted for using the equity method in the consolidated financial statements.
- (b) Impairment assessment
- The recoverable amounts of investments with indication of impairment were determined based on the higher of fair value less cost of disposal of the underlying assets and the value-in-use of the joint ventures and associates. The value-in-use model involves judgements and estimates made on their future results and key assumptions applied to cash flow projections. These key assumptions include projected growth of future revenue, operating profit margins and an appropriate pre-tax discount rate.
- (c) The most recent available financial statements of the joint ventures and associates are used by the Group in applying the equity method. The Group's share of results of joint ventures and associates are based on the audited financial statements made up to 30 June 2026 except for Kertih Terminals Sdn. Bhd., Pengerang Terminals (Two) Sdn. Bhd., Morimatsu Dialog (Malaysia) Sdn. Bhd., Pan Orient Energy (Siam) Ltd., Pengerang LNG (Two) Sdn. Bhd. and PG Cold Energy 1 Sdn. Bhd. which are based on unaudited financial statements made up to 30 June 2026.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 10. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES (CONTINUED)

(d) Joint ventures

(i) The details of the joint ventures are as follows:

| Name of company                                    | Country of incorporation/<br>Principal place of business | Effective interest in equity |        | Principal activities                                                                                                                                       |
|----------------------------------------------------|----------------------------------------------------------|------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                    |                                                          | 2026                         | 2025   |                                                                                                                                                            |
| *Kertih Terminals Sdn. Bhd.                        | Malaysia                                                 | 30%                          | 30%    | Provision of bulk chemical storage and handling services.                                                                                                  |
| Pengerang Terminals Sdn. Bhd.                      | Malaysia                                                 | 51%                          | 51%    | Investment holding company and provision of management and operational services.                                                                           |
| *Pengerang Terminals (Two) Sdn. Bhd.               | Malaysia                                                 | 25%                          | 25%    | Provision of terminal storage facilities for petroleum and petrochemical products.                                                                         |
| Dialog Diyou PCR Sdn. Bhd.                         | Malaysia                                                 | -                            | 51%    | Production, sale and marketing of food grade recycled polyethylene terephthalate pellets.                                                                  |
| @Pan Orient Energy (Siam) Ltd                      | Bermuda/<br>Thailand                                     | 50.01%                       | 50.01% | Concessionaire and operator of oilfield concession.                                                                                                        |
| <b>Subsidiary of Pengerang Terminals Sdn. Bhd.</b> |                                                          |                              |        |                                                                                                                                                            |
| Pengerang Independent Terminals Sdn. Bhd.          | Malaysia                                                 | 46%                          | 46%    | Provision of independent petroleum terminal facilities for the handling, storage processing and distribution of oil, petroleum and petrochemical products. |

@ Audited by BDO member firm.

\* Not audited by BDO PLT or BDO member firms.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 10. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES (CONTINUED)

(d) Joint ventures (continued)

- (ii) The joint ventures, in which the Group participates, are unlisted separate structured entities whose quoted market prices are not available. The contractual arrangement stipulates unanimous consent of all parties over relevant activities of joint ventures and provides the Group with only the rights to the net assets of the joint arrangements, with the rights to the assets and obligation for liabilities of the joint arrangements resting primarily with the joint ventures. These joint arrangements have been classified as joint ventures and have been included in the consolidated financial statements using the equity method.

- (iii) The summarised financial information of material joint ventures are as follows:

|                                                                        | <b>Pengerang Terminals<br/>Sdn. Bhd. and its subsidiary</b> |               |
|------------------------------------------------------------------------|-------------------------------------------------------------|---------------|
|                                                                        | <b>2026</b>                                                 | <b>2025</b>   |
|                                                                        | <b>RM'000</b>                                               | <b>RM'000</b> |
| <b>Assets</b>                                                          |                                                             |               |
| Non-current assets                                                     | <b>2,163,009</b>                                            | 2,327,696     |
| Cash and cash equivalents                                              | <b>192,864</b>                                              | 243,919       |
| Other current assets                                                   | <b>43,325</b>                                               | 29,765        |
| Total assets                                                           | <b>2,399,198</b>                                            | 2,601,380     |
| <b>Liabilities</b>                                                     |                                                             |               |
| Non-current financial liabilities (excluding trade and other payables) | <b>613,687</b>                                              | 753,785       |
| Financial liabilities (excluding trade and other payables)             | <b>105,819</b>                                              | 106,795       |
| Other current liabilities (including trade and other payables)         | <b>54,022</b>                                               | 65,373        |
| Total liabilities                                                      | <b>773,528</b>                                              | 925,953       |
| Net assets                                                             | <b>1,625,670</b>                                            | 1,675,427     |
| <b>Results</b>                                                         |                                                             |               |
| Revenue                                                                | <b>424,676</b>                                              | 432,169       |
| Depreciation of property, plant and equipment                          | <b>(97,300)</b>                                             | (100,583)     |
| Interest income                                                        | <b>1,446</b>                                                | 4,231         |
| Interest expense                                                       | <b>(44,413)</b>                                             | (54,693)      |
| Tax expense                                                            | <b>(913)</b>                                                | (1,628)       |
| Profit for the financial year                                          | <b>202,930</b>                                              | 197,040       |
| Other comprehensive loss                                               | <b>(62,913)</b>                                             | (107,729)     |
| Total comprehensive income                                             | <b>140,017</b>                                              | 89,311        |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 10. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES (CONTINUED)

(d) Joint ventures (continued)

- (iv) The reconciliation of net assets of material joint ventures to the carrying amounts of the investments in joint ventures are as follows:

|                                                                        | Pengerang Terminals<br>Sdn. Bhd. and its subsidiary |          |
|------------------------------------------------------------------------|-----------------------------------------------------|----------|
|                                                                        | 2026                                                | 2025     |
|                                                                        | RM'000                                              | RM'000   |
| Share of net assets                                                    | 829,092                                             | 854,467  |
| Adjustment for non-controlling interest, unrealised profits and others | (104,982)                                           | (99,970) |
| Carrying amount                                                        | 724,110                                             | 754,497  |
| <b>Share of results for the financial year</b>                         |                                                     |          |
| Share of profit or loss                                                | 105,941                                             | 102,938  |
| Share of other comprehensive loss                                      | (32,086)                                            | (54,942) |
| Share of total comprehensive income                                    | 73,855                                              | 47,996   |
| Dividend income from joint venture                                     | 104,244                                             | 98,787   |

- (v) Set out below is the financial information of all individually immaterial joint ventures on an aggregate basis:

|                                                 | Group   |          |
|-------------------------------------------------|---------|----------|
|                                                 | 2026    | 2025     |
|                                                 | RM'000  | RM'000   |
| Carrying amounts of interests in joint ventures | 533,301 | 662,782  |
| <b>Share of results for the financial year</b>  |         |          |
| Share of profit or loss                         | 112,188 | 125,506  |
| Share of other comprehensive income/(loss)      | 1,235   | (19,631) |
| Share of total comprehensive income             | 113,423 | 105,875  |
| Dividend income from joint ventures             | 225,419 | 97,154   |

- (vi) Disposal of a joint venture during the financial year 30 June 2026.

In April 2026, Dialog Chemicals Sdn. Bhd., a direct wholly owned subsidiary completed the disposal of its 51% equity stake in Dialog Diyou PCR Sdn. Bhd. ("DDPCR"), following which, DDPCR ceased to be a joint venture of the Group. The financial results of the joint venture disposed were insignificant to the Group.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 10. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES (CONTINUED)

(e) Associates

(i) The details of the associates are as follows:

| Name of company                       | Country of incorporation/<br>Principal place of business | Effective interest in equity |        | Principal activities                                                                                                                         |
|---------------------------------------|----------------------------------------------------------|------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------|
|                                       |                                                          | 2026                         | 2025   |                                                                                                                                              |
| *Pengerang LNG (Two) Sdn. Bhd.        | Malaysia                                                 | 25%                          | 25%    | Provision of Liquefied Natural Gas 'LNG' terminal storage, regasification of LNG into natural gas and handling services.                     |
| Morimatsu Dialog (Malaysia) Sdn. Bhd. | Malaysia                                                 | 49%                          | 49%    | Provision of engineering and fabrication services for process equipment, pressure vessels and modular plant/facility solutions.              |
| *PG Cold Energy 1 Sdn. Bhd.           | Malaysia                                                 | 27.78%                       | 27.78% | Design, build, own and lease LNG air separation unit facility.                                                                               |
| Dialog Services (Sarawak) Sdn. Bhd.   | Malaysia                                                 | 49%                          | 49%    | Provision of services, products and technology relating to the development, production and processing of petroleum and other energy sources. |
| **Dialog OTEC E and C Inc.            | Philippines                                              | 40%                          | 40%    | Inactive.                                                                                                                                    |

\* Not audited by BDO PLT or BDO member firms.

# During the financial year, Dialog OTEC E and C Inc. has been placed under voluntary winding up.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 10. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES (CONTINUED)

(e) Associates (continued)

(ii) The Group does not have any associate, which is individually material to the Group for both financial years ended 30 June 2026 and 30 June 2025.

(iii) Set out below is the financial information of all associates on an aggregate basis:

|                                                | Group          |                |
|------------------------------------------------|----------------|----------------|
|                                                | 2026<br>RM'000 | 2025<br>RM'000 |
| Carrying amounts of interests in associates    | 450,290        | 377,655        |
| <b>Share of results for the financial year</b> |                |                |
| Share of profit or loss                        | 62,588         | 64,723         |
| Share of other comprehensive income/(loss)     | 3,092          | (5)            |
| Share of total comprehensive income            | 65,680         | 64,718         |
| Dividend income from associates                | 75,867         | 34,756         |

(iv) Acquisition of an associate during the financial year ended 30 June 2025.

In January 2025, Dialog Equity (Three) Sdn. Bhd. ("DE3SB"), a wholly owned subsidiary of the Company, entered into a Share Subscription Agreement with PG Cold Energy 1 Sdn. Bhd. ("PGCE 1") to subscribe for 500 ordinary shares at a subscription price of RM500,000 and 39,163 redeemable preference shares at RM39,163,000, representing 27.78% shareholdings in PGCE 1.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 11. INVENTORIES

|                                |       | Group          |                |
|--------------------------------|-------|----------------|----------------|
|                                | Note  | 2026<br>RM'000 | 2025<br>RM'000 |
| <b>Non-current assets:</b>     |       |                |                |
| <b>At cost</b>                 |       |                |                |
| Land held for development      | 11(a) | 131,171        | 143,647        |
| <b>At net realisable value</b> |       |                |                |
| Land held for development      | 11(a) | 27,924         | 105,729        |
|                                |       | 159,095        | 249,376        |
| <b>Current assets:</b>         |       |                |                |
| <b>At cost</b>                 |       |                |                |
| Construction materials         | 11(b) | 2,571          | 5,502          |
| Trading inventories            | 11(b) | 124,167        | 68,198         |
|                                |       | 126,738        | 73,700         |
| <b>At net realisable value</b> |       |                |                |
| Trading inventories            | 11(b) | 2,178          | -              |
| Property development costs     | 11(c) | 80,650         | -              |
|                                |       | 209,566        | 73,700         |

(a) Land held for development

|                                                     | Group          |                |
|-----------------------------------------------------|----------------|----------------|
|                                                     | 2026<br>RM'000 | 2025<br>RM'000 |
| At beginning of the year                            | 249,376        | 284,442        |
| Additions                                           | 3,454          | 9,813          |
| Write down                                          | -              | (15,025)       |
| Transfer to property development costs (Note 11(c)) | (74,066)       | -              |
| Exchange differences                                | (19,669)       | (29,854)       |
| At end of the year                                  | 159,095        | 249,376        |

Land held for development for which no significant development work has been undertaken or where development activities and sales are not expected to be completed within the normal operating cycle, is classified as non-current. The carrying amount of such land classified as inventory under non-current assets is carried at the lower of cost and net realisable value.

In the previous financial year, a write down to net realisable value of RM15,025,000 was made on land held for development during the financial year.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 11. INVENTORIES (CONTINUED)

- (b) The costs of construction materials and trading inventories are determined using the weighted average basis.

A write down to net realisable value of RM9,822,000 (2025: RM Nil) was made on trading inventories during the financial year.

- (c) Property development costs

|                                                      | Group          |                |
|------------------------------------------------------|----------------|----------------|
|                                                      | 2026<br>RM'000 | 2025<br>RM'000 |
| At beginning of the year                             | -              | -              |
| Additions                                            | 36,215         | -              |
| Transfer from land held for development (Note 11(a)) | 74,066         | -              |
| Write down                                           | (21,041)       | -              |
| Exchange differences                                 | (8,590)        | -              |
|                                                      | 80,650         | -              |

Property development costs not recognised as an expense are recognised as an asset measured at lower of cost and net realisable value. The asset is subsequently credited over to profit or loss and recognised as an expense when the control of the asset is transferred to the customers. The cost of land, related development costs common to whole projects and direct building costs less cumulative amounts recognised as expense in profit or loss for property under development are carried in the statements of financial position as property development costs.

The portion of property development costs where significant development work has been undertaken and which is expected to be completed within normal operating cycle is considered as a current asset.

During the financial year, a write down to net realisable value of RM21,041,000 (2025: RM Nil) was made on property development costs during the financial year.

- (d) During the financial year, inventories of the Group recognised as cost of sales amounted to RM404,981,000 (2025: RM443,616,000).

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 12. OTHER INVESTMENTS

|                                                                          | Group<br>2026<br>RM'000 | 2025<br>RM'000 |
|--------------------------------------------------------------------------|-------------------------|----------------|
| <b>Non-current assets:</b>                                               |                         |                |
| <b>Financial assets at fair value through other comprehensive income</b> |                         |                |
| Quoted shares outside Malaysia                                           | 17,947                  | 27,551         |
| Unquoted shares outside Malaysia                                         | 5,737                   | 6,258          |
|                                                                          | <b>23,684</b>           | 33,809         |
| <b>Current assets:</b>                                                   |                         |                |
| <b>Financial assets at fair value through profit or loss</b>             |                         |                |
| Quoted shares outside Malaysia                                           | 55                      | 228            |
|                                                                          | <b>23,739</b>           | 34,037         |

- (a) The non-current other investments were classified as financial assets at fair value through other comprehensive income. These are strategic investments for which the Group considers this classification to be appropriate and relevant.
- (b) The current other investments were classified as financial asset at fair value through profit or loss.
- (c) All regular way purchase or sale of financial assets shall be recognised and derecognised, as applicable, using trade date accounting.
- (d) Fair value of quoted ordinary shares outside Malaysia was determined by reference to the exchange quoted market prices at the close of the business on the reporting date. The fair value of quoted ordinary shares of the Group was categorised as Level 1 in the fair value hierarchy.
- (e) Unquoted shares of the Group are categorised as Level 3 in the fair value hierarchy. Fair value of unquoted ordinary shares of the Group are estimated based on the price to book valuation model.
- (f) Sensitivity analysis for investments in unquoted shares is not disclosed as it is not material to the Group.
- (g) The following table shows a reconciliation of Level 3 fair values of other investments:

|                                                   | Group<br>2026<br>RM'000 | 2025<br>RM'000 |
|---------------------------------------------------|-------------------------|----------------|
| Balance as at 1 July                              | 6,258                   | 10,869         |
| Addition on investments during the financial year |                         |                |
| - At cost                                         | 97                      | 286            |
| Disposal of investment during the financial year  |                         |                |
| - At cost                                         | -                       | (4,082)        |
| Fair value adjustment                             | (188)                   | -              |
| Exchange differences                              | (430)                   | (815)          |
| Balance as at 30 June                             | 5,737                   | 6,258          |

- (h) The Group is not subject to significant exposure to price risk in respect of other investments and accordingly, no sensitivity analysis is being presented at the end of each reporting period.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 13. DEFERRED TAX

### Recognised deferred tax assets and liabilities

The following amounts, determined after appropriate offsetting, are shown in the statements of financial position:

|                          | Group   |         |
|--------------------------|---------|---------|
|                          | 2026    | 2025    |
|                          | RM'000  | RM'000  |
| Deferred tax assets      | 57,743  | 63,306  |
| Deferred tax liabilities | (6,599) | (5,236) |
|                          | 51,144  | 58,070  |

- (a) The amount of the deferred tax income or expense recognised in the statements of profit or loss during the financial year are as follows:

|                                          |      | Group   |          |
|------------------------------------------|------|---------|----------|
|                                          |      | 2026    | 2025     |
|                                          | Note | RM'000  | RM'000   |
| Balance as at 1 July                     |      | 58,070  | 75,293   |
| Recognised in profit or loss             |      |         |          |
| - property, plant and equipment          |      | (1,368) | (8,665)  |
| - unabsorbed capital allowances          |      | (2,997) | 9,376    |
| - unabsorbed tax allowances              |      | (3,318) | (4,958)  |
| - unused tax losses                      |      | (4,386) | (13,564) |
| - accrued liabilities                    |      | 3,957   | 4,784    |
| - unrealised profits                     |      | (637)   | (636)    |
| - other deductible temporary differences |      | 1,823   | (3,560)  |
|                                          | 28   | (6,926) | (17,223) |
| Balance as at 30 June                    |      | 51,144  | 58,070   |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 13. DEFERRED TAX (CONTINUED)

### Recognised deferred tax assets and liabilities (continued)

- (b) The components of deferred tax assets and liabilities at the end of each reporting period comprise the tax effects of:

|                                               | Group    |          |
|-----------------------------------------------|----------|----------|
|                                               | 2026     | 2025     |
|                                               | RM'000   | RM'000   |
| <b>Deferred tax assets</b>                    |          |          |
| Unused tax losses                             | 23,850   | 28,236   |
| Unabsorbed capital allowances                 | 44,214   | 47,211   |
| Unabsorbed tax allowances                     | 24,574   | 27,892   |
| Unrealised profits                            | 8,011    | 8,648    |
| Accrued liabilities                           | 18,175   | 14,218   |
| Other deductible temporary differences        | 9,058    | 7,235    |
| Deferred tax assets (before off-setting)      | 127,882  | 133,440  |
| Offsetting                                    | (70,139) | (70,134) |
| Deferred tax assets (after off-setting)       | 57,743   | 63,306   |
| <b>Deferred tax liabilities</b>               |          |          |
| Property, plant and equipment                 | 76,738   | 75,370   |
| Deferred tax liabilities (before off-setting) | 76,738   | 75,370   |
| Offsetting                                    | (70,139) | (70,134) |
| Deferred tax liabilities (after off-setting)  | 6,599    | 5,236    |

Deferred tax assets are recognised for unused tax losses and unabsorbed capital allowances to the extent that it is probable that future taxable profit would be available against which the unused tax losses and the unabsorbed capital allowances could be utilised. Management judgement is required to determine the amount of deferred tax assets that could be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 13. DEFERRED TAX (CONTINUED)

### Recognised deferred tax assets and liabilities (continued)

- (b) The components of deferred tax assets and liabilities at the end of each reporting period comprise the tax effects of: (continued)

### Unrecognised deferred tax assets

The amounts of temporary differences for which no deferred tax assets have been recognised in the statements of financial position are as follows:

|                                   | Group     |           |
|-----------------------------------|-----------|-----------|
|                                   | 2026      | 2025      |
|                                   | RM'000    | RM'000    |
| Unabsorbed tax allowances         | 1,029,221 | 1,070,007 |
| Accrued liabilities               | 39,223    | 78,042    |
| Unused tax losses                 |           |           |
| - Expires by 30 June 2026         | -         | 457       |
| - Expires by 30 June 2027         | 998       | 998       |
| - Expires by 30 June 2028 to 2035 | 87,250    | 178,587   |
|                                   | 1,156,692 | 1,328,091 |

Deferred tax assets of certain subsidiaries have not been recognised in respect of these items as it is not probable that taxable profits of the subsidiaries would be available against which the deductible temporary differences could be utilised.

The amount and availability of these items to be carried forward up to the periods as disclosed above are subject to the agreement of respective local tax authorities. Unused tax losses of the Company and subsidiaries incorporated in Malaysia can be carried forward up to ten (10) consecutive years of assessment immediately following the year of assessment under the tax legislation of Inland Revenue Board.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 14. AMOUNTS OWING BY/(TO) SUBSIDIARIES

|                               | Company<br>2026<br>RM'000 | 2025<br>RM'000 |
|-------------------------------|---------------------------|----------------|
| <b>Non-current assets:</b>    |                           |                |
| Amounts owing by subsidiaries | 761,047                   | 737,638        |
| <b>Current assets:</b>        |                           |                |
| Amounts owing by subsidiaries | 190,622                   | 96             |
| <b>Current liabilities:</b>   |                           |                |
| Amounts owing to subsidiaries | 138,341                   | 129,245        |

- (a) Amounts owing by/(to) subsidiaries are classified as financial assets/(financial liabilities) measured at amortised cost.
- (b) The non-current amounts owing by subsidiaries represent unsecured advances of RM675,808,000 (2025: RM627,656,000), which bear interest at rates ranging from 3.95% to 4.20% (2025: 4.20% to 4.59%) per annum. The advances together with the interest receivable thereon, which amounted to RM761,047,000 (2025: RM737,638,000) are not repayable within the next twelve (12) months.
- (c) The current amounts owing by subsidiaries include unsecured advances of RM187,669,000 (2025: RM Nil), which bear interest at rates ranging from 1.80% to 3.95% (2025: Nil) per annum. The advances together with the interest receivable thereon, which amounted to RM190,489,000 (2025: RM Nil) are repayable on demand or within one (1) year.
- (d) Amounts owing to subsidiaries include unsecured advances of RM135,669,000 (2025: RM128,800,000), which bear interest at rates ranging from 1.80% to 2.56% (2025: 4.20%) per annum. The advances together with the interest payable thereon, which amounted to RM138,211,000 (2025: RM129,245,000) are repayable on demand or within one (1) year.
- (e) The foreign currency exposure of amount owing by subsidiary and amount owing to subsidiary of the company is as follows:

|                  | Company<br>2026<br>RM'000 | 2025<br>RM'000 |
|------------------|---------------------------|----------------|
| Singapore Dollar | 138,211                   | -              |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 14. AMOUNTS OWING BY/(TO) SUBSIDIARIES (CONTINUED)

- (f) The following table sets out the carrying amounts, the weighted average effective interest rates as at the end of each reporting period and the remaining maturities of the amounts owing by/(to) subsidiaries of the Company that are exposed to interest rate risk:

| Company                              | Weighted average<br>effective interest<br>rate per annum<br>% | Within<br>1 year<br>RM'000 | More than<br>1 year<br>RM'000 | Total<br>RM'000 |
|--------------------------------------|---------------------------------------------------------------|----------------------------|-------------------------------|-----------------|
| <b>Amounts owing by subsidiaries</b> |                                                               |                            |                               |                 |
| <b>30 June 2026</b>                  |                                                               |                            |                               |                 |
| Floating rate                        | 3.78                                                          | 187,669                    | 675,808                       | 863,477         |
| <b>30 June 2025</b>                  |                                                               |                            |                               |                 |
| Floating rate                        | 4.40                                                          | -                          | 627,656                       | 627,656         |
| <b>Amounts owing to subsidiaries</b> |                                                               |                            |                               |                 |
| <b>30 June 2026</b>                  |                                                               |                            |                               |                 |
| Floating rate                        | 2.18                                                          | 135,669                    | -                             | 135,669         |
| <b>30 June 2025</b>                  |                                                               |                            |                               |                 |
| Floating rate                        | 4.20                                                          | 128,800                    | -                             | 128,800         |

- (g) Impairment for amounts owing by subsidiaries are recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model as disclosed in Note 15(h) to the financial statements.
- (h) No expected credit loss is recognised arising from amounts owing by subsidiaries as the amount is negligible.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 15. TRADE AND OTHER RECEIVABLES

|                                                      |      | Group          |                | Company        |                |
|------------------------------------------------------|------|----------------|----------------|----------------|----------------|
|                                                      | Note | 2026<br>RM'000 | 2025<br>RM'000 | 2026<br>RM'000 | 2025<br>RM'000 |
| <b>Trade receivables</b>                             |      |                |                |                |                |
| Third parties                                        |      | 440,558        | 277,918        | -              | -              |
| Less: Impairment                                     |      | (268)          | (559)          | -              | -              |
| Total trade receivables                              |      | 440,290        | 277,359        | -              | -              |
| <b>Other receivables</b>                             |      |                |                |                |                |
| Other receivables                                    |      | 13,812         | 18,624         | 882            | 829            |
| Deposits                                             |      | 7,288          | 5,818          | 65             | 65             |
| Total other receivables                              |      | 21,100         | 24,442         | 947            | 894            |
| <b>Amounts due from customers for contract works</b> | 16   | 157,121        | 56,866         | -              | -              |
| <b>Contract cost assets</b>                          |      | 4,963          | 31,764         | -              | -              |
| <b>Total receivables</b>                             |      | 623,474        | 390,431        | 947            | 894            |
| <b>Hedge derivative assets</b>                       |      | 594            | 39             | -              | -              |
| <b>Prepayments</b>                                   |      | 15,611         | 13,042         | 128            | 50             |
|                                                      |      | 639,679        | 403,512        | 1,075          | 944            |

- (a) Total receivables are classified as financial assets measured at amortised cost. Hedge derivative assets are classified as financial assets at fair value through profit or loss.
- (b) Trade receivables are non-interest bearing and the normal credit terms of trade receivables granted by the Group ranged from 14 to 60 days (2025: 14 to 60 days). They are recognised at their original invoice amounts, which represent their fair values on initial recognition.
- (c) Contract cost assets comprise costs incurred to obtain or fulfil engineering, procurement, construction and commissioning ("EPCC") contracts that are incremental and expected to be recovered. Contract cost assets are subsequently recognised in profit or loss when the related performance obligations are satisfied and revenue is recognised for the corresponding contract.
- (d) The foreign currency exposure of trade and other receivables of the Group are as follows:

|                      | Group          |                |
|----------------------|----------------|----------------|
|                      | 2026<br>RM'000 | 2025<br>RM'000 |
| Singapore Dollar     | 647            | 1,223          |
| United States Dollar | 111,433        | 41,057         |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 15. TRADE AND OTHER RECEIVABLES (CONTINUED)

- (e) Impairment for trade receivables that do not contain a significant financing component are recognised based on the simplified approach using the lifetime expected credit losses.

The Group considers credit loss experience and observable data such as current changes and future forecasts in economic conditions by market segment of the Group as identified in Note 4 to the financial statements to estimate the amount of expected impairment losses. The methodology and assumptions including any forecasts of future economic conditions are reviewed regularly.

The probabilities of non-payments by the trade receivables are adjusted by forward-looking information i.e. Gross domestic product growth rate (2025: Gross domestic product growth rate), and multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss ("ECL") for the trade receivables. For trade receivables, which are reported net, such impairments are recorded in a separate impairment account with the loss being recognised within the statements of profit or loss. On confirmation that the trade receivables would not be collectable, the gross carrying values of the assets would be written off against the associated impairment.

It requires management to exercise judgement in determining the probability of default by trade receivables and appropriate forward-looking information.

Movements in the impairment for trade receivables are as follows:

|                               | Group<br>Credit impaired |         |
|-------------------------------|--------------------------|---------|
|                               | 2026                     | 2025    |
|                               | RM'000                   | RM'000  |
| Balance as at 1 July          | 559                      | 2,359   |
| Charge for the financial year | 268                      | -       |
| Reversal of impairment losses | (559)                    | -       |
| Disposal of a subsidiary      | -                        | (1,800) |
| Balance as at 30 June         | 268                      | 559     |

Credit impaired allowance refer to individually determined debtors who are in significant financial difficulties and have defaulted on payments to be impaired as at the end of the reporting period.

- (f) The ageing analysis of trade receivables of the Group are as follows:

| Group             | Gross<br>carrying<br>amount<br>RM'000 | Impaired<br>RM'000 | Total<br>30 June<br>RM'000 |
|-------------------|---------------------------------------|--------------------|----------------------------|
| <b>2026</b>       |                                       |                    |                            |
| Current           | 357,868                               | -                  | 357,868                    |
| Past due          |                                       |                    |                            |
| 1 to 30 days      | 64,495                                | -                  | 64,495                     |
| 31 to 60 days     | 16,387                                | -                  | 16,387                     |
| More than 61 days | 1,808                                 | (268)              | 1,540                      |
|                   | 82,690                                | (268)              | 82,422                     |
|                   | 440,558                               | (268)              | 440,290                    |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 15. TRADE AND OTHER RECEIVABLES (CONTINUED)

- (f) The ageing analysis of trade receivables of the Group are as follows: (continued)

| Group             | Gross carrying amount<br>RM'000 | Impaired<br>RM'000 | Total<br>30 June<br>RM'000 |
|-------------------|---------------------------------|--------------------|----------------------------|
| <b>2025</b>       |                                 |                    |                            |
| Current           | 231,919                         | -                  | 231,919                    |
| Past due          |                                 |                    |                            |
| 1 to 30 days      | 29,451                          | -                  | 29,451                     |
| 31 to 60 days     | 10,042                          | -                  | 10,042                     |
| More than 61 days | 6,506                           | (559)              | 5,947                      |
|                   | 45,999                          | (559)              | 45,440                     |
|                   | 277,918                         | (559)              | 277,359                    |

- (g) Included in trade receivables is total retention sum for contract works amounting to RM1,743,000 (2025: RM5,561,000).
- (h) Impairment of other receivables, amounts owing by subsidiaries and amounts owing by joint ventures and associates are recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For those in which the credit risk has not increased significantly since initial recognition of the financial asset, twelve-month expected credit loss along with gross interest income are recognised. For those in which credit risk has increased significantly, lifetime expected credit loss along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit loss along with interest income on a net basis are recognised.

The Group defined significant increase in credit risk based on operating performance of the other receivables, changes to contractual terms, payment delays and past due information. A significant increase in credit risk is presumed if contractual payments are more than 90 days.

The probabilities of non-payments by other receivables, amounts owing by subsidiaries and amounts owing by joint ventures and associates are adjusted by forward-looking information i.e. Unemployment rate (2025: Unemployment rate) and multiplied by the amount of the expected loss arising from default to determine the twelve-month or lifetime expected credit loss for the other receivables, amounts owing by subsidiaries and amounts owing by joint ventures and associates.

It requires management to exercise judgement in determining the probability of default by other receivables, amounts owing by subsidiaries and amounts owing by joint ventures and associates, appropriate forward-looking information and significant increase in credit risk.

- (i) No expected credit loss is recognised arising from other receivables as the amount is negligible.
- (j) The fair value of hedge derivative assets of the Group represents forward foreign exchange contracts, which are categorised as Level 2 in the fair value hierarchy. There was no transfer between levels in the hierarchy during the financial year.
- (k) The fair value of a forward foreign exchange contract is the amount that would be payable or receivable upon termination of the outstanding position arising and is determined by reference to the difference between the contracted rate and the forward exchange rate as at the end of each reporting period applied to a contract of similar amount and maturity profile.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 16. AMOUNTS DUE FROM/(TO) CUSTOMERS FOR CONTRACT WORKS

|                                               | Note | Group<br>2026<br>RM'000 | 2025<br>RM'000 |
|-----------------------------------------------|------|-------------------------|----------------|
| Amounts due from customers for contract works | 15   | 157,121                 | 56,866         |
| Amounts due to customers for contract works   | 23   | (42,232)                | (10,609)       |
|                                               |      | 114,889                 | 46,257         |

- (a) Amounts due from/(to) customers for contract works represent the timing differences in revenue recognition and progress billings as at the end of the reporting period.

Amounts due from customers for contract works are transferred to receivables when the rights to economic benefits become unconditional. This usually occurs when the Group issues billing to the customer. Amounts due to customers for contract works are recognised as revenue when performance obligations are satisfied.

- (b) Revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially unsatisfied) at the end of the reporting period are within two (2) years.
- (c) Impairment for amounts due from customers from contract works that do not contain a significant financing component are recognised based on the simplified approach using the lifetime expected credit losses as disclosed in Note 15(e) to the financial statements.
- (d) No expected credit loss is recognised arising from amounts due from customers for contract works as the amount is negligible.

## 17. AMOUNTS OWING BY/(TO) JOINT VENTURES AND ASSOCIATES

- (a) Amounts owing by/(to) joint ventures and associates are classified as financial assets and financial liabilities, and are measured at amortised cost using the effective interest method.
- (b) The amounts owing by/(to) joint ventures and associates represent normal trade transactions and payments made on behalf, which are interest-free, unsecured and payable on demand in cash and cash equivalents except for an amount owing by an associate of RM2,250,000 (2025: Nil), which represents short term advances and bears interest at a rate of 3.95% (2025: Nil) per annum. The advances together with the interest receivable thereon, which amounted to RM2,329,000 (2025: Nil) repayable on demand or within one (1) year.
- (c) The foreign currency exposure of amounts owing by/(to) joint ventures and associates of the Group is as follows:

|                      | Group<br>2026<br>RM'000 | 2025<br>RM'000 |
|----------------------|-------------------------|----------------|
| United States Dollar | -                       | 113            |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 17. AMOUNTS OWING BY/(TO) JOINT VENTURES AND ASSOCIATES (CONTINUED)

- (d) The following table sets out the carrying amounts, the weighted average effective interest rates as at the end of each reporting period and the remaining maturities of the amount owing by an associate of the Company that are exposed to interest rate risk:

| Company             | Weighted average<br>effective interest<br>rate per annum<br>% | Within<br>1 year<br>RM'000 | More than<br>1 year<br>RM'000 | Total<br>RM'000 |
|---------------------|---------------------------------------------------------------|----------------------------|-------------------------------|-----------------|
| <b>30 June 2026</b> |                                                               |                            |                               |                 |
| Floating rate       | 3.95                                                          | 2,250                      | -                             | 2,250           |

- (e) Impairment for amounts owing by joint ventures and associates are recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model as disclosed in Note 15(h) to the financial statements.
- (f) No expected credit loss is recognised arising from amounts owing by joint ventures and associates as the amount is negligible.

## 18. CASH AND BANK BALANCES

|                                                                    | Group     |           | Company |         |
|--------------------------------------------------------------------|-----------|-----------|---------|---------|
|                                                                    | 2026      | 2025      | 2026    | 2025    |
|                                                                    | RM'000    | RM'000    | RM'000  | RM'000  |
| Cash and bank balances                                             | 665,606   | 777,389   | 85,600  | 57,619  |
| Deposits with licensed banks (not more than three months)          | 329,416   | 290,510   | 190,246 | 193,332 |
| Short term deposit funds                                           | 842,317   | 602,019   | 536,773 | 164,161 |
| As reported in the statements of financial position                | 1,837,339 | 1,669,918 | 812,619 | 415,112 |
| Less:                                                              |           |           |         |         |
| Bank balances and deposits pledged to licensed banks               | (1,083)   | (996)     | -       | -       |
| Cash and cash equivalents included in the statements of cash flows | 1,836,256 | 1,668,922 | 812,619 | 415,112 |

- (a) Cash and bank balances are classified as financial assets measured at amortised cost.
- (b) Deposits with licensed banks of the Group and of the Company have an average maturity period of 30 to 90 days (2025: 30 to 90 days).
- (c) Short term deposit funds are classified as financial assets at fair value through profit or loss are categorised as Level 1 in the fair value hierarchy. Fair value of short term deposit funds are determined by reference to the quoted prices at the close of business at the end of each reporting period.

There is no transfer between levels in the fair value hierarchy during the financial year.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 18. CASH AND BANK BALANCES (CONTINUED)

- (d) The foreign currency exposure of cash and bank balances are as follows:

|                             | Group  |        | Company |        |
|-----------------------------|--------|--------|---------|--------|
|                             | 2026   | 2025   | 2026    | 2025   |
|                             | RM'000 | RM'000 | RM'000  | RM'000 |
| Australian Dollar           | 6,609  | 2,592  | -       | -      |
| Indonesian Rupiah           | 1,603  | 2,666  | -       | -      |
| Japanese Yen                | 129    | 1,019  | -       | -      |
| New Zealand Dollar          | 1,686  | 572    | -       | -      |
| Pound Sterling              | 119    | 1,285  | -       | -      |
| Singapore Dollar            | 1,888  | 950    | 22      | -      |
| United Arab Emirates Dirham | 1,157  | 1,170  | -       | -      |
| United States Dollar        | 26,866 | 19,518 | 109     | 111    |

- (e) The bank balances and deposits pledged to licensed banks are for bank guarantees and term loan granted to a subsidiary as disclosed in Note 22(j) to the financial statements.
- (f) The weighted average effective interest rate of deposits with licensed banks of the Group and of the Company as at the end of each reporting period are as follows:

|             | Group |      | Company |      |
|-------------|-------|------|---------|------|
|             | 2026  | 2025 | 2026    | 2025 |
|             | %     | %    | %       | %    |
| Fixed rates | 2.40  | 2.88 | 3.09    | 3.44 |

- (g) No expected credit loss is recognised arising from the cash and bank balances and deposits with financial institutions because the probability of default by these financial institutions are negligible.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 19. SHARE CAPITAL

|                                                        | Group and Company          |           |                            |           |
|--------------------------------------------------------|----------------------------|-----------|----------------------------|-----------|
|                                                        | 2026                       |           | 2025                       |           |
|                                                        | Number of<br>shares ('000) | RM'000    | Number of<br>shares ('000) | RM'000    |
| <b>Issued and fully paid</b>                           |                            |           |                            |           |
| Balance as at 1 July                                   | 5,646,020                  | 1,698,645 | 5,645,948                  | 1,698,431 |
| Issuance of ordinary shares pursuant to ESOS exercised | -                          | -         | 72                         | 214       |
| Share issue expenses                                   | -                          | -         | -                          | -*        |
| Balance as at 30 June                                  | 5,646,020                  | 1,698,645 | 5,646,020                  | 1,698,645 |

\* Amount is immaterial.

- (a) The Company did not issue any new shares or debentures during the financial year.
- (b) In the previous financial year, the issued and fully paid-up ordinary share capital of the Company was increased from 5,645,947,782 to 5,646,019,682 by way of issuance of 71,900 new ordinary shares pursuant to the options exercised under the Employees' Share Option Scheme ("ESOS") at exercise prices of RM2.39 per ordinary share for cash.
- (c) Of the total 5,646,019,682 (2025: 5,646,019,682) issued and fully paid ordinary shares as at 30 June 2026, 3,335,032 (2025: 3,335,032) ordinary shares purchased for RM3,624,613 (2025: RM3,624,613) are held as treasury shares by the Company. The number of outstanding ordinary shares in issue after deducting the treasury shares is 5,642,684,650 (2025: 5,642,684,650).
- (d) The ordinary shareholders of the Company are entitled to receive dividends as and when declared by the Company and are entitled to one (1) vote per ordinary share at meetings of the Company. All ordinary shares rank pari passu with regard to the Company's residual assets.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 20. RESERVES

|                              | Group          |                | Company        |                |
|------------------------------|----------------|----------------|----------------|----------------|
|                              | 2026<br>RM'000 | 2025<br>RM'000 | 2026<br>RM'000 | 2025<br>RM'000 |
| <b>Non-distributable:</b>    |                |                |                |                |
| Share options reserve        | 23,686         | 23,686         | 24,149         | 24,149         |
| Exchange translation reserve | 28,632         | 193,263        | -              | -              |
| Hedging reserve              | 4,301          | (7,659)        | -              | -              |
| Fair value reserve           | 10,240         | 13,816         | -              | -              |
|                              | 66,859         | 223,106        | 24,149         | 24,149         |
| <b>Distributable:</b>        |                |                |                |                |
| Retained earnings            | 4,219,909      | 3,823,178      | 1,241,777      | 1,134,276      |
|                              | 4,286,768      | 4,046,284      | 1,265,926      | 1,158,425      |

(a) Share options reserve

The share options reserve represents the effect of equity-settled share options granted to employees. This reserve is made up of the cumulative value of services received from employees for the issue of share options. When options are exercised, the amount from the share options reserve is transferred to share capital. When the share options expire, the amount from the share options reserve is transferred to retained earnings.

(b) Exchange translation reserve

The exchange translation reserve is used to record foreign currency exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency. It is also used to record the exchange 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 or the foreign operation.

(c) Hedging reserve

The hedging reserve comprises the effective portion of the cumulative net change in fair value of cash flow hedging instruments related to hedged transactions that have not yet occurred.

(d) Fair value reserve

The fair value reserve relates to the fair valuation of financial assets categorised as financial assets at fair value through other comprehensive income.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 21. SUKUK PROGRAMME

|                                                     | Note  | Group and Company<br>2026<br>RM'000 | 2025<br>RM'000 |
|-----------------------------------------------------|-------|-------------------------------------|----------------|
| <b>Equity attributable to owners of the parent:</b> |       |                                     |                |
| Perpetual Sukuk Wakalah                             |       |                                     |                |
| Issuance at nominal value                           | 21(b) | 498,940                             | 498,940        |
| <b>Non-current liabilities:</b>                     |       |                                     |                |
| Senior Sukuk Wakalah                                | 21(c) | 1,000,000                           | 500,000        |

- (a) In September 2020, the Company obtained approval for an Islamic notes issuance programme of up to an aggregate amount of RM3,000,000,000 in nominal value based on the Shariah principle of *Wakalah Bi Al-Istithmar* ("Sukuk Programme") with the Securities Commission Malaysia. The Sukuk Programme, which has a perpetual programme tenure, provides the Company the flexibility to issue, from time to time, senior Islamic medium term notes ("Senior Sukuk Wakalah") and/or subordinated perpetual Islamic notes ("Perpetual Sukuk Wakalah") subject to the aggregate outstanding nominal amount not exceeding RM3,000,000,000 at any point in time.

The sums raised from the Sukuk Programme, which are moneys borrowed from the subscribers are used for the following Shariah-compliant purpose:

- (i) To finance investments, acquisition, capital expenditure, working capital requirements, repayment of intercompany borrowings; and/or
  - (ii) For general corporate purposes of the Company and/or its subsidiaries, associates and/or joint venture companies; and/or
  - (iii) To refinance existing financing/debt obligations.
- (b) The Perpetual Sukuk Wakalah was issued in November 2020 and is a financial instrument which has the following features:
- (i) A perpetual non-callable 7 years at profit rates of 4.15% per annum, payable semi-annually and are redeemable at the option of the Company subject to the terms of the Perpetual Sukuk Wakalah;
  - (ii) Direct, unsecured and subordinated obligations of the Company and shall rank *pari passu* without any preference amongst themselves and the Perpetual Sukuk Wakalah will be issued with a perpetual tenure that does not have a fixed maturity date; and
  - (iii) The Perpetual Sukuk Wakalah is rated and issued under the Shariah principle of *Wakalah Bi Al-Istithmar* and shall be transferable and tradable.

In compliance with Paragraph 16 of MFRS 132 *Financial instruments: Presentation*, the Perpetual Sukuk Wakalah is classified as equity. The classification of the Perpetual Sukuk Wakalah as equity is for accounting purposes and this does not alter its substance, nature and characteristic as a borrowing. Hence, the distribution paid under the Perpetual Sukuk Wakalah is for all intent and purposes akin to interest and would be treated as such for the purposes of income tax pursuant to Section 2(7) of the Income Tax Act 1967, despite the fact that it is recognised in equity in the period in which they are paid in this financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 21. SUKUK PROGRAMME (CONTINUED)

- (c) The Senior Sukuk Wakalah of RM500,000,000 was issued in January 2022 with tenure of 10 years with a periodic distribution rate of 4.53% per annum and payable semi-annually.

In August 2025, the Company issued an additional RM500,000,000 Senior Sukuk Wakalah with tenure of 10 years with a periodic distribution rate of 3.81% per annum and payable semi-annually.

The table below summarises the maturity profile of the Senior Sukuk Wakalah of the Group and of the Company at the end of each reporting period based on contractual undiscounted repayment obligations as follows:

| Group and Company    | On demand<br>or within<br>1 year<br>RM'000 | 1 - 5<br>years<br>RM'000 | Over 5<br>years<br>RM'000 | Total<br>RM'000 |
|----------------------|--------------------------------------------|--------------------------|---------------------------|-----------------|
| <b>30 June 2026</b>  |                                            |                          |                           |                 |
| Senior Sukuk Wakalah | 41,700                                     | 166,800                  | 1,092,008                 | 1,300,508       |
| <b>30 June 2025</b>  |                                            |                          |                           |                 |
| Senior Sukuk Wakalah | 22,650                                     | 90,600                   | 535,744                   | 648,994         |

- (d) The Perpetual Sukuk Wakalah and Senior Sukuk Wakalah are fixed rates instruments. Sensitivity analysis for both at the end of the reporting period are not presented as they are not affected by changes in interest rates.

## 22. BORROWINGS

|                              | Group          |                | Company        |                |
|------------------------------|----------------|----------------|----------------|----------------|
|                              | 2026<br>RM'000 | 2025<br>RM'000 | 2026<br>RM'000 | 2025<br>RM'000 |
| <b>Secured</b>               |                |                |                |                |
| Term loans                   |                |                |                |                |
| - non-current                | 789,219        | 356,118        | -              | -              |
| - current                    | 47,843         | 675,536        | -              | -              |
|                              | 837,062        | 1,031,654      | -              | -              |
| <b>Unsecured</b>             |                |                |                |                |
| Term loans                   |                |                |                |                |
| - non-current                | 28,944         | -              | -              | -              |
| - current                    | 5,950          | 37,588         | -              | -              |
| Revolving credits            |                |                |                |                |
| - non-current                | -              | 5,000          | -              | -              |
| - current                    | 69,300         | 10,935         | -              | -              |
| Financial guarantee contract |                |                |                |                |
| - current                    | -              | 23,292         | -              | 23,292         |
|                              | 104,194        | 76,815         | -              | 23,292         |
|                              | 941,256        | 1,108,469      | -              | 23,292         |
| <b>Represented by:</b>       |                |                |                |                |
| - non-current                | 818,163        | 361,118        | -              | -              |
| - current                    | 123,093        | 747,351        | -              | 23,292         |
|                              | 941,256        | 1,108,469      | -              | 23,292         |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 22. BORROWINGS (CONTINUED)

- (a) Borrowings are classified as financial liabilities measured at amortised cost.
- (b) Term loan agreements entered into by the Group and the Company include repayment on demand clauses at the discretion of financial institutions. The Group believes that in the absence of a default being committed by the Group, these financial institutions are not entitled to exercise their right to demand for repayment. Accordingly, the carrying amount of the term loans have been classified between current and non-current liabilities based on their repayment period.
- (c) Financial guarantee contract is initially measured at fair value. Subsequently, it is measured at higher of the amount of the loss allowance and the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of MFRS 15.
- (d) As disclosed in Note 10(d)(vi), following the completion of the disposal of a joint venture, its outstanding banking facilities were fully discharge of the Group's and the Company's obligations under the related financial guarantee contract. Accordingly, the credit loss previously recognised in respect of the financial guarantee contract was reversed during the financial year.
- (e) The borrowings of the Group and of the Company are denominated in the following currencies:

|                      | Group   |           | Company |        |
|----------------------|---------|-----------|---------|--------|
|                      | 2026    | 2025      | 2026    | 2025   |
|                      | RM'000  | RM'000    | RM'000  | RM'000 |
| New Zealand Dollar   | -       | 4,591     | -       | -      |
| Ringgit Malaysia     | 260,894 | 293,422   | -       | 23,292 |
| Singapore Dollar     | 680,362 | 799,521   | -       | -      |
| United States Dollar | -       | 10,935    | -       | -      |
|                      | 941,256 | 1,108,469 | -       | 23,292 |

- (f) The fair values of borrowings are estimated by discounting future contractual cash flows at the current market interest rates available to the Group and the Company for similar financial instruments. It is assumed that the effective interest rates approximate the current market interest rates available to the Group and the Company based on its size and its business risk. The fair value of the borrowings of the Group and of the Company are categorised as Level 2 in the fair value hierarchy. There was no transfer between levels in the hierarchy during the financial year.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 22. BORROWINGS (CONTINUED)

- (g) The Group had the following outstanding interest rate swap contracts:

|                                     | Contract/Notional value<br>FC'000 | RM'000  | Net fair value<br>losses<br>RM'000 |
|-------------------------------------|-----------------------------------|---------|------------------------------------|
| <b>2025</b>                         |                                   |         |                                    |
| <b>Interest rate swap contracts</b> |                                   |         |                                    |
| With maturity less than 1 year:     |                                   |         |                                    |
| Singapore Dollar                    | 131,000                           | 432,300 | (1,553)                            |

- (h) The following table sets out the carrying amounts, the weighted average effective interest rates as at the end of each reporting period and the remaining maturities of the borrowings of the Group and of the Company that are exposed to interest rate risk:

| Group               | Weighted<br>average<br>effective<br>interest rate<br>per annum<br>% | Within<br>1 year<br>RM'000 | 1 - 2<br>years<br>RM'000 | 2 - 5<br>years<br>RM'000 | More<br>than<br>5 years<br>RM'000 | Total<br>RM'000 |
|---------------------|---------------------------------------------------------------------|----------------------------|--------------------------|--------------------------|-----------------------------------|-----------------|
| <b>30 June 2026</b> |                                                                     |                            |                          |                          |                                   |                 |
| <b>Bank loans</b>   |                                                                     |                            |                          |                          |                                   |                 |
| Floating rates      | 2.88                                                                | 123,093                    | 57,593                   | 185,723                  | 574,847                           | 941,256         |
| <b>30 June 2025</b> |                                                                     |                            |                          |                          |                                   |                 |
| <b>Bank loans</b>   |                                                                     |                            |                          |                          |                                   |                 |
| Fixed rates         | 4.54                                                                | 1,315                      | 3,276                    | -                        | -                                 | 4,591           |
| Floating rates      | 4.14                                                                | 746,036                    | 21,000                   | 150,200                  | 186,642                           | 1,103,878       |
| <b>Company</b>      |                                                                     |                            |                          |                          |                                   |                 |
| <b>30 June 2025</b> |                                                                     |                            |                          |                          |                                   |                 |
| <b>Bank loans</b>   |                                                                     |                            |                          |                          |                                   |                 |
| Floating rates      | 5.22                                                                | 23,292                     | -                        | -                        | -                                 | 23,292          |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 22. BORROWINGS (CONTINUED)

- (i) The table below summarises the maturity profile of the borrowings of the Group and of the Company at the end of each reporting period based on contractual undiscounted repayment obligations as follows:

|                              | On demand<br>or within<br>1 year<br>RM'000 | 1 - 5<br>years<br>RM'000 | Over 5<br>years<br>RM'000 | Total<br>RM'000 |
|------------------------------|--------------------------------------------|--------------------------|---------------------------|-----------------|
| <b>Group</b>                 |                                            |                          |                           |                 |
| <b>30 June 2026</b>          |                                            |                          |                           |                 |
| Bank loans                   | 150,219                                    | 325,143                  | 590,519                   | 1,065,881       |
| <b>30 June 2025</b>          |                                            |                          |                           |                 |
| Bank loans                   | 768,805                                    | 226,537                  | 194,716                   | 1,190,058       |
| Financial guarantee contract | 23,292                                     | -                        | -                         | 23,292          |
|                              |                                            |                          |                           |                 |
|                              | On demand<br>or within<br>1 year<br>RM'000 | 1 - 5<br>years<br>RM'000 | Over 5<br>years<br>RM'000 | Total<br>RM'000 |
| <b>Company</b>               |                                            |                          |                           |                 |
| <b>30 June 2025</b>          |                                            |                          |                           |                 |
| Financial guarantee contract | 23,292                                     | -                        | -                         | 23,292          |

- (j) Certain term loans of the Group are secured by assignments of contract proceeds of the subsidiaries and bank balances pledged to licensed banks as disclosed in Note 18(e) to the financial statements.

- (k) Included in the borrowings of the Group is RM457,581,000 (2025: RM820,354,000) obtained under Islamic financing facility.

## 23. TRADE AND OTHER PAYABLES

|                                             |      | Group          |                | Company        |                |
|---------------------------------------------|------|----------------|----------------|----------------|----------------|
|                                             | Note | 2026<br>RM'000 | 2025<br>RM'000 | 2026<br>RM'000 | 2025<br>RM'000 |
| <b>Trade payables</b>                       |      |                |                |                |                |
| Third parties                               |      | 778,649        | 551,181        | -              | -              |
| Amounts due to customers for contract works | 16   | 42,232         | 10,609         | -              | -              |
| Total trade payables                        |      | 820,881        | 561,790        | -              | -              |
| <b>Other payables</b>                       |      |                |                |                |                |
| Other payables                              |      | 5,586          | 5,935          | -              | -              |
| Accruals                                    |      | 172,086        | 151,293        | 20,050         | 13,503         |
| Total other payables                        |      | 177,672        | 157,228        | 20,050         | 13,503         |
| <b>Total payables</b>                       |      | 998,553        | 719,018        | 20,050         | 13,503         |
| Hedge derivative liabilities                |      | 404            | 1,814          | -              | -              |
|                                             |      | 998,957        | 720,832        | 20,050         | 13,503         |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 23. TRADE AND OTHER PAYABLES (CONTINUED)

- (a) Trade and other payables are classified as financial liabilities measured at amortised cost except for hedge derivative liabilities, which are classified as financial liabilities at fair value through profit or loss.
- (b) Trade payables are non-interest bearing and the normal trade credit terms granted to the Group ranged from 30 to 90 days (2025: 30 to 90 days).
- (c) The foreign currency exposure of trade and other payables of the Group are as follows:

|                             | Group   |        |
|-----------------------------|---------|--------|
|                             | 2026    | 2025   |
|                             | RM'000  | RM'000 |
| Euro                        | 1,340   | -      |
| Singapore Dollar            | 2,645   | 2,913  |
| United Arab Emirates Dirham | 850     | 1,005  |
| United States Dollar        | 112,764 | 1,932  |

- (d) The fair value of hedge derivative liabilities of the Group represents the forward foreign exchange contracts and interest rate swap contracts, which are categorised as Level 2 in the fair value hierarchy. There was no transfer between levels in the hierarchy during the financial year.
- (e) The fair value of a forward foreign exchange contract is the amount that would be payable or receivable upon termination of the outstanding position arising and is determined by reference to the difference between the contracted rate and the forward exchange rate as at the end of each reporting period applied to a contract of similar amount and maturity profile.

The fair value of an interest rate swap contract is the amount that would be payable or receivable upon termination of the position at the end of each reporting period, and is calculated as the difference between the present value of the estimated future cash flows at the contracted rate compared to that calculated at the spot rate as at the end of each reporting period.

- (f) The maturity profile of trade and other payables of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations is payable on demand or within one (1) year.

## 24. CAPITAL COMMITMENTS

|                                                                                  | Group   |           |
|----------------------------------------------------------------------------------|---------|-----------|
|                                                                                  | 2026    | 2025      |
|                                                                                  | RM'000  | RM'000    |
| (i) Capital expenditure in respect of purchase of property, plant and equipment: |         |           |
| Approved but not contracted for                                                  | 57,720  | 151,400   |
| Contracted but not provided for                                                  | 8,660   | 14,100    |
|                                                                                  | 66,380  | 165,500   |
| (ii) Commitments in respect of upstream business                                 | 523,000 | 1,030,000 |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 25. REVENUE

|                                               | Group     |           | Company |         |
|-----------------------------------------------|-----------|-----------|---------|---------|
|                                               | 2026      | 2025      | 2026    | 2025    |
|                                               | RM'000    | RM'000    | RM'000  | RM'000  |
| <b>Revenue from contracts with customers:</b> |           |           |         |         |
| - Contract revenue                            | 1,297,313 | 1,059,885 | -       | -       |
| - Sale of products and services rendered      | 1,587,428 | 1,441,721 | -       | -       |
| <b>Other revenue:</b>                         |           |           |         |         |
| - Dividend income from subsidiaries           | -         | -         | 327,072 | 252,888 |
|                                               | 2,884,741 | 2,501,606 | 327,072 | 252,888 |
| <b>Timing of revenue recognition:</b>         |           |           |         |         |
| - Transferred over time                       | 1,297,313 | 1,059,885 | -       | -       |
| - Transferred at a point in time              | 1,587,428 | 1,441,721 | -       | -       |
|                                               | 2,884,741 | 2,501,606 | -       | -       |

(a) Engineering and construction activities

Revenue from engineering and construction activities is recognised over the period of the contract using input method, which by reference to the construction costs incurred up to the end of the reporting period as a percentage of total estimated costs for complete satisfaction of that performance obligation if control of the assets transfers over time.

(b) Services rendered

Revenue in respect of the rendering of services is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligations over time.

Revenue from services rendered in the provision of tank terminal facilities for the oil, gas and petrochemical industry is recognised at a point in time in the profit or loss upon performance services.

(c) Sale of products

Revenue from sale of products is recognised at a point in time when the products have been transferred to the customers and coincide with the delivery of products and services and acceptance by customers.

(d) Dividend income

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

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 26. PROFIT BEFORE TAX

Other than those disclosed elsewhere in the notes to the financial statements, the profit before tax is arrived at:

|                                                                                 | Group     |           | Company |         |
|---------------------------------------------------------------------------------|-----------|-----------|---------|---------|
|                                                                                 | 2026      | 2025      | 2026    | 2025    |
|                                                                                 | RM'000    | RM'000    | RM'000  | RM'000  |
| After charging:                                                                 |           |           |         |         |
| Auditors' remuneration:                                                         |           |           |         |         |
| - Statutory audit:                                                              |           |           |         |         |
| - current year                                                                  | 1,564     | 1,489     | 82      | 75      |
| - under provision in prior years                                                | 64        | 95        | 7       | 3       |
| - Non-statutory audit                                                           | 4         | 4         | 4       | 4       |
| Contract expenditure                                                            | 1,170,099 | 1,123,718 | -       | -       |
| Interest expense on:                                                            |           |           |         |         |
| - bank loans                                                                    | 13,376    | 24,868    | -       | 179     |
| - bank overdraft                                                                | 7         | 1         | -       | -       |
| - lease liabilities                                                             | 1,154     | 881       | -       | -       |
| - advances from subsidiaries                                                    | -         | -         | 6,729   | 2,687   |
| Profit distribution to Senior Sukuk Wakalah holders                             | 38,986    | 22,650    | 38,986  | 22,650  |
| Amount owing by a joint venture written off                                     | -         | 1,368     | -       | -       |
| Advances to subsidiaries written off                                            | -         | -         | 14,001  | 105,472 |
| Property, plant and equipment written off                                       | 133       | 90,790    | -       | -       |
| Intangible assets written off                                                   | 223       | -         | -       | -       |
| Rental expense of:                                                              |           |           |         |         |
| - low-value items                                                               | 576       | 758       | -       | -       |
| - short-term leases                                                             | 2,811     | 2,551     | -       | -       |
| Impairment losses on trade receivables                                          | 268       | -         | -       | -       |
| Impairment on investment in subsidiaries                                        | -         | -         | -       | 42,406  |
| Provision for credit loss on financial guarantee                                | -         | 23,292    | -       | 23,292  |
| Inventories written down to net realisable value                                | 30,863    | 15,025    | -       | -       |
| Fair value loss on other investment                                             | 166       | 1,249     | -       | -       |
| Loss on disposal of other investments                                           | -         | 3,132     | -       | -       |
| And crediting:                                                                  |           |           |         |         |
| Gain on disposal of land under development of tank terminals                    | -         | 3,872     | -       | -       |
| Gain on disposals of property, plant and equipment                              | 683       | 4,771     | -       | -       |
| Reversal of impairment losses on trade receivables                              | 559       | -         | -       | -       |
| Reversal of provision for credit loss on financial guarantee no longer required | 17,344    | -         | 17,344  | -       |
| Amount owing by a joint venture written back                                    | 1,368     | -         | -       | -       |
| Interest income from:                                                           |           |           |         |         |
| - deposits and placements with financial institutions                           | 49,458    | 42,006    | 24,115  | 9,664   |
| - advances to subsidiaries                                                      | -         | -         | 29,439  | 29,417  |
| - advances to an associate                                                      | 79        | -         | 79      | -       |
| Rental income                                                                   | 9,438     | 5,059     | -       | -       |

(a) Interest income is recognised as it accrues, using the effective interest method.

(b) Rental income is recognised on a straight-line basis over the lease term of an ongoing lease.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 27. DIRECTORS' REMUNERATION

|                            | Group          |                | Company        |                |
|----------------------------|----------------|----------------|----------------|----------------|
|                            | 2026<br>RM'000 | 2025<br>RM'000 | 2026<br>RM'000 | 2025<br>RM'000 |
| Directors of the Company:  |                |                |                |                |
| Executive:                 |                |                |                |                |
| Emoluments other than fees | 20,759         | 8,916          | -              | -              |
| Non-Executive:             |                |                |                |                |
| Fees                       | 1,093          | 993            | 1,093          | 993            |
| Other emoluments           | 781            | 750            | 649            | 618            |
|                            | 22,633         | 10,659         | 1,742          | 1,611          |

The estimated monetary value of benefits-in-kind provided to the Executive Directors of the Company is RM117,000 (2025: RM158,000).

## 28. TAX EXPENSE

|                                                               | Group          |                | Company        |                |
|---------------------------------------------------------------|----------------|----------------|----------------|----------------|
|                                                               | 2026<br>RM'000 | 2025<br>RM'000 | 2026<br>RM'000 | 2025<br>RM'000 |
| Current tax expense based on profit for the financial year:   |                |                |                |                |
| Malaysian income tax                                          | 70,359         | 37,742         | 7,756          | 7,386          |
| Foreign income tax                                            | 17,852         | 15,347         | -              | -              |
|                                                               | 88,211         | 53,089         | 7,756          | 7,386          |
| (Over)/Under provision in prior years                         | (2,223)        | (4,153)        | 955            | (1,554)        |
|                                                               | 85,988         | 48,936         | 8,711          | 5,832          |
| Deferred tax (Note 13)                                        |                |                |                |                |
| Relating to origination and reversal of temporary differences | 6,305          | 15,886         | -              | -              |
| Under provision in prior years                                | 621            | 1,337          | -              | -              |
|                                                               | 6,926          | 17,223         | -              | -              |
| Tax expense for the financial year                            | 92,914         | 66,159         | 8,711          | 5,832          |
| Share of tax of joint ventures and associates                 | 41,650         | 79,029         | -              | -              |
| Total tax expense including joint ventures and associates     | 134,564        | 145,188        | 8,711          | 5,832          |

- (a) Malaysian income tax is calculated at the statutory tax rate of 24% (2025: 24%) of the estimated taxable profit for the fiscal year. Malaysia income from petroleum operation is calculated at the Malaysian petroleum income tax rate of 38% (2025: 38%).
- (b) Tax expense for other taxation authorities are calculated at the rates prevailing in those respective jurisdictions.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 28. TAX EXPENSE (CONTINUED)

- (c) The numerical reconciliation between the average effective tax rate and the applicable tax rate of the Group and of the Company are as follows:

|                                                                | Group   |         | Company |         |
|----------------------------------------------------------------|---------|---------|---------|---------|
|                                                                | 2026    | 2025    | 2026    | 2025    |
|                                                                | RM'000  | RM'000  | RM'000  | RM'000  |
| Profit for the financial year                                  | 624,818 | 309,706 | 325,745 | 96,847  |
| Add: Total tax expense including joint ventures and associates | 134,564 | 145,188 | 8,711   | 5,832   |
| Profit before tax                                              | 759,382 | 454,894 | 334,456 | 102,679 |

|                                                                             | Group |       | Company |        |
|-----------------------------------------------------------------------------|-------|-------|---------|--------|
|                                                                             | 2026  | 2025  | 2026    | 2025   |
|                                                                             | %     | %     | %       | %      |
| Applicable tax rate                                                         | 24.0  | 24.0  | 24.0    | 24.0   |
| Tax effects in respect of:                                                  |       |       |         |        |
| Non allowable expenses                                                      | 5.0   | 6.4   | 2.7     | 43.0   |
| Tax exempt income                                                           | (1.9) | (2.4) | (24.4)  | (59.8) |
| Deferred tax assets not recognised                                          | -     | 4.6   | -       | -      |
| Utilisation of previously unrecognised deferred tax assets                  | (5.4) | -     | -       | -      |
| Effect of different tax rates between corporate and petroleum income tax    | 1.1   | 2.2   | -       | -      |
| Effect of different effective tax rate of the joint ventures and associates | (4.7) | (2.3) | -       | -      |
| Lower tax rates in foreign jurisdiction                                     | (0.2) | _*    | -       | -      |
| (Over)/Under provision in prior years:                                      | 17.9  | 32.5  | 2.3     | 7.2    |
| - current tax                                                               | (0.3) | (0.9) | 0.3     | (1.5)  |
| - deferred tax                                                              | 0.1   | 0.3   | -       | -      |
| Average effective tax rate                                                  | 17.7  | 31.9  | 2.6     | 5.7    |

\* Amount is less than 0.1%.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 28. TAX EXPENSE (CONTINUED)

(d) Tax on each component of other comprehensive income are as follows:

| Items that may be reclassified subsequently to profit or loss           | Before tax<br>RM'000         | Group<br>Tax effect<br>RM'000          | After tax<br>RM'000         |
|-------------------------------------------------------------------------|------------------------------|----------------------------------------|-----------------------------|
| <b>2026</b>                                                             |                              |                                        |                             |
| Foreign currency translations                                           | (119,716)                    | -                                      | (119,716)                   |
| Fair value gain on cash flow hedge                                      | 1,969                        | -                                      | 1,969                       |
| Share of other comprehensive loss of joint ventures and associates      | (27,759)                     | -                                      | (27,759)                    |
|                                                                         | (145,506)                    | -                                      | (145,506)                   |
| <b>2025</b>                                                             |                              |                                        |                             |
| Foreign currency translations                                           | (174,975)                    | -                                      | (174,975)                   |
| Fair value loss on cash flow hedge                                      | (11,350)                     | -                                      | (11,350)                    |
| Share of other comprehensive loss of joint ventures and associates      | (74,578)                     | -                                      | (74,578)                    |
|                                                                         | (260,903)                    | -                                      | (260,903)                   |
| <b>Item that may not be reclassified subsequently to profit or loss</b> | <b>Before tax<br/>RM'000</b> | <b>Group<br/>Tax effect<br/>RM'000</b> | <b>After tax<br/>RM'000</b> |
| <b>2026</b>                                                             |                              |                                        |                             |
| Fair value gain on other investment                                     | 10,798                       | -                                      | 10,798                      |
| <b>2025</b>                                                             |                              |                                        |                             |
| Fair value gain on other investment                                     | 2,501                        | -                                      | 2,501                       |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 29. EARNINGS PER ORDINARY SHARE

### (a) Basic

The basic and diluted earnings per ordinary share for the financial year is calculated by dividing the profit for the financial year attributable to equity holders of the parent by the weighted average number of ordinary shares outstanding during the financial year after deducting treasury shares.

|                                                                                              | Group     |           |
|----------------------------------------------------------------------------------------------|-----------|-----------|
|                                                                                              | 2026      | 2025      |
| Profit for the financial year attributable to ordinary equity holders of the parent (RM'000) | 593,552   | 303,825   |
| Weighted average number of ordinary shares in issue ('000)                                   | 5,642,685 | 5,642,675 |
| Basic earnings per ordinary share (sen)                                                      | 10.52     | 5.38      |

### (b) Diluted

Diluted earnings per ordinary share for the financial year is calculated by dividing the profit for the financial year end attributable to equity holders of the parent by the weighted average number of ordinary shares outstanding during the financial year end adjusted for the effects of dilutive potential ordinary shares. The adjusted weighted average number of ordinary shares in issue and issuable has been arrived at based on the assumption that ESOS is exercised at the beginning of the financial year. The ordinary shares to be issued under ESOS are based on the assumed proceeds on the difference between average share price for the financial year and exercise price.

|                                                                                                     | Group     |           |
|-----------------------------------------------------------------------------------------------------|-----------|-----------|
|                                                                                                     | 2026      | 2025      |
| Profit for the financial year attributable to ordinary equity holders of the parent (RM'000)        | 593,552   | 303,825   |
| Adjusted weighted average number of ordinary shares applicable to diluted earnings per share ('000) | 5,642,685 | 5,642,675 |
| Diluted earnings per ordinary share (sen)                                                           | 10.52     | 5.38      |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 30. DIVIDENDS

|                                   | Group and Company            |                                 |                              |                                 |
|-----------------------------------|------------------------------|---------------------------------|------------------------------|---------------------------------|
|                                   | 2026                         |                                 | 2025                         |                                 |
|                                   | Dividend<br>per share<br>sen | Amount of<br>dividend<br>RM'000 | Dividend<br>per share<br>sen | Amount of<br>dividend<br>RM'000 |
| Interim cash dividend paid        | 1.70                         | 95,926                          | 1.30                         | 73,355                          |
| Final cash dividend proposed/paid | 3.00*                        | 170,000                         | 1.80                         | 101,568                         |
|                                   | 4.70                         | 265,926                         | 3.10                         | 174,923                         |

The dividend per share is based on ordinary shares.

\* The Directors recommended a final cash dividend of 3.00 sen per ordinary share, amounting to approximately RM170,000,000 in respect of the financial year ended 30 June 2026, subject to the shareholders' approval at the forthcoming Annual General Meeting of the Company. The financial statements for the financial year ended 30 June 2026 do not reflect this proposed final cash dividend. The proposed final cash dividend, if approved by the shareholders, shall be accounted for as an appropriation of retained earnings in the financial year ending 30 June 2027.

## 31. EMPLOYEE BENEFITS

|                                                       | Group          |                |
|-------------------------------------------------------|----------------|----------------|
|                                                       | 2026<br>RM'000 | 2025<br>RM'000 |
| Salaries, wages, bonuses and allowances               | 296,416        | 304,835        |
| Directors' remuneration:                              |                |                |
| - emoluments other than fees                          | 36,412         | 24,477         |
| Defined contribution plans                            | 22,948         | 25,336         |
| Share options reversed under ESOS for other employees | -              | (3,474)        |
| Other employee benefits                               | 18,766         | 18,781         |
|                                                       | 374,542        | 369,955        |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 32. EMPLOYEES' SHARE OPTION SCHEME ("ESOS")

The ESOS was approved by the shareholders at the Annual General Meeting held on 14 November 2018 and came into effect on 3 December 2018. The ESOS shall be in force for a period of ten (10) years until 2 December 2028 ("the option period").

The main features of the ESOS are as follows:

- (a) The ESOS is made available to eligible employees and full-time Executive Directors who are confirmed employees of the Company and its subsidiaries as defined in the Companies Act 2016 in Malaysia, as amended from time to time, and any re-enactment thereof;
- (b) The total number of shares offered under the ESOS shall not, in aggregate, exceed 10% of the issued ordinary shares of the Company (excluding treasury shares, if any) at any time during the existence of the ESOS;
- (c) The option price under the ESOS shall be the five-day weighted average market price of the shares as quoted on the Main Market of Bursa Malaysia Securities Berhad at the time the option is granted with a discount of not more than 10% if deemed appropriate;
- (d) The maximum number of shares, which may be offered to any eligible employee shall be at the discretion of the ESOS Committee after taking into consideration, amongst others, the eligible employee's position, performance and length of service in the Company and its subsidiaries respectively, or such other matters that the ESOS Committee may in its discretion deem fit, subject to the following:
  - (i) not more than 50% of the shares available under the ESOS shall be allocated in aggregate to Executive Directors and senior management of the Company and its subsidiaries; and
  - (ii) not more than 10% of the shares available under the ESOS shall be allocated to any individual Executive Director or eligible employee who, either singly or collectively through persons connected with that Executive Director or eligible employee, holds 20% or more of the issued ordinary shares of the Company (excluding treasury shares, if any).
- (e) An option granted under the ESOS may be exercised by the grantee upon achieving the vesting conditions set by the ESOS Committee; and
- (f) The shares shall on issue and allotment rank pari passu in all respects with the then existing issued shares of the Company.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 32. EMPLOYEES' SHARE OPTION SCHEME ("ESOS") (CONTINUED)

The details of the options over ordinary shares of the Company was as follows:

| Option price | Number of options over ordinary shares |             |             |           | Balance<br>as at<br>30.6.2026 | Exercisable<br>as at<br>30.6.2026 |
|--------------|----------------------------------------|-------------|-------------|-----------|-------------------------------|-----------------------------------|
|              | Balance<br>as at<br>1.7.2025           | Granted     | Retracted*  | Exercised |                               |                                   |
| RM2.69       | 22,115,565                             | -           | (917,440)   | -         | 21,198,125                    | 21,008,381                        |
| RM2.93       | 34,116,740                             | -           | (1,323,360) | -         | 32,793,380                    | 30,746,060                        |
| RM2.39       | 18,416,160                             | -           | (1,086,200) | -         | 17,329,960                    | 10,103,014                        |
| RM1.62       | -                                      | 102,393,600 | (717,000)   | -         | 101,676,600                   | -                                 |
|              | 74,648,465                             | 102,393,600 | (4,044,000) | -         | 172,998,065                   | 61,857,455                        |

\* Due to resignation

The fair value of share options was estimated by the Group using the Black-Scholes-Merton option pricing model, taking into account the terms and conditions upon which the options were granted. The fair value of share option measured at grant date and the assumptions used are as follows:

|                                        |               |
|----------------------------------------|---------------|
| Average share price at grant date (RM) | 1.77 - 3.31   |
| Exercise price (RM)                    | 1.62 - 2.93   |
| Fair value of share options (RM)       | 0.28 - 0.59   |
| Risk free rate of interest (%)         | 3.40 - 4.10   |
| Expected dividend yield (%)            | 1.17 - 1.75   |
| Expected volatility (%)                | 23.65 - 35.24 |

## 33. RELATED PARTY DISCLOSURES

### (a) Identities of related parties

Parties are considered to be related to the Group if the Group has 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 party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Related parties of the Group include:

- (i) Direct and indirect subsidiaries as disclosed in Note 9 to the financial statements;
- (ii) Joint ventures and associates as disclosed in Note 10 to the financial statements;
- (iii) Key management personnel are defined as those persons having the authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include the Executive Directors of the Group; and
- (iv) DIV Services Sdn. Bhd., whereby a Director cum substantial shareholder and another Director of the Company who have substantial interests in DIV Services Sdn. Bhd..

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 33. RELATED PARTY DISCLOSURES (CONTINUED)

### (b) Significant related party transactions

The Group and the Company had the following transactions with related parties during the financial year:

|                                                  | 2026<br>RM'000 | 2025<br>RM'000 |
|--------------------------------------------------|----------------|----------------|
| <b>Group</b>                                     |                |                |
| Transactions with joint ventures and associates: |                |                |
| Dividend income                                  | 405,530        | 230,697        |
| Sub-contract works received                      | 190,397        | 180,569        |
| Transactions with a related party:               |                |                |
| Provision of IT system and services              | 42,735         | 9,577          |
| <b>Company</b>                                   |                |                |
| Transactions with subsidiaries:                  |                |                |
| Dividend income                                  | 327,072        | 252,888        |
| Interest income on advances                      | 29,439         | 29,417         |

The related party transactions described above were carried out on agreed contractual terms and conditions and in the ordinary course of business between the related parties of the Group and the Company.

### (c) Compensation of key management personnel

The key management personnel comprises the Executive Directors of the Group and their remuneration during the financial year are disclosed in Note 31 to the financial statements.

Executive Directors of the Group have been granted the following number of options under the ESOS:

|                       | Group                    |                          |
|-----------------------|--------------------------|--------------------------|
|                       | 2026<br>Number<br>(‘000) | 2025<br>Number<br>(‘000) |
| Balance as at 1 July  | 13,715                   | 12,536                   |
| Granted               | 29,329                   | -                        |
| Appointed             | 274                      | 1,818                    |
| Resigned              | (593)                    | (639)                    |
| Balance as at 30 June | 42,725                   | 13,715                   |

The terms and conditions of the ESOS are detailed in Note 32 to the financial statements.

### (d) Material contracts

There were no material contracts, which have been entered into by the Company or its subsidiaries which involved Directors' and major shareholders' interests subsisting at the end of the financial year ended 30 June 2026 or entered into since the end of the previous financial year except as disclosed elsewhere in the financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 34. CAPITAL AND FINANCIAL RISK MANAGEMENT

### (a) Capital management

The primary objective of the Group's capital management is to maintain a strong capital base, good credit rating and healthy capital ratios to support its businesses and maximise its shareholders' value.

To manage the capital structure, the Group uses various methods including issuance of new shares, share buyback, distribution of cash and share dividend payments to shareholders and financing. The Group's dividend policy is to make a dividend payout ratio of at least 40% of profit attributable to owners of the parent for each financial year.

No changes were made in the objectives, policies or processes during the financial years ended 30 June 2026 and 30 June 2025.

The Group monitors capital utilisation on the basis of net debt-to-equity ratio, which is net debt divided by total capital. The Group includes within net debt, loans and borrowings less cash and bank balances. Capital represents equity attributable to the owners of the parent. The net debt-to-equity ratios as at 30 June 2026 and 30 June 2025 are as follows:

|                                                   |      | Group          |                | Company        |                |
|---------------------------------------------------|------|----------------|----------------|----------------|----------------|
|                                                   | Note | 2026<br>RM'000 | 2025<br>RM'000 | 2026<br>RM'000 | 2025<br>RM'000 |
| Borrowings                                        | 22   | 941,256        | 1,108,469      | -              | 23,292         |
| Senior Sukuk Wakalah                              | 21   | 1,000,000      | 500,000        | 1,000,000      | 500,000        |
| Less: Cash and bank balances                      | 18   | (1,837,339)    | (1,669,918)    | (812,619)      | (415,112)      |
| Net debt/(Net cash)                               |      | 103,917        | (61,449)       | 187,381        | 108,180        |
| Total equity attributable to owners of the parent |      | 5,981,788      | 5,741,304      | 2,960,946      | 2,853,445      |
| Net debt-to-equity ratio                          |      | 0.02           | -              | 0.06           | 0.04           |

Pursuant to the requirements of Practice Note No. 17 of Bursa Malaysia Securities Berhad, the Group is required to maintain a consolidated shareholders' equity of more than 25% of the share capital (excluding treasury shares) and such shareholders' equity is not less than RM40.0 million. The Company has complied with this requirement for the financial year ended 30 June 2026.

The Group is not subject to any other externally imposed capital requirements.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 34. CAPITAL AND FINANCIAL RISK MANAGEMENT (CONTINUED)

### (b) Financial risk management

The Group's overall financial risk management objective is to optimise its shareholders' value and not to engage in speculative transactions.

The Group is exposed mainly to foreign currency risk, interest rate risk, credit risk and liquidity, cash flow risk and market price risk. Information on the management of the related exposures is detailed below:

#### (i) Foreign currency risk

The Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the United States Dollar ("USD"). Foreign exchange risk arises when future commercial transactions or recognised assets or liabilities are denominated in a currency that is not the entity's functional currency. The Group also holds cash and bank balances denominated in foreign currencies for working capital purposes.

At the end of the reporting period, such foreign currency balances amounted to RM40,057,000 (2025: RM29,772,000) and RM131,000 (2025: RM111,000) for the Group and the Company respectively. The Group's policy is to minimise the exposure in foreign currency risk by matching foreign currency income against foreign currency cost. The Group also attempts to limit its exposure for all committed transactions by entering into foreign currency forward contracts. As such, the fluctuations in foreign currencies are not expected to have a significant financial impact to the Group.

Subsidiaries operating overseas have assets and liabilities together with expected cash flows from anticipated transactions denominated in those foreign currencies.

The Group maintains a natural hedge, where possible, by borrowing in the currency of the country in which the investment is located or by borrowing in currencies that match the future revenue stream to be generated from its investments.

The unexpired foreign currency forward contracts, which have been entered into by the Group for its trade and other receivables and trade payables as at end of each reporting period are as follows:

| Group                | Contractual<br>amount in<br>Foreign<br>Currency<br>(FC'000) | Equivalent<br>amount in<br>Ringgit<br>Malaysia<br>(RM'000) | Average<br>contractual<br>rate<br>RM/FC | Expiry date             |
|----------------------|-------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------|-------------------------|
| <b>30 June 2026</b>  |                                                             |                                                            |                                         |                         |
| Euro                 | 2,383                                                       | 11,032                                                     | 4.63                                    | 29.07.2026 - 26.02.2027 |
| Japanese Yen         | 22,578                                                      | 567                                                        | 0.0251                                  | 28.08.2026              |
| Singapore Dollar     | 174                                                         | 554                                                        | 3.18                                    | 31.07.2026 - 30.09.2026 |
| United States Dollar | 7,499                                                       | 30,297                                                     | 4.04                                    | 03.07.2026 - 23.04.2027 |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 34. CAPITAL AND FINANCIAL RISK MANAGEMENT (CONTINUED)

### (b) Financial risk management (continued)

#### (i) Foreign currency risk (continued)

The unexpired foreign currency forward contracts, which have been entered into by the Group for its trade and other receivables and trade payables as at end of each reporting period are as follows: (continued)

| Group                | Contractual<br>amount in<br>Foreign<br>Currency<br>(FC'000) | Equivalent<br>amount in<br>Singapore<br>Dollar<br>(SGD'000) | Average<br>contractual<br>rate<br>FC/SGD | Expiry date             |
|----------------------|-------------------------------------------------------------|-------------------------------------------------------------|------------------------------------------|-------------------------|
| <b>30 June 2026</b>  |                                                             |                                                             |                                          |                         |
| United States Dollar | 1,196                                                       | 1,539                                                       | 0.78                                     | 16.07.2026 - 02.10.2026 |

| Group               | Contractual<br>amount in<br>Foreign<br>Currency<br>(FC'000) | Equivalent<br>amount in<br>New Zealand<br>Dollar<br>(NZD'000) | Average<br>contractual<br>rate<br>FC/NZD | Expiry date             |
|---------------------|-------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------|-------------------------|
| <b>30 June 2026</b> |                                                             |                                                               |                                          |                         |
| Australian Dollar   | 2,047                                                       | 2,444                                                         | 0.84                                     | 03.07.2026 - 04.08.2026 |

| Group                | Contractual<br>amount in<br>Foreign<br>Currency<br>(FC'000) | Equivalent<br>amount in<br>Australian<br>Dollar<br>(AUD'000) | Average<br>contractual<br>rate<br>FC/AUD | Expiry date             |
|----------------------|-------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------|-------------------------|
| <b>30 June 2026</b>  |                                                             |                                                              |                                          |                         |
| United States Dollar | 408                                                         | 581                                                          | 0.70                                     | 03.07.2026 - 15.09.2026 |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 34. CAPITAL AND FINANCIAL RISK MANAGEMENT (CONTINUED)

### (b) Financial risk management (continued)

#### (i) Foreign currency risk (continued)

The unexpired foreign currency forward contracts, which have been entered into by the Group for its trade and other receivables and trade payables as at end of each reporting period are as follows: (continued)

| Group                | Contractual<br>amount in<br>Foreign<br>Currency<br>(FC'000) | Equivalent<br>amount in<br>Ringgit<br>Malaysia<br>(RM'000) | Average<br>contractual<br>rate<br>RM/FC | Expiry date             |
|----------------------|-------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------|-------------------------|
| <b>30 June 2025</b>  |                                                             |                                                            |                                         |                         |
| Euro                 | 1,052                                                       | 5,082                                                      | 4.83                                    | 16.07.2025 - 10.10.2025 |
| Japanese Yen         | 46,288                                                      | 1,391                                                      | 0.0301                                  | 30.07.2025 - 30.09.2025 |
| New Zealand Dollar   | 3,819                                                       | 9,756                                                      | 2.55                                    | 30.09.2025 - 31.12.2025 |
| Singapore Dollar     | 483                                                         | 1,599                                                      | 3.31                                    | 29.08.2025 - 31.12.2025 |
| United States Dollar | 3,628                                                       | 15,420                                                     | 4.25                                    | 09.07.2025 - 26.05.2026 |

| Group                | Contractual<br>amount in<br>Foreign<br>Currency<br>(FC'000) | Equivalent<br>amount in<br>New Zealand<br>Dollar<br>(NZD'000) | Average<br>contractual<br>rate<br>FC/NZD | Expiry date             |
|----------------------|-------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------|-------------------------|
| <b>30 June 2025</b>  |                                                             |                                                               |                                          |                         |
| Australian Dollar    | 11,286                                                      | 12,119                                                        | 0.93                                     | 28.11.2025 - 31.12.2027 |
| United States Dollar | 61                                                          | 102                                                           | 0.60                                     | 27.08.2025              |

| Group                | Contractual<br>amount in<br>Foreign<br>Currency<br>(FC'000) | Equivalent<br>amount in<br>Australian<br>Dollar<br>(AUD'000) | Average<br>contractual<br>rate<br>FC/AUD | Expiry date             |
|----------------------|-------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------|-------------------------|
| <b>30 June 2025</b>  |                                                             |                                                              |                                          |                         |
| United States Dollar | 3,599                                                       | 5,587                                                        | 0.64                                     | 29.08.2025 - 30.11.2027 |

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 34. CAPITAL AND FINANCIAL RISK MANAGEMENT (CONTINUED)

### (b) Financial risk management (continued)

#### (i) Foreign currency risk (continued)

##### Sensitivity analysis for foreign currency risk

The net exposure to foreign currency risk of the Group and of the Company is kept at a minimum level by entering into foreign currency forward contracts and hence any fluctuation in the foreign currency will not have a significant impact to the financial statements of the Group and of the Company.

#### (ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and of the Company's financial instruments will fluctuate because of changes in market interest rates. The Group's and the Company's exposure to market risk for changes in interest rates relates primarily to the Group's and the Company's bank borrowings, lease liabilities, deposits placed with licensed banks and advances to its subsidiaries.

##### Sensitivity analysis for interest rate risk

The net exposure to interest rate risk of the Group and of the Company is kept at a minimum level by entering into interest rate swap contracts and hence any fluctuation in the interest rates will not have any significant impact to the financial statements of the Group and of the Company.

#### (iii) Credit risk

Exposure to credit risk arises mainly from sales made on credit terms and deposits with licensed banks. The Group controls the credit risk on sales by ensuring that its customers have sound financial position and credit history. The Group and the Company also seek to invest cash assets safely and profitably with approved financial institutions in line with the Group's and the Company's policy.

Deposits with licensed banks, that are neither past due nor impaired are placed with or entered into with reputable financial institutions.

##### Exposure to credit risk

At the end of each reporting period, 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. Information regarding credit enhancement for trade and other receivables is disclosed in Note 15 to the financial statements.

##### Credit risk concentration profile

At the end of each reporting period, the Group has no significant concentration of credit risk. The Company has no significant concentration of credit risk except for the amounts owing by subsidiaries constituting 99% (2025: 99%) of total receivables of the Company in the current financial year. The Group and the Company do not anticipate the carrying amounts recorded at the end of each reporting period to be significantly different from the values that would eventually be received.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 34. CAPITAL AND FINANCIAL RISK MANAGEMENT (CONTINUED)

### (b) Financial risk management (continued)

#### (iv) Liquidity and cash flow risk

The Group and the Company actively manage its debt maturity profile, operating cash flows and the availability of funding so as to ensure that all operating, investing and financing needs are met. In executing its liquidity risk management strategy, the Group and the Company measure and forecast their cash commitments and maintains a level of cash and cash equivalents deemed adequate to finance the Group's and the Company's activities.

#### (v) Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group is exposed to market price risk arising from its investment in quoted shares outside Malaysia. The instruments are classified as financial assets at fair value through profit or loss and at fair value through other comprehensive income.

To manage its market price risk, the Group manages its portfolio in accordance with established guidelines and policies.

#### Sensitivity analysis for market price risk

Sensitivity analysis for market price risk at the end of the reporting period is not presented as changes in stock indices will not have any significant impact to the financial statements of the Group.

## 35. CONTINGENT LIABILITIES - UNSECURED

- (a) The Company provides corporate guarantees up to a total amount of RM918,043,000 (2025: RM1,166,172,000) to licensed banks for banking facilities granted to certain subsidiaries. The amount of the banking facilities utilised by the said subsidiaries totaled RM707,681,000 as at 30 June 2026 (2025: RM861,551,000).
- (b) The Company also provided corporate guarantees up to a total amount of RM9,996,000 (2025: RM42,955,000) to licensed banks for banking facilities granted to a joint venture and an associate. The amount of the banking facilities utilised by the said joint venture and associate totaled RM3,901,000 as at 30 June 2026 (2025: RM25,938,000).

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

The Company assumes that there is significant increase in credit risk when the subsidiaries', a joint venture and an associate's financial position deteriorates significantly. The Company considers a financial guarantee to be credit impaired when the subsidiaries, a joint venture and an associate are unlikely to repay their credit obligation to the bank in full or they are continuously loss making and are having a deficit shareholders' fund. The Company determines the probability of default of the guaranteed loans individually using internal information available.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 35. CONTINGENT LIABILITIES - UNSECURED (CONTINUED)

The maximum exposure to credit risk in relation to financial guarantee contracts provided to subsidiaries, a joint venture and an associate of the Company is represented by the outstanding banking facilities of the subsidiaries, a joint venture and an associate as at the end of the reporting period.

The maturity profile of the financial guarantees are deemed to be on demand.

As at the end of the reporting period, there was no indication that any subsidiary or associate would default on repayment. The financial guarantees have not been recognised since the fair value on initial recognition was not material.

The Directors are of the view that the chances of the financial institutions calling upon the guarantees are remote. The resulting loss allowance is not material and hence, it is not provided for.

## 36. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

- (a) In the previous financial year, Dialog Resources Sdn. Bhd. ("DRSB"), a direct wholly owned subsidiary of the Company was awarded the Mutiara Cluster Small Field Asset Production Sharing Contract ("Mutiara Cluster") under the Malaysia Bid Round 2025 through Malaysia Petroleum Management, Petroliaam Nasional Berhad (PETRONAS) ("PETRONAS") to assume 100% participating interest and the role of operator.

Following the award, DRSB had on 3 July 2025 entered into a Memorandum of Understanding ("MOU") with PETRONAS to form a strategic collaboration aimed at accelerating and enabling the Mutiara Cluster development, with targeted First Gas Date earlier than the first quarter of 2029 to support the growing market demand in Sabah, particularly for power generation. The MOU was effective for one year from the date of signing and has since expired, with the parties continuing their collaboration beyond the MOU's term.

- (b) In July 2025, Pengerang Terminals (Two) Sdn. Bhd. ("PT2SB"), a 25% indirectly owned joint venture company, signed a Terminal Usage Agreement ("TUA") with Pengerang Biorefinery Sdn. Bhd. ("PBSB"), to provide storage and handling facilities for PBSB's feedstocks and products. PT2SB will develop a storage capacity of about 272,000 cbm which is dedicated to PBSB at a total investment of approximately USD330,000,000 including costs associated with shared facilities at the terminal.
- (c) In November 2025, the Group, through its indirect wholly owned subsidiary, Dialog Terminals Pengerang (5) Sdn. Bhd., and direct wholly owned subsidiary, Dialog Terminals Sdn. Bhd., entered into a conditional long-term service agreement with BP Singapore Pte Limited for the expansion of Phase 3 of the Pengerang Deepwater Terminals in Pengerang, Johor. The expansion involves the engineering, procurement, construction and pre-commissioning of additional storage facilities with a capacity of 614,000 m<sup>3</sup> for refined petroleum products and biofuels.
- (d) In April 2026, DRSB signed a Cendramas Production Sharing Contract ("Cendramas PSC") with PETRONAS and the other partners, with DRSB holding participating interest of 25% as non-operating partner. The Cendramas PSC is effective from 23 September 2026 for a period of 20 years and includes minimum work commitments relating to appraisal and infill wells drilling, development of discovered resources and asset life extension works.
- (e) In April 2026, Dialog Chemicals Sdn. Bhd., a direct wholly owned subsidiary completed the disposal of its 51% equity stake in Dialog Diyou PCR Sdn. Bhd. ("DDPCR") and subsequently, DDPCR ceased to be a joint venture of the Group.

# NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2026

## 37. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs

### 37.1 Amendments to MFRSs adopted during the financial year

The Group and the Company adopted the following Amendments to the MFRS Framework that were issued by the Malaysian Accounting Standards Board ("MASB") during the financial year:

| Title                                                 | Effective Date |
|-------------------------------------------------------|----------------|
| Amendments to MFRS 121 <i>Lack of Exchangeability</i> | 1 January 2025 |

Adoption of the above Amendments to MFRSs did not have any impact on the financial statements of the Group and the Company.

### 37.2 New MFRSs and Amendments to MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2026

The following are Standards and Amendments to the MFRS Framework that have been issued by the MASB but have not been early adopted by the Group and the Company:

| Title                                                                                                              | Effective Date                        |
|--------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| Amendments to MFRS 9 and MFRS 7 <i>Amendments to the Classification and Measurement of Financial Instruments</i>   | 1 January 2026                        |
| Amendments to MFRS 9 and MFRS 7 <i>Contracts Referencing Nature-dependent Electricity</i>                          | 1 January 2026                        |
| <i>Annual Improvements to MFRS Accounting Standards - Volume 11</i>                                                | 1 January 2026                        |
| MFRS 18 <i>Presentation and Disclosure in Financial Statements</i>                                                 | 1 January 2027                        |
| MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>                                             | 1 January 2027                        |
| Amendments to MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>                               | 1 January 2027                        |
| Amendments to MFRS 121 <i>Translation to a Hyperinflationary Presentation Currency</i>                             | 1 January 2027                        |
| MFRS 20 <i>Regulatory Assets and Regulatory Liabilities</i>                                                        | 1 January 2029                        |
| Amendments to MFRS 128 <i>Amendments to the Fair Value Option for Investments in Associates and Joint Ventures</i> | Applicable when first applies MFRS 18 |

The Group and the Company are in the process of assessing the impact of implementing these Standards and Amendments, since the effects would only be observable for future financial years.

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**DIALOG Group supports**  **MyKasih**

MyKasih Foundation is a non-profit organisation that provides food aid, health awareness, children's education, financial literacy programmes and skills training programmes to less fortunate Malaysians.

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