EXSIM

HOSPITALITY

2026

Annual Report

Forward-Looking Statements

This Annual Report contains forward-looking statements relating to the Group's future plans, strategies, objectives, financial outlook and growth prospects. These statements are based on the Group's current views and reasonable assumptions regarding future events as at the date of publication of this Annual Report, and they are subject to risks and uncertainties beyond the control of the Group.

Actual results or performance may differ materially from those expressed or implied in these forward-looking statements due to factors such as changes in economic and market conditions that may affect the Group's various business segments, regulatory developments, operational risks, and other unforeseen circumstances. Accordingly, such forward-looking statements should not be construed as assurances of the Group's future performance, and readers are cautioned against placing undue reliance on them.

The Company is under no obligation to update or revise the forward-looking statements contained in this Annual Report, except as required by applicable laws and regulations.





The online version of **EXSIM Hospitality Berhad Annual Report 2026** is available on the website. Go to: ***https://www.exsimhospitality.com*** or scan the QR Code with your smartphone.

Run the **QR Code Reader** app and point your camera at the QR Code.

CONTENTS

2 Corporate Information

4 Corporate Structure

5 Chairman's Statement

8 Board of Directors' Profile

13 Key Senior Management's Profile

14 Financial Highlights

15 Management Discussion and Analysis

27 Corporate Governance Overview Statement

47 Directors' Responsibility Statement

48 Audit Committee Report

55 Statement on Risk Management and Internal Control

58 Sustainability Statement

101 Additional Compliance Information

103 Disclosure of Financial Data For Shariah Screening

105 Financial Statements

180 List of Properties

181 Analysis of Shareholdings

184 Analysis of Warrant Holdings

186 Notice of Forty-Third Annual General Meeting

Proxy Form

CORPORATE INFORMATION

BOARD OF DIRECTORS

DATUK LEONG KAM WENG
Independent Non-Executive Chairman

MR. TAN HAI LIANG
Managing Director

MR. PARAMJIT SINGH GILL A/L GURDEV SINGH
Executive Director

MS. YONG HUI NEE
Independent Non-Executive Director

MS. FREDA LIU PHIT JANG
Independent Non-Executive Director



AUDIT COMMITTEE

Chairperson
Ms. Yong Hui Nee

Members
Datuk Leong Kam Weng
Ms. Freda Liu Phit Jang

NOMINATION COMMITTEE

Chairperson
Ms. Freda Liu Phit Jang

Members
Datuk Leong Kam Weng
Ms. Yong Hui Nee

REMUNERATION COMMITTEE

Chairman
Datuk Leong Kam Weng

Members
Ms. Yong Hui Nee
Ms. Freda Liu Phit Jang

SUSTAINABILITY & RISK MANAGEMENT COMMITTEE

(Risk Management Committee was redesignated as the Sustainability and Risk Management Committee with effect from 21 August 2026.)

Chairman
Mr. Paramjit Singh Gill A/L Gurdev Singh

Members
Mr. Tan Hai Liang
Mr. Tan Yi Lang

COMPANY SECRETARIES

Ms. Teo Soon Mei
(MAICSA 7018590)
(SSM PC No. 201908000235)

Puan Nazirah Binti Nazri
(MAICSA 7071328)
(SSM PC No. 202408000275)

CORPORATE INFORMATION
Cont'd

BUSINESS ADDRESS

HEAD OFFICE
D-22-01, Level 22, EXSIM Tower
Millerz Square @ Old Klang Road
Megan Legasi,
No. 357, Jalan Kelang Lama
58000 Kuala Lumpur
Wilayah Persekutuan, Malaysia
Tel. No : +603 9078 3996
Email : info@ehb.my
Website : www.exsimhospitality.com

REGISTERED OFFICE
No. D-09-02, Level 9, EXSIM Tower
Millerz Square @ Old Klang Road
Megan Legasi,
No. 357, Jalan Kelang Lama
58000 Kuala Lumpur
Wilayah Persekutuan, Malaysia
Tel. No : +603 7971 8080
Fax. No : +603 7972 8585
Email : info@amerits.com.my
Website : www.amerits.com.my



AUDITORS

Messrs. Crowe Malaysia PLT
201906000005 (LLP0018817-LCA)
& AF 1018
Chartered Accountants
Level 16, Tower C, Megan Avenue II
12, Jalan Yap Kwan Seng
50450 Kuala Lumpur
Wilayah Persekutuan, Malaysia
Tel No : +603 2788 9999

PRINCIPAL BANKERS

Affin Islamic Bank Berhad
[Registration No.: 200501027372
(709506-V)]

Ambank (M) Berhad
[Registration No.: 196901000166
(8515-D)]

Malayan Banking Berhad
[Registration No.: 196001000142
(3813-K)]

Al Rajhi Banking & Investment Corporation (Malaysia) Bhd.
[Registration No.: 200501036909
(719057-X)]

SHARE REGISTRAR

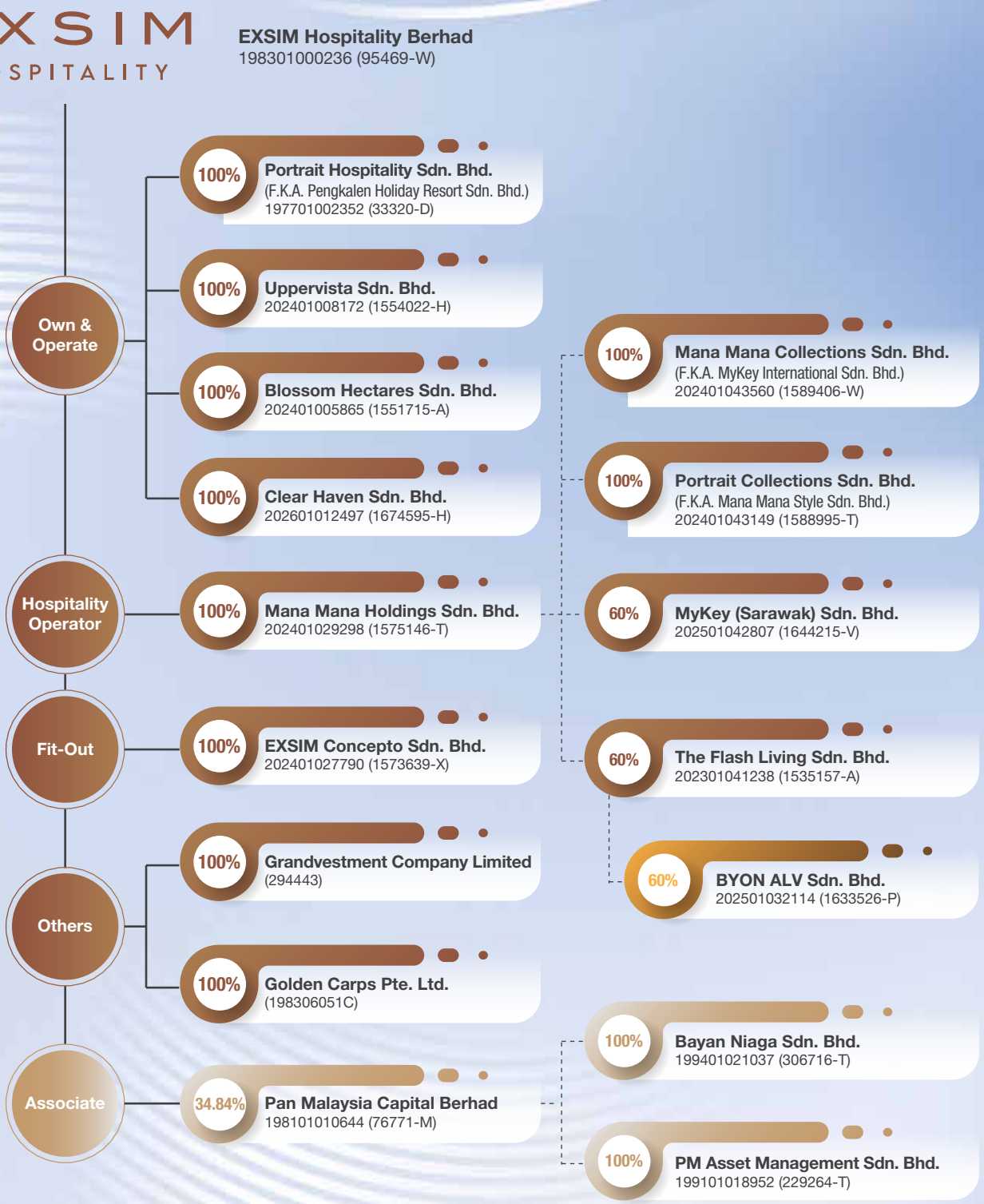
Symphony Corporate Services Sdn. Bhd.
Registration No.: 201201037454
(1021936-V)
S-4-04, The Gamuda Biz Suite
Jalan Anggerik Vanilla 31/99
Kota Kemuning
40460 Shah Alam
Selangor, Malaysia
Tel. No : +6016 439 7718
Fax. No : +603 5131 9134
Email : symphonycorporateservices@gmail.com
Website : www.symphonycorporateservices.com.my

STOCK EXCHANGE

Main Market of Bursa Malaysia
Securities Berhad
Stock Name : EXSIMHB
Stock Code : 1287
Sector : Consumer Products
& Services

CORPORATE STRUCTURE

AS AT 30 SEPTEMBER 2026



Companies under liquidation and not consolidated into the Group:

1. *Asia Entertainment Network Sdn. Bhd.*
2. *Office Business Systems (Malacca) Sdn. Bhd.*
3. *Office Business Systems (Penang) Sdn. Bhd.*
4. *Office Business Systems Sdn. Bhd.*
5. *Pengkalen Building Materials Sdn. Bhd.*
6. *Pengkalen Electronics Industries Sdn. Bhd.*
7. *Technitone (M) Sdn. Bhd.*

CHAIRMAN'S STATEMENT



Dear Shareholders

I am pleased to present EXSIM Hospitality Berhad's ("EHB" or "the Group") Annual Report for the financial year ended 30 June 2026 ("FY2026").

Scaling Our Ambition

FY2026 was a year of progress across all three of our businesses: own and operate, hospitality operator and design, contracting and fit-out. Our operating brand, Mana Mana Hospitality ("MMH"), grew steadily across a diverse portfolio, setting a sound foundation as the Group takes its first steps into owning a hotel brand, Portrait.

Financial Performance

The Group recorded revenue of RM281.23 million (FY2025: RM146.53 million) and net profit of RM41.65 million (FY2025: RM18.04 million), driven by EXSIM Concepto and the scaling up of our hospitality management business. As at 30 June 2026, the Group held cash and bank balances of RM93.00 million against borrowings of RM99.42 million, with a gross gearing ratio of 0.31 and sufficient credit facilities to support ongoing operational requirements.

The Board will consider the Group's financial performance, cash flow position and funding requirements in determining the appropriate dividend, if any, for FY2026. With the Group's capital commitments and growth plans still ahead of us, we believe that reinvesting in the business at this stage will strengthen our long-term competitiveness and create sustainable value for our shareholders.

Unlocking Opportunities Within Reach

Malaysia's hospitality sector remained competitive during the period. Disruptions to air routes arising from the Middle East conflict, together with higher fuel costs, affected airfares and travel connectivity. Although most of these cancellations occurred in April to June 2026, MMH's occupancy remained relatively resilient at 83% for the financial year, compared to 81% a year earlier, despite operating 52% more room capacity.

CHAIRMAN'S STATEMENT
Cont'd



Visit Malaysia 2026 presents a timely opportunity for MMH to strengthen its brand presence and capture travel demand. In the financial year, total room nights sold increased by 55% year-on-year, broadly in line with the 52% increase in room capacity, indicating that growth to date has been driven primarily by inventory expansion. MMH recorded an average occupancy of 83% throughout the financial year, although the extent of the campaign's contribution to this performance has not been separately quantified.

With Visit Malaysia extended to 2027, we expect the campaign to continue providing opportunities to attract guests in the next financial period. Our focus remains on delivering value and consistent service, while improving the performance of newer properties and maintaining competitiveness across our portfolio.

Growing the Mana Mana Hospitality Footprint

As at 30 June 2026, MMH's portfolio comprised 3,838 signed units: 2,006 operational and 1,832 under construction or renovation. Operations expanded beyond the Klang Valley into Penang and Perak through 22 Macalisterz @ George Town and The Stallionz @ Ipoh White Times Square.

We want owners to feel confident placing their properties with us, and guests to trust us enough to return. To that end, we are strengthening Mana Mana Kaki, our membership programme of more than 30,000 members, which rewards repeat stays and gives us a direct channel to understand guest preferences.

Portrait: Building EHB's Own Hotel Brand

During FY2026, Portrait Hotel, Prime Collection at Empire City (previously Tower E) and Portrait Resort in Port Dickson (previously Corus Paradise Resort) were undergoing refurbishment and preparation. Portrait Hotel, Prime Collection at Empire City and Portrait Resort, Port Dickson are slated to commence operations in the next 6 month. Together adding 531 rooms to Portrait's portfolio. Refurbishment of Portrait Resort in Port Dickson involves capital expenditure of RM120.69 million, of which RM102.53 million is funded from Rights Issue proceeds and the balance of about RM18.16 million from bank borrowings.

Portrait is a brand we own and are building from the ground up, with each property a curated setting for guests to create memories worth keeping. Portrait Hotel, Prime Collection at Empire City offers a composed urban base for business and leisure guests, with meeting and event facilities. Portrait Resort, Port Dickson adds a coastal offering, from families seeking a restful break by the sea to corporate groups looking for retreats.

Across the different segments we aim to serve, our intention is the same: consistent design and service, and a clear identity, so that every guest finds the same experience at its core.

Ramping Up Shared Expertise

EXSIM Concepto ended FY2026 with an order book of RM495.09 million, reflecting new contracts of RM487.42 million secured during the year. Following shareholders' approval in April 2026 to diversify into general contracting and centralised procurement, it can

CHAIRMAN'S STATEMENT
Cont'd

take on a broader scope of work for external clients. General contracting brings construction risk, including cost overruns, delays and counterparty payment risk, which the Board will monitor. Separately, EXSIM Concepto's order book includes work for related parties within the EXSIM Group. These related-party contracts make up approximately 17.5% of the total outstanding order book, covered by the shareholders' mandate for recurrent related party transactions and periodically reviewed by the Audit Committee to ensure fair and reasonable terms. For these projects, centralised procurement is particularly valuable while project costs and supply conditions remain uncertain. By consolidating sourcing and delivery coordination, it is intended to give the Group greater visibility and control over costs.

EXSIM Concepto gives design quality and site safety equal priority, with zero work-related fatalities and lost-time incident rate in FY2026. It has secured new contracts of RM156.53 million from 1 July to 30 September 2026.

Priorities for the Year Ahead

MMH will focus on bringing more of its secured pipeline into operation, improving existing properties and pursuing third-party management opportunities. We will open the Portrait hotels at Empire City and Port Dickson, while EXSIM Concepto progresses its projects and builds capabilities for its broader scope of work.

As we build our hospitality platform, we will focus on opportunities that create long-term value, including selectively exploring the acquisition of suitable hotel properties that complement our operations. Any such acquisition would be assessed against returns, funding capacity and gearing, and subject to Board approval and regulatory requirements. Risks remain, including cash flow, facility upkeep, keeping the refurbishment on budget and on schedule so our recovery timeline is not delayed, regulatory compliance and interest rate fluctuations. I remain confident in EHB's direction, with MMH's reach, Portrait's potential and EXSIM Concepto's expertise giving us a sound basis to build on.

Appreciation and Acknowledgements

I thank our shareholders for their continued confidence in EHB. My appreciation also goes to our guests, property owners, business partners, contractors, suppliers and financiers for their trust and support throughout the year. To our management and employees across EHB, Mana Mana Hospitality and EXSIM Concepto, thank you for the commitment that has brought our plans closer to reality, including the daily work of caring for our guests.

I also thank my fellow Directors for their counsel and guidance. We have much to look forward to as Mana Mana Hospitality reaches more guests and our Portrait brand readies itself to welcome its very first guests. Our responsibility is to ensure that this next stage delivers lasting value for EHB's shareholders, built on experiences that guests remember.

Datuk Leong Kam Weng
Independent Non-Executive Chairman



BOARD OF DIRECTORS' PROFILE



DATUK LEONG KAM WENG

Independent Non-Executive Chairman

Age/Gender:
62/Male

Nationality:
Malaysian

Date of Appointment:
26 May 2023

Chairman:
- *Remuneration Committee*

Committee Member:
- *Audit Committee*
- *Nomination Committee*

Datuk Leong Kam Weng graduated with a Bachelor of Economics Degree and a Bachelor of Laws Degree from Monash University, Australia. He is a Fellow of CPA Australia and a Chartered Accountant of the Malaysian Institute of Accountants. He is also a certified mediator on the panel of the Malaysian Mediation Centre.

He was called to the Malaysian Bar in 1989. In February 1992, he joined TA Enterprise Berhad as the Group Legal Manager until July 1995. He was the Vice President of International Division of TA Enterprise Berhad from November 1993 to October 1995.

From November 1995 to February 1997, he held the position of Executive Director of Credit Leasing Corporation Sdn. Bhd. He also held the post of Executive Director of TA Bank of Philippines, Inc from March 1997 to June 1998. From June 1998 to July 1999, he was the Chief Executive Officer of TA Securities Berhad. Since July 1999, he has been a Partner of Messrs Iza Ng, Yeoh & Kit as a practicing Advocate and Solicitor.

He is presently the Independent Non-Executive Director of Malayan United Industries Berhad, Pecca Group Berhad and Only World Group Holdings Berhad, all of which are listed on the Main Market of Bursa Malaysia Securities Berhad. He also serves as the Independent Non-Executive Chairman of CLB Holdings Berhad, a public company and as an Independent Non-Executive Director of Tokio Marine Insurans (Malaysia) Berhad. In addition, he sits on the boards of Asian Outreach (M) Berhad and Pusat Penyayang KSKA. He previously served as the Chairman of Tokio Marine Life Insurance Berhad, having completed the maximum nine-year tenure as an Independent Non-Executive Director.

He does not have any family relationships with any other Director and/or major shareholders of the Company and he does not have any conflict of interest or potential conflict of interest with the Company and its subsidiaries.

He has no conviction of any offences within the past five years (other than traffic offences, if any), and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

He has attended all eight (8) Board of Directors' meetings held in the financial year ended 30 June 2026.

BOARD OF DIRECTORS' PROFILE
Cont'd



TAN HAI LIANG

Managing Director

Age/Gender:
40/Male

Nationality:
Malaysian

Date of Appointment:
29 April 2024

Committee Member:
- *Sustainability and Risk Management Committee (redesignated from the Risk Management Committee on 21 August 2026)*

Mr. Tan Hai Liang was appointed to the Board on 29 April 2024 as Executive Director and redesignated to Managing Director on 27 May 2024.

He is a Certified Credit Professional ("CCP") and holds a Bachelor of Business & Commerce from Monash University with a distinguished 14-years tenure in banking and finance.

He began his career as a Business Analyst (Consultant) with MetaFI Consultants which provides consulting and advisory services to clients within the financial services sector. Transitioning to the Corporate Real Estate unit within OCBC Bank Malaysia, he spent 9 years where he rose to the position of Assistant Vice President ("AVP"). During his tenure, he managed a diverse real estate portfolio of clients, driving cross-selling initiatives across various financial products. His contributions were recognised with the prestigious New Horizons Award for propelling OCBC's transformative goals.

After his time at OCBC, he transitioned to Danajamin Nasional Berhad as Senior Manager within the Client Coverage Unit. Here, he played a pivotal role in developing bond programmes in accordance with governmental mandates, overseeing revenue generation, and managing various compliance processes. Notably, during his time at Danajamin Nasional, he successfully implemented various programmes with accumulated disbursement of RM5.5 billion.

He is the Co-founder and Executive Director of Bila Bila Mart, where he leads strategic business development and identifies growth opportunities for the Bila Bila Mart Group. He has a strong track record of driving business growth and building lasting client relationships.

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

He does not have any family relationships with any other Director and/or major shareholders of the Company. He has disclosed his conflict of interest and/or potential conflict of interest with the Company and its subsidiaries, and his declaration together with the details thereof are disclosed under the Audit Committee Report of this Annual Report.

He has no conviction of any offences within the past five years (other than traffic offences, if any), and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

He has attended all eight (8) Board of Directors' meetings held in the financial year ended 30 June 2026.

BOARD OF DIRECTORS' PROFILE
Cont'd



PARAMJIT SINGH GILL A/L GURDEV SINGH

Executive Director

Age/Gender:
40/Male

Nationality:
Malaysian

Date of Appointment:
27 May 2024

Chairman:
- *Sustainability and Risk Management Committee (redesignated from the Risk Management Committee on 21 August 2026)*

Mr. Paramjit Singh Gill A/L Gurdev Singh graduated with a Bachelor of Science (Hons) in Microbiology from University Putra Malaysia. He has wide experience spanning over 15 years in Corporate Investment Banking, Private Equity and Venture Capital. He began his career at Maybank Investment Bank Berhad where he worked on several initial public offerings (IPOs) and merger & acquisition transactions in Malaysia.

He subsequently joined OCBC Bank (Malaysia) Berhad in 2011 as Relationship Manager in Public & Institutional/ Corporate Banking Department. In 2015, he served as Director/Malaysia Cluster Head Mezzanine Capital Unit (Private Equity & Special Opportunities) which is the Private Equity arm of OCBC Bank with cumulative assets under management in excess of SGD1 billion across South East Asia and China. During his tenure at OCBC, he played an instrumental role in deal origination and participated in prominent corporate transactions regionally within the Bank core markets. Subsequent to that he headed the investment unit focusing on fund of funds investments in Malaysia Venture Capital Management Berhad which has long rooted history within Malaysia's venture capital scene.

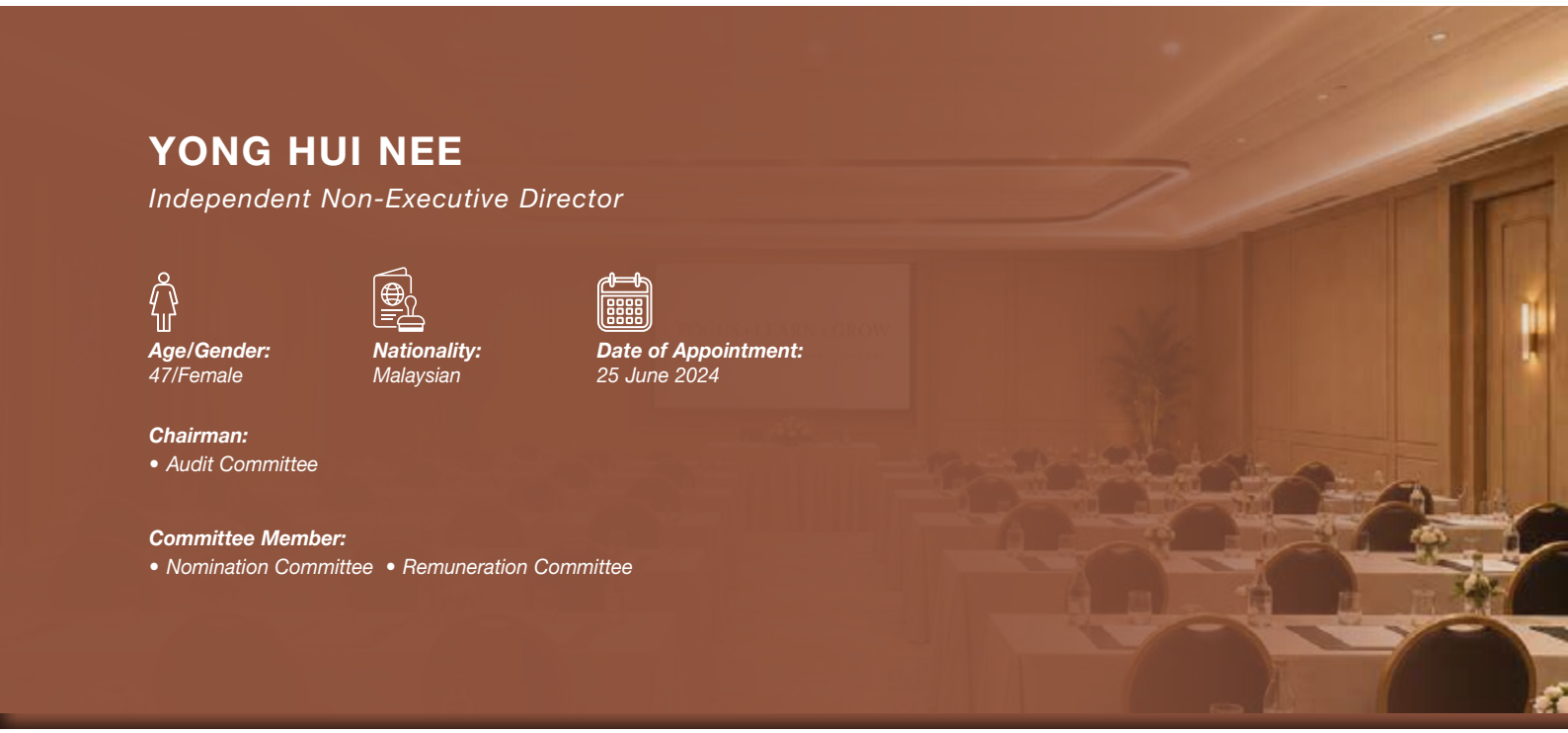
He is also one of the co-founders of Bila Bila Mart, a leading convenience grocer chain that has grown rapidly since 2020. He has also served as a Board Member of BEDI Berhad, a diversified property development group, since December 2024.

He does not have any family relationships with any other Director and/or major shareholders of the Company. He has disclosed his conflict of interest and/or potential conflict of interest with the Company and its subsidiaries, and his declaration together with the details thereof are disclosed under the Audit Committee Report of this Annual Report.

He has no conviction of any offences within the past five years (other than traffic offences, if any), and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

He attended all eight (8) Board of Directors' meetings held in the financial year ended 30 June 2026.

BOARD OF DIRECTORS' PROFILE
Cont'd



YONG HUI NEE

Independent Non-Executive Director

Age/Gender:
47/Female

Nationality:
Malaysian

Date of Appointment:
25 June 2024

Chairman:
- *Audit Committee*

Committee Member:
- *Nomination Committee*
- *Remuneration Committee*

Ms. Yong Hui Nee graduated with a Bachelor of Accounting Degree from the University of Malaya. She is a member of the Malaysian Institute of Certified Public Accountants and the Malaysian Institute of Accountants.

She is a Chartered Accountant specialising in audit and assurance, with over 20 years' experience in audit firms. She began her career at BDO Binder, Kuala Lumpur, where she worked from 2003 to 2007. She then joined KPMG Singapore, where she worked from 2007 to 2008, followed by RSM Robert Teo, Kuan & Co. from 2008 to 2011. In 2012, she joined Ecovis Malaysia PLT, where she served as a partner until October 2026.

She is presently an Independent Non-Executive Director of Pecca Group Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad.

She does not have any family relationships with any other Director and/or major shareholders of the Company and she does not have any conflict of interest or potential conflict of interest with the Company and its subsidiaries.

She has no conviction of any offences within the past five years (other than traffic offences, if any), and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

She has attended all eight (8) Board of Directors' meetings held in the financial year ended 30 June 2026.

BOARD OF DIRECTORS' PROFILE
Cont'd



FREDA LIU PHIT JANG

Independent Non-Executive Director

Age/Gender:
56/Female

Nationality:
Malaysian

Date of Appointment:
25 June 2024

Chairman:
- *Nomination Committee*

Committee Member:
- *Audit Committee*
- *Remuneration Committee*

Ms. Freda Liu Phit Jang graduated with a Bachelor of Business & Marketing from University of Southern Queensland and holds a postgraduate diploma in Design Thinking from Emeritus. She is also a Certified Futurist from the Futurist Institute and a Certified Trainer from Institute of Training & Occupational Learning United Kingdom.

She brings expertise in increasing investability and market share through strategic communications, developing strategies for an organisation's crisis and reputation management, as well as professional development in communications.

She began her career in 1993 as a part-time English presenter on radio and television for news and morning shows at Radio Televisyen Malaysia ("RTM"). In the same year, she also worked as an account executive at Edelman PR, eventually leaving as a consultant. During her time with Edelman PR, she focused on technology, pharmaceutical, and corporate clients.

She then joined IBM Malaysia as a PR Manager, taking on roles in ASEAN and Asia Pacific for both media and analyst relations in the Financial Services Sector and Enterprise Server Group. She also worked on a global project involving the Americas, Europe, and Asia, migrating the Global Opportunity Marketplace across Asia-Pacific.

She joined BFM Media as Lead Producer & Presenter/Business Development from 2009 to 2023. She now produces and presents The Shift Asia which focuses on sustainability and ESG. She is also an Executive Coach on personal brand presence as well as a Media Trainer.

She does not hold any directorships in any other public listed companies. She does not have any family relationships with any other Director and/or major shareholders of the Company and she does not have any conflict of interest or potential conflict of interest with the Company and its subsidiaries.

She has no conviction of any offences within the past five years (other than traffic offences, if any), and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

She has attended all eight (8) Board of Directors' meetings held in the financial year ended 30 June 2026.

KEY SENIOR MANAGEMENT'S PROFILE



TAN YI LANG
Group Accountant

Age/Gender:
39/Male

Nationality:
Malaysian

Date of Appointment:
30 July 2024

Member:
Sustainability and Risk Management Committee
(redesignated from the Risk Management Committee on 21 August 2026)

Mr. Tan Yi Lang obtained his Bachelor of Accounting from University Malaya in 2010 and is a member of the Malaysian Institute of Accountants (MIA).

He began his career at Baker Tilly Malaysia in June 2010, where he progressed to the position of Audit Manager before he left in November 2017. Following this, he joined PESTECH International Berhad as Group Accountant, where he served for six years until May 2023. Presently, he holds the position of Group Accountant in the Company.

He does not have any family relationships with any other Director and/or major shareholders of the Company and he does not have any conflict of interest or potential conflict of interest with the Company and its subsidiaries.

He has no conviction of any offences within the past five years (other than traffic offences, if any), and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

SIEW WAI MUN
Executive Director
Mana Mana Holdings Sdn. Bhd.

Age/Gender:
49/Female

Nationality:
Malaysian

Date of Appointment:
22 August 2025

Ms. Siew Wai Mun brings over 26 years of expertise across real estate, law, corporate communications, and hospitality. She began in legal and hospitality administration before advancing into sales and operations at Homegates Realty.

At EXSIM Group, she rose from Sales & Marketing Manager to Director of Corporate Affairs & Branding, leading brand strategy and stakeholder engagement. Since 2018, she has driven EXSIM's hospitality expansion, co-founding Mana Mana Hospitality. She has spearheaded initiatives to grow the homestay portfolio, elevate brand positioning, and enhance operational excellence, leveraging her deep industry knowledge in serviced residences and short-term rental management.

She does not have any family relationships with any other Director and/or major shareholders of the Company. She has disclosed her conflict of interest and/or potential conflict of interest with the Company and its subsidiaries, and her declaration together with the details thereof are disclosed under the Audit Committee Report of this Annual Report.

She has no conviction of any offences within the past five years (other than traffic offences, if any), and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

LEOW MUN TUNG
Managing Director
Mana Mana Holdings Sdn. Bhd.

Age/Gender:
36/Female

Nationality:
Malaysian

Date of Appointment:
13 February 2026

Ms. Leow Mun Tung is the Managing Director of Mana Mana Holdings, a position she has held since January 2026. She brings over a decade of experience in the hospitality and property management industry, having previously served as Managing Director of MyKey Global Sdn. Bhd. from April 2020, where she oversaw the full operational setup of a short-term rental portfolio comprising over 1,300 units, and drove growth through new hotel management partnerships.

Prior to that, she held senior sales leadership roles at YTL Hotels, including Director of Sales, where she led sales strategy across the group's award-winning resorts. She holds an Advanced Diploma in Hospitality Management from YTL International College of Hotel Management Australia.

She does not have any family relationships with any other Director and/or major shareholders of the Company and she does not have any conflict of interest or potential conflict of interest with the Company and its subsidiaries.

She has no conviction of any offences within the past five years (other than traffic offences, if any), and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

FINANCIAL HIGHLIGHTS

FYE	2026	2025	2024	2023	2022
PROFITABILITY					
Revenue (RM'000)	**281,232**	146,531	5,695	5,313	4,104
Profit/(Loss) before taxation (RM'000)	**56,304**	25,978	(13,490)	(960)	(62)
Profit/(Loss) after taxation (RM'000)	**41,647**	18,043	(13,330)	(800)	(62)
Profit/(Loss) after taxation attributable to the owners of the Company (RM'000)	**40,749**	18,036	(13,330)	(800)	(62)
FINANCIAL POSITION					
Total assets (RM'000)	**542,992**	155,676	53,118	68,551	51,449
Total liabilities (RM'000)	**218,535**	121,781	25,106	27,209	21,511
Share capital (RM'000)	**329,275**	92,887	92,887	92,887	92,887
Equity attributable to owners of the Company (RM'000)	**324,257**	33,844	28,012	41,342	29,938
Shareholders' equity (RM'000)	**324,457**	33,895	28,012	41,342	29,938
Total borrowings (RM'000)	**99,416**	68,050	13,792	14,511	14,511
FINANCIAL RATIO					
Current ratio (times)	**2.31**	1.25	2.13	3.45	4.88
Gearing ratio (times)	**0.31**	2.01	0.49	0.35	0.48
SHARE INFORMATION					
Basic earnings/(loss) per share (sen)	**2.46**	1.94	(1.44)	(0.09)	(0.01)
Net assets per share attributable to owners of the Company (RM)	**0.14**	0.04	0.03	0.04	0.03



MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS OVERVIEW

EXSIM Hospitality Berhad ("EHB" or "The Company"), a public listed company on the Main Market of Bursa Malaysia Securities Berhad, was incorporated in Malaysia on 8 January 1983. Having transitioned from its previous involvement in hospitality and financial services to focus solely on the hospitality industry, the Group has, over the financial year under review, transformed into an integrated hospitality group operating across three complementary business pillars as below:

Portrait
Own-and-Operate
Build & enhance hospitality assets

Mana Mana Hospitality
Hospitality Operator
Operate & scale hospitality environments

EXSIM Concepto
Design, Contracting & Fit-out
Design, fit-out & deliver hospitality environments

Pillar 1: Own-and-Operate

The Group owns and operates hospitality assets directly under the "Portrait" brand. The Own-and-Operate portfolio comprises two properties — the Portrait Resort, Port Dickson (formerly known as Corus Paradise Resort) and the Portrait Hotel, Prime Collection at Empire City. Upon completion of the ongoing refurbishment and commencement of operations at both properties, the portfolio is expected to comprise a total of 531 rooms.





MANAGEMENT DISCUSSION AND ANALYSIS
Cont'd

Pillar 2: Hospitality Operator

Through its wholly-owned subsidiary Mana Mana Holdings Sdn. Bhd. and operating under the MMH brand, the Group manages property units owned by third-party owners — including serviced residences and en bloc hospitality properties — for short-term stays. MMH adopts a flexible operating model that allows it to support property owners according to their operational requirements, ranging from full hotel management, where MMH manages the day-to-day operations of the property, to online distribution management and sales and marketing management, where owners continue to manage their own daily operations while leveraging MMH's commercial and distribution capabilities.

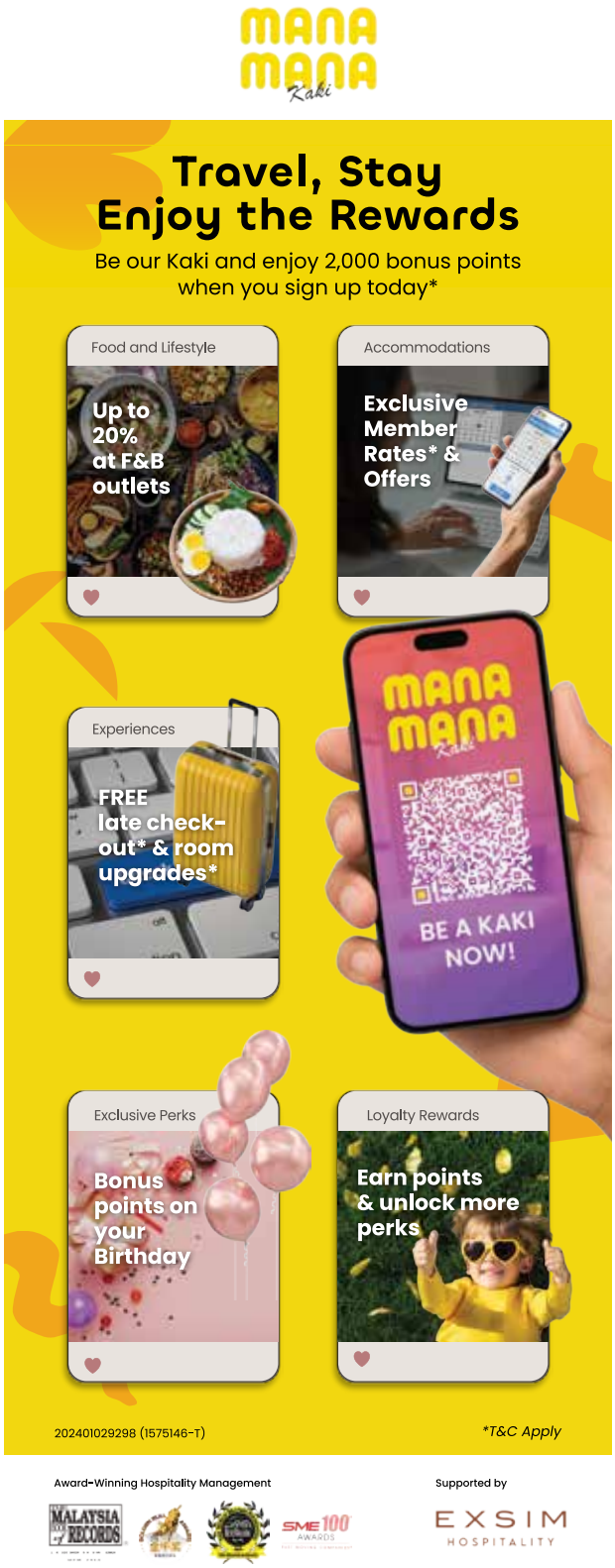
This asset-light model enables the Group to scale its managed portfolio without significant upfront capital investment, while broadening its ability to work with different types of property owners and hospitality assets.

Pillar 3: Fit-Out, General Contracting and Procurement of Building Materials

Under the EXSIM Concepto brand, the Group provides interior design and fit-out services. Following shareholders' approval on 13 April 2026 for the Group's diversification into general contracting and centralised procurement of building materials and household appliances, this segment is now able to undertake a broader scope of works beyond hospitality fit-out, including general contracting and renovation works across the property development and banking sectors.



MANAGEMENT DISCUSSION AND ANALYSIS
Cont'd



REVIEW OF OPERATIONAL PERFORMANCE

Fit-Out Business – EXSIM Concepto

EXSIM Concepto continued to build meaningful momentum through the year. The segment's orderbook grew from RM204.93 million as at 30 June 2025 to RM495.09 million as at 30 June 2026, supported by a total of 20 contracts secured during the financial year. Following shareholders' approval on 13 April 2026 for the Group's diversification into general contracting and centralised procurement, the business is now positioned to undertake a broader scope of works beyond hospitality fit-out, and the Group expects general contracting to form an increasing proportion of the segment's revenue contribution. The Group has also successfully expanded into the banking sectors to diversify its client base.

Hospitality Operator Business – Mana Mana Hospitality

MMH's managed portfolio expanded from 1,002 units as at 30 June 2025 to 3,838 units as at 30 June 2026, comprising 2,006 operational units and 1,832 units under construction or renovation. Its footprint also extended beyond the Klang Valley, including the commencement of operations at 22 Macalisterz, George Town, Penang and The Stallionz @ Ipoh White Times Square commenced operations in January 2026, reinforcing its ability to manage hospitality assets at scale across different formats and locations.

MMH also strengthened guest engagement through Mana Mana Kaki, its tiered loyalty programme with approximately 30,000 members. The programme offers members benefits such as preferential direct-booking rates, points and rewards, F&B privileges and late-check-out, depending on membership tier. Beyond rewarding repeat stays, Mana Mana Kaki is intended to build a stronger direct relationship with guests, encourage loyalty across MMH's growing portfolio and strengthen direct booking opportunities. As the platform expands, the programme can also support greater cross-property engagement and a more recurring customer base for the Group's hospitality ecosystem.

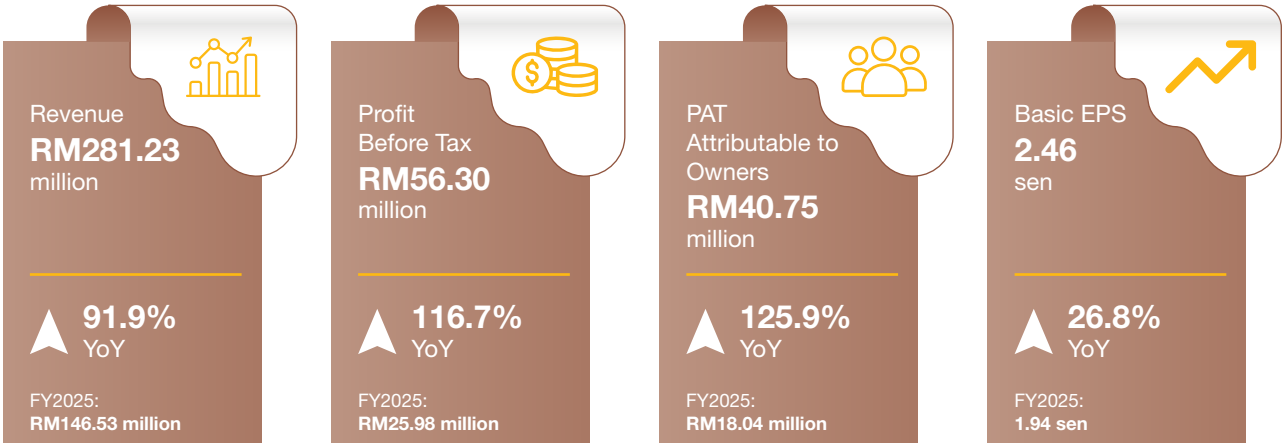
Own-and-Operate Business

During the year, the Group also advanced Portrait, its proprietary hotel and resort brand, establishing a common identity centred on thoughtfully curated hospitality experiences. The Group made steady progress on Portrait Resort, Port Dickson and Portrait Hotel, Prime Collection at Empire City, with both properties targeted to commence operations in the next 6 months.

Upon commencement, the properties will establish a directly owned and operated recurring revenue base alongside the Group's asset-light hospitality operations. Beyond accommodation, the Group intends to strengthen food and beverage, events and other ancillary offerings to increase guest spend, improve asset utilisation and support a more diversified and resilient revenue mix.

MANAGEMENT DISCUSSION AND ANALYSIS
Cont'd

FY2026 FINANCIAL HIGHLIGHTS

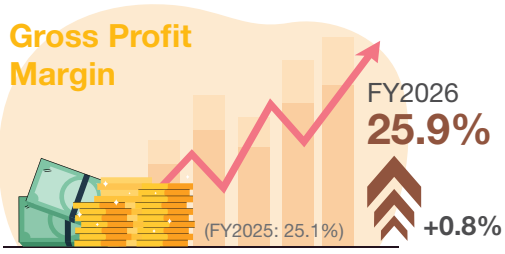


Strong Growth in Revenue and Earnings

FY2026 marked a significant step-up in the scale and earnings of EHB. Revenue increased by 91.9% to RM281.23 million, from RM146.53 million in FY2025, driven mainly by continued growth in the Fit-out and Hospitality Operator segments.

The Fit-out segment remained the Group's largest revenue contributor, generating RM213.02 million, up 53.8% from RM138.46 million. Meanwhile, Hospitality Operator revenue increased substantially to RM68.21 million, from RM3.93 million in FY2025, reflecting the expansion of properties under management and the growing scale of the Group's hospitality operations.

Profit before taxation ("PBT") increased by 116.7% to RM56.30 million, with the PBT margin improving to approximately 20.0% from 17.7%, supported by stronger operating contributions and greater operating leverage. Profit attributable to owners rose by approximately 125.9% to RM40.75 million, while basic EPS increased to 2.46 sen from 1.94 sen. The more moderate growth in EPS reflected the enlarged weighted average share base following the Rights Issue during FY2026.





Gross profit increased by approximately 98.0% to RM72.77 million, with the gross profit margin improving to approximately 25.9% from 25.1%. The improvement was mainly attributable to revenue growth of 91.9% outpacing the approximately 89.9% increase in cost of services. While segment-level gross profit is not separately disclosed, the significant growth in Fit-Out activity and the progressive maturation and expansion of the Hospitality Operator portfolio were the principal operating developments supporting the increase in the Group's overall gross profit during FY2026. The Hospitality Operator portfolio had expanded to 3,838 signed units as at year end, including 2,006 operational units, with management noting that the segment's contribution increased as existing properties matured and additional properties entered operation. The increase in gross profit was supported by the significantly larger operating scale of the Fit-Out and Hospitality operator segments, while the modest improvement in gross profit margin reflected Group revenue growth marginally outpacing the corresponding increase in direct costs.

MANAGEMENT DISCUSSION AND ANALYSIS
Cont'd



Improved Operating Leverage

While the increase in gross margin was relatively modest, the improvement was more pronounced at the PBT level, indicating stronger operating leverage during FY2026.

Administrative expenses increased by approximately 20.1% to RM11.18 million, from RM9.31 million in FY2025, considerably below the Group's 91.9% growth in revenue. As a percentage of revenue, administrative expenses therefore declined from approximately 6.4% in FY2025 to 4.0% in FY2026.

	FY2025		FY2026
Revenue	RM146.53 million	↑	RM281.23 million
Administrative expenses	RM9.31 million	↑	RM11.18 million
Admin expenses/Revenue	6.4%	↓	4.0%
PBT margin	17.7%	↑	20.0%

Revenue expanded substantially faster than the Group's administrative cost base, strengthening operating leverage and supporting higher PBT margins.

MANAGEMENT DISCUSSION AND ANALYSIS
Cont'd

Higher Finance Costs Amid Expansion

Finance costs increased to RM6.92 million, compared with RM1.93 million in FY2025, reflecting the Group's higher funding requirements during a period of significant business and asset expansion. Total borrowings stood at RM99.42 million as at 30 June 2026, compared with RM68.05 million a year earlier.

Despite the increase in finance costs, the Group's operating performance was sufficient for PBT to grow by 116.7%, ahead of revenue growth of 91.9%. This indicates that the benefits generated from the Group's expanded scale and stronger operating contributions more than offset the higher financing burden during FY2026.

Significant Expansion of the Asset Base

Total assets increased to RM542.99 million as at 30 June 2026, compared with RM155.68 million a year earlier. Property, plant and equipment increased significantly to RM197.22 million, from RM14.08 million in FY2025, reflecting the Group's investment in its growing hospitality asset base and hotel development programme. Right-of-use assets similarly increased to RM21.64 million from RM3.83 million.

Trade and other receivables increased to RM217.89 million, from RM127.73 million, consistent with the higher level of business activity during the year, particularly from the expansion of the Fit-out business. Cash and bank balances strengthened materially to RM93.00 million, compared with RM7.05 million at the end of FY2025.

TOTAL ASSETS	PROPERTY & EQUIPMENT	CASH & BANK BALANCES
RM542.99 million	**RM197.22 million**	**RM93.00 million**
FY2025: RM155.68 million	FY2025: RM14.08 million	FY2025: RM7.05 million



MANAGEMENT DISCUSSION AND ANALYSIS
Cont'd

Strengthened Capital Structure

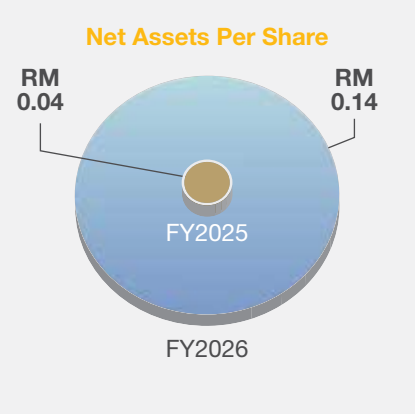
Total equity increased to RM324.46 million, compared with RM33.90 million as at 30 June 2025. The increase was supported by the completion of the Rights Issue with Warrants in December 2025, which raised gross proceeds of RM250.79 million, together with the profits generated during FY2026.

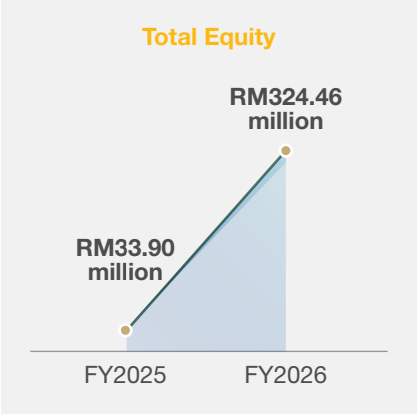
The stronger earnings generated during the year reduced accumulated losses to RM17.55 million, from RM59.04 million in FY2025, while net assets per share attributable to owners improved to RM0.14, compared with RM0.04 previously.

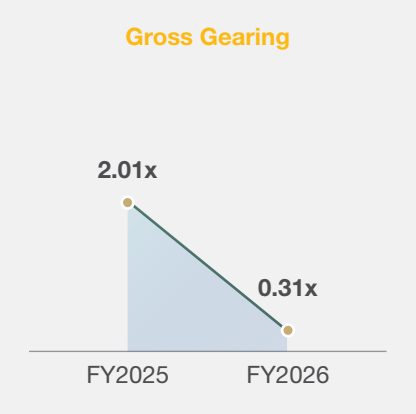
Although total borrowings increased to RM99.42 million from RM68.05 million, the substantially enlarged equity base resulted in the Group's gross gearing ratio — calculated as total borrowings divided by total equity — improving markedly to approximately 0.31 times from 2.01 times.

Cash Flow and Liquidity

The Group generated net operating cash flows of RM5.51 million in FY2026, reversing the RM58.41 million outflows recorded in FY2025, although working capital requirements remained elevated due mainly to higher trade and other receivables. Net investing cash outflows amounted to RM178.37 million, largely reflecting purchases of property, plant and equipment, while RM254.46 million of net financing inflows, including proceeds from the Rights Issue and additional borrowings, supported the Group's investment requirements. Consequently, cash and cash equivalents increased to RM85.64 million at the end of FY2026, from RM4.04 million at the beginning of the year.





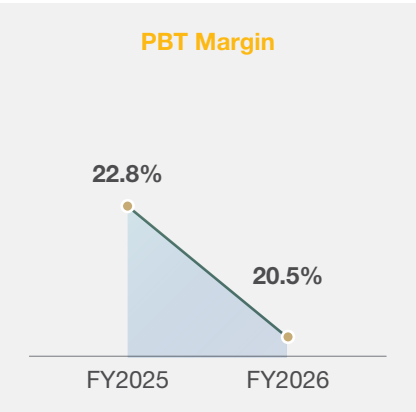


Segmental Review

Fit-Out

The Fit-Out segment, undertaken by EXSIM Concepto, remained the Group's principal earnings contributor in FY2026, with revenue increasing to RM213.02 million from RM138.46 million and PBT rising to RM43.76 million from RM31.50 million.

Despite the higher profit contribution, the segment's PBT margin declined to approximately 20.5% from 22.8%, as revenue expanded at a faster pace than PBT. The moderation mainly reflected a greater mix of larger-scale projects secured under more competitive pricing and commercial terms, together with the gradual expansion of centralised procurement activities, which generally carry lower margins than certain legacy fit-out contracts. This reflects the Group's strategy to prioritise orderbook replenishment, project scale and longer-term revenue visibility while maintaining healthy profitability.



MANAGEMENT DISCUSSION AND ANALYSIS
Cont'd

Hospitality Operator

The Hospitality Operator segment recorded a substantial improvement in FY2026, with revenue increasing to RM68.21 million (FY2025: RM3.93 million) and profit before taxation improving to RM18.64 million (FY2025: loss of RM0.16 million). The turnaround in profitability was primarily driven by the maturing performance of properties already under management and the addition of more operational properties, which expanded the segment's revenue base. At the same time, headquarters and manpower costs increased only marginally relative to the growth in operations, resulting in better absorption of central overheads across the enlarged portfolio. This operating leverage enabled a greater proportion of the segment's incremental revenue to translate into profit.

Own-and-Operate

The Own-and-Operate segment did not contribute revenue during the financial year (FY2025: RM4.14 million), as the Group's directly operated properties were undergoing renovation for the full financial year. The segment recorded a loss before taxation of RM3.75 million (FY2025: loss of RM3.63 million), attributable mainly to administrative and overhead expenses, together with finance costs on borrowings incurred ahead of the commencement of operations.

CAPITAL MANAGEMENT AND CORPORATE DEVELOPMENTS

Strengthening the Group's Capital Base

On 23 December 2025, the Group completed its Rights Issue with free detachable Warrants, following the listing and quotation of 1,393,301,116 Rights Shares and 464,433,705 Warrants on the Main Market of Bursa Malaysia Securities Berhad.

The exercise raised gross proceeds of RM250.79 million, providing the Group with additional financial resources to support its hotel-related expenditure, part-finance the acquisition of Portrait Hotel, Prime Collection at Empire City, fund the refurbishment of Portrait Resort, Port Dickson and meet working capital requirements.

Utilisation of Rights Issue Proceeds

As part of the Group's ongoing capital management, the Board approved the reallocation of RM11.07 million of excess proceeds originally earmarked for hotel-related expenditure towards working capital, reflecting the actual costs incurred. Following this reallocation, RM238.28 million of the Rights Issue proceeds had been utilised as at 30 June 2026, with the remaining RM12.51 million to be applied towards the balance of the Group's hotel-related expenditure and acquisition costs.

Debt, Borrowings and Gearing

The Group's total borrowings stood at RM99.42 million as at 30 June 2026 (FY2025: RM68.05 million), comprising term loans of RM71.20 million and revolving credit of RM28.22 million. During the financial year, the Group drew down RM120.97 million of new bank borrowings and repaid RM89.62 million. Notwithstanding the higher absolute borrowings, the enlarged equity base following the Rights Issue reduced the Group's gearing ratio markedly to approximately 0.31 times, compared with 2.01 times in FY2025. This reflects the significant expansion of the Group's equity base during the financial year and provides greater financial flexibility to support its ongoing investment and growth initiatives.

Funding of Capital Commitments

As at 30 June 2026, the Group's capital commitments contracted but not provided for amounted to approximately RM180.27 million, comprising RM157.48 million relating to the acquisition of the Portrait Hotel and RM22.79 million for the refurbishment of hotel properties.

These commitments form part of the Group's broader strategy to strengthen its directly owned hospitality portfolio, particularly through the development of Portrait Hotel, Prime Collection at Empire City and the repositioning of Portrait Resort, Port Dickson.

The Group will continue to monitor the timing of its capital expenditure and funding requirements to ensure that sufficient financial resources remain available as the projects progress.

MANAGEMENT DISCUSSION AND ANALYSIS
Cont'd

Liquidity and Working Capital

Net cash generated from operating activities turned positive at RM5.51 million, compared with a net operating cash outflows of RM58.41 million in FY2025, reflecting the stronger operating performance achieved during the year.

The Group also recorded an overall net increase in cash and cash equivalents of RM81.60 million, further strengthening its liquidity position.

At the same time, the Group's current ratio improved to approximately 2.31 times, from 1.25 times in FY2025, reflecting the stronger current asset position and enhanced short-term financial flexibility.

The improved operating cash flows, stronger liquidity position and access to financing provide the Group with greater capacity to meet its ongoing operational requirements, working capital needs and committed capital expenditure over the next twelve months.

Strategic Expansion of the Hospitality Asset Base

During FY2026, the Group progressed its investment in Portrait Hotel, Prime Collection at Empire City, a proposed five-star hotel comprising 294 rooms, supporting its strategy to build a stronger owned-and-operated hospitality portfolio alongside its asset-light operations.

The Group also expanded into general contracting and centralised procurement, broadening EXSIM Concepto's scope beyond fit-out works and creating opportunities to participate in a wider range of construction and asset-enhancement projects.

RIGHTS ISSUE	BORROWINGS & GEARING	CAPITAL COMMITMENTS	LIQUIDITY
RM250.79 million raised	RM99.42 million borrowings	RM180.27 million	2.31x current ratio
RM238.28 million utilised	0.31x gearing	RM157.48 million Portrait Hotel	RM5.51 million operating cash flows
RM12.51 million remaining	FY2025: 2.01x	RM22.79 million refurbishment	RM81.60 million net increase in cash and cash equivalents

PROSPECTS

Our Integrated Ecosystem

The Group's three core business divisions form a scalable, vertically integrated hospitality platform, with each playing a complementary role across the hospitality value chain.

EXSIM Concepto provides design, contracting and fit-out capabilities, giving the Group greater control over quality, cost and execution. MMH operates an asset-light model that enables the Group to expand its managed portfolio without significant capital investment, while the Own-and-Operate division provides direct exposure to hospitality assets and recurring income.

Together, these capabilities allow the Group to participate from asset development through to operations and guest experience, supporting economies of scale, recurring revenue opportunities and stronger brand equity as the platform expands across different market segments and locations.

MANAGEMENT DISCUSSION AND ANALYSIS
Cont'd

Industry Outlook

Malaysia's tourism sector continues to show positive momentum, supported by rising visitor arrivals and the Visit Malaysia 2026 campaign. Malaysia welcomed 42.2 million international visitors in 2025, up 11.2% year-on-year, while arrivals reached 21.2 million in the first half of 2026, representing a 2.5% increase from the corresponding period in 2025.

This supportive tourism outlook provides a favourable environment for the Group's hospitality businesses. MMH continues to expand its managed accommodation portfolio, including beyond the Klang Valley, while initiatives such as the Mana-Mana Kaki Loyalty Programme are intended to strengthen guest engagement and repeat stays.

Looking ahead, the combination of improving tourism demand, the progressive rollout of Portrait, and the continued expansion of MMH's managed portfolio is expected to support the Group's growth and strengthen its position within Malaysia's hospitality market.

Source: Tourism Malaysia

FUTURE PLANS AND OUTLOOK

Hospitality Operator: Scaling the Mana Mana Platform

The Hospitality Operator segment remains focused on expanding the scale and reach of MMH through its asset-light operating model. During FY2026, MMH continued to strengthen its position as an integrated hospitality operator, with capabilities spanning short-term rental accommodation, lifestyle resorts and full-service hotels.

A key development during the year was MMH's strategic hospitality partnership with Majestic Gen Group, under which MMH is positioned to provide hospitality management services for selected developments within Majestic Gen's nationwide landbank. The partnership represents a potential pipeline of more than 3,000 keys over the next four years, subject to the rollout of individual developments and participation in the relevant hospitality management programmes.

The partnership provides MMH with a longer-term platform to expand its operating footprint beyond its existing portfolio while strengthening relationships with property developers. It also supports MMH's broader strategy of evolving from a predominantly short-term rental operator into a multi-segment hospitality management platform covering serviced accommodation, resorts and hotels.

Looking ahead, the Group will focus on converting identified pipeline opportunities into operating properties, strengthening MMH's operating capabilities and expanding its presence across key Malaysian markets. The Group will also continue to pursue strategic partnerships with developers and property owners to broaden its managed portfolio and build recurring hospitality management income.



MANAGEMENT DISCUSSION AND ANALYSIS
Cont'd

Own-and-Operate: Building the Portrait Brand

The Own-and-Operate segment is entering a key growth phase with the planned opening of Portrait Resort, Port Dickson and Portrait Hotel, Prime Collection at Empire City in the next 6 months. Together, the two properties will add 531 rooms to the Group's directly operated portfolio and establish a stronger recurring hospitality income base.

The openings will also introduce Portrait as EHB's proprietary hospitality brand, spanning hotel and resort formats. The brand is designed to serve different market segments under a common identity, including the Prime Collection for higher-end properties and the Vantage Collection for business and corporate travellers.

As the portfolio expands, Portrait is expected to strengthen brand recognition, operating scale and recurring hospitality income across the Group's owned-and-operated platform. The Group also intends for food and beverage, events and other ancillary offerings to form a more deliberate part of each property's operating model following refurbishment, creating additional revenue opportunities beyond room income.



Fit-Out, General Contracting and Procurement: Expanding the Addressable Market

The Fit-Out segment enters FY2027 with a substantial orderbook of RM495.09 million, providing revenue visibility as projects are progressively executed and recognised. Its expanded capabilities in general contracting and centralised procurement, together with increasing penetration into new sectors, are expected to broaden its addressable market and provide further avenues for growth.

Notably, EXSIM Concepto has expanded into the banking sector, securing multiple branch renovation and fit-out projects for established financial institutions, including MBSB, Co-op bank Pertama and Maybank. This reflects the segment's growing ability to diversify beyond its traditional property and hospitality-related projects and establish a broader third-party client base.

MANAGEMENT DISCUSSION AND ANALYSIS
Cont'd

Orderbook replenishment has also continued into FY2027, with three additional contracts secured subsequent to the financial year end, further strengthening the segment's pipeline and supporting its medium-term growth prospects.

Across these three business pillars, the Group enters its next phase of growth with improved revenue visibility and multiple avenues for expansion. The Group's integrated business model, spanning asset ownership, hospitality operations, design, fit-out, general contracting and procurement, enables it to participate across different stages of the hospitality asset lifecycle while creating opportunities for operational synergies, cost efficiency and greater control over asset quality and guest experience.

Management will remain focused on disciplined execution, operational efficiency and prudent financial management as these initiatives are progressively delivered. Barring unforeseen circumstances, the Group remains cautiously optimistic about its near-to-medium-term prospects, supported by its expanding hospitality platform and established project pipeline, while remaining vigilant to evolving economic, geopolitical and operating conditions.

KEY RISKS AND SUSTAINABILITY

The Group is exposed to financial, operational, compliance, legal and external risks across its hospitality, fit-out and contracting activities. Key financial risks include cash flow pressures arising from working-capital requirements and receivables collection. Operational risks include the upkeep and maintenance of hotel facilities, project execution and completion, cost overruns associated with hotel refurbishment, and delays in reopening that may affect the recovery timeline and commencement of operations.

The Group is also exposed to compliance and legal risks arising from non-compliance with applicable statutory and regulatory requirements, as well as external risks such as interest rate fluctuations, changes in tourism demand, cost inflation, labour availability and supply-chain disruptions. In addition, the Fit-Out segment remains exposed to orderbook replenishment risk as existing projects are progressively completed.

Management seeks to mitigate these risks through active project oversight, disciplined contract and working-capital management, regular monitoring of refurbishment and operational readiness, prudent financial management, client diversification and ongoing compliance with applicable regulatory requirements.

At the same time, opportunities remain from Malaysia's growing tourism and hospitality sector, MMH's asset-light expansion model, the progressive rollout of Portrait, and EXSIM Concepto's existing orderbook and broader contracting capabilities. Together, these provide avenues to expand recurring income, strengthen the Group's hospitality platform and support future growth.

The Group also continues to integrate sustainability considerations into its business and risk management processes. Further details are set out in the Sustainability Statement of this Annual Report.



CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("Board") of the Company is cognisant of its accountability towards the sound corporate governance and ethical standards in the Group for the achievement of long-term success. The Board is committed to uphold high standards of corporate governance with the principles of transparency, integrity, and professionalism in the best interest of both the Company and various stakeholders.

Pursuant to Paragraph 15.25(1) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and guided by Practice Note 9 of the MMLR, the Board is pleased to present this Corporate Governance Overview Statement ("CG Statement"), which summarises the corporate governance practices applied by the Company during the financial year ended 30 June 2026 ("FYE 2026") in accordance with the Malaysian Code on Corporate Governance ("MCCG"). This CG Statement is guided by the three (3) key principles of the MCCG as follows:-

- Principle A: Board Leadership and Effectiveness;
- Principle B: Effective Audit and Risk Management; and
- Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

Shareholders are advised to read this CG Statement together with the Corporate Governance Report ("CG Report") which sets out the details on how the Company has applied each best practices as advocated by the MCCG during the financial year under review. The CG Report is published on the Company's website at https://www.exsimhospitality.com/investor-relations/investor-centre.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

Intended Outcome 1.0

1.0 Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

1.1 The Board recognises its responsibility to provide leadership, strategic direction and effective oversight of the Group in order to protect shareholder value, improve the Company's performance and ensure the creation of long-term sustainable value for stakeholders.

Led by the Independent Chairman, the Board sets the new vision, mission and corporate values of the Group, serving as the foundation for strategy and governance, while taking into account the interests of shareholders and other stakeholders.

The Board is guided by its Board Charter and supported by four (4) Board Committees, namely the Audit Committee ("AC"), Nomination Committee ("NC"), Remuneration Committee ("RC") and Risk Management Committee ("RMC"), which was redesignated as the Sustainability and Risk Management Committee ("SRMC") with effect from 21 August 2026. Each Committee operates under clearly defined Terms of Reference ("TOR"). While specific responsibilities are delegated to these Committees and Management, the Board retains ultimate responsibility and accountability for the Group's overall performance, governance and compliance.

The Board provides guidance on the Company's strategic and operational priorities and receives regular financial updates from the Group Accountant to support informed decision-making. The Board Committees assist in monitoring the Group's development, ensuring sound corporate governance, overseeing risk management and internal controls, succession planning, sustainability efforts, investor relations, and continuous director development. The TOR of each Board Committee clearly outlines its objectives, duties and authority. The Chairman of each Board Committees reports to the Board on the proceedings of their meetings, including key deliberations, decision made and recommendations for the Board consideration. The Board Charter and TOR of the Board Committees are available on the Company's website at https://www.exsimhospitality.com/investor-relations/corporate-governance.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS cont'd

I. BOARD RESPONSIBILITIES cont'd

Intended Outcome 1.0 cont'd

1.2 The Board is led by Datuk Leong Kam Weng, the Independent Non-Executive Chairman, whose role and responsibilities are clearly outlined in the Board Charter. As Chairman, he provides leadership to the Board, ensures its effectiveness, and promotes a culture of integrity and good governance.

He acts as the main liaison between the Board and Management, sets the agenda for Board meetings in consultation with the Company Secretaries, and ensures that all Directors are given the opportunity to contribute actively to discussions and decision-making. The Chairman also presides over Board meetings and the Annual General Meeting ("AGM"), ensuring open dialogue with shareholders.

1.3 The roles of the Chairman and the Executive Directors are held by different individuals to ensure a clear division of responsibilities, promote a balance of power, and strengthen the Board's independent oversight of Management.

Datuk Leong Kam Weng, the Independent Non-Executive Chairman provides leadership and stewardship of the Board, fostering sound governance and effective Board performance. In contrast, Mr. Tan Hai Liang, the Managing Director ("MD") and Mr. Paramjit Singh Gill A/L Gurdev Singh, the Executive Director ("ED") are responsible for driving the Group's strategic direction, corporate development, and day-to-day management of operations.

These distinct roles and responsibilities are clearly defined in the Board Charter, which is available on the Company's website.

1.4 The Board acknowledges a departure from Practice 1.4 of the MCCG as the Independent Non-Executive Chairman also serves as a member of the AC and NC, and as Chairman of the RC. This arrangement has been adopted to enhance oversight, coordination and decision-making, leveraging the Chairman's experience and insights while the Board continues to strengthen its governance framework.

To mitigate potential risks, the Chairman abstains from deliberations and voting on matters where he has a direct or perceived conflict of interest, supported by robust conflict of interest policies and formal declarations of interest. The Board and the NC also commit to regularly reviewing this governance practice to ensure it remains effective, objective, and in the best interests of stakeholders.

The explanation for this departure from the best practice, together with the relevant measures taken by the Board, are disclosed in detail in the CG Report.

1.5 During FYE 2026, the Board was supported by 2 Company Secretaries, namely Ms. Teo Soon Mei and Puan Nazirah Binti Nazri, who are respectively Fellow and Associate members of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA") and are qualified to act as Company Secretaries under Section 235(2) of the Companies Act 2016. They advise the Board on company administration, corporate governance and meeting procedures, support compliance with applicable laws and regulations, and help maintain high standards of governance. The Company Secretaries attended Board and Board Committee meetings and are responsible for ensuring that meeting procedures are in place, including the timely circulation of complete and accurate meeting materials.

To enhance the efficiency in carrying out their responsibilities, the Company Secretaries have been and will continue to consistently stay informed about the latest regulatory and corporate governance developments through continuous training and industry updates.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS cont'd

I. BOARD RESPONSIBILITIES cont'd

Intended Outcome 1.0 cont'd

1.6 All Board and Board Committee meetings are scheduled in advance, with notices, agendas and supporting papers circulated at least five (5) business days beforehand to enable informed and effective deliberations.

During FYE 2026, the Board convened eight (8) meetings to deliberate on strategic, financial, operational and governance matters, including the Group's quarterly financial results, the annual audited financial statements, internal audit reports, corporate proposals and key operational matters. Where appropriate, Senior Management and external advisers were invited to provide information and respond to queries.

All Directors have unrestricted access to information relating to the Group, as well as the advice and services of the Company Secretaries, Internal Auditors and External Auditors. Directors may also seek independent professional advice at the Company's expense when necessary. The minutes of Board meetings are circulated to all Board members in a timely manner, ensuring that discussions, deliberations and decisions are accurately documented and readily available for reference.

By adhering to these practices, the Board promotes transparency, accountability and effective decision-making.

The attendance of Directors during FYE 2026 is detailed below:

Name	Designation	The Attendance for the following Meetings				
		Board	AC	NC	RC	RMC
Datuk Leong Kam Weng	Independent Non-Executive Chairman	8/8	6/6	2/2	3/3	Not member
Tan Hai Liang	MD	8/8	Not member	Not member	Not member	2/2
Paramjit Singh Gill A/L Gurdev Singh	ED	8/8	Not member	Not member	Not member	2/2
Yong Hui Nee	Independent Non-Executive Director ("INED")	8/8	6/6	2/2	3/3	Not member
Freda Liu Phit Jang	INED	8/8	6/6	2/2	3/3	Not member

Intended Outcome 2.0

2.0 There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

2.1 The Board has adopted a Board Charter outlining the respective roles and responsibilities of the Board, Board Committees, individual Directors, as well as matters reserved for the Board, the Board's governance and authority. The revised Board Charter was adopted by the Board on 14 February 2025 and will be reviewed regularly or as and when required to ensure it is updated in accordance with the needs of the Group and any new regulations that have impact on the discharge of the Board's responsibilities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS cont'd

I. BOARD RESPONSIBILITIES cont'd

Intended Outcome 2.0 cont'd

2.1 cont'd

Certain matters are specifically reserved for the Board's collective review and approval, including but not limited to:

(a) The Group's business strategy and business plan;
(b) Annual budgets and major capital commitments;
(c) Material acquisitions and disposals of undertakings and properties;
(d) Changes to senior management and the control structure of the Group; and
(e) Establishment of Board Committees and approval of their terms of reference.

The Board Charter also sets out expectations relating to Board diversity, the process for access to information, and procedures for the convening of meetings, circulation of papers and timely decision-making.

The TOR of all Board Committees complement the Board Charter by providing further details on the respective Committees' roles, responsibilities and authority.

Both the Board Charter and the TOR of the Board Committees are available on the Company's website at https://www.exsimhospitality.com/investor-relations/corporate-governance for transparency and ease of reference by stakeholders.

By embedding these governance structures, the Board ensures clarity of roles, effective oversight, accountability and robust decision-making across the Group.

Intended Outcome 3.0

3.0 The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the Company.

3.1 The Board has formalised and adopted a Code of Conduct & Business Ethics ("Code") that sets out the principles, standards and expectations of ethical behaviour for all Directors, Management, employees, contractors and business partners. The Code provides guidance on dealing with ethical issues that may arise in the course of business and ensures that all parties uphold the Group's core values of integrity, transparency and accountability.

Key areas covered by the Code include:

(a) Duties of Good Faith, Diligence & Integrity (including the prohibition of solicitation, bribery and corruption; no-gift policy; anti-money laundering measures; whistleblowing; and conflict of interest);
(b) Confidentiality and Data Protection;
(c) Culture and Environment (covering diversity, non-discrimination, prevention of sexual harassment, safety and health, and prohibition of drugs, alcohol and other misconduct); and
(d) Disciplinary Process and Sanctions to ensure compliance and accountability.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS cont'd

I. BOARD RESPONSIBILITIES cont'd

Intended Outcome 3.0 cont'd

3.1 cont'd

In line with the MCCG's emphasis on ethical governance, the Group has also adopted an Anti-Bribery and Anti-Corruption ("ABAC") Policy which:

(a) States the Group's zero-tolerance position on corruption and bribery;
(b) Provides practical guidance to Directors, employees and business partners on identifying and dealing with improper solicitation or corrupt practices;
(c) Affirms the Group's commitment to comply with relevant anti-corruption and anti-money laundering laws, including the Malaysian Anti-Corruption Commission Act 2009, the Penal Code (Act 574), and the Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001; and
(d) Serves as a preventive tool to help stakeholders recognise, detect and avoid potential corrupt practices.

The ABAC Policy applies to all levels of the organisation including the Board, employees, joint venture partners, contractors, sub-contractors, consultants, agents and representatives acting for or on behalf of the Group.

On 13 February 2026, the Board adopted a revised ABAC Policy. The revisions strengthened the policy framework, clarified responsibilities and enforcement provisions, updated reporting procedures, and enhanced requirements relating to gifts, hospitality and political contributions.

Both the Code and ABAC Policy are accessible on the Company's website at https://www.exsimhospitality.com/investor-relations/corporate-governance for ease of reference by stakeholders.

These policies underscore the Board's strong commitment to sound corporate governance, ethical conduct and responsible business practices across the Group's operations.

3.2 The Board is committed to upholding high standards of integrity, transparency and accountability. The Company's Whistleblower Policy provides employees, business partners and other stakeholders with channels to report suspected or actual improper conduct in good faith and sets out the procedures for handling reports and protecting whistleblowers.

The Whistleblower Policy was revised on 13 February 2026 to align with the Whistleblower Protection Act 2025. The revisions enhanced statutory protection for whistleblowers, introduced an additional reporting channel by email and updated the procedures and authorised officers responsible for handling reports.

The AC, on behalf of the Board, oversees the Whistleblower Policy and the fair, independent handling of reports. The policy is reviewed periodically.

The Whistleblower Policy is available on the Company's website at https://www.exsimhospitality.com/investor-relations/corporate-governance. The Company encourages stakeholders to raise genuine concerns. No whistleblowing report was received during the financial year ended 30 June 2026.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS cont'd

I. BOARD RESPONSIBILITIES cont'd

Intended Outcome 4.0

4.0	**The Company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.**

4.1 The Board, with support from Management, oversees sustainability governance within the Group. In FYE 2026, the Group established a Sustainability Approach aligned with its Vision and Mission, comprising 4 sustainability pillars, strategic thrusts, material matters and selected United Nations Sustainable Development Goals ("SDGs").

The Group also established a Sustainability Policy to guide ethical conduct, environmental stewardship, inclusive growth and long-term value creation across its hospitality and fit-out services. The Policy provides direction for initiatives relating to economic and service excellence, ethical governance, environmental stewardship and positive social impact.

To reinforce global alignment, the Group has adopted 3 SDGs most relevant to its operations:

(a) SDG 8: Decent Work and Economic Growth – supporting fair labour practices, employee development and resilient local procurement;
(b) SDG 13: Climate Action – reducing greenhouse gas emissions and promoting energy efficiency across operations; and
(c) SDG 16: Peace, Justice and Strong Institutions - promoting peaceful and inclusive societies, providing access to justice for all, and building effective, accountable, and inclusive institutions at all levels.

To support accountability, the Group established a three-tier sustainability governance structure comprising the Board and SRMC. The structure provides strategic direction, supports implementation and monitors progress on material sustainability matters.

Through these measures, the Group integrates sustainability into its strategies, operations and risk management to support long-term growth and deliver value to stakeholders.

4.2 The Board oversees how the Group communicates its sustainability strategies, priorities and performance to internal and external stakeholders. During FYE 2026, the Group engaged with shareholders and investors, regulators, financial institutions, guests and customers, employees, suppliers and local communities through structured channels. Feedback from these engagements provided valuable insights into stakeholder expectations and informed the Group's sustainability priorities and initiatives.

The Group conducted its first materiality assessment in year 2025 and identified 13 material matters relevant to the Group and its stakeholders, including economic performance, customer experience and satisfaction, hospitality service excellence, corporate governance and anti-corruption, data privacy and security, and health and safety.

The Group also established Sustainability Key Performance Indicators ("KPIs") to monitor progress against its sustainability strategies and targets. These measures support the assessment of sustainability-related risks and opportunities and enable the Group to report on its performance.

4.3 The Board recognises the importance of understanding sustainability issues, including climate-related risks and opportunities, when overseeing the Group's strategy. During FYE 2026, Ms. Yong Hui Nee attended *Connecting Financial and Sustainability Reporting: Essentials for Professional Accountants* on 22 July 2025; Datuk Leong Kam Weng attended *Beyond Compliance: Leading with AI and Sustainability* on 30 October 2025; and Ms. Freda Liu Phit Jang attended the *Implementation of IFRS S1 & S2 – Board Awareness Session* on 7 April 2026.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS cont'd

I. BOARD RESPONSIBILITIES cont'd

Intended Outcome 4.0 cont'd

4.3 cont'd

The Board also received updates through the RMC and the AC on the Group's material sustainability-related risks and opportunities, sustainability priorities, and readiness for reporting under the National Sustainability Reporting Framework and IFRS S1 and IFRS S2. The updates included proposed improvements to greenhouse gas emissions data verification and the use of environmental, social and governance criteria in supplier assessments.

In addition, the Directors also attended governance and compliance training, including programmes on anti-bribery and anti-corruption laws and conflict-of-interest and disclosure obligations during FYE 2026. Details of the training programmes attended by the Directors are set out below.

The Board and the NC will continue to identify relevant sustainability standards and training opportunities to support the Board and Management in understanding sustainability risks and opportunities.

4.4 The Board incorporates sustainability into its annual performance evaluation of the Board, Board Committees and individual Directors. For FYE 2026, the evaluation assessed the integration of sustainability into Board oversight, Directors' sustainability-related training and the tracking of sustainability-related risks and opportunities.

The evaluation also identified areas for further improvement, including succession planning for Directors and Senior Management, alignment of Board composition with the Company's current and future strategic needs, sustainability-related training, and the integration and tracking of sustainability considerations in Board oversight.

The NC and the Board will take these findings into account in the ongoing review of succession planning, Board composition and Director development, including further training and oversight of sustainability-related risks and opportunities.

Through this process, the Company ensures that both the Board and senior management are not only evaluated on governance fundamentals but also on their effectiveness in embedding sustainability into business strategy and operations.

The Board has not designated one individual solely to manage the Group's sustainability strategy. Responsibility for overseeing sustainability matters has been delegated to the Management units led by the Managing Director, with the Board retaining oversight of the Group's sustainability direction and performance.

II. BOARD COMPOSITION

Intended Outcome 5.0

5.0 Board decisions are made objectively in the best interests of the Company taking into account diverse perspectives and insights.

5.1 The NC reviews the composition of the Board and the tenure, performance and contribution of each Director annually. For FYE 2026, the NC undertook a structured evaluation of the Directors due for retirement by rotation at the forthcoming 43rd Annual General Meeting ("43rd AGM"), namely Ms. Freda Liu Phit Jang and Ms. Yong Hui Nee (the "Retiring Directors").

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS cont'd

II. BOARD COMPOSITION cont'd

Intended Outcome 5.0 cont'd

5.1 cont'd

The evaluation considered the Retiring Directors' fit and proper status, performance and contribution to Board deliberations, knowledge and experience, time commitment, and disclosure of interests and any actual or potential conflict of interest ("COI") in accordance with the Company's COI Policy. The NC also reviewed their annual performance evaluation results, fit and proper declarations and written consent to seek re-election.

The NC concluded that both Retiring Directors remained fit and proper and had made satisfactory contributions to the Board. Accordingly, the NC recommended their re-election to the Board for recommendation to shareholders at the forthcoming 43rd AGM.

During FYE 2026, the NC was chaired by Ms. Freda Liu Phit Jang. The composition of the NC is set out below:

Designation	Name	Directorship
Chairperson	Freda Liu Phit Jang	INED
Member	Datuk Leong Kam Weng	INED
Member	Yong Hui Nee	INED

The TOR of the NC, which sets out its roles and responsibilities, is available on the Company's website at https://www.exsimhospitality.com/investor-relations/corporate-governance.

Summary Activities of NC

As at the date of this statement, the NC guided by its TOR held two (2) meetings and carried out the following activities:-

1. Reviewed, considered and recommended to the Board the appointment of Ms. Leow Mun Tung as a key senior management responsible for the short-term rental business segment of the Company, taking into account the Fit and Proper criteria and the COI Policy.

2. Reviewed and considered the results of the annual performance evaluations for FYE 2026, covering the Board and Board Committees, Individual Directors, the AC, the RC, the NC and the RMC.

3. Recommended to the Board the re-election of the following Retiring Directors, who retire by rotation in accordance with Clause 84 of the Company's Constitution and, being eligible, have offered themselves for re-election at the forthcoming 43rd AGM:-

   (a) Ms. Freda Liu Phit Jang
   (b) Ms. Yong Hui Nee

4. Reviewed the terms of office and effectiveness of the AC as a whole and of each individual AC Member, and recommended the findings to the Board.

5. Reviewed the tenure of service of each INED in line with Practice 5.3 of the MCCG, and noted the results of the independent assessment of the INEDs of the Company.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS cont'd

II. BOARD COMPOSITION cont'd

Intended Outcome 5.0 cont'd

Summary Activities of NC cont'd

6. Reviewed the meeting attendance of the Board of Directors and Board Committees for the FYE 2026, and assessed the sufficiency of time commitment of the Directors in discharging their duties and responsibilities effectively.

7. Reviewed the training programmes attended by Directors during the financial year under review and recommended suitable training programmes to enhance the skills and knowledge of Directors and to enable them to keep abreast with regulatory changes, industry developments and emerging governance trends.

8. Discussed and reviewed the succession planning framework for the senior management of the Company, with particular emphasis on leadership continuity and talent pipeline development to support long-term business sustainability.

Review of COI declarations and safeguards

The NC is responsible for overseeing the nomination and evaluation process for directors, including assessing the suitability, character, and integrity of each director seeking re-election, in line with the Company's Directors' Fit and Proper Policy, the MCCG and relevant provisions of the MMLR.

As part of its annual evaluation, the NC reviewed the Retiring Directors' Fit and Proper declarations and any actual or potential COI. Both Directors declared that they had no direct or indirect conflict that affected or might affect their proper performance of their duties. The NC also considered the results of the individual Director performance evaluations, including the assessment of Directors' ability to identify, declare and manage COI.

During FYE 2026, the AC reviewed and monitored the COI declarations of Directors and Key Senior Management, together with the Group's related party transactions ("RPTs") and recurrent related party transactions ("RRPTs"). The AC considered the adequacy of safeguards, including disclosure, abstention from deliberation and decision-making, independent review and periodic monitoring. The AC's oversight of these matters is further described in the AC Report.

The NC's assessment and recommendation on the Retiring Directors were made in accordance with Clause 84 of the Company's Constitution, the Directors' Fit and Proper Policy and the COI Policy. The Fit and Proper Policy guides the NC in assessing Directors' suitability for appointment and re-election.

The Directors' Fit and Proper Policy is available on the Company's website at https://www.exsimhospitality.com/investor-relations/corporate-governance.

All Directors appointed to the Board have attended the Mandatory Accreditation Programme ("MAP") Part I and MAP Part II within the timeframes stipulated by Bursa Securities. Directors are also encouraged to attend continuing education programmes, seminars and conferences to keep abreast of statutory requirements, regulatory guidance and other developments relevant to the Group.

The Board encourages Directors to continue developing their skills and knowledge to support the effective discharge of their duties.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS cont'd

II. BOARD COMPOSITION cont'd

Intended Outcome 5.0 cont'd

Details of the seminars, conferences and training programmes attended by Directors during FYE 2026 are set out below:

Directors	Seminars/Conferences/Training Programmes Attended	Date Attended
Datuk Leong Kam Weng	Understanding AMLA and Ethics: A Guide for Financial Professionals	17 July 2025
	Beyond Compliance: Leading with AI and Sustainability	30 October 2025
	Key geopolitical risks and economic security perspectives for 2026	27 March 2026
	Tax Corporate Governance in Practice	31 March 2026
	Global Economic & Geopolitical Outlook	31 March 2026
	BNM Annual Dialogue	6 April 2026
	RESET Strategy and the Base MHIT Plan	6 April 2026
Tan Hai Liang	Understanding Anti-Bribery and Anti-Corruption Management System and Laws Workshop	31 July 2025
Paramjit Singh Gill A/L Gurdev Singh	Understanding Anti-Bribery and Anti-Corruption Management System and Laws Workshop	31 July 2025
	Enhanced Conflict of Interest and Disclosure Obligations	31 March 2026
Yong Hui Nee	Case Study-Based MFRS Webinar: MFRS/IFRS Technical Update 2025	14 July 2025
	Connecting Financial and Sustainability Reporting: Essentials for Professional Accountants	22 July 2025
	2025 MFRS Updates	2 December 2025
	AOB Conversation with Audit Committees	12 May 2026
	MIA Ethics E-Learning Series: Professional Ethics for Accounting and Finance	19 June 2026
	A Review and Analysis of the New MPERS 2025: A Comprehensive Brief on All the Sections in MPERS	22–23 June 2026
Freda Liu Phit Jang	Implementation of IFRS S1 & S2 – Board Awareness Session	7 April 2026
	AI for Business Leaders	8 April 2026
	The Chairpersons' Circle	29 April 2026
	Financial Consumer Protection Systems & Overview of PIDM's Role	30 April 2026
	Audit Oversight Board Conversation with Audit Committees	12 May 2026

5.2 For FYE 2026, the Board comprised five (5) members, as follows:-

Name	Position
Datuk Leong Kam Weng	Independent Non-Executive Chairman
Tan Hai Liang	MD
Paramjit Singh Gill A/L Gurdev Singh	ED
Yong Hui Nee	INED
Freda Liu Phit Jang	INED

As at 30 June 2026, the Board comprised five (5) members, of whom three (3), including the Independent Non-Executive Chairman, were INEDs. INEDs therefore represented 60% of the Board, exceeding the minimum requirement under Practice 5.2 of the MCCG.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS cont'd

II. BOARD COMPOSITION cont'd

Intended Outcome 5.0 cont'd

5.2 cont'd

The majority presence of Independent Directors ensures that Board deliberations are objective, balanced and free from undue influence, while providing effective check and balance in the decision-making process. This composition also reflects the Board's commitment to sound governance and safeguarding the interests of all shareholders.

5.3 The NC reviews the length of service and independence of each INED annually. As at 30 June 2026, no INED had served beyond a cumulative term of nine (9) years. The Board's position on the possible retention of an INED beyond nine years, and the safeguards that would apply, are set out in the CG Report.

5.4 The Company has not adopted a policy limiting the tenure of its INEDs to nine (9) years without further extension. The rationale for this position and the measures the Board would apply to ensure objective decision-making are disclosed in the CG Report.

5.5 The Board recognises that diversity in skills, knowledge, cultural background, gender and experience support effective decision-making and the sustainable growth of the Group. During FYE 2026, the NC continued to apply the Directors' Fit and Proper Policy when evaluating appointments and re-elections.

As at 30 June 2026, the Board comprised five (5) members, with women representing 40% of the Board. The Board's composition also reflects a mix of professional backgrounds and experience relevant to the Group's business, with a majority of INEDs to support objective deliberations.

The NC reviewed the time commitment of all Directors during FYE 2026 and was satisfied that each Director had devoted sufficient time to discharge his or her responsibilities. All Directors attended each Board meeting held during the year.

Further details on Board and Senior Management diversity, including age, gender, ethnicity and nationality, are provided in the Sustainability Statement of the Annual Report 2026.

5.6 The NC is responsible for the screening and recruitment of new Directors through a formal and transparent process. In evaluating potential candidates, the NC applies the Company's Directors' Fit and Proper Policy, which sets out criteria on probity, competence, diligence, integrity and reputation, and also considers any potential conflicts of interest in accordance with the Company's COI Policy. Candidates are required to declare any interests and are subject to safeguards to ensure independence and objectivity in Board deliberations.

In sourcing potential Directors, the Board will utilise independent sources in addition to referrals from existing Directors, Management and/or substantial shareholders, to ensure that a broad and qualified pool of candidates is considered. Where internal referrals are used exclusively, the NC will provide justification to ensure transparency.

There were no new appointments of Directors during FYE 2026. The NC remains committed to ensuring that future appointments promote diversity, independence and alignment with the Company's long-term strategic needs.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS cont'd

II. BOARD COMPOSITION cont'd

Intended Outcome 5.0 cont'd

5.7 In accordance with Clause 84 of the Company's Constitution, Ms. Yong Hui Nee and Ms. Freda Liu Phit Jang are due for retirement by rotation at the forthcoming 43rd AGM and, being eligible, have offered themselves for re-election. The NC assessed their performance and suitability under the Fit and Proper Policy, including their integrity, competence, time commitment, independence of judgment and any potential COI.

The retiring Directors' profiles are set out in the Board of Directors' Profile of the Annual Report 2026. The Board's recommendation on their re-election is also set out in the Statement Accompanying the Notice of the 43rd AGM.

The Board, through the NC, reviews the qualifications of Directors to ensure they meet the Board's desired criteria.

Having considered the NC's recommendations and the assessment results, the Board resolved to recommend the re-election of the Retiring Directors to shareholders at the forthcoming 43rd AGM.

5.8 The NC is chaired by Ms. Freda Liu Phit Jang, an INED, and comprises only INEDs. This composition supports independence and objectivity in the nomination process.

During FYE 2026, the NC discharged its responsibilities by overseeing succession planning, reviewing the composition and effectiveness of the Board and its Committees, assessing the independence of the INEDs, recommending the re-election of Directors, and reviewing Directors' training and development.

5.9 The Board exceeds the minimum requirement under Paragraph 15.02 of the MMLR to have at least one (1) woman Director. As at 30 June 2026, Ms. Yong Hui Nee and Ms. Freda Liu Phit Jang represented 40% of the Board. Their appointments as INEDs on 25 June 2024 enhanced the Board's gender diversity.

The NC is chaired by Ms. Freda Liu Phit Jang, with Datuk Leong Kam Weng and Ms. Yong Hui Nee as members, all of whom are INEDs.

The Board recognises that diversity supports effective decision-making and long-term sustainability. The Company also has two women in Key Senior Management, and continues to support broader participation of women in senior roles through its succession planning framework.

Further details on the Group's workforce profile by gender, age, ethnicity, nationality and employee structure are presented in the Sustainability Statement of the Annual Report 2026.

5.10 The Board has not established formal gender, age or ethnicity policies and targets for the Board and Senior Management. It recognises the benefits of diversity and continues to consider these matters as part of its succession planning and Board composition reviews. As at 30 June 2026, women represented 40% of the Board and two women held a Key Senior Management position. Appointments are based on merit and the skills and experience required for the relevant role.

Further details of the measures taken by the Board to promote diversity are disclosed in the CG Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS cont'd

II. BOARD COMPOSITION cont'd

Intended Outcome 6.0

6.0	**Stakeholders are able to form an opinion on the overall effectiveness of the Board and individual Directors**

6.1 The NC convened 2 meetings during FYE 2026 and conducted the annual performance evaluation of the Board, Board Committees and individual Directors. The evaluation confirmed that the Board and its Committees functioned effectively. Strengths included oversight of the internal control and risk management framework, transparency of the evaluation process and the quality of Board and Committee discussions.

The evaluation identified areas for further improvement, including succession planning for Directors and Senior Management, alignment of Board composition with the Company's current and future strategic needs, sustainability-related training, and integration and tracking of sustainability considerations in Board oversight. The NC and the Board will continue to monitor these areas.

III. REMUNERATION

Intended Outcome 7.0

7.0	**The level and composition of remuneration of Directors and Senior Management take into account the Company's desire to attract and retain the right talent in the Board and Senior Management to drive the Company's long-term objectives.** **Remuneration policies and decisions are made through a transparent and independent process.**

7.1 The Board, through the RC, has adopted a Remuneration Policy setting out the principles and procedures for determining the remuneration of Directors and Senior Management. The Policy is designed to ensure that remuneration is competitive, performance-oriented and commensurate with the responsibilities and complexity of each role.

The Remuneration Policy clearly differentiates the remuneration structure of Executive Directors, Non-Executive Directors, and senior management, reflecting their distinct roles, responsibilities and accountability. Non-Executive Directors are entitled to fixed fees and meeting allowances, whereas the remuneration of Executive Directors and senior management comprises a mix of fixed salary, benefits, and performance-linked incentives.

To maintain its relevance and effectiveness, the RC reviews the Remuneration Policy periodically or whenever necessary, taking into account evolving business needs, corporate governance expectations, and regulatory developments.

For transparency and ease of reference by stakeholders, the Remuneration Policy has been published on the Company's website at www.exsimhospitality.com/.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS cont'd

III. REMUNERATION cont'd

Intended Outcome 7.0 cont'd

7.2 During FYE 2026, the RC was chaired by Datuk Leong Kam Weng, the Independent Non-Executive Chairman, and comprised 2 other INEDs. The RC therefore consisted entirely of INEDs, supporting independent and objective consideration of Directors' and Senior Management remuneration.

The RC is guided by its TOR which outlines its duties and responsibilities. Among others, the RC is responsible for:

(a) Establishing and implementing a fair and transparent remuneration policy and procedure, including the fee structure and level of remuneration for Directors and senior management. In doing so, the RC considers the demands, complexities and performance of the Company, the need to manage material sustainability risks and opportunities, as well as the skills and experience required to support the Company's business strategy and long-term objectives.
(b) Reviewing and recommending to the Board the remuneration packages of the Directors and senior management, with due consideration to their level of expertise, commitment and responsibilities undertaken, and with reference to the Company's remuneration policy and procedure.
(c) Ensuring that the fees and other benefits payable to INEDs do not compromise their independence or conflict with their obligation to provide objective and independent judgment in Board deliberations.

For transparency, the TOR of the RC is published on the Company's website at https://www.exsimhospitality.com/investor-relations/corporate-governance.

Intended Outcome 8.0

8.0 Stakeholders are able to assess whether the remuneration of Directors and Senior Management commensurate with their individual performance, taking into consideration the Company's performance

8.1 The Directors' remuneration paid by the Company and the Group for FYE 2026 is disclosed on a named basis, with a breakdown by remuneration component, in the CG Report.

8.2 The Board recognises the importance of transparency in relation to Key Senior Management remuneration while balancing confidentiality and the Company's competitive position.

The Board has determined not to disclose the remuneration of the top five (5) Senior Management personnel on a named basis, as such disclosure could compromise confidentiality and create competitive risks in attracting and retaining talent.

For FYE 2026, the remuneration of the top five (5) Senior Management personnel, excluding Directors, is disclosed on an unnamed basis within RM50,000 bands. The remuneration bands are set out in the CG Report.

The Company has departed from the best practice of disclosing the remuneration of each Senior Management personnel on a named basis. The rationale for this departure is set out in the CG Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. AUDIT COMMITTEE

Intended Outcome 9.0

9.0	**There is an effective and independent AC.** **The Board is able to objectively review the AC's findings and recommendations.** **The Company's financial statement is a reliable source of information.**

9.1 During FYE 2026, the AC was chaired by Ms. Yong Hui Nee, an INED. Datuk Leong Kam Weng, the Independent Non-Executive Chairman of the Board, also served as a member of the AC.

The Company acknowledges that the MCCG recommends that the Chairman of the Board should not be a member of the AC, to safeguard the Committee's objectivity and independence. The rationale for the current arrangement, together with the safeguards adopted, is disclosed in the CG Report.

9.2 The Board is committed to upholding the highest standards of financial integrity and corporate governance. To this end, the TOR of the AC clearly provide that any former key audit partner of the Company's external audit firm may only be appointed as a member of the AC after observing a minimum cooling-off period of three (3) years. This safeguard is designed to preserve the independence, impartiality, and objectivity of the AC in discharging its oversight responsibilities.

As at the date of this Statement, none of the AC members is a former key audit partner of the Company's External Audit Firm, and the Board does not anticipate any such appointment in the foreseeable future. The TOR of the AC is available on the Company's website at https://www.exsimhospitality.com/investor-relations/corporate-governance for reference.

9.3 The AC is entrusted by the Board with the responsibility of overseeing the engagement of the External Auditors, covering both audit and non-audit services. The AC is empowered to maintain direct and unrestricted communication with the External Auditors, without the presence of Executive Directors and Management, whenever deemed necessary to obtain professional advice, discuss audit findings, or deliberate on any other related matters.

On an annual basis, the AC reviews the terms of engagement of the External Auditors before seeking the Board's approval, and conducts a comprehensive assessment on their suitability, independence, objectivity, effectiveness, and performance.

During FYE 2026, Crowe Malaysia PLT ("Crowe"), the External Auditor, attended 3 AC meetings. Crowe presented and discussed matters relating to the audit of the financial statements for FYE 2025, including the Audit Review Memorandum and completion of the audit, and presented the Audit Planning Memorandum for FYE 2026. Following its annual assessment, the AC was satisfied with Crowe's competence, independence, objectivity, resources and professional capabilities.

The AC recommended to the Board the re-appointment of Crowe as the Company's External Auditors for the ensuing financial year, subject to shareholders' approval at the forthcoming 43rd AGM.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT cont'd

I. AUDIT COMMITTEE cont'd

Intended Outcome 9.0 cont'd

9.4 The Company has adopted Practice 9.4 of the MCCG. The AC comprises only INEDs, ensuring independence and objectivity in its oversight. This composition also enables the Board to consider the AC's findings and recommendations with appropriate checks and balances.

As at the date of this Statement, the composition of the AC is as follows:-

Designation	Name	Directorship
Chairperson	Yong Hui Nee	INED
Member	Datuk Leong Kam Weng	INED
Member	Freda Liu Phit Jang	INED

9.5 During FYE 2026, all members of the AC remained financially literate and competent to discharge their responsibilities, including reviewing the financial reporting process. The AC's members bring diverse professional backgrounds and collectively possess the financial expertise, skills and experience needed to oversee reliable financial reporting and effective internal controls.

The Board is satisfied that the AC members continued to enhance their knowledge through professional development and programmes. Details of their training are disclosed in this Annual Report.

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Intended Outcome 10.0

10.0 Company makes informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The Board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the Company's objectives is mitigated and managed.

10.1 The Board acknowledges its overall responsibility for establishing and maintaining a sound risk management and internal control framework to safeguard shareholders' investments and the Group's assets. The framework is designed to manage, rather than eliminate, risks in pursuit of the Group's business objectives, and provides reasonable, though not absolute, assurance against material misstatement, loss or fraud.

The Board has established an ongoing risk management process to identify, assess and manage the Group's principal risks. Oversight is supported by the AC and the RMC. Assisted by the RMC and the outsourced Internal Auditors, the AC evaluates the effectiveness of the Group's governance, risk management and internal control framework. The RMC engages with risk owners and reports significant risks to the AC for escalation to the Board.

10.2 The Group's risk management and internal control framework covers financial, operational and compliance/ legal risks, with risks monitored through a structured Risk Register that documents risk profiles, mitigating measures and risk ratings. Where appropriate, Key Risk Indicators ("KRIs") are established to track risks. High and emerging risks are flagged immediately for escalation to the AC and the Board, ensuring risks are managed on a timely basis.

For FYE 2026, the Group's significant risk exposures and corresponding mitigating measures are disclosed in the Statement on Risk Management and Internal Control of this Annual Report. Based on reviews undertaken and reports received from the AC, RMC and Internal Auditors, the Board is satisfied that the Group's risk management and internal control framework remained adequate and effective during the financial year.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT cont'd

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK cont'd

Intended Outcome 10.0 cont'd

10.3 During FYE 2026, the RMC comprised Paramjit Singh Gill A/L Gurdev Singh as Chairman, Tan Hai Liang and Tan Yi Lang, the Group Accountant.

Designation	Name	Directorship
Chairman	Paramjit Singh Gill A/L Gurdev Singh	ED
Member	Tan Hai Liang	MD
Member	Tan Yi Lang	Group Accountant

Prior to 21 August 2026, the RMC comprised Executive Directors and the Group Accountant, who possess detailed knowledge and understanding of the Group's operations and associated risks. This composition facilitated the review and assessment of risk-related information with relevant Management personnel before significant risk matters were escalated to the AC and the Board for their attention and deliberation.

With effect from 21 August 2026, the RMC was redesignated as the SRMC, reflecting the integration of sustainability oversight with the Group's risk management framework and the broader responsibilities of the Committee.

The Board recognises the importance of an appropriate committee composition and governance structure in supporting effective oversight of the Group's risk management and sustainability matters. Accordingly, the Board will continue to periodically review the composition, effectiveness and governance arrangements of the SRMC to ensure that they remain appropriate and aligned with the Group's evolving needs and governance requirements.

Intended Outcome 11.0

11.0 Companies have an effective governance, risk management and internal control framework and stakeholders can assess the effectiveness of such a framework

11.1 The AC oversees the Group's internal audit ("IA") function, which is outsourced to an independent professional firm. The IA function has access to the records, information and personnel required to perform its work and reports directly to the AC Chairman.

The AC approves the annual audit plan, scope and fees and considers matters that could impair the IA function's independence. The IA function applies audit methodology aligned with the International Professional Practices Framework ("IPPF") and provides assurance and advisory services on governance, risk management, internal controls, anti-corruption and whistleblowing processes.

11.2 During FYE 2026, Eco Asia Governance Advisory Sdn. Bhd. ("Eco Asia"), the outsourced Internal Auditors, carried out an internal audit review of the Group's RRPT processes at EXSIM Concepto Sdn. Bhd. The review covered identification of related parties, maintenance of the related party register, approval and monitoring of RRPTs, assessment of arm's length and normal commercial terms, and compliance with the approved mandate and regulatory requirements. The AC reviewed the findings and Management's action plans, which included formalising agreements, documenting pricing and benchmarking support, enhancing the RPT/RRPT Policy, maintaining centralised tracking records and providing training to relevant Heads of Departments.

The AC considered Management's agreed action plans. The Board is satisfied that the IA function remained independent, effective and adequately resourced during FYE 2026, with no undue restrictions placed on its work.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT cont'd

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK cont'd

Intended Outcome 11.0 cont'd

11.2 cont'd

During FYE 2026, the Group outsourced its internal audit function to Eco Asia, an independent professional internal audit firm that reports directly to the AC. Eco Asia's personnel were free from relationships or conflicts of interest that could impair their objectivity and independence.

The IA function was performed by a team of 3 auditors from Eco Asia, led by Ms. Janeeta Salim, its Head of Internal Audit and an Associate Member of the Institute of Internal Auditors Malaysia. The work was conducted in accordance with the IPPF. The Board is satisfied that the IA function was adequately resourced, independent and competent to provide assurance on the Group's governance, risk management and internal control processes.

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

I. COMMUNICATION WITH STAKEHOLDERS

Intended Outcome 12.0

12.0 There is continuous communication between the Company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the Company, its policies on governance, the environment and social responsibility.

12.1 The Board acknowledges the importance of transparent, effective, and regular communication with shareholders, stakeholders, and investors in promoting accountability and fostering confidence in the Company. To this end, the Board has established clear communication channels to ensure that information disseminated is accurate, timely, relevant, and easily accessible.

Announcements of material information, financial results, and significant corporate developments are made to Bursa Malaysia Securities Berhad and are concurrently published on the Company's corporate website. The corporate website serves as a comprehensive information hub, providing both current and historical information such as corporate structure, governance documents, annual reports, press releases, and regulatory announcements.

During FYE 2026, the Company held its 42nd AGM on 27 November 2025, one (1) EGM on 15 August 2025, and two (2) EGMs on 13 April 2026. These meetings provided opportunities for shareholders to raise questions and seek clarification on matters concerning the Group. All Directors, including the Chairpersons of the Board Committees, and Senior Management attended the meetings. The External Auditors were invited to the 42nd AGM to respond to questions relating to the audited financial statements.

In addition, the Group issues press releases, where appropriate, to highlight key corporate developments and strategic initiatives. Shareholders and investors may also channel investor relations queries to the Joint Company Secretaries, whose contact details are published on the Company's website to facilitate timely responses. The Company's Share Registrar further supports shareholders on administrative matters relating to their interests.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

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

I. COMMUNICATION WITH STAKEHOLDERS cont'd

Intended Outcome 12.0 cont'd

12.1 cont'd

Through these communication initiatives, the Board ensures that shareholders and stakeholders are consistently well-informed of the Group's performance, governance, and long-term prospects, thereby reinforcing the principles of good corporate governance.

The Company has not implemented integrated reporting because of the internal resources required to develop and implement the necessary reporting processes and tools. The Company recognises the value of integrated reporting but currently prioritises other strategic requirements.

II. CONDUCT OF GENERAL MEETINGS

Intended Outcome 13.0

13.0 Shareholders are able to participate, engage the Board and Senior Management effectively and make informed voting decisions at general meetings.

13.1 The Board is committed to ensuring that shareholders are given sufficient time to consider the resolutions to be tabled at general meetings. During FYE 2026, the Company held its 42nd AGM on 27 November 2025, one (1) EGM on 15 August 2025 and two (2) EGMs on 13 April 2026. The notice of the 42nd AGM was circulated at least twenty-eight (28) days before the meeting, and notices of the EGMs were circulated at least fourteen (14) days before the respective meetings, in accordance with the Companies Act 2016.

The notices were accompanied by the relevant meeting documents and explanatory information to enable shareholders to consider the matters to be tabled and make informed decisions.

13.2 The Company's 42nd AGM held on 27 November 2025 and the three (3) EGMs held on 15 August 2025 and 13 April 2026 were attended by all Directors and members of the Group's Senior Management team. The Board discusses and confirms the tentative dates of the AGM and EGMs in advance to enable the Directors to reserve the dates and make the necessary arrangements to attend.

The Board also encourages all Directors, particularly the Chairpersons of the Board Committees, to attend general meetings and respond to shareholders' questions on matters within their respective areas of responsibility. The External Auditors were invited to the 42nd AGM to address relevant questions concerning the audit and the Group's financial statements.

13.3 During FYE 2026, the 42nd AGM and all three (3) EGMs were held at the Ground Floor, Lobby 1, Crystal Plaza, No. 4, Jalan 51A/223, 46100 Petaling Jaya, Selangor Darul Ehsan, Malaysia. The meetings were conducted in person; remote participation and voting facilities were not provided. Shareholders who could not attend were entitled to appoint up to two (2) proxies to attend, participate, speak and vote on their behalf. Proxy forms could be submitted electronically through the Share Registrar's online portal.

All resolutions requiring shareholders' approval at the 42nd AGM and the EGMs were voted on by poll. Symphony Corporate Services Sdn. Bhd. acted as Poll Administrator, while Propoll Solutions Sdn. Bhd. acted as Independent Scrutineer to verify the results. The poll results were announced to Bursa Securities on the same day and published on the Company's website.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
Cont'd

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

II. CONDUCT OF GENERAL MEETINGS cont'd

Intended Outcome 13.0 cont'd

13.4 At the 42nd AGM and the three (3) EGMs, shareholders were given opportunities to raise questions on the matters tabled, the Group's performance and strategic direction, and other areas of interest. The Chairperson ensured that sufficient time was available for questions, and the Board and Senior Management responded to the questions raised.

Questions relating to the audited financial statements were directed to the External Auditors for response where relevant. These arrangements enabled shareholders to engage with the Board and Management and make informed decisions on the resolutions tabled.

13.5 During FYE 2026, the 42nd AGM and three (3) EGMs were held at physical venues and were not conducted as virtual or hybrid meetings. Accordingly, Practice 13.5 was not applicable during the financial year under review.

The Company will assess the feasibility of using appropriate technology to facilitate remote participation at future general meetings. The timeframe for this measure is ongoing.

13.6 During FYE 2026, the Company held one (1) EGM on 15 August 2025, the 42nd AGM on 27 November 2025, and EGM I and EGM II on 13 April 2026. Following each meeting, the Company published the signed minutes on its website within thirty (30) business days. The minutes of the 42nd AGM also included questions submitted by shareholders and the corresponding responses from the Board and Management.

COMPLIANCE STATEMENT

The Board is of the view that the Company complied with the key principles and applied most of the practices of the MCCG during FYE 2026, except for the practices reported as departures in the CG Report, for which explanations are provided.

The Board is committed to maintaining the highest possible standard of corporate governance practices through continuous adoption of the principles and best practices as set out in the MCCG, as well as other applicable laws, where appropriate.

The CG Statement and the CG Report were reviewed and approved by the Board on 16 October 2026.

DIRECTORS' RESPONSIBILITY STATEMENT

FOR THE AUDITED FINANCIAL STATEMENTS

The Directors are required by the Companies Act 2016 ("Act") to prepare the financial statements for each financial year which have been made out in accordance with applicable Malaysian Financial Reporting Standards, IFRS Accounting Standards, the requirements of the Act in Malaysia and the MMLR of Bursa Securities.

The Directors are responsible to ensure that the financial statements give a true and fair view of the financial position of the Group and the Company at the end of the financial year, and of the financial performance and cash flows of the Group and the Company for the financial year ended 30 June 2026. Where there are new accounting standards or policies that become effective during the year, the impact of these new requirements would be stated in the notes to the financial statements, accordingly.

In the preparation of the financial statements, the Directors ensure that Management have:

(a) applied appropriate and consistent accounting policies;
(b) made judgements and estimates that are reasonable and prudent;
(c) ensured that all applicable accounting standards have been followed; and
(d) prepared the financial statements on a going concern basis as the Directors have a reasonable expectation, having made enquiries, that the Group and the Company have adequate resources to continue operations for the foreseeable future.

The Directors have responsibility to ensure that the Group and the Company keep accounting records which disclose the financial position of the Group and the Company with reasonable accuracy, enabling them to ensure that the financial statements comply with the provisions of the Act.

The Directors have overall responsibility for taking such steps as are reasonably available to them to safeguard the assets of the Group and the Company to detect and prevent fraud and other irregularities.

AUDIT COMMITTEE REPORT

The Board presents the Audit Committee Report ("AC Report") which provides insights into the manner in which the AC discharged its functions for the Group during FYE 2026.

COMPOSITION OF THE AUDIT COMMITTEE

The AC comprises three (3) members, all of whom are INEDs. The AC meets the requirements of Paragraph 15.09(1)(a) and (b) of the MMLR of Bursa Securities and Step-Up Practice 9.4 under Principle B of the Malaysian Code on Corporate Governance ("MCCG"), as it comprises solely of Independent Directors.

The AC was established with the primary objective of assisting the Board in fulfilling its fiduciary responsibilities relating to corporate accounting, financial reporting practices, system of risk management and internal controls, audit process, and the independence of auditors.

As at the date of this AC Report, the AC comprises the following members:

Chairperson	:	Ms. Yong Hui Nee (Independent Non-Executive Director)
Member	:	Datuk Leong Kam Weng (Independent Non-Executive Director)
Member	:	Ms. Freda Liu Phit Jang (Independent Non-Executive Director)

The AC Chairperson, Ms. Yong Hui Nee, is a member of the Malaysian Institute of Accountants, satisfying the financial qualification requirement under Paragraph 15.09(1)(c) of the MMLR. The Company also complies with Paragraph 15.10 of the MMLR and Practice 9.1 of the MCCG, as Ms. Yong is an INED and is not the Chairman of the Board. However, the Company departs from Practice 1.4 of the MCCG because the Chairman of the Board, Datuk Leong Kam Weng, is a member of the AC. The reasons for this departure and the safeguards adopted by the Company are set out under Practice 1.4 in the Corporate Governance Report. No alternate Director is appointed as a member of the AC under its Terms of Reference.

TERMS OF REFERENCE OF AUDIT COMMITTEE

The Terms of Reference ("TOR") of the AC covering its scope of duties and responsibilities, authority, and other relevant matters are available on the Company's corporate website at: https://www.exsimhospitality.com/investor-relations/corporate-governance.

MEETINGS AND ATTENDANCE

During FYE 2026, the AC held six (6) meetings. The details of the attendance of the AC members are as follows:-

Committee Member	Meeting Attendance	Percentage of Attendance
Ms. Yong Hui Nee	6/6	100%
Datuk Leong Kam Weng	6/6	100%
Ms. Freda Liu Phit Jang	6/6	100%

The Management and the Group Accountant were invited to attend all the AC meetings to provide clarification and information on the financial performance, audit issues, and relevant matters pertaining to the Group's operations.

AUDIT COMMITTEE REPORT
Cont'd

MEETINGS AND ATTENDANCE cont'd

The External Auditors and/or Internal Auditors were invited to attend AC meetings, where necessary, to provide explanations and respond to queries. The Company Secretaries were also in attendance. Messrs. Crowe Malaysia PLT ("Crowe"), the External Auditors, attended three (3) AC meetings during FYE 2026. During these meetings, Crowe presented and discussed matters pertaining to the audit of the financial statements for FYE 2025, including the Audit Review Memorandum and completion of the audit, and presented the Audit Planning Memorandum for FYE 2026. The outsourced Internal Auditors, Eco Asia Governance Advisory Sdn. Bhd. ("Eco Asia"), attended one (1) AC meeting during FYE 2026 to present an internal audit report on the Group's processes relating to recurrent related party transactions ("RRPT").

Minutes of each AC meeting were recorded and tabled for confirmation at the next AC meeting and subsequently to the Board for notation. The AC Chairperson reports to the Board on activities undertaken and key recommendations for the Board's consideration and decision.

SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE

The summary of activities of the AC in discharging its functions and duties during FYE 2026 is as follows:

(1) Financial Reporting

(i) Reviewed the Group's financial reporting and disclosure requirements for compliance with:

- Provisions of the Companies Act 2016;
- MMLR of Bursa Securities;
- Malaysian Financial Reporting Standards;
- IFRS Accounting Standards; and
- Other legal and regulatory requirements.

(ii) Reviewed the draft unaudited quarterly financial results as well as the audited annual financial statements of the Company and the Group, together with the audit findings and issues arising from the audits with the External Auditors, before recommending to the Board for approval and releasing the announcement to Bursa Securities, focusing particularly on:

- Any changes in, or implementation of, major accounting policy;
- Significant matters highlighted, including financial reporting issues, significant judgements made by Management, significant and unusual events or transactions, and how these matters were addressed;
- Any significant adjustments arising from the audit; and
- Compliance with all applicable accounting standards and legal requirements.

(iii) Reviewed and deliberated on the quarterly Reply Letters to Bursa Securities in relation to the Company's financial position and turnaround plan and the major developments in its business plan or measures undertaken to improve performance prior to submission.

(iv) Reviewed the quarterly updates on the status of the utilisation of proceeds from the Rights Issue with Warrants prior to submission.

(2) Risk Management and Internal Control

(i) Received briefings from the Risk Management Committee and reviewed the Risk Registers for the six-month periods ended 30 June 2025 and 31 December 2025.

(ii) Reviewed the key risks identified by the Management, the corresponding risk ratings and mitigating actions, including risks relating to receivables, borrowings, hotel refurbishment, regulatory status, joint venture and subsidiary assessments and cash flow.

(iii) Reviewed the Group's material sustainability-related risks and opportunities, together with the sustainability-related strategies, priorities and processes implemented to manage them.

AUDIT COMMITTEE REPORT
Cont'd

SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE cont'd

(2) Risk Management and Internal Control cont'd

(iv) Considered the Group's sustainability reporting readiness under the National Sustainability Reporting Framework IFRS S1 and IFRS S2, including proposed improvements relating to greenhouse gas emissions data verification and ESG criteria in supplier assessment.

(3) Internal Audit Function

(i) Reviewed the internal audit report prepared by Eco Asia on the Group's RRPT processes for the third quarter ended 31 March 2026 and Operations Management Review.

(ii) Reviewed and assessed the scope of work of the Internal Auditors.

(iii) Considered the internal audit findings and recommendations, Management's responses and corrective action plans, and the target timelines for implementation.

(iv) Reviewed and assessed the performance of the Internal Auditors who undertake the internal audit function of the Group.

(v) Reviewed and assessed the adequacy of resources, experience and competency of the outsourced internal audit function.

(vi) Received and considered the risk profiling of the Company and its Group from the Risk Management Committee, which has primary oversight of the Group's risk management framework, including any significant risks with potential impact on the internal control environment.

Further details of the activities of internal auditors performed during FYE 2026 are outlined in the Statement on Risk Management and Internal Control within this Annual Report.

(4) Oversight of External Audit

(i) Reviewed and discussed with the External Auditors the Audit Review Memorandum in order to understand and consider significant accounting adjustments and audit issues arising from the audits, in particular the recommendations and appropriate actions to be taken by Management.

(ii) Reviewed and deliberated on the draft independent auditors' report by the External Auditors and noted that no management letter was issued as there were no matters requiring communication to the AC, Management or those charged with governance.

(iii) Reviewed the suitability, objectivity and independence of the External Auditors, taking into consideration their performance, competence and experience, and recommended their re-appointment to the Board.

(iv) Reviewed the Audit Planning Memorandum, covering the scope and nature of the statutory audit of the Company's and the Group's financial statements prior to the audit engagements.

(v) Conducted two (2) private sessions with the External Auditors to discuss any issues arising from the audits without the presence of Management and Executive Directors.

AUDIT COMMITTEE REPORT
Cont'd

SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE cont'd

(5) Related Party Transactions ("RPTs"), Conflicts of Interest ("COI") and Potential COI

(i) Reviewed inter-company and related or interested-party transactions arising within the Company and the Group for compliance with applicable financial reporting standards and Bursa Securities requirements.

(ii) Reviewed any related party transactions and conflict of interest that may arise within the Group including any transactions, procedures or course of conduct that raises questions of Management's integrity.

(iii) Reviewed the Group's RPTs and RRPTs, including the controls and supporting documentation in place, and monitored compliance with applicable approval, arm's-length and disclosure requirements.

(iv) Reviewed the disclosure of COI and/or potential COI of the Directors and Key Senior Management, including any actions, procedures or conduct that may raise questions about the Management's integrity.

(v) Reviewed the framework for COI management. The AC plays a crucial role in overseeing COI within the Group and is committed to ensuring a robust framework for identifying, evaluating, approving, reporting and monitoring COI situations. During the year, the AC diligently reviewed and monitored all actual and potential COI situations involving Directors and senior management.

COI Situations

Details of actual or potential COI situations involving certain Directors and Key Senior Management of the Group, together with the measures taken to address them, are set out below.

Potential COI involving BilaBila Retail Sdn. Bhd. and Causeway Advisory Sdn. Bhd.

Mr. Paramjit Singh Gill A/L Gurdev Singh ("Mr. Paramjit") and Mr. Tan Hai Liang had disclosed their interests in BilaBila Retail Sdn. Bhd. ("BilaBila") and Causeway Advisory Sdn. Bhd. ("Causeway").

BilaBila operates convenience stores, cafeterias and canteens and carries on retail activities. Causeway is engaged in management consultancy and manpower outsourcing. As these activities may overlap with certain business segments of the Group, the AC considered that the disclosed interests could give rise to a potential COI.

In respect of the shareholding interests in BilaBila, Wawasan Lumayan Sdn. Bhd. ("Wawasan") held 51.0%, while Mr. Lim Aik Hoe and Mr. Lim Aik Kiat held 20.0% and 19.0%, respectively. Wawasan was in turn owned by Mr. Paramjit and Mr. Tan Hai Liang, each holding 30.0%, and Ms. Lee Hui Jing, the spouse of Mr. Tan Hai Liang, holding 40.0%.

EXSIM Holdings Sdn. Bhd. ("EHSB") held 50.0% of Causeway, while Mr. Paramjit and Mr. Tan Hai Liang each held 25.0%. Mr. Lim Aik Hoe and Mr. Lim Aik Kiat each held 37.5% of EHSB, while Mr. Lim Aik Fu held 25.0%. Mr. Lim Aik Hoe, Mr. Lim Aik Kiat and Mr. Lim Aik Fu, who are brothers, were indirect major shareholders of the Company through their respective interests in EXSIM Hospitality Holdings Sdn. Bhd.

During FYE 2026, the Group had entered into, or may enter into, transactions involving the following arrangements:-

- EXSIM Concepto Sdn. Bhd., as service provider, and BilaBila, as recipient, in relation to renovation and fit-out services; and
- Causeway, as service provider, and the EHB Group, as recipient, in relation to outsourced manpower services.

It was noted that Mr. Paramjit and Mr. Tan Hai Liang were deemed interested in BilaBila and Causeway by virtue of their directorships in those entities, their shareholding interests in Wawasan and Causeway, and the interests of their related parties.

AUDIT COMMITTEE REPORT
Cont'd

SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE cont'd

(5) Related Party Transactions ("RPTs"), Conflicts of Interest ("COI") and Potential COI cont'd

Causeway's advisory services

The AC discussed the corporate, finance and investor-relations advisory services provided by Causeway to the EHB Group and reviewed the nature and scope of the services provided and the relevant arrangements between the parties.

The AC also considered whether these advisory functions would ordinarily fall within the responsibilities of the Executive Directors. The AC noted that, taking into account the Group's operational requirements and cost structure, certain corporate, finance and investor-relations functions were supported through an external service arrangement. This arrangement enabled the Group to manage its resources flexibly without increasing fixed overheads. The AC further noted that governance measures, including the disclosure of interests and abstention from deliberation and decision-making where conflicts arose, were in place to manage any potential COI.

Potential COI involving Ms. Siew Wai Mun's business interests

The AC reviewed the disclosure made by Ms. Siew Wai Mun ("Ms. Michelle Siew"), a Key Senior Management of the Company, regarding her directorship in Mana Mana Hospitality Sdn. Bhd. ("MMHSB") and her business relationships with Mr. Lim Aik Hoe and Mr. Lim Aik Kiat. The shareholders of MMHSB are Mr. Lim Aik Hoe and Mr. Lim Aik Kiat, who are indirect major shareholders of the Company through EXSIM Hospitality Holdings Sdn. Bhd. The AC considered whether these relationships, together with Ms. Michelle Siew's other relevant disclosed interests, could give rise to any actual or potential COI in relation to the Group.

Measures to manage COI

The AC noted that the following measures were in place to manage actual or potential COI, where applicable:-

- The Company had established a COI Policy applicable to Directors and Key Senior Management, providing a framework for identifying, disclosing and managing COI situations and supporting impartial and transparent decision-making.
- The relevant entities were required to provide an undertaking that they would not, directly or indirectly, engage in any business that competes with the Company's business or interfere with or encroach upon the Company's business, customers or commercial interests.
- The AC reviewed and monitored the COI situation and considered whether additional safeguards were required.
- Interested Directors and Interested Key Senior Management were required to update their declarations of interest to the AC and the Board whenever their interests changed.
- Interested Directors were required to abstain from deliberation and voting at Board and/or Management level on matters where a conflict arose.

Having reviewed the COI situation, the AC was satisfied that the safeguarding measures and controls were adequate to mitigate the potential COI. Based on its assessment, the AC was of the view that the potential COI had been appropriately addressed and did not prejudice the interests of the Company or its minority shareholders.

In addition, the AC noted that the transactions entered into and/or to be entered into between the Group and BilaBila and Causeway constituted related party transactions pursuant to Paragraph 10.08 of the MMLR. The AC reviewed and recommended the proposed new shareholders' mandate for RRPTs, which included transactions with BilaBila and Causeway. The mandate was subsequently approved by shareholders at the EGM II held on 13 April 2026.

AUDIT COMMITTEE REPORT
Cont'd

SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE cont'd

(5) Related Party Transactions ("RPTs"), Conflicts of Interest ("COI") and Potential COI cont'd

Measures to manage COI cont'd

Transactions carried out under the approved mandate are to be conducted on normal commercial terms and at arm's length, on terms no more favourable to the related parties than those generally available to the public, and in a manner that is not detrimental to the interests of the Company and its minority shareholders. Interested Directors shall abstain from deliberation and voting on relevant matters. Interested major shareholders and persons connected with them shall abstain from voting on the mandate, as applicable.

(6) Annual Report

Reviewed and recommended to the Board for approval and inclusion in the Company's Annual Report 2025 the following:

(i) Statement on Risk Management and Internal Control ("SORMIC");
(ii) AC Report; and
(iii) Sustainability Statement.

(7) Training

During the financial year under review, all AC members attended various training programmes as part of their continuous professional development. The list of trainings attended is disclosed in the CGOS within this Annual Report.

(8) Others

(i) Reviewed and recommended the draft circular to shareholders in relation to the proposed diversifications into the General Contracting Business and Centralised Procurement Business, which were subsequently approved by shareholders at EGM II held on 13 April 2026;

(ii) Reviewed and recommended the Proposed Acquisitions of the remaining shares in certain subsidiaries held by joint venture partners, including the rationale, benefits, consideration, valuation, funding and cash flow implications, risks and applicable related party transaction requirements;

(iii) Reviewed and recommended the mandate for the Company to provide corporate guarantees in favour of EXSIM Concepto Sdn. Bhd., and monitored the mandate's utilisation, outstanding exposure and compliance, including guarantees pending discharge or release;

(iv) There was no insider trading reported during the financial year under review; and

(v) There were no whistle-blower reports during the financial year under review.

AUDIT COMMITTEE REPORT
Cont'd

AUDIT AND NON-AUDIT FEES

The fees paid or payable for services rendered by the External Auditors during FYE 2026 are as follows:

Description	Audit Fee (RM'000)	Non-Audit Fee (RM'000)*	Total (RM'000)
The Company	60	4	64
The Group	190	4	194

* *Details of non-audit fees are set out in the Additional Compliance Information of this Annual Report.*

INTERNAL AUDIT FUNCTION

The Group has outsourced its internal audit function to Eco Asia, an external professional internal audit firm that reports directly to the AC. Eco Asia assists the AC in reviewing the effectiveness of the Group's internal control systems and the adequacy of its controls and risk management measures. Through its reviews, Eco Asia identifies areas for improvement and makes recommendations to Management. The AC considers Management's responses and monitors the implementation of agreed remedial actions. Eco Asia performs its assignments independently, with impartiality, proficiency and due professional care.

During FYE 2026, the internal audit work was carried out by a team of three (3) auditors from Eco Asia, led by its Head of Internal Audit, Ms. Janeeta Salim. Ms. Janeeta Salim is an Associate Member of the Institute of Internal Auditors Malaysia and has extensive experience in internal audit.

The work of the internal audit function included:

(a) Developing the annual Internal Audit Plan and submitting it to the AC;

(b) Conducting follow-up reviews to assess whether action had been taken to address issues highlighted in previous internal audit reports; and

(c) Presenting significant internal audit findings and areas for improvement to the AC, together with recommended corrective measures and Management's responses.

Eco Asia reported to the AC in accordance with the approved scope of work and highlighted areas for improvement. It also conducted follow-up reviews of earlier findings and provided the AC with updates on the implementation status of agreed recommendations.

The total cost incurred for the internal audit function in respect of FYE 2026 was RM16,000.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors ("Board") is pleased to present the Statement on Risk Management and Internal Control ("SORMIC") pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements ("MMLR") of Bursa Securities. The SORMIC is prepared with reference to Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers issued by Bursa Securities. The SORMIC does not include the risk management and internal control practices of the Group's associates.

Board's Responsibility

The Board is responsible for Exsim Hospitality Berhad's ("the Group") system of internal control and risk management and for reviewing the adequacy and integrity of the system. The system covers risks and controls on financial, operational, and compliance/legal aspects. This system is designed to manage, rather than to eliminate, the risks in the pursuit of the Group's business objectives as well as to safeguard shareholders' investments and Group's assets. The system serves to provide reasonable but not absolute assurance against the risk of material misstatement, loss or fraud.

Risk Management System

The Board has established an ongoing risk management process for identifying, measuring, evaluating and managing the Group's principal risks that may significantly impact the Group. This process is carried out via the following risk management governance structure:

- The Board – discharges its responsibilities and duties by ensuring a sound system of risk management and internal control is in place for the Group. The Board has established the Audit Committee ("AC") and Risk Management Committee ("RMC"), which was redesignated as the Sustainability and Risk Management Committee ("SRMC") with effect from 21 August 2026 to assist them in fulfilling their responsibilities and duties. The Board formulates the Group's business strategies and reviews the Group's significant risks and internal control issue arising on a half-yearly basis. Additional meetings may be called as and when the Board deems necessary. The Board also directs appropriate actions as and when significant risks and internal control issues arise.

- The AC – on behalf of the Board, the AC, with the assistance of the SRMC established a system of risk management and internal control. The AC, on behalf of the Board, reviews the significant risks and internal controls of the Group's business and activities and highlights significant risks and issues to the Board on a half-yearly basis. The AC is also assisted by an outsourced Internal Auditors who carries out its functions independently with a risk-based approach and provides assessment as whether risks are being adequately evaluated, managed and controlled. It further evaluates the effectiveness of the governance, risk management and internal controls framework and facilitates enhancement, where appropriate.

- The SRMC – assists the AC in establishing risk management framework and process capable of identifying and managing significant risks inherent or developed in the Group's business and activities. The SRMC meets with the risk owners to review the risks on a half-yearly basis and presents its reports to the AC. Additional meetings may be called as and when the SRMC deems necessary. The SRMC comprises the Executive Directors and Group Accountant.

Risk Management Process

Risks are reported and monitored at the operational level using a Risk Register which captures risks, mitigating measures and risk ratings. Where applicable, Key Risk Indicators ("KRIs") are established to monitor risks. The Risk Register is presented to the SRMC for review on a half-yearly basis. The level of risk tolerance is guided by a risk likelihood and impact matrix which enables the risk to be rated and prioritised accordingly.

For risks that are material, the mitigating measures and KRIs are presented to the Management for review on a half-yearly basis. Risks are reviewed and managed at each level of reporting and consolidated for review at the next higher level, before they are escalated for review at Group level.

High and new risk areas are immediately flagged and reported to the AC whose comments and advice are noted for the full Board's information.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Cont'd

Types of Risks

The principal business activities of the Group are operating hotel and investment. There have been no significant changes in the nature of these activities during the financial year.

The Group's significant risk exposure for the financial year ended 30 June 2026 ("FYE 30 June 2026") can be broadly categorised into the following categories:

Financial Risk The risk of loss arising from: • Cash flow risk	**Operational Risk** The risk of loss arising from: • Upkeep and maintenance of hotel facilities • Cost overruns for refurbishing the hotel and delay in reopening impacting business recovering timeline
Compliance/Legal Risk The risk of loss arising from: • Non-compliance with statutory/regulatory requirements	**External Risk** The risk of loss arising from: • Interest rate fluctuation

Internal Control System

The Group has implemented an internal control system that provides effective governance and oversight of internal control, comprising a set of mechanisms and processes designed to support risk management, ensure regulatory compliance and promote operational effectiveness. The internal control system is reviewed and updated periodically to ensure that it remains relevant and effective in addressing changes in the business environment. Amongst others, the key elements of the Group's internal controls are as follows:

(i) An organisational structure with clear lines of accountability and responsibilities provides a sound framework within the organisation in facilitating check and balance for proper decision-making at the appropriate authority levels of management, including matters that require the Board's approval;

(ii) Several Company policies including the Code of Business Ethics, Whistleblowing Policy and Anti-Bribery and Anti-Corruption Policy, which cover policies and procedures on dealings with external parties, Conflict of Interest, insider trading, compliance with laws, money laundering, bribery, corruption and others, are implemented to promote ethical business practices;

(iii) Directors' Fit and Proper Policy for the Nomination Committee ("NC"), which sets out the criteria for the appointment and re-appointment of Directors;

(iv) The Board meet periodically to carry out their duties and responsibilities as outlined in their respective Term of Reference to ensure the Board has maintained effective supervision over the control processes; and

(v) AC and the Board review findings of internal and external audit on accounting and internal control issues and have discussions with Management regarding the corrective actions required to address identified issues and risks. The Group's internal control system does not apply to associated companies in which the Group does not have full management control.

Internal Audit Function

The internal audit function remains outsourced to ECO Asia Governance Advisory Sdn Bhd ("Eco Asia"), an independent professional services firm. This firm performs internal audits based on the internal audit plan approved by the AC. The audit focuses on critical business processes, internal control gaps, and the adequacy of the risk management system.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
Cont'd

Internal Audit Function *cont'd*

The internal audit team reports directly to the AC. The internal audit engagement is led by the Head of Department, Ms. Janeeta Salim, who is an Associate Member of The Institute of Internal Auditors ("AIIA"). She has vast experience and exposure in the internal audit field. She was assisted by three (3) internal auditors of Eco Asia in the audit reviews.

The Internal Auditors are responsible for planning, implementing and reporting on the internal audit timeline and activities of the Group.

During the financial year under review, the Internal Auditors carried out the following activities:

- Presented proposed audit plan for AC approval. AC reviewed and accepted the proposed audit plan for the FYE 30 June 2026 and for the financial year ending 30 June 2027.
- Conduct internal audit in the following areas:
    - Recurrent related party transaction
    - Operations management review
- Discussed with the management team and respective auditees in the course of conducting audit on any significant control lapses and/or deficiencies noted from the reviews for their consideration and corrective actions.
- Submitted reports to AC for any significant non-compliance, internal control weakness and actions taken by the Management to resolve the audit issues identified.

Based on the internal audit review conducted during FYE 30 June 2026, the Board, through the AC, is of the view that no significant weaknesses were identified in the risk management and internal control system that may result in material losses, contingencies or uncertainties that would require separate disclosure in this statement.

Adequacy and Effectiveness of the Group's Risk Management and Internal Control System

The Managing Director, Executive Director and Group Accountant have provided the Board with reasonable assurance that the Group's risk management and internal control system have been operating adequately and effectively in all material respects for the financial year under review and up to the date of approval of this statement, based on the current risk management and internal control system adopted by the Group.

Review of Statement by External Auditors

Pursuant to Paragraph 15.23 of MMLR, the external auditors have reviewed this statement. The external auditors' review was performed in accordance with the Audit and Assurance Practice Guide 3 issued by the Malaysian Institute of Accountants. Audit and Assurance Practice Guide 3 does not require the external auditors to consider this statement covers all risks and controls or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system.

Based on the procedures performed, the external auditors have reported to the Board that nothing has come to their attention that cause them to believe that this statement included in this Annual Report, in all material respects, has not been prepared in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor factually inaccurate.

Conclusion

The Board has taken the necessary steps to ensure that appropriate systems are in place for the assets of the Group to be adequately safeguarded through the prevention and detection of fraud and other irregularities and material misstatements.

The Board believes that the Group's risk management and internal control system are satisfactory and have not resulted in any material losses, contingencies or uncertainties that would require separate disclosure in this statement. The Board continues to take appropriate measures to sustain and, where required, to improve the Group's risk management and internal control system in meeting the Group's strategic objectives.

The Board, together with Board Committees and management, remains committed to enhance and improve the implementation of risk for the Group.

The statement is made in accordance with a resolution of the Board dated 16 October 2026.

SUSTAINABILITY STATEMENT

ABOUT THIS STATEMENT

This Sustainability Statement shares how EHB and its subsidiaries (collectively, "the Group") manage the economic, environmental, social and governance ("EESG") matters that are most relevant to our business and stakeholders for the financial year ended 30 June 2026 ("FYE2026"). It also outlines our sustainability approach, initiatives and performance across the Group's Own and Operate, Hospitality Operator and Fit-Out business segments.

Through this Statement, we aim to provide a clear and balanced view of our sustainability progress, challenges and priorities. We recognise that our sustainability journey will continue to evolve alongside our business, and we remain committed to strengthening our governance, data collection and management of sustainability-related risks and opportunities.

1. BASIS OF PREPARATION

1.1 Reporting Framework and Guidelines

This Statement presents the Group's sustainability performance for FYE2026, covering the period from 1 July 2025 to 30 June 2026, unless otherwise stated.

The Statement has been prepared in accordance with the sustainability reporting requirements under the MMLR of Bursa Malaysia Securities Berhad ("Bursa Malaysia") and with reference to Bursa Malaysia's Sustainability Reporting Guide, 3rd Edition.

In developing our disclosures, we are also guided by:

Our consideration of IFRS S2 forms part of our ongoing efforts to strengthen EHB's climate-related disclosures and prepare for the requirements of Malaysia's National Sustainability Reporting Framework ("NSRF").

1.2 Reporting Scope and Boundary

This Statement covers EHB's principal activities across its Own and Operate, Hospitality Operator and Fit-Out business segments. The reporting boundary considers the nature and extent of each entity's activities, its sustainability relevance and the period during which EHB exercised operational control.

The entities and activities covered are set out below. Current entity names are used throughout this Statement, while performance information relates to activities within the reporting boundary during FYE2026.

SUSTAINABILITY STATEMENT
Cont'd

Business Segment	Entity Covered	Activities Within the Reporting Scope
Group and Holding Company	• EXSIM Hospitality Berhad	Group-level governance, corporate office operations, policies, risk management and consolidated disclosures.
Own and Operate	• Portrait Hospitality Sdn. Bhd.	Hotel asset ownership and related activities, including EHB's Port Dickson hotel asset, Portrait Resort (formerly known as Corus Paradise Resort).
Hospitality Operator	• Mana Mana Holdings Sdn. Bhd. • Mana Mana Collections Sdn. Bhd.	Short-term accommodation management, front-desk and guest services, housekeeping, booking management and maintenance coordination.
Fit-Out	• EXSIM Concepto Sdn. Bhd.	Interior design, fit-out, project management, procurement and contractor-related activities.

Changes in Reporting Coverage

During the year, the Group expanded its existing Hospitality Operator business, increasing the number of accommodation units under its management. Information for the additional units is included from the date when they came under EHB's operational control. This expansion may affect year-on-year comparability, particularly for workforce and operational information.

The Flash Living Sdn. Bhd. is excluded from the FYE2026 reporting scope, as Management assessed its business activities and headcount to be not significant during the year.

Entity Name Changes

During and following FYE2026, two entities within the reporting scope changed their names:

- Portrait Hospitality Sdn. Bhd., formerly known as ("f.k.a.") Pengkalen Holiday Resort Sdn. Bhd., with effect from ("w.e.f.") 17 April 2026.
- Mana Mana Collections Sdn. Bhd., f.k.a. MyKey International Sdn. Bhd., w.e.f. 4 August 2026.

The current entity names are used throughout this Statement, including Mana Mana Collections Sdn. Bhd., whose name change took effect after the end of FYE2026. These name changes do not affect the entities' legal identities or the reporting boundary.

For the Hospitality Operator segment, Mana Mana Holdings Sdn. Bhd. and Mana Mana Collections Sdn. Bhd. provide management services for accommodation owned by third parties. Electricity and water consumption, as well as waste generated within managed units outside EHB's operational control, are excluded from the Group's environmental performance data. Payment of utility bills on behalf of property owners forms part of these management services. Relevant workforce, guest service and other sustainability disclosures remain within scope.

Portrait Resort remains within the reporting boundary during its temporary closure for renovation. Any material data limitations, differences in indicator coverage or changes affecting year-on-year comparability are explained alongside the relevant disclosures.

SUSTAINABILITY STATEMENT
Cont'd

1.3 GHG Reporting Boundary

EHB applies the operational control approach to determine its greenhouse gas ("GHG") reporting boundary, covering operations over which the Group has the authority to introduce and implement operating policies.

Scope	Reporting Boundary
Scope 1	Direct emissions from fuel consumed by company-owned or controlled vehicles, generators and other applicable sources.
Scope 2	Indirect emissions from purchased electricity consumed at the Group's corporate office, hotel asset and other operations under its operational control.
Scope 3	Selected indirect emissions under Category 6: Business Travel, covering air travel only, and Category 7: Employee Commuting.

Scope 2 emissions cover purchased electricity at premises under EHB's operational control. Electricity within accommodation units managed on behalf of third-party owners is not included. For Scope 3, EHB aims to progressively broaden its reporting to other relevant emission sources and categories as data availability and collection processes improve. Emissions from The Flash Living Sdn. Bhd. are excluded, as explained in Section 1.2.

GHG emissions are calculated using relevant emission factors published by the United Kingdom Department for Energy Security and Net Zero ("DESNZ") and the Grid Emission Factor ("GEF") for Peninsular Malaysia published by Suruhanjaya Tenaga ("ST"). Calculation methods, assumptions and material data limitations are explained alongside the relevant performance disclosures.

1.4 Statement of Assurance

Sustainability data and information were provided by the relevant business units, departments and data owners across the Group and reviewed by Management for reasonableness, consistency and completeness under the oversight of the Sustainability and Risk Management Committee.

This Statement has not undergone independent external assurance for FYE2026. The Group will consider external assurance in future reporting periods as part of its NSRF implementation roadmap, while continuing to strengthen data ownership, collection templates and supporting documentation.

1.5 Feedback

The Group values feedback and suggestions on our Sustainability Statement to support continuous improvement. Please direct any enquiries or comments to us via this email address: info@ehb.my.

2. OUR APPROACH TO SUSTAINABILITY

2.1 Our Sustainability Highlights for FYE2026

Delivering Economic and Service Excellence

99.5%
Procurement spending directed to local suppliers

4.5 / 5.0
Average guest satisfaction score

Ethical Governance Standards

Zero
Substantiated complaints concerning breaches of customer privacy or losses of customer data

Environmental Stewardship and Sustainability

716 GJ
Total energy consumption

273 tCO_2e
Total reported GHG emissions

Expanded Data Coverage
111 employees covered in employee commuting emissions data
Up from 22 employees in FYE2025

Social Impact and Development

50%
Women in the workforce

1,008
Employee training hours

Zero
Work-related fatalities and lost-time injuries

Zero
Substantiated complaints concerning human rights violations

2.2 Sustainability Framework

Our Sustainability Framework guides the integration of sustainability into the Group's hospitality and fit-out activities. Connecting our vision, mission and service commitments with our sustainability priorities, it provides a clear direction for implementation and long-term value creation.

The Framework is built on four pillars: Economic, Environmental, Social and Governance, which correspond to our four groups of material matters. These pillars are supported by seven core components: governance, strategy, risk management, metrics and targets, capacity building, sustainability reporting and disclosure, and sustainability assurance. Together, they guide coordinated implementation, performance monitoring and disclosure across the Group.

SUSTAINABILITY STATEMENT
Cont'd

Sustainability Framework Overview

Our Vision
We strive to redefine the hospitality landscape by blending innovation, comfort, and sustainability.

Our Mission

Exceptional Experiences
We create unforgettable stays by offering personalised service, thoughtful amenities, and a warm welcoming atmosphere.

Innovation at Heart
We craft modern hospitality solutions that seamlessly cater to the needs of today's discerning traveller.

Empowering People
We invest in our team's growth and wellbeing to foster a culture that reflects care, integrity, and excellence.

Our Promises

- **Thoughtful Commitment**
- **Personalised Service**
- **Sustainability Commitment**
- **Unwavering Quality**

Sustainability Key Pillars and Principles

Economic	Environmental	Social	Governance
Delivering Economic and Service Excellence	Environmental Stewardship and Sustainability	Social Impact and Development	Ethical Governance Standards

Core Components

Governance	Strategy	Risk Management	Metrics & Targets
• Board and Management Oversight • Sustainability Policy	• Stakeholder engagement and materiality • Strategy development and alignment	• Sustainability risk and opportunity identification • Climate-related risk and opportunity • Integration into ERM	• Set measurable targets • Monitor key ESG and climate indicators

Capacity Building	Sustainability Reporting & Disclosure	Sustainability Assurance
Strengthen competence and awareness across the Group.	Ensure transparent and reliable disclosure in line with applicable standards and stakeholder expectation.	Enhance credibility and trust through independent assurance.

Sustainability Reporting Frameworks & Standards
Aligned with globally recognised sustainability reporting frameworks and standards.

2.3 Sustainability Policy

EHB's Sustainability Policy ("Policy") sets out the Group's principles and commitments for integrating sustainability considerations into our operations, value chain and business relationships. It complements our Sustainability Framework by guiding the management of economic, environmental, social and governance matters, including climate-related considerations where relevant.

The Policy provides guidance on responsible business conduct, compliance with applicable laws and regulations, and the management of sustainability matters across our hospitality and fit-out operations. It applies to our Directors, Management and employees and, where applicable, business partners, suppliers, contractors and service providers.

The Policy will be reviewed periodically to reflect changes in regulatory requirements, business activities and stakeholder expectations. The Sustainability and Risk Management Committee will assess proposed revisions and submit them to the Board for consideration and approval, where required.

2.4 Supporting Global Progression

The UN SDGs provide a global framework for addressing sustainability challenges and promoting inclusive, responsible and sustainable development. EHB supports selected UN SDGs that are most relevant to the Group's operations and material sustainability matters. Our contributions for FYE2026 are set out below:



Our hospitality and fit-out businesses create employment opportunities, supported by employee benefits, skills development, workplace safety measures and channels for raising concerns



We integrate climate considerations into sustainability governance and risk assessments, and monitor GHG emissions to inform our environmental management efforts.



We uphold business integrity through anti-bribery and anti-corruption policies, training and whistleblowing channels, and support responsible personal data handling through our Personal Data Notice and data protection practices.

2.5 Sustainability Governance

EHB's sustainability governance structure establishes clear oversight, accountability and coordination for sustainability and climate-related matters across the Group.

As part of the revision of its Sustainability Framework, EHB has strengthened the governance provisions to improve coordination between sustainability and risk management. The Risk Management Committee was repurposed as the SRMC, a management-level committee established by the Board. The SRMC replaces the Sustainability Steering Committee ("SSC") and has assumed its sustainability responsibilities.

Under the revised structure, the Board retains ultimate responsibility, supported by the SRMC and the Sustainability Working Group ("SWG"). Their key roles and responsibilities are outlined below.

SUSTAINABILITY STATEMENT
Cont'd

BOARD OF DIRECTORS

Oversight and approval

- Approves sustainability direction, key policies, material matters, targets and disclosures.
- Oversees material sustainability and climate-related risks and opportunities and their implications for the Group.
- Reviews sustainability progress and provides strategic guidance.

SUSTAINABILITY AND RISK MANAGEMENT COMMITTEE

Management review and coordination

- Coordinates implementation of Board-approved sustainability strategy, policies and targets.
- Reviews sustainability performance, risks and opportunities, data quality and proposed disclosures.
- Recommends matters for Board approval and escalates material sustainability issues.

SUSTAINABILITY WORKING GROUP

Implementation, monitoring and reporting

- Coordinates sustainability initiatives, stakeholder engagement and materiality assessments.
- Supports assessment of sustainability and climate-related risks and opportunities.
- Coordinates data collection, quality checks, performance monitoring and preparation of disclosures.

The SRMC operates under its Board-approved Terms of Reference. Together, these governance bodies support the integration of sustainability into business decisions and coordinated implementation across the Group, with urgent material matters escalated promptly.

2.6 Stakeholder Engagement

2.6.1 Stakeholder Engagement Approach

We engage our stakeholders through formal and informal channels to understand what matters to them, how our activities affect them and what they expect us to improve. These engagements help us identify and manage sustainability matters that are relevant to us and our stakeholders.

Our key stakeholder groups include shareholders and investors, regulatory authorities, financial institutions, guests and customers, employees, suppliers and local communities.

SUSTAINABILITY STATEMENT
Cont'd

2.6.2 Key Stakeholder Groups

Key Stakeholders	Engagement Platforms	Key Areas of Interest or Concern	Our Response
Shareholders and Investors	• Annual Report • Annual General Meeting ("AGM") • Quarterly Reports and financial statements • Company website	• Financial performance and outlook • Governance and risk management • Regulatory developments • EESG integration	• Provide timely financial and sustainability disclosures • Maintain sound governance and risk management practices • Monitor and communicate relevant regulatory developments • Demonstrate commitment to sustainability through clear EESG goals, progress reporting and risk management.
Regulatory Authorities	• Annual Report • Regulatory seminars and information sessions • Inspections and audits	• Regulatory compliance • Operational health and safety • Transparency and cooperation	• Comply with applicable regulatory requirements • Implement health and safety measures • Cooperate with inspections and audits
Financial Institutions	• Meetings and networking events, as required	• Financial performance and cash flows • Risk management • Capital allocation and investment strategy	• Provide transparent financial information • Manage hospitality- and property-related risks • Communicate capital deployment and growth plans
Guests and Customers	• Customer feedback channels • Networking events, as required	• Service quality • Feedback and complaint handling • Transparent pricing and booking • Sustainable hospitality practices	• Maintain service standards • Respond promptly to concerns • Communicate pricing and availability clearly • Promote resource efficiency and waste reduction
Employees	• Training and development programmes • Safety training and awareness programmes • Performance appraisals • Policy briefings	• Career development • Workplace health, safety and well-being • Fair remuneration and benefits	• Provide training and development opportunities • Maintain a safe and supportive workplace • Offer appropriate remuneration and benefits
Suppliers	• Contracts and vendor registration • Ongoing communication	• Quality and timely delivery • Fair and transparent procurement	• Communicate requirements clearly • Monitor supplier performance • Maintain transparent and accountable procurement practices

SUSTAINABILITY STATEMENT
Cont'd

Key Stakeholders	Engagement Platforms	Key Areas of Interest or Concern	Our Response
Local Communities	• Corporate social responsibility ("CSR") initiatives, as required	• Community development and well-being	• Support initiatives and partnerships that contribute to social well-being and local development

3. MATERIALITY ASSESSMENT

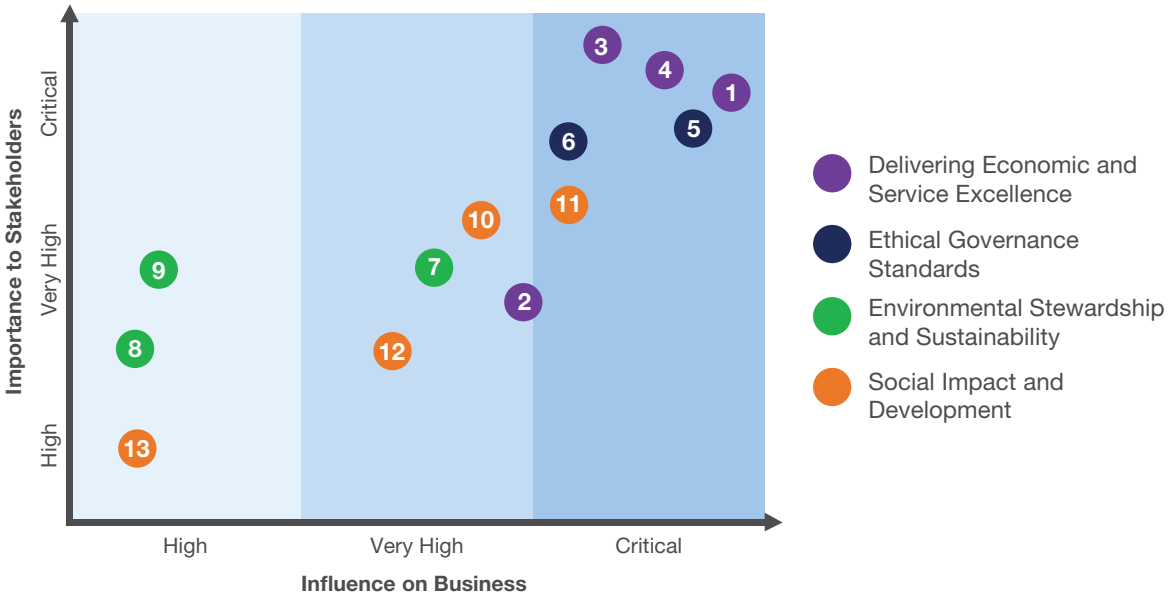
Our material matters are the EESG topics that matter most to our stakeholders and are most relevant to our business. They connect stakeholder expectations with the sustainability priorities we address across our Own and Operate, Hospitality Operator and Fit-Out segments.

In FYE2025, we conducted a full materiality assessment to identify and prioritise these matters. The assessment considered Bursa Malaysia's reporting requirements, stakeholder interests and sustainability issues affecting our industry. Senior Management validated the resulting materiality matrix, which was subsequently approved by the Board.

In FYE2026, we reviewed the 13 material matters identified in the previous year, taking into account changes in our business, including the temporary closure of Portrait Resort for renovation and the expansion of our Hospitality Operator segment. We retained the same matters and materiality matrix as they continue to reflect our business activities, operating environment and stakeholder expectations.

3.1 Materiality Matrix

The Group maintained the following material matters for FYE2026:



Delivering Economic and Service Excellence			
1	Economic Performance	2	Supply Chain Management
3	Hospitality Service Excellence	4	Customer Experience and Satisfaction
Ethical Governance Standards			
5	Corporate Governance and Anti-Corruption	6	Data Privacy and Security
Environmental Stewardship and Sustainability			
7	Energy, Emissions and Climate Resilience	8	Water Consumption
9	Waste Management		
Social Impact and Development			
10	Labour Practices and Standards	11	Health and Safety
12	Diversity and Employee Development	13	Community Engagement and Contribution

4. CLIMATE-RELATED DISCLOSURES

Understanding the impacts and potential financial implications of climate change on our hospitality-related operations is important to strengthening operational resilience and supporting EHB's transition towards more sustainable business practices.

In FYE2026, EHB continued to enhance its climate-related disclosures with reference to IFRS S2, in support of future readiness under the NSRF. The Group revised its Sustainability Framework and Sustainability Policy to incorporate sustainability and climate-related considerations, including governance, strategy, risk management and metrics and targets.

The disclosures in this section are based on information currently available to the Group and will be enhanced as EHB develops its climate-related data, processes and internal capabilities.

4.1 Governance

Our sustainability and climate-related risks and opportunities are governed through the Group's sustainability governance structure comprising the Board, SRMC and SWG. This structure supports oversight, implementation and monitoring of sustainability and climate-related matters across the Group.

The detailed sustainability governance structure, including the roles and responsibilities of the Board, SRMC and SWG and relevant data owners, is set out in Section 2.5: Sustainability Governance of this Statement.

4.2 Strategy

We continue to build climate awareness across our operations and to integrate climate-related considerations into the Group's business direction.

In FYE2026, we continued to track and disclose Scope 1, Scope 2 and selected Scope 3 GHG emissions, where data is available. These efforts support the Group's climate-related key performance indicators ("KPIs") and provide a foundation for future baseline-setting, performance monitoring and intensity target development.

EHB has not yet completed a formal assessment of climate-related risks and opportunities, including scenario analysis, or quantified the potential financial effects. We intend to carry out the assessment in FYE2027 as part of our preparation for the NSRF disclosure requirements.

SUSTAINABILITY STATEMENT
Cont'd

4.3 Risk Management

We consider climate-related risks through our broader sustainability and risk management processes, so that they are reviewed alongside operational, financial and compliance risks rather than in isolation. With the establishment of the SRMC, this review takes place within a single management forum. Sections 6.3.1 to 6.3.3 present our energy and emissions, water and waste performance.

4.4 Metrics and Targets

We track key climate-related metrics to monitor our environmental performance, support trend analysis and inform decision-making. These metrics include energy consumption, GHG emissions, waste generation and water consumption. Where available, historical data is provided to support comparability across reporting periods.

Quantified Data	Units
Energy Consumption	Gigajoules ("GJ")
GHG Emissions	tCO_2e
Waste Generated	Metric tonnes ("MT")
Water Consumption	Megalitres ("ML")

To support our sustainability goals, EHB has established KPIs for emissions and waste, including baseline-setting targets for FYE2027. These support performance tracking and regular evaluation to drive continuous improvement in the management of climate-related risks and opportunities.

Key climate targets include establishing a baseline year by FYE2027 and setting energy intensity (GJ/RM'000) and emissions intensity (tCO_2e/RM'000) targets by FYE2027.

5. SUSTAINABILITY PERFORMANCE SCORECARD

5.1 Key Sustainability Targets and Progress

Material Matters	KPIs	FYE2026 Performance
Delivering Economic and Service Excellence		
Supply Chain Management	Allocate at least 70% of our procurement expenditure to local suppliers annually	**Achieved**
Ethical Governance Standards		
Corporate Governance and Anti-Corruption	Achieve zero reported incidents of bribery and corruption annually	**Achieved**
	Achieve zero reported grievances or whistleblowing complaints to the Group annually	**Achieved**

Material Matters	KPIs	FYE2026 Performance
Environmental Stewardship and Sustainability		
Energy, Emissions and Climate Resilience	Establish the baseline year for Scope 1 GHG emissions by FYE2027	**In progress**
	Establish the baseline year for Scope 2 GHG emissions by FYE2027	**In progress**
Waste Management	Establish the baseline year for waste reduction targets by FYE2027	**In progress**
Social Impact and Development		
Health and Safety	Maintain zero fatalities throughout the reporting period	**Achieved**
Labour Practices and Standards	Achieve zero substantiated complaints of human rights violations annually	**Achieved**

6. MANAGEMENT APPROACH FOR MATERIAL MATTERS

6.1 Delivering Economic and Service Excellence

6.1.1 Economic Performance

Our economic performance supports the continued operation and growth of our hospitality and fit-out businesses. We focus on strengthening our financial position and allocating resources to meet operational needs, deliver projects and support business expansion, while creating long-term value for our stakeholders.

During FYE2026, we expanded our short-term rental management portfolio. Alongside this expansion, our fit-out division remained a core business, contributing to our revenue through the delivery of interior design and fit-out services.

To strengthen our capital position and support business growth, EHB completed a rights issue in December 2025. Complementing this equity funding, we also secured financing facilities for Tower E Hotel and Portrait Resort to support our hospitality investments.

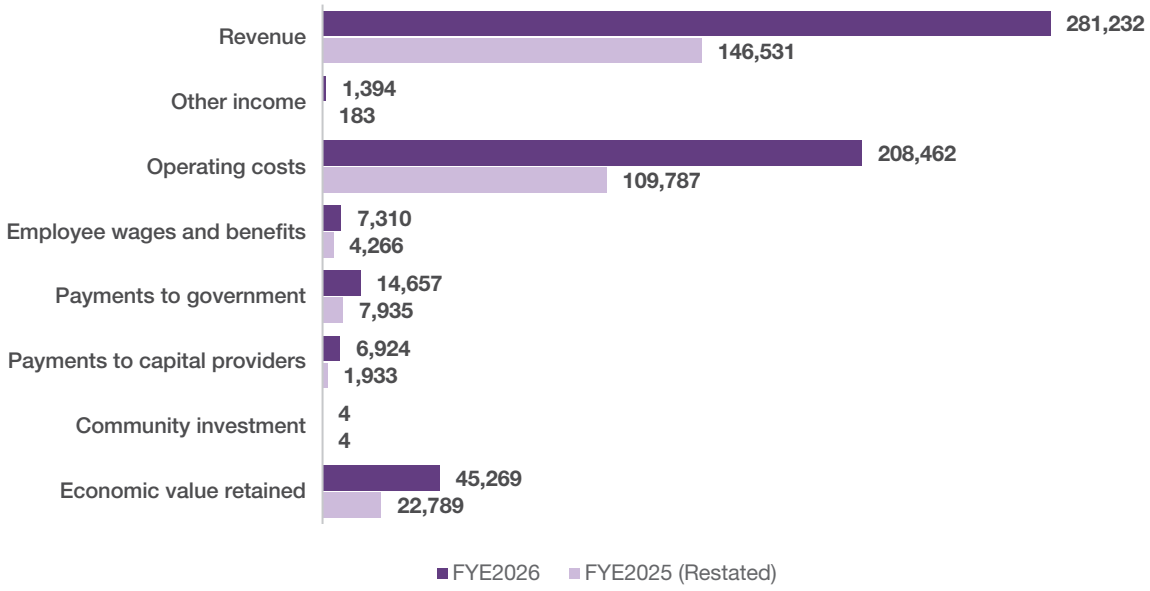
Direct Economic Value Generated and Distributed

The economic value generated through our business activities is distributed to our stakeholders through operating expenditure, employee remuneration, payments to government and capital providers, and community investment. We also retain a portion of the value generated to support our operations and future business needs.

Our direct economic value generated, distributed and retained during FYE2026, together with the comparative figures, is presented below.

SUSTAINABILITY STATEMENT
Cont'd

Direct Economic Value Generated and Distributed (RM'000)



Economic Performance Indicator	FYE2026	FYE2025 (Restated[1])
Economic Value Generated (RM'000):		
Revenue	281,232	146,531
Other income	1,394	183
Economic Value Distributed (RM'000):		
Operating costs	208,462	109,787
Employee wages and benefits	7,310	4,266
Payments to government	14,657	7,935
Payments to capital providers	6,924	1,933
Community investment	4	4
Economic Value Retained (RM'000)	45,269	22,789

Note:
1. *FYE2025 economic value retained was restated from RM18.04 million to RM22.79 million, calculated as economic value generated less economic value distributed in accordance with GRI 201-1, for comparability with FYE2026.*

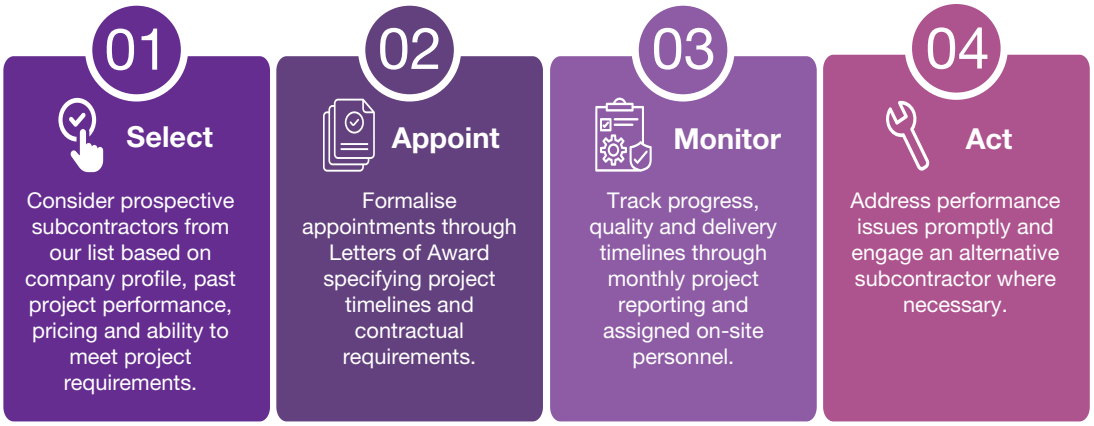
6.1.2 Supply Chain Management

We recognise that an effective supply chain is crucial to support our hospitality and fit-out services. We work closely with suppliers, contractors and service providers to meet our operational and project requirements, with an emphasis on the quality and timely delivery of goods and services.

SUSTAINABILITY STATEMENT
Cont'd

Contractor Management

As our fit-out division relies on appointed subcontractors to undertake most physical fit-out works, effective contractor selection and performance monitoring are important to maintaining project quality and delivery timelines. Our contractor management process is outlined below.



Local Procurement

Local suppliers support closer coordination and timely access to goods and services. We therefore seek to engage local suppliers, defined as suppliers based in Malaysia, where they can meet our quality and delivery requirements. Suppliers are evaluated through a supplier evaluation form against the following criteria:



The proportion of our procurement expenditure allocated to local suppliers is presented below.

Proportion of Spending on Local Suppliers



SUSTAINABILITY STATEMENT
Cont'd

6.1.3 Hospitality Service Excellence

For us, service excellence begins with understanding what our guests need and responding with care. Across our hospitality and short-term rental operations, we provide front-desk and concierge services, booking management, housekeeping, laundry coordination, maintenance support and day-to-day guest assistance on behalf of property owners.

We train our customer-facing employees to communicate clearly, personalise interactions where appropriate and respond promptly to enquiries and requests. Through these efforts, we aim to create a welcoming and dependable experience throughout each guest's stay.

Operational Systems, Standards and Maintenance



Property-Specific Procedures

Procedures for check-in, check-out, housekeeping, customer service and other day-to-day activities, adapted to each property's operating arrangements and building requirements.



Digital Platforms

Support guest registration, reservations and operational coordination, including a Property Management System to monitor occupancy and property-level performance.



Timely Maintenance

Issues are attended to by our maintenance personnel, with technical support from the EXSIM Group or external service providers where required.

To uphold service quality and operational excellence, EHB conducts biannual internal audits and annual external audits across our hospitality operations to assess compliance with applicable Malaysian laws. These audits help us verify that our hospitality operations comply with applicable regulations and support our service protocols, safety standards and housekeeping practices.

6.1.4 Customer Experience and Satisfaction

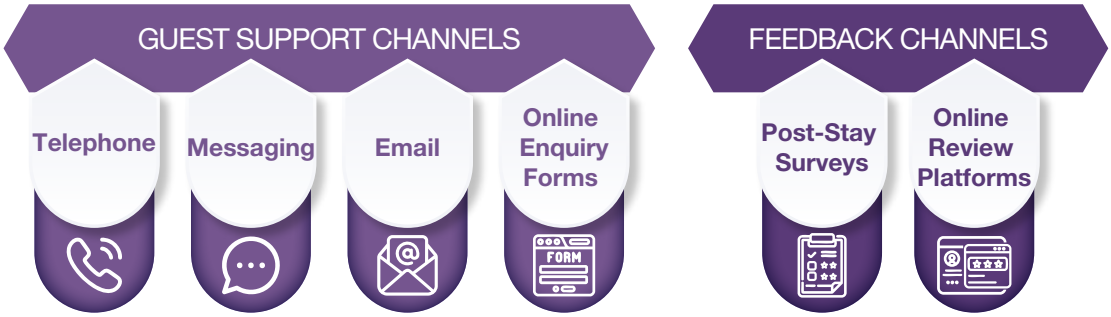
We recognise that positive customer experiences are shaped by the quality of our services, the effectiveness of our interactions and our ability to understand and respond to customer expectations. Across our hospitality and fit-out activities, we maintain communication channels that enable guests and clients to submit enquiries, provide feedback and raise concerns throughout their engagement with us.

Guest Engagement and Feedback

Within our hospitality operations, we maintain multiple communication channels to support guests throughout their stay. These include dedicated telephone and messaging channels, email and online enquiry forms. Through these channels, guests can obtain booking and check-in assistance, submit service requests and raise concerns directly with our guest service teams.

We also gather feedback through post-stay surveys and online review platforms. The feedback received provides insights into guests' experiences and enables our operational teams to identify service matters requiring attention and opportunities for improvement.

SUSTAINABILITY STATEMENT
Cont'd



EHB monitors guest satisfaction ratings and complaint-resolution performance to assess service quality and responsiveness. Guest complaints are managed in accordance with the Group's complaint-handling standard operating procedure, which guides the escalation, investigation and implementation of corrective actions.

FYE2026 Guest Experience Highlights

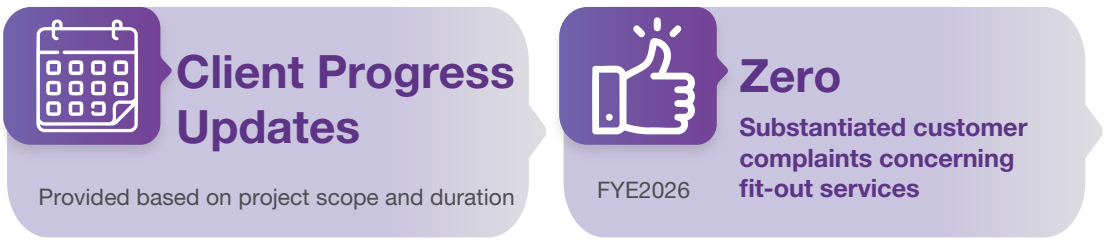
The following results relate to Mana Mana Holdings' operations during FYE2026.



We are pleased to have achieved an average guest satisfaction score of **4.5 out of 5.0** during FYE2026. All complaints received were resolved, with an average resolution time of five hours. These results reflect our responsiveness to guest concerns and continued focus on delivering positive guest experiences.

Fit-Out Client Engagement

Within our fit-out division, we work closely with clients from project planning through to completion to understand their requirements and coordinate project delivery. Client communication is maintained through ongoing engagement and progress updates, where applicable, based on project scope and duration. Any issues identified are communicated to the relevant parties and addressed through the project management process.



SUSTAINABILITY STATEMENT
Cont'd

6.2 Ethical Governance Standards

6.2.1 Corporate Governance and Anti-Corruption

EHB is committed to upholding high standards of corporate governance, ethical conduct and business integrity across our operations. We recognise that effective governance practices are essential to maintaining stakeholder trust, supporting long-term business resilience and ensuring compliance with applicable laws and regulations.

Governance Policies

Our governance framework is supported by policies and governing documents covering business ethics, anti-bribery and anti-corruption, conflicts of interest, whistleblowing, related-party transactions and the responsibilities of the Board. Collectively, these documents establish expected standards of conduct, guide the management of ethical and compliance risks, and support accountability throughout the organisation. Key policies, including our Code of Business Ethics, Anti-Bribery and Anti-Corruption Policy and Whistleblower Policy, are available on our website.

We communicate our governance policies and ethical expectations to employees through internal communication channels, training and awareness initiatives to promote compliance and accountability across the organisation. We also provide employees and external stakeholders with access to confidential whistleblowing channels for reporting suspected unethical conduct, misconduct or breaches of policies.

Training and Awareness

During FYE2026, EHB conducted two anti-bribery and anti-corruption ("ABAC") training programmes to strengthen employees' understanding of their responsibilities in preventing corruption. The programmes covered anti-bribery and anti-corruption management systems and corporate liability under Section 17A of the Malaysian Anti-Corruption Commission Act 2009.

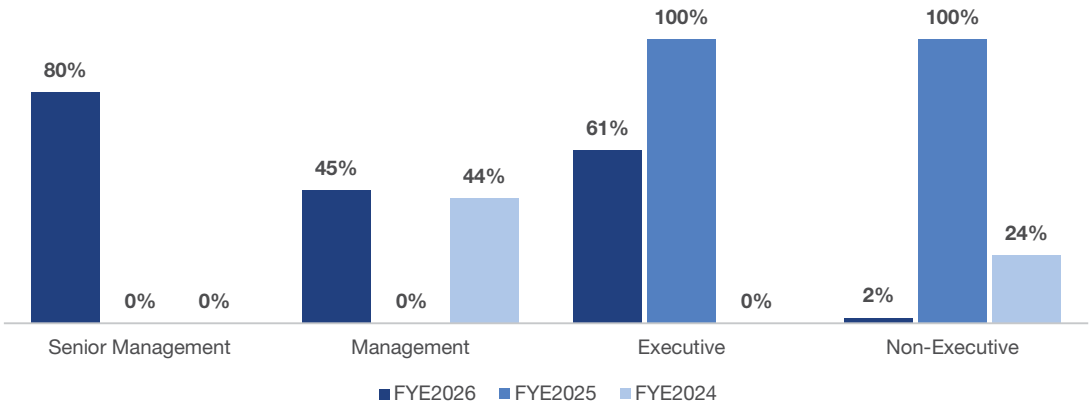


Training reached more than half of employees in the Senior Management and Executive categories, alongside participation from Management and Non-Executive employees, supporting awareness across leadership, business decisions and administrative processes. We aim to broaden participation across the workforce, with greater attention to operational employees as our hospitality operations expand.

Employees also attended the Enhanced Conflict of Interest and Disclosure Obligations programme to reinforce their responsibilities to identify, disclose and appropriately manage conflicts of interest.

The chart below presents the percentage of employees in each category who received ABAC training.

Employees Who Received ABAC Training by Category (%)



Note:

1. *FYE2026 training data cover EHB and its subsidiaries within the reporting boundary. FYE2024 and FYE2025 data covered Corus Paradise Resort, now Portrait Resort, only. The figures are therefore not directly comparable.*

No grievances or whistleblowing complaints were received through the Group's whistleblowing channels during FYE2026.

No substantiated cases of corruption were recorded during FYE2026, FYE2025 and FYE2024.

6.2.2 Data Privacy and Security

We handle personal and confidential information relating to employees, guests, customers and property owners across our corporate, hospitality and fit-out operations. Protecting this information through appropriate data privacy and cybersecurity practices is essential to maintaining stakeholder trust, supporting operational integrity and reducing the risk of unauthorised access, loss or misuse.

Strengthening Information Management

During FYE2026, we strengthened our information management through digital systems and employee awareness initiatives, as outlined below. Access to personal information is restricted to authorised personnel, while employees handling such information are expected to comply with the Group's data privacy requirements and applicable internal procedures.

New Human Resource System

Migration to a new HR system supports more structured, centralised management of employee information.

Mana Mana Cloud Owner Portal

Launched to support structured and centralised management of property-owner information.

Cybersecurity and Data Protection

Strengthened employees' understanding of information-security risks and their responsibilities when handling personal and confidential information.

SUSTAINABILITY STATEMENT
Cont'd

Protecting Personal Information

We are committed to managing personal information responsibly and in accordance with the Personal Data Protection Act 2010 ("PDPA") and applicable regulations.

EHB's Personal Data Protection Notice explains how personal information collected through booking and registration forms, online channels, agreements and other interactions may be processed, used and disclosed. It also outlines individuals' rights in relation to their personal information and is available on the Group's official website.

Data Privacy Performance

Zero substantiated complaints

No substantiated complaints concerning breaches of customer privacy or losses of customer data were recorded in FYE2026, FYE2025 or FYE2024.

We continue to review and strengthen our data-protection practices as our operations and use of digital systems evolve.

6.3 Environmental Stewardship and Sustainability

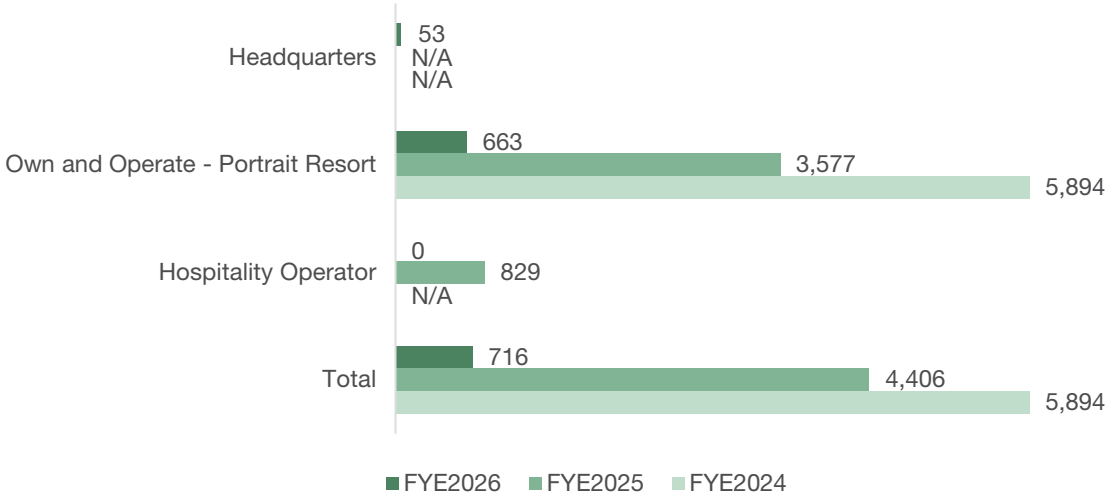
6.3.1 Energy, Emissions and Climate Resilience

EHB is committed to managing energy consumption across our corporate office, hospitality and fit-out operations to support our efforts to reduce associated GHG emissions and strengthen environmental performance. Our approach focuses on monitoring energy use and identifying practical opportunities to improve energy efficiency where feasible.

Energy Consumption

In FYE2026, our total energy consumption decreased to 716 GJ from 4,406 GJ in FYE2025, with purchased electricity accounting for all reported consumption. The temporary closure of Portrait Resort for renovation reduced electricity demand. Operational vehicle use and restaurant operations at the resort were also suspended, resulting in no petrol or LPG consumption.

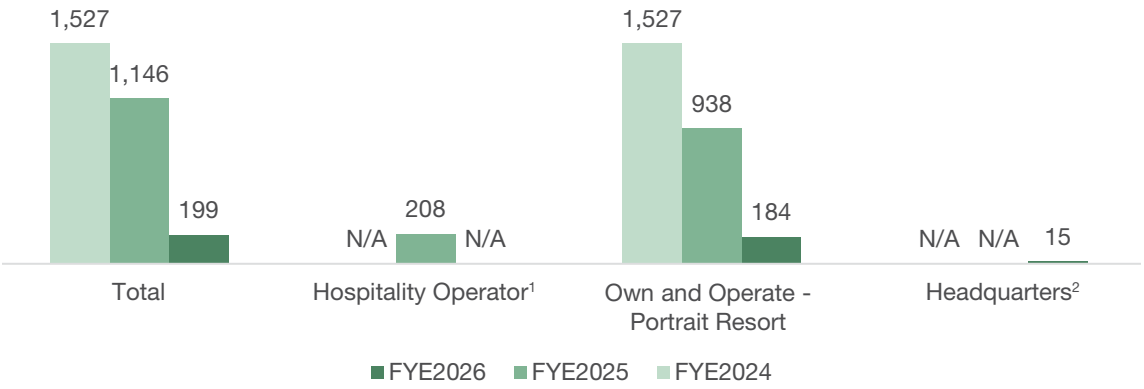
Energy Consumption by Division (GJ)



Electricity Consumption

Electricity consumption totalled 199 MWh, comprising 184 MWh at Portrait Resort during renovation and 15 MWh at our headquarters. The headquarters' electricity data tracking started in April 2026 following our physical relocation. Prior to the relocation, EHB shared an office with EXSIM Development Sdn. Bhd., and electricity consumption attributable specifically to EHB was not separately available.

Electricity Consumption (MWh)



Note:

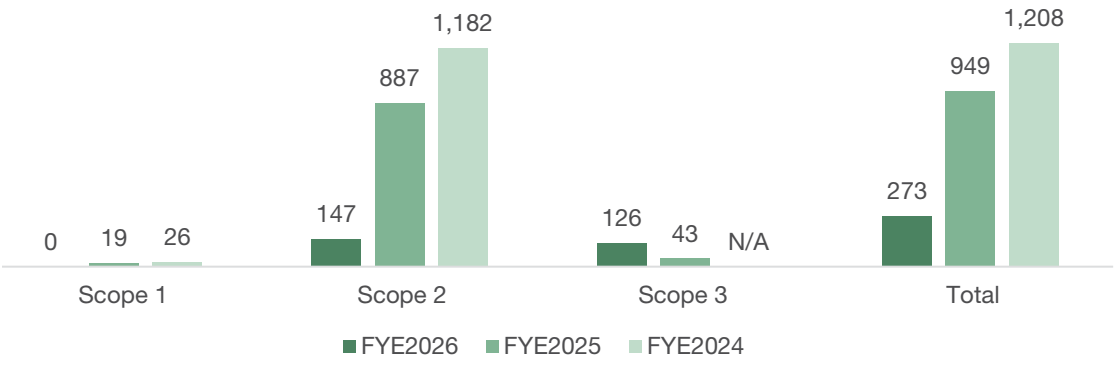
1. *The FYE2025 Hospitality Operator figure relates to The Flash Living Sdn. Bhd., which is excluded from the FYE2026 reporting scope. Electricity within units managed on behalf of third-party owners is outside EHB's operational control and is shown as N/A for FYE2026.*
2. *FYE2026 headquarters figures cover the period from April to June 2026. Separate electricity consumption data attributable to EHB was unavailable before the relocation.*

GHG Emissions

In FYE2026, the Group recorded total GHG emissions of 273 tCO_2e, reduced from 949 tCO_2e in FYE2025, comprising 0 tCO_2e of Scope 1 emissions, 147 tCO_2e of Scope 2 emissions and 126 tCO_2e of Scope 3 emissions.

The decrease in Scope 1 and Scope 2 emissions reflected the lower fuel and electricity consumption discussed above. In contrast, Scope 3 emissions increased from 43 tCO_2e to 126 tCO_2e, mainly due to wider employee commuting data coverage (111 employees in FYE2026, up from 22 in FYE2025). The FYE2026 Scope 3 total includes 1.67 tCO_2e from business air travel.

GHG Emissions (tCO_2e)



SUSTAINABILITY STATEMENT
Cont'd

Notes:
1. *Scope 1 mobile combustion emissions were calculated using DESNZ emission factors ($kgCO_2e$/litre): petrol (100% mineral) - 2.354502 (FYE2024) and 2.35372 (FYE2025); diesel (average biofuel blend) - 2.51206 and 2.51279, respectively. No Scope 1 fuel consumption was recorded in FYE2026.*
2. *Scope 1 stationary combustion emissions were calculated using DESNZ emission factors for LPG: 2,939.36 $kgCO_2e$/tonne (FYE2024) and 2,939.36095 $kgCO_2e$/tonne (FYE2025). No LPG consumption was recorded in FYE2026.*
3. *Scope 2 emissions from purchased electricity were calculated using the location-based method and the Peninsular Malaysia GEF published by ST: 0.774 tCO_2e/MWh for FYE2024–2025 (2017–2022 publication) and 0.740 tCO_2e/MWh for FYE2026 (2022–2024 Provisional publication).*
4. *Scope 3 business air travel and employee commuting emissions were calculated using the distance-based method, applying DESNZ GHG Conversion Factors for 2024 to FYE2025 and for 2025 to FYE2026. Data collection commenced in FYE2025; FYE2024 data is unavailable.*

6.3.2 Water Consumption

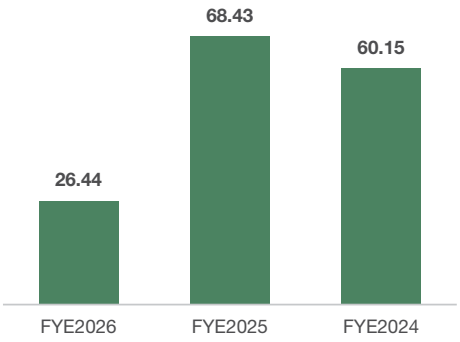
Water supports our daily office needs and activities at Portrait Resort, including renovation works. At EHB, we continue to explore practical ways to reduce water use across our operations and the properties we manage, while ensuring a comfortable stay for our guests.

Water Usage

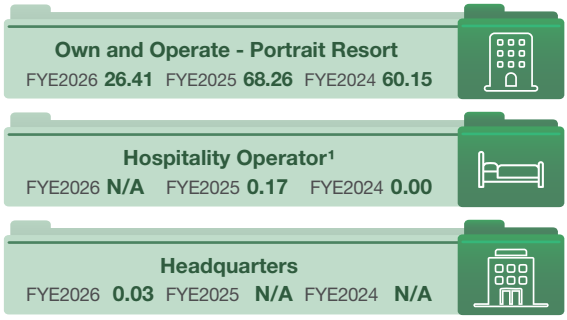
In FYE2026, our water consumption decreased to 26.44 ML from 68.43 ML in FYE2025. The decrease was mainly attributable to the temporary suspension of hotel operations at Portrait Resort for renovation, which reduced water usage associated with guest stays, housekeeping and related hospitality activities.

The total includes water used at Portrait Resort during the renovation and headquarters consumption from April to June 2026 following our relocation. Previously, EHB shared an office with EXSIM Development Sdn. Bhd., and separate water consumption data was unavailable. The addition of headquarters data affects year-on-year comparability.

Total Water Withdrawal (ML)



Water consumption by segment (ML)



Note:
1. *The FYE2025 Hospitality Operator figure relates to The Flash Living Sdn. Bhd., which is excluded from the FYE2026 reporting scope. Water within units managed on behalf of third-party owners is outside EHB's operational control and is shown as N/A for FYE2026.*

Water Conservation Measures

For short-term rental properties managed on behalf of owners, complimentary housekeeping is generally provided every third day, with additional services available upon request. This practice helps conserve water at owners' properties while meeting guests' needs. Water used within these managed units is excluded from EHB's reported consumption, as explained in Section 1.2.

At headquarters, employees are encouraged to adopt water-saving habits, such as turning off taps when not in use, reporting leaks promptly and avoiding unnecessary water use during pantry and cleaning activities.

6.3.3 Waste Management

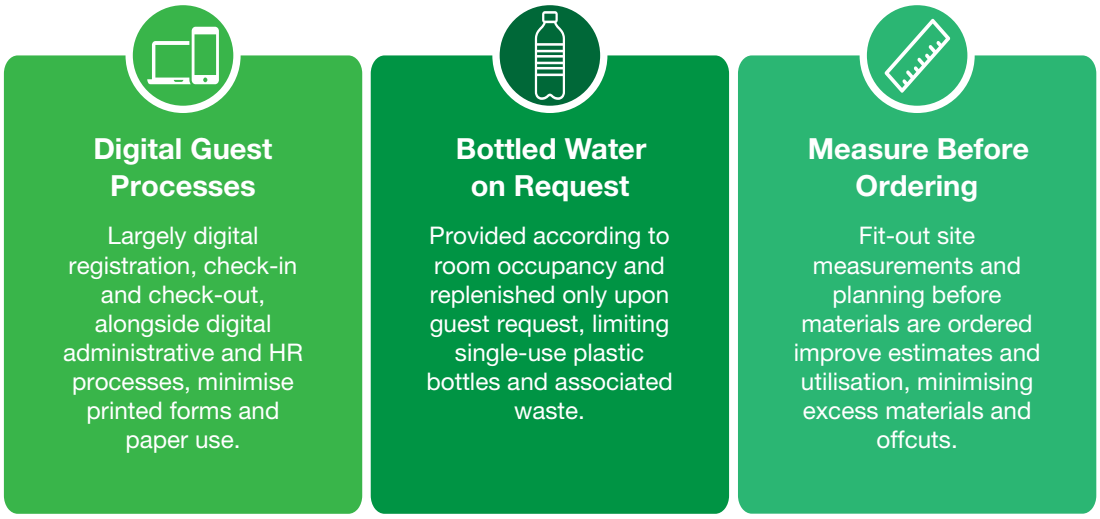
EHB's office, hospitality, renovation and fit-out activities generate general waste, packaging, refurbishment materials and material offcuts. We strive to apply the 3Rs of Reduce, Reuse and Recycle where practicable, through efficient material use, reduced reliance on disposable items and opportunities for reuse and recycling.

Waste Management Practices

Within our hospitality operations, guest registration, check-in and check-out processes are largely digital, minimising printed forms and paper documentation. Digital administrative and HR processes also help reduce paper use at our offices.

Bottled drinking water is initially provided according to room occupancy and replenished only upon guest request. This approach meets guests' needs while limiting unnecessary distribution of single-use plastic bottles and the associated waste entering the building's collection system.

Within our fit-out operations, site measurements and planning are undertaken before materials are ordered and installed. This supports more accurate material estimates, improves material utilisation and helps minimise excess materials and offcuts.



Waste Generation and Diversion

EHB's waste collection and disposal arrangements vary across its offices, managed hospitality properties and renovation activities. These services are coordinated through building management or appointed contractors, with the availability of waste quantity data depending on the records maintained by these parties.

At headquarters, which also houses our Fit-Out office, waste is handled through the building management's centralised collection system. Waste from our managed hospitality properties is similarly managed through the respective buildings' collection systems. Separate quantity records attributable to EHB were unavailable for these locations in FYE2026. At Portrait Resort, general waste generated during the renovation period was handled by the appointed construction contractor. Thus, separate waste quantity data attributable to EHB was unavailable for reporting.

EHB aims to strengthen waste monitoring over time by exploring the availability of relevant records from building management and appointed contractors.

SUSTAINABILITY STATEMENT
Cont'd

FYE2025 Waste Generated: 16.52 MT



Note:
1. *N/A indicates that waste quantity data was unavailable.*
2. *Waste data for FYE2024 is unavailable, as data collection commenced in FYE2025.*

6.4 Social Impact and Development

6.4.1 Labour Practices and Standards

Our people shape the quality of our services and the experiences of our guests and clients. We want every employee to feel respected, supported and safe at work, with fair treatment guiding our workplace practices.

Human Rights and Discrimination

A respectful workplace is a shared responsibility. EHB's Code of Business Ethics states that unlawful discrimination will not be tolerated and that sexual harassment and unwelcome sexual advances constitute misconduct. It also expects employees to help maintain a workplace that supports physical, emotional and psychological well-being and is free from discrimination and harassment. EHB also complies with the Employment Act 1955, the Minimum Wages Order and the statutory contribution requirements applicable to its employees.

Employees can raise workplace concerns through the channels provided under EHB's Whistleblower Policy, with confidentiality safeguards and protection against retaliation for reports made in good faith. Further details are provided in Section 6.2.1, Corporate Governance and Anti-Corruption.

Zero substantiated complaints
concerning human rights violations in FYE2026, consistent with FYE2025 and FYE2024.

Employee Engagement

We recognise that positive workplace relationships contribute to employee well-being, collaboration and a supportive working environment. During FYE2026, EHB organised Chinese New Year and Iftar gatherings, providing employees with opportunities to interact outside their regular work responsibilities and strengthen relationships across the Group.

SUSTAINABILITY STATEMENT
Cont'd





Chinese New Year Celebration





Iftar Dinner

Compensation and Benefits

We recognise that appropriate remuneration and employee benefits play an important role in supporting employee well-being and enabling EHB to attract and retain talent.

EHB provides a combination of statutory and company-provided benefits to address employees' professional, health, family and work-related needs. The benefits available to individual employees vary according to factors such as their employment category, role, grade, work arrangements and the applicable terms and conditions of employment.

During FYE2026, EHB updated its Employee Handbook to enhance and clarify the Group's employee benefits framework. The updates broadened the areas of support available to eligible employees, including care responsibilities, healthcare and well-being, professional development and work-related needs.

SUSTAINABILITY STATEMENT
Cont'd



Moreover, to complement the healthcare and insurance benefits available to employees, EHB undertook initiatives to promote preventive healthcare and improve employees' understanding of their coverage. During FYE2026, we facilitated influenza vaccinations for employees and conducted a group insurance briefing to provide employees with greater clarity on their insurance coverage and entitlements.

SUSTAINABILITY STATEMENT
Cont'd



Influenza Vaccination for Employees



Group Insurance Policy Briefing Session

6.4.2 Health and Safety

The safety of our employees, contractors and guests is a priority across EHB's hospitality and fit-out operations. We manage health and safety risks through clear responsibilities, operational controls and relevant training, guided by applicable occupational safety and health requirements, including the Occupational Safety and Health Act 1994 ("OSHA 1994") and its amendments.

Safety Across Our Operations

As renovation works at Portrait Resort neared completion in FYE2026, our focus shifted towards preparing employees for the hotel's reopening. This included equipping newly onboarded and returning employees with the safety knowledge needed for their roles and the risks associated with hotel operations.

At our managed hospitality properties, building management oversees fire protection systems and annual fire drills. EHB supports these arrangements by communicating safety instructions and coordinating guests during drills. Within managed units, we check the validity of fire extinguishers and notify owners when replacement is needed.

For fit-out activities, contractors conduct weekly toolbox briefings covering site hazards, safety requirements and safe work practices. EHB assigns personnel to monitor work activities and coordinate safety matters with contractors and subcontractors.

Portrait Resort Reopening

As renovation neared completion, newly onboarded and returning employees were equipped with the safety knowledge needed for their roles and hotel operations.

Managed Hospitality

We support building management's fire protection systems and annual fire drills, coordinate guests during drills and check fire extinguisher validity in managed units.

Fit-Out Sites

Contractors conduct weekly toolbox briefings on site hazards and safe work practices, while EHB personnel monitor work activities and coordinate safety matters.

SUSTAINABILITY STATEMENT
Cont'd

Health and Safety Performance

We monitor health and safety performance across our operations to evaluate the effectiveness of our controls and identify areas where further preventive action may be required. We are pleased to report zero work-related fatalities and lost-time injuries over the past three financial years, reflecting a sustained positive safety outcome across our operations. There were also zero recorded cases of work-related ill health during FYE2026.



Note:
1. *Total hours worked for FYE2025 have been restated from 930,383 hours to 137,824 hours following a correction to the calculation.*

Health and Safety Training

Health and safety training supports the consistent application of safety requirements across our daily operations. Through relevant training programmes, we strengthen our employees' occupational safety and health ("OSH") competencies to identify workplace hazards and respond appropriately to emergencies.

During FYE2026, EHB organised a cardiopulmonary resuscitation ("CPR"), First Aid and Automated External Defibrillator ("AED") Workshop to equip employees with practical emergency-response skills. Through the workshop, participants learned how to assess and respond to medical emergencies, administer basic first aid and perform CPR and AED procedures while awaiting professional medical assistance.

Two employees completed health and safety training during the year, accounting for 32 training hours. As operations resume at Portrait Resort, we aim to broaden training coverage, with attention to operational employees and new hires. Training needs will be assessed according to employees' responsibilities and workplace risks to support safe daily operations and emergency readiness.

SUSTAINABILITY STATEMENT
Cont'd

2
Employees trained on health and safety standards

FYE2025: 42 FYE2024: 27

32
Health and safety training hours

FYE2026

6.4.3 Diversity and Employee Development

Our people bring different experiences, perspectives and skills to EHB's operations, shaping how we work together and serve our guests and clients. During FYE2026, our workforce expanded as preparations progressed for the reopening of Portrait Resort.

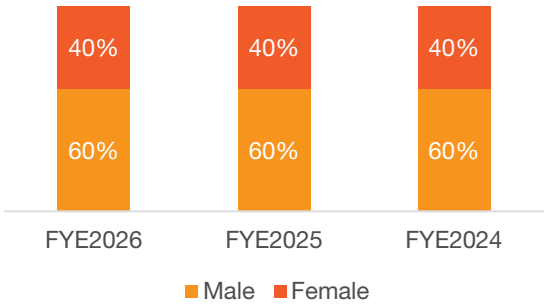
We provide equal employment opportunities, assessing candidates on their qualifications, experience and suitability for the role, regardless of gender, race or background. We also support employees' growth through training aligned with operational, regulatory and organisational needs, alongside structured performance appraisals to evaluate performance and identify development opportunities.

Board Diversity

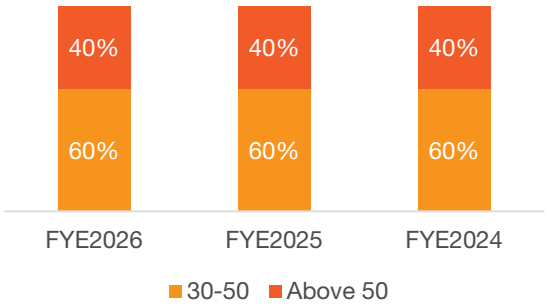
The Board recognises that diversity in experience, gender and age supports balanced decision-making and effective governance oversight. Accordingly, these considerations inform Board composition to maintain an appropriate mix of expertise and perspectives.

As at FYE2026, the Board comprised five Directors, with gender and age composition unchanged from FYE2025 and FYE2024.

Board Diversity by Gender



Board Diversity by Age



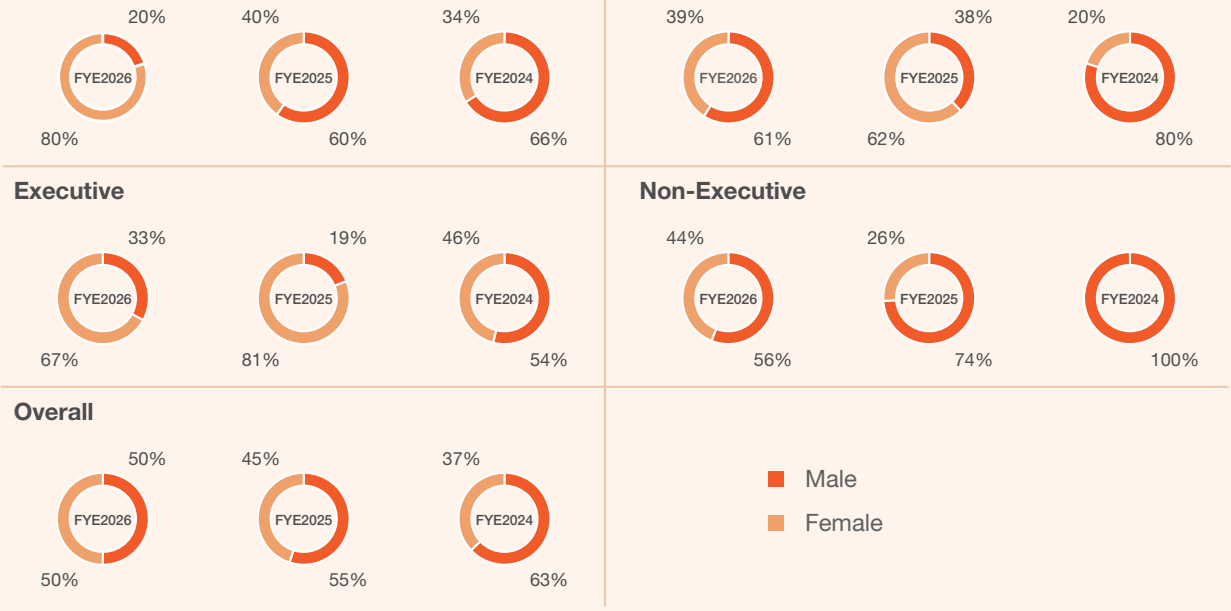
Workforce Diversity

As at the end of FYE2026, EHB's workforce comprised 135 employees, with men and women each accounting for approximately 50%. Female representation increased from 45% in FYE2025 and 37% in FYE2024, reflecting a more balanced gender composition.

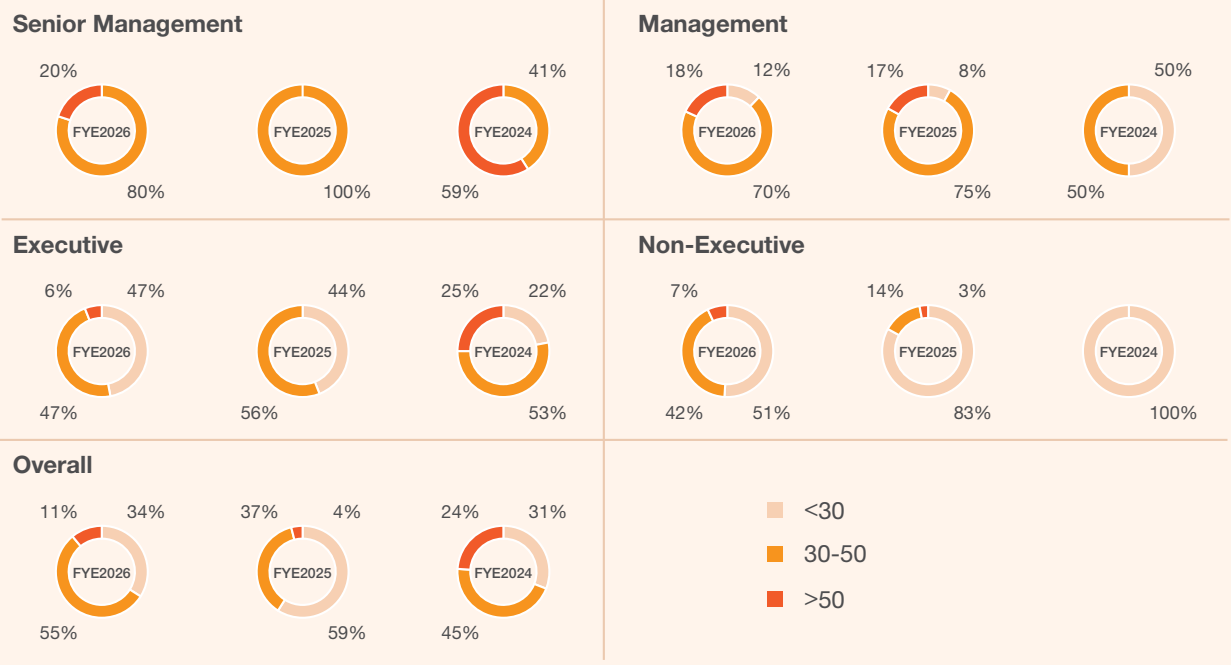
Our workforce spans different age groups and experience levels, bringing together fresh perspectives and established knowledge to support collaboration and continuity.

SUSTAINABILITY STATEMENT
Cont'd

Gender Diversity by Employee Category



Age Diversity by Employee Category



SUSTAINABILITY STATEMENT
Cont'd

New Hires

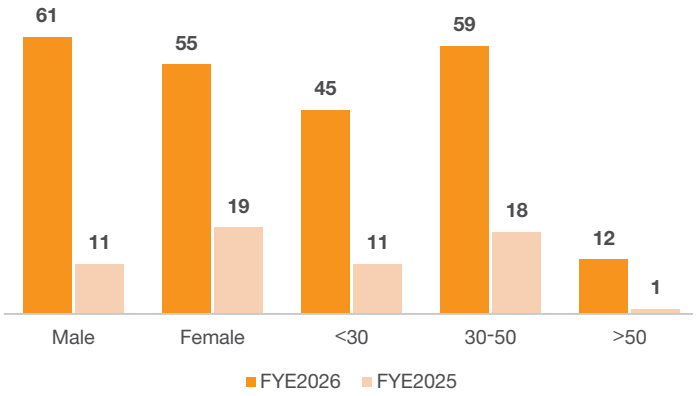
During FYE2026, EHB hired 116 employees, compared with 30 in FYE2025. The increase was primarily driven by recruitment in preparation for the reopening of Portrait Resort, as we built the workforce needed to support the resumption of hotel operations.

New hires comprised 61 male and 55 female employees, representing 52.6% and 47.4%, respectively, and reflecting a relatively balanced gender distribution. We look forward to welcoming guests back to the resort, supported by a team ready to deliver quality service and a positive guest experience.

The table below presents the composition of new hires by gender and age group.



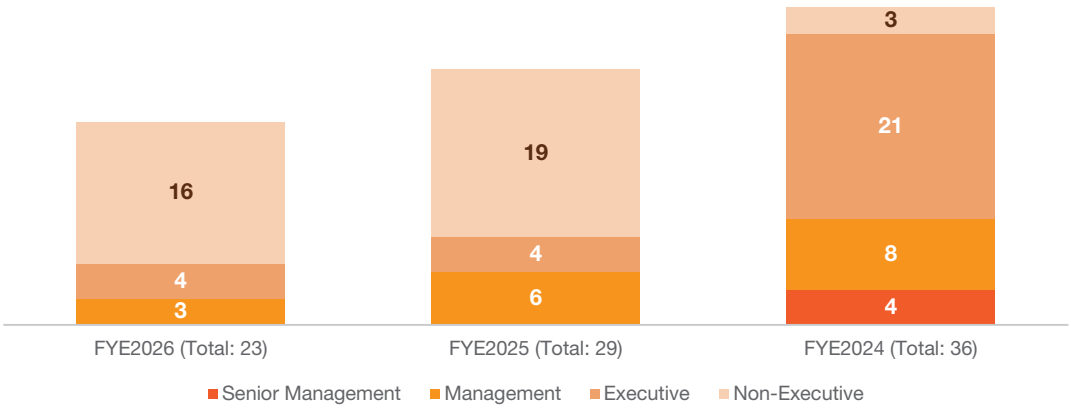
New Hires by Gender and Age Group



Employee Turnover

Alongside recruitment, we monitor employee departures across job categories to understand workforce changes and inform our approach to engagement and retention. During FYE2026, 23 employees left the Group, compared with 29 in FYE2025 and 36 in FYE2024.

Employee Turnover by Employee Category



SUSTAINABILITY STATEMENT
Cont'd

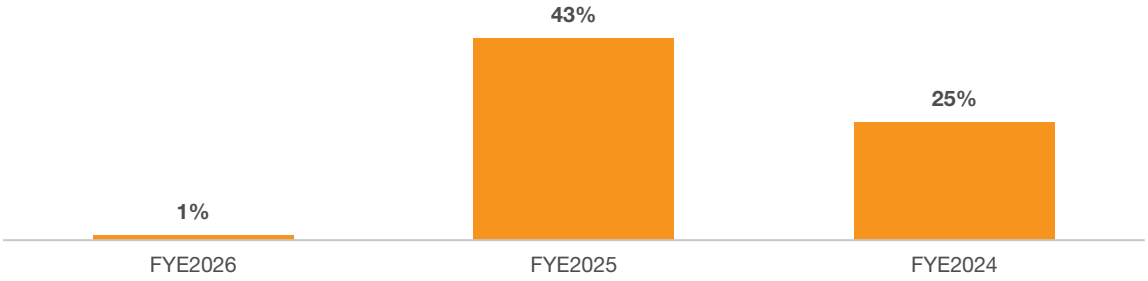
Contract and Temporary Workforce

In April 2026, EHB transitioned employees previously engaged on fixed-term contract arrangements to permanent employment, providing greater continuity and stability in their employment with the Group.

We also recognise the experience and knowledge that older employees bring to our workforce. Two employees above the Group's retirement age of 60 continued working under contract arrangements, allowing them to remain part of our team and contribute their skills and experience.

As at 30 June 2026, these two employees represented approximately 1% of EHB's workforce, compared with a contract and temporary workforce proportion of 43% in FYE2025.

Contract / Temporary Staff as Percentage of Workforce



Note:
1. *FYE2025 figures included fixed-term employees and contract staff supplied by a third-party workforce provider.*
2. *FYE2026 figures reflect two employees above the Group's retirement age who continued working under contract arrangements.*

Training and Development

We invest in employee learning and development to maintain service quality, strengthen operational capabilities and support compliance across our hospitality and fit-out operations.

EHB identifies training needs by considering employees' roles and responsibilities, operational requirements, regulatory developments and organisational priorities. Employee development is also supported by a performance appraisal process, which provides an opportunity to review performance, discuss development needs and identify areas for further growth.

During FYE2026, our employees participated in 30 training and development programmes, including orientation and onboarding sessions to familiarise new employees with the organisation and the working environment. The figure below summarises the six key capability areas covered by our training programmes.

SUSTAINABILITY STATEMENT
Cont'd



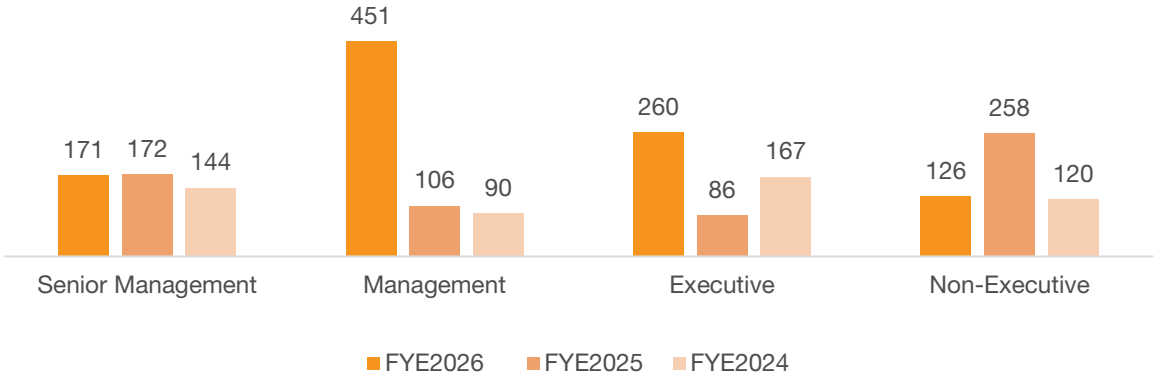
Through these initiatives, we aim to equip our employees with relevant knowledge and practical skills that support their development and enable them to contribute effectively to EHB's operations.

Training Hours

EHB recorded 1,008 training hours in FYE2026, an increase of approximately 62% from 622 hours in FYE2025. The increase was mainly attributable to higher training participation among Management and Executive employees, alongside orientation and onboarding initiatives to support workforce readiness.

As operations commence at Portrait Resort, we aim to further strengthen training across employee categories, with particular attention to practical skills, service standards and the operational needs of our hotel workforce.

Total Training Hours by Employee Category



6.4.4 Community Engagement and Contribution

EHB views community engagement as an opportunity to extend practical support beyond our business operations. During FYE2026, we focused on supporting community needs, encouraging active lifestyles and promoting student development.

SUSTAINABILITY STATEMENT
Cont'd

RM3,854
Community Investment
FYE2025: RM3,500 FYE2024: RM5,014

2
Programmes
FYE2025: 2 FYE2024: 7

Our community engagement efforts extended to promoting active lifestyles and mental well-being through the high-intensity interval training ("HIIT") workshop and the One Million Steps Challenge on 10 October 2025. We invited the Millerz Square building community to work together towards a collective target of one million steps. The initiatives brought together 173 external participants and 12 EHB employees, encouraging physical activity as part of their daily routines while providing opportunities for our employees to connect with the wider community through a shared goal.



One Million Steps Challenge



Participants taking part in the HIIT workshop

Beyond promoting community health and well-being, we supported student development through sponsorship of the Industry Excellence Award 2025 at First City University College ("FCUC"), recognising an outstanding student from the Faculty of Design and Built Environment. In July 2025, we entered into a collaboration with FCUC that provides for joint research projects, internships, training programmes and institutional events, creating opportunities to connect academic learning with industry experience.



Award presentation at First City University College

SUSTAINABILITY STATEMENT
Cont'd

SUSTAINING OUR PROGRESS, SHAPING TOMORROW

During FYE2026, EHB continued to develop its sustainability approach across economic and service excellence, environmental stewardship, social impact and ethical governance. Our focus remained on supporting responsible business practices and improving the information available to assess our sustainability performance.

Looking ahead, EHB remains committed to strengthening the quality and coverage of our data collection, developing our approach to emissions management, and continuing to invest in our people and the communities we serve. In FYE2027, we will establish baseline years for Scope 1 emissions, Scope 2 emissions and waste, set energy and emissions intensity targets, and report on Portrait Resort following its reopening. We will keep working closely with our stakeholders to improve our reporting, with the aim of delivering long-term value and contributing meaningfully to a more sustainable future for the Group and the communities in which we operate.



SUSTAINABILITY STATEMENT
Cont'd

GRI CONTENT INDEX

Statement of use	EXSIM Hospitality Berhad has reported the information cited in this GRI Content Index for the period 1 July 2025 to 30 June 2026 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 2: General Disclosures 2021	2-1 Organisational details	58
	2-2 Entities included in the organisation's sustainability reporting	59
	2-3 Reporting period, frequency and contact point	58, 60
	2-4 Restatements of information	70,84
	2-5 External assurance	60
	2-6 Activities, value chain and other business relationships	58-59, 70-71
	2-7 Employees	85-87
	2-8 Workers who are not employees	88
	2-9 Governance structure and composition	64
	2-12 Role of the highest governance body in overseeing the management of impacts	64, 67
	2-13 Delegation of responsibility for managing impacts	64
	2-14 Role of the highest governance body in sustainability reporting	64, 66
GRI 3: Material Topics 2021	3-1 Process to determine material topics	66
	3-2 List of material topics	66-67
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	69-70
	201-2 Financial implications and other risks and opportunities due to climate change	67-68
	201-3 Defined benefit plan obligations and other retirement plans	81-82
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	71
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	76-77
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	78
	303-5 Water consumption	78
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	77-78
	305-2 Energy indirect (Scope 2) GHG emissions	77-78
	305-3 Other indirect (Scope 3) GHG emissions	77-78

SUSTAINABILITY STATEMENT
Cont'd

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	79
	306-2 Management of significant waste-related impacts	79
	306-3 Waste generated	80
	306-4 Waste diverted from disposal	80
	306-5 Waste directed to disposal	80
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	87
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	81-82
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	83
	403-2 Hazard identification, risk assessment, and incident investigation	83
	403-4 Worker participation, consultation, and communication on occupational health and safety	83-84
	403-5 Worker training on occupational health and safety	84-85
	403-6 Promotion of worker health	81-83
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	84
	403-9 Work-related injuries	84
	403-10 Work-related ill health	84
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	88-89
	404-2 Programs for upgrading employee skills and transition assistance programs	88-89
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	85-86
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	80
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	89-90
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	75-76

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Supply Chain Management	Proportion of spending on local suppliers	Percentage (%)	99.7	99.5	At least 70%	No assurance
Corporate Governance and Anti-Corruption	Percentage of employees participated in anti-corruption training – Senior Management	Percentage (%)	0	* 80	-	No assurance
Footnote 2026	Updated Figures.					
* Corporate Governance and Anti-Corruption	Percentage of employees participated in anti-corruption training – Management	Percentage (%)	0	* 45	-	No assurance
Footnote Sustainability Matter	-					
Footnote 2026	Updated Figures.					
Corporate Governance and Anti-Corruption	Percentage of employees participated in anti-corruption training – Executive	Percentage (%)	100	61	-	No assurance
Corporate Governance and Anti-Corruption	Percentage of employees participated in anti-corruption training – Non-Executive	Percentage (%)	100	2	-	No assurance
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	-	No assurance
Energy, Emissions and Climate Resilience	Total energy consumption	Gigajoules (GJ)	4406	716	-	No assurance
Energy, Emissions and Climate Resilience	Total energy consumption	MWh	1224	199	-	No assurance
Energy, Emissions and Climate Resilience	Total electricity consumption	MWh	1146	199	-	No assurance
Energy, Emissions and Climate Resilience	Total GHG emissions (Scope 1)	tCO2e	19	0	Establish baseline year by FYE2027	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Energy, Emissions and Climate Resilience	Total GHG emissions (Scope 2)	tCO2e	887	147	Establish baseline year by FYE2027	No assurance
Energy, Emissions and Climate Resilience	Total GHG emissions (Scope 3)	tCO2e	43	126	-	No assurance
Water Consumption	Total water consumption	Megalitres (ML)	68.43	26.44	-	No assurance
Waste Management	Total waste generated	Metric tonnes (MT)	16.52	N/A	Establish baseline year by FYE2027	No assurance
Waste Management	Total waste diverted from disposal	Metric tonnes (MT)	13.82	N/A	-	No assurance
Waste Management	Total waste directed to disposal	Metric tonnes (MT)	2.70	N/A	-	No assurance
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations	Number	0	0	0	No assurance
Health and Safety	Total number of manhours worked	Hours	137824	266004	-	No assurance
Health and Safety	Number of work-related fatalities	Number	0	0	0	No assurance
Health and Safety	Lost Time Incident Rate	Rate	0	0	-	No assurance
Health and Safety	Number of employees trained in health and safety standards	Number	42	2	-	No assurance
Diversity and Employee Development	Percentage of directors by gender (Male)	Percentage (%)	60	60	-	No assurance
Diversity and Employee Development	Percentage of directors by gender (Female)	Percentage (%)	40	40	-	No assurance
Diversity and Employee Development	Percentage of directors by age group (<30 years old)	Percentage (%)	0	0	-	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity and Employee Development	Percentage of directors by age group (between 30-50 years old)	Percentage (%)	60	60	-	No assurance
Diversity and Employee Development	Percentage of directors by age group (>50 years old)	Percentage (%)	40	40	-	No assurance
Diversity and Employee Development	Percentage of employees by gender for each employee category – Senior Management (Male)	Percentage (%)	60	* 20	-	No assurance
Footnote 2026	Updated Figures.					
Diversity and Employee Development	Percentage of employees by gender for each employee category – Senior Management (Female)	Percentage (%)	40	* 80	-	No assurance
Footnote 2026	Updated Figures.					
Diversity and Employee Development	Percentage of employees by gender for each employee category – Management (Male)	Percentage (%)	38	* 61	-	No assurance
Footnote 2026	Updated Figures.					
Diversity and Employee Development	Percentage of employees by gender for each employee category – Management (Female)	Percentage (%)	62	* 39	-	No assurance
Footnote 2026	Updated Figures.					
Diversity and Employee Development	Percentage of employees by gender for each employee category – Executive (Male)	Percentage (%)	19	33	-	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity and Employee Development	Percentage of employees by gender for each employee category – Executive (Female)	Percentage (%)	81	67	-	No assurance
Diversity and Employee Development	Percentage of employees by gender for each employee category – Non-Executive (Male)	Percentage (%)	74	56	-	No assurance
Diversity and Employee Development	Percentage of employees by gender for each employee category – Non-Executive (Female)	Percentage (%)	26	44	-	No assurance
Diversity and Employee Development	Percentage of employees by age group for each employee category – Senior Management (<30 years old)	Percentage (%)	0	0	-	No assurance
Diversity and Employee Development	Percentage of employees by age group for each employee category – Senior Management (between 30-50 years old)	Percentage (%)	100	80	-	No assurance
Diversity and Employee Development	Percentage of employees by age group for each employee category – Senior Management (>50 years old)	Percentage (%)	0	* 20	-	No assurance
Footnote 2026	Updated Figures.					
Diversity and Employee Development	Percentage of employees by age group for each employee category – Management (<30 years old)	Percentage (%)	8	12	-	No assurance
Diversity and Employee Development	Percentage of employees by age group for each employee category – Management (between 30-50 years old)	Percentage (%)	75	* 70	-	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Footnote 2026	Updated Figures.					
Diversity and Employee Development	Percentage of employees by age group for each employee category – Management (>50 years old)	Percentage (%)	17	18	-	No assurance
Diversity and Employee Development	Percentage of employees by age group for each employee category – Executive (<30 years old)	Percentage (%)	44	47	-	No assurance
Diversity and Employee Development	Percentage of employees by age group for each employee category – Executive (between 30-50 years old)	Percentage (%)	56	47	-	No assurance
Diversity and Employee Development	Percentage of employees by age group for each employee category – Executive (>50 years old)	Percentage (%)	0	6	-	No assurance
Diversity and Employee Development	Percentage of employees by age group for each employee category – Non-Executive (<30 years old)	Percentage (%)	83	51	-	No assurance
Diversity and Employee Development	Percentage of employees by age group for each employee category – Non-Executive (between 30-50 years old)	Percentage (%)	14	42	-	No assurance
Diversity and Employee Development	Percentage of employees by age group for each employee category – Non-Executive (>50 years old)	Percentage (%)	3	7	-	No assurance
Diversity and Employee Development	Number of new hires by gender (Male)	Number	11	61	-	No assurance
Diversity and Employee Development	Number of new hires by gender (Female)	Number	19	55	-	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity and Employee Development	Number of new hires by age group (<30 years old)	Number	11	45	-	No assurance
Diversity and Employee Development	Number of new hires by age group (between 30-50 years old)	Number	18	59	-	No assurance
Diversity and Employee Development	Number of new hires by age group (>50 years old)	Number	1	12	-	No assurance
Diversity and Employee Development	Number of employee turnover by employee category – Senior Management	Number	0	0	-	No assurance
Diversity and Employee Development	Number of employee turnover by employee category – Management	Number	6	3	-	No assurance
Diversity and Employee Development	Number of employee turnover by employee category – Executive	Number	4	4	-	No assurance
Diversity and Employee Development	Number of employee turnover by employee category – Non-Executive	Number	19	16	-	No assurance
Diversity and Employee Development	Utilisation of contract staff	Percentage (%)	43	1	-	No assurance
Diversity and Employee Development	Total hours of training by employee category – Senior Management	Hours	172	171	-	No assurance
Diversity and Employee Development	Total hours of training by employee category – Management	Hours	106	451	-	No assurance
Diversity and Employee Development	Total hours of training by employee category – Executive	Hours	86	260	-	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity and Employee Development	Total hours of training by employee category – Non-Executive	Hours	258	126	-	No assurance
Community Engagement and Contribution	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	3500	3854	-	No assurance
Community Engagement and Contribution	Total number of beneficiaries of the investment in communities	Number	2	2	-	No assurance

ADDITIONAL COMPLIANCE INFORMATION

Audit and Non-Audit Fees

The amount of audit and non-audit fees incurred for services rendered to the Group and the Company, for the financial year ended 30 June 2026 by the external auditors are as follows:

	Group RM'000	Company RM'000
Audit fees		
- Financial Audit	190	60
Non-audit fees		
- Review of Statement on Risk Management & Internal Control	4	4
TOTAL	**194**	**64**

Material Contracts

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

Recurrent Related Party Transaction

The Group has entered into recurrent related party transactions of a revenue or trading nature ("RRPT") in the ordinary course of business. The Company, at the 42nd AGM held on 27 November 2025 and the EGM held on 13 April 2026, obtained two (2) separate mandates from its shareholders for the EHB Group to enter into RRPTs with related parties on normal commercial terms, not more favourable to the related parties than those generally available to the public, and necessary for the EHB Group's day-to-day operations.

In accordance with the MMLR of Bursa Securities, the authority conferred by the said mandates shall lapse at the conclusion of the forthcoming AGM, unless a renewal is obtained from the shareholders of EHB. Accordingly, the Company is seeking for shareholders' approval at the forthcoming AGM for the Proposed Renewal of the Existing RRPT Mandate.

The details of the Proposed Renewal of the Existing RRPT Mandate, including the names of the related parties, the nature of their relationships, and the transaction values, are disclosed in the Circular to Shareholders dated 30 October 2026.

ADDITIONAL COMPLIANCE INFORMATION
Cont'd

Utilisation of proceeds raised

Pursuant to the approval granted by Bursa Securities for the listing of the Rights Shares and Warrants, the Rights Issue with Warrants was completed on 23 December 2025, raising total gross proceeds of RM250.79 million.

As at 30 September 2026, the summary of utilisation of proceeds raised from Rights Issue is set out below:

Description of utilisation	Utilisation timeframe (from listing of shares)	Proposed Utilisation RM'000	Actual Utilisation RM'000	Balance RM'000	Status progress
Corus Hotel expenditures	Within 12 months	102,527#	101,327	1,200	The proceeds were utilised for the refurbishment work for the hotel located in Port Dickson, Negeri Sembilan.
Partly fund the acquisition of hotel building	Within 12 months	86,272	82,772	3,500	The proceeds were utilised to partly fund for the acquisition of a hotel located in Empire City, Damansara, Selangor.
Working capital	Within 12 months	59,995#	59,995	-	
Defray expenses relating to the corporate exercise	Immediate	2,000	2,000	-	
		250,794	246,094	4,700	

The Company has reallocated excess proceeds amounting to RM11.07 million, originally for Corus Hotel expenditures to Working Capital. This reallocation was made following actual costs incurred for the land lease extension, in accordance with a resolution passed by the Board of Directors dated 15 May 2026.

The balance of unutilised proceeds is being placed with a licensed bank of the Company.

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

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

(A) Group Total Income and Total Assets

	Group	
	2026	2025
	RM'000	RM'000
Total income		
Revenue	281,232	146,531
Other income	1,394	183
Total	282,626	146,714
Total Assets	542,992	155,676

(B) Business Activities

	Group	
	2026	2025
	RM'000	RM'000
Shariah Non-Compliant Activities		
Total	-	-

(C) Component of Financial Position

(i) Cash Component

	Group	
	2026	2025
	RM'000	RM'000
Islamic Account/Instruments		
Deposits with licensed bank	3,006	-
Cash at bank (exclude cash in hand)	89,856	5,820
Total Cash	92,862	5,820

	Group	
	2026	2025
	RM'000	RM'000
Conventional Account/Instruments		
Deposits with licensed bank	-	-
Cash at bank (exclude cash in hand)	3,139	1,227
Total Cash	3,139	1,227

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Cont'd

(ii) Debt Component

	Group	
	2026	2025
	RM'000	RM'000
Islamic Financing		
Current		
Revolving credit	28,217	55,497
Term loans	1,454	1,355
Non-current		
Term loans	69,745	11,198
Total	99,416	68,050

	Group	
	2026	2025
	RM'000	RM'000
Conventional Financing		
Total	-	-

FINANCIAL STATEMENTS

106 Directors' Report

113 Statement by Directors

113 Statutory Declaration

114 Independent Auditors' Report

118 Statements of Financial Position

120 Statements of Profit or Loss and Other Comprehensive Income

121 Statements of Changes in Equity

124 Statements of Cash Flows

126 Notes to the Financial Statements

DIRECTORS' REPORT

The directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 30 June 2026.

PRINCIPAL ACTIVITIES

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

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

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

RESULTS

	The Group RM'000	The Company RM'000
Profit after taxation for the financial year	41,647	22,638
Attributable to:		
Owners of the Company	40,749	22,638
Non-controlling interests	898	-
	41,647	22,638

DIVIDEND

No dividend was recommended by the directors for the financial year.

RESERVES AND PROVISIONS

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

ISSUES OF SHARES AND DEBENTURES

During the financial year:

(a) the Company increased its issued and paid-up share capital from RM92,886,741 to RM329,274,545 by way of issuance of 1,393,301,116 new ordinary shares pursuant to the rights issue exercise undertaken by the Company on the basis of 3 rights issue shares for every 2 existing ordinary shares held by the shareholders of the Company.

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

(b) there were no issues of debentures by the Company.

WARRANTS 2025/2030

The Warrants are constituted by the Deed Poll dated 10 November 2025.

On 23 December 2025, the Company issued 464,433,705 free detachable warrants pursuant to a renounceable rights issue on the basis of one (1) Warrant for every three (3) Rights Shares subscribed.

Each warrant entitles the registered holder to subscribe for one (1) new ordinary share in the Company at an exercise price of RM0.23 per share at any time on or after 23 December 2025 to 18 December 2030. Any warrant not exercised during the exercise period thereafter shall lapsed and cease to be valid for any purposes.

The new ordinary shares to be issued upon exercise of the warrants shall, upon allotment and issuance, rank equally in all respects with the existing ordinary shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or other distributions, the entitlement date of which is prior to the date of allotment of such new ordinary shares.

None of the Warrants 2025/2030 have been exercised since the date of issuance.

OPTIONS GRANTED OVER UNISSUED SHARES

During the financial year, no options were granted by the Company to any person to take up any unissued shares in the Company.

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for impairment losses on receivables.

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

CURRENT ASSETS

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

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

VALUATION METHODS

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

DIRECTORS' REPORT
Cont'd

CONTINGENT AND OTHER LIABILITIES

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

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

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

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

CHANGE OF CIRCUMSTANCES

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

ITEMS OF AN UNUSUAL NATURE

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

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

DIRECTORS

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

Tan Hai Liang*
Paramjit Singh Gill A/L Gurdev Singh*
Datuk Leong Kam Weng
Freda Liu Phit Jang
Yong Hui Nee

* *Director of the Company and its subsidiaries*

The names of directors of the Company's subsidiaries who served during the financial year and up to the date of this report, not including those directors mentioned above, are as follows:

Leow Mun Tung	
Rose Binte Rawi	
Siew Wai Mun	
Tan Yen Hong	*(Appointed on 14 July 2025)*
Tan Yen Wei	*(Appointed on 14 July 2025)*
Alda Tan Pek Yung	*(Appointed on 10 September 2025)*
Toh Weng Chee	*(Appointed on 10 September 2025)*
Tan Yi Lang	*(Resigned on 3 September 2025)*
Tan Sook Yee	*(Resigned on 22 December 2025)*
Kwan Toh Sum	*(Resigned on 31 December 2025)*
Yap Pei Ying	*(Resigned on 12 October 2026)*

DIRECTORS' INTERESTS

None of the directors holding office at the end of the financial year had any interest in shares of the Company or its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" section of this report) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

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

DIRECTORS' REMUNERATION

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

	The Group RM'000	The Company RM'000
Executive Directors		
Salaries and other emoluments	452	452
Independent Directors		
Fee and other benefits	155	155
Total directors' remuneration	607	607

INDEMNITY AND INSURANCE COSTS

During the financial year, the amount of insurance effected for the directors and officers of the Company and its subsidiaries was RM8,000,000.

No indemnity was given to or insurance effected for the auditors of the Company.

DIRECTORS' REPORT
Cont'd

SUBSIDIARIES

The details of the Company's subsidiaries are as follows:

Name of Subsidiary	Country of Incorporation	Percentage of Issued Share Capital Held by Parent %	Principal Activities
Subsidiaries of the Company			
Portrait Hospitality Sdn. Bhd. (Formerly Known As (f.k.a.) Pengkalen Holiday Resort Sdn. Bhd.)	Malaysia	100	Operating a hotel.
EXSIM Concepto Sdn. Bhd.	Malaysia	100	To provide specialised fit-out services for hospitality assets; general contracting business; and centralised procurement business.
Mana Mana Holdings Sdn. Bhd.	Malaysia	100	Investment holding; operator of hospitality assets and renovation and refurbishment works and other related activities.
Uppervista Sdn. Bhd.	Malaysia	100	Investment holding company for hospitality assets.
Blossom Hectares Sdn. Bhd.	Malaysia	100	Investment holding company for hospitality assets.
Clear Haven Sdn. Bhd.	Malaysia	100	Investment holding company for hospitality assets.
Golden Carps Pte. Ltd.	Singapore	100	Dormant.
Grandvestment Company Limited	Hong Kong	100	Dormant.
Asia Entertainment Network Sdn. Bhd.	Malaysia	60	Under liquidation.
Pengkalen Building Materials Sdn. Bhd.	Malaysia	100	Under liquidation.
Pengkalen Electronics Industries Sdn. Bhd.	Malaysia	67	Under liquidation.
Technitone (M) Sdn. Bhd.	Malaysia	64.10	Under liquidation.

SUBSIDIARIES cont'd

The details of the Company's subsidiaries are as follows: cont'd

Name of Subsidiary	Country of Incorporation	Percentage of Issued Share Capital Held by Parent %	Principal Activities
Subsidiaries of Mana Mana Holdings Sdn. Bhd.			
The Flash Living Sdn. Bhd.	Malaysia	60	To carry on business in providing short-term accommodation, property management and all other related activities.
Portrait Collections Sdn. Bhd. (f.k.a. Mana Mana Style Sdn. Bhd.)	Malaysia	100	To carry on business in providing short-term accommodation, property management and all other related activities.
Mana Mana Collections Sdn. Bhd. (f.k.a. MyKey International Sdn. Bhd.)	Malaysia	100	To engage in property management, acquisition and leasing services; to operate in trade, import, export, distribution and retail of goods and commodities; and investment holding.
MyKey (Sarawak) Sdn. Bhd.	Malaysia	60	To carry on business in providing short-term accommodation, property management and all other related activities.
Subsidiary of The Flash Living Sdn. Bhd.			
BYON ALV Sdn. Bhd.	Malaysia	60	To promote, market and operate all short-term and long-term accommodation, property management and all other related activities in Northern Region.
Subsidiary of Technitone (M) Sdn. Bhd.			
Office Business Systems Sdn. Bhd.	Malaysia	100	Under liquidation.
Subsidiary of Office Business Systems Sdn. Bhd.			
Office Business Systems (Malacca) Sdn. Bhd.	Malaysia	65	Under liquidation.
Office Business Systems (Penang) Sdn. Bhd.	Malaysia	100	Under liquidation.
Sensor Equipment Sdn. Bhd.	Malaysia	100	Dissolved.

The available auditors' reports on the financial statements of the subsidiaries did not contain any qualification.

DIRECTORS' REPORT
Cont'd

HOLDING COMPANY

The holding company is EXSIM Hospitality Holdings Sdn. Bhd., a company incorporated in Malaysia.

AUDITORS

The auditors, Crowe Malaysia PLT, have expressed their willingness to continue in office.

The details of the auditors' remuneration for the financial year are as follows:

	The Group RM'000	The Company RM'000
Audit fees	190	60
Non-audit fees	4	4
	194	64

Signed in accordance with a resolution of the directors dated 16 October 2026.

Tan Hai Liang **Paramjit Singh Gill A/L Gurdev Singh**

STATEMENT BY DIRECTORS

PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Tan Hai Liang and Paramjit Singh Gill A/L Gurdev Singh, being two of the directors of EXSIM Hospitality Berhad, state that, in the opinion of the directors, the financial statements set out on pages 118 to 179 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 30 June 2026 and of their financial performance and cash flows for the financial year ended on that date.

Signed in accordance with a resolution of the directors dated 16 October 2026.

Tan Hai Liang **Paramjit Singh Gill A/L Gurdev Singh**

STATUTORY DECLARATION

PURSUANT TO SECTION 251(1)(b) OF THE COMPANIES ACT 2016

I, Tan Yi Lang, MIA Membership Number: 38182, being the officer primarily responsible for the financial management of EXSIM Hospitality Berhad, do solemnly and sincerely declare that the financial statements set out on pages 118 to 179 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned
Tan Yi Lang
at Kuala Lumpur
in the Federal Territory
on this 16 October 2026.

Before me **Tan Yi Lang**

Shaiful Hilmi Bin Halim No. W-804
Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF EXSIM HOSPITALITY BERHAD
(Incorporated in Malaysia) Registration No: 198301000236 (95469 - W)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of EXSIM Hospitality Berhad, which comprise the statements of financial position of the Group and of the Company as at 30 June 2026, 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 118 to 179.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 30 June 2026, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), as applicable to 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, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have determined the matters described below to be the key audit matters to be communicated in our report.

Recoverability of trade receivables and contract assets Refer to Notes 11, 12 and 36.1(b)(iii) to the financial statements	
Key Audit Matter	**How our audit addressed the Key Audit Matter**
As at 30 June 2026, the Group's carrying amount of trade receivables and contract assets were RM184.686 million and RM10.235 million respectively. The management assesses the allowance of impairment losses on trade receivables based on the following: 1. Customers' payment and credit history; and 2. Specific known facts or circumstances on customers' ability to pay. We determined this to be a key audit matter as the amount is significant and the impairment assessment of trade receivables involved significant management judgement.	Our procedures included, amongst others: • Reviewed the ageing analysis of receivables and tested its accuracy; • Reviewed subsequent cash collections for major receivables and overdue amounts; • Examined, where applicable, other evidence including customers' correspondences, proposed or existing settlement plans and repayment schedules; • Evaluated, where applicable, the reasonableness and tested the adequacy of the Group's impairment losses recognised for identified exposures on trade receivables and contract assets by assessing the relevant assumptions and historical collection data; and • Reviewed the adequacy of the Group's disclosure in this area.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF EXSIM HOSPITALITY BERHAD
(Incorporated in Malaysia) Registration No: 198301000236 (95469 - W)
Cont'd

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS cont'd

Key Audit Matters cont'd

Revenue recognition and contract assets and liabilities Refer to Note 23 to the financial statements	
Key Audit Matter	**How our audit addressed the Key Audit Matter**
The Group recognises revenue on construction contracts over time as performance obligations are satisfied. The stage of completion is measured using the input method, based on the proportion of actual costs incurred for work performed to date relative to the estimated total contract costs. The recognition of revenue is therefore dependent on the Group's budgeted construction costs which includes estimates and judgements made by the management. This is a key audit matter as evaluating the accuracy of the budgeted construction costs and the determination of the percentage of completion of construction work require significant judgement and estimates.	Our procedures included, amongst others: • Verified contracts secured and reviewed budgeted costs; • Assessed the estimated total contract costs to complete through enquiries with management; • Assessed reliability of contract budgets by comparing to actual incurred; • Performed verification on the actual progress billings issued and actual costs incurred for the financial year; • Recomputed revenue recognised and checked calculation of the percentage of completion; and • Reviewed the adequacy of the Group's disclosures in respect of revenue.

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

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

Responsibilities of the Directors for the Financial Statements

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

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF EXSIM HOSPITALITY BERHAD
(Incorporated in Malaysia) Registration No: 198301000236 (95469 - W)
Cont'd

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS cont'd

Responsibilities of the Directors for the Financial Statements cont'd

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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

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

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF EXSIM HOSPITALITY BERHAD
(Incorporated in Malaysia) Registration No: 198301000236 (95469 - W)
Cont'd

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS cont'd

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

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 8 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.

Crowe Malaysia PLT
201906000005 (LLP0018817-LCA) & AF 1018
Chartered Accountants

Lean Wei Ee
03827/05/2028 J
Chartered Accountant

Kuala Lumpur

16 October 2026

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2026

	Note	The Group 2026 RM'000	The Group 2025 RM'000	The Company 2026 RM'000	The Company 2025 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	6	197,215	14,077	936	250
Right-of-use assets	7	21,635	3,826	1,471	-
Investments in subsidiaries	8	-	-	32,406	12,406
Investment in an associate	9	-	-	-	-
		218,850	17,903	34,813	12,656
Current assets					
Inventories	10	13	2	-	-
Trade and other receivables	11	217,886	127,734	13,689	8,311
Contract assets	12	10,235	2,979	-	-
Amount owing by subsidiaries	13	-	-	187,192	7,059
Current tax assets		7	11	-	-
Fixed deposit with a licensed bank	14	3,006	-	-	-
Cash and bank balances		92,995	7,047	62,100	129
		324,142	137,773	262,981	15,499
TOTAL ASSETS		542,992	155,676	297,794	28,155
EQUITY AND LIABILITIES					
Share capital	15	329,275	92,887	329,275	92,887
Reserves	16	12,527	-	12,527	-
Accumulated losses		(17,545)	(59,043)	(47,377)	(70,015)
Equity attributable to owners of the Company		324,257	33,844	294,425	22,872
Non-controlling interests		200	51	-	-
TOTAL EQUITY		324,457	33,895	294,425	22,872

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

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2026
Cont'd

	Note	The Group 2026 RM'000	The Group 2025 RM'000	The Company 2026 RM'000	The Company 2025 RM'000
LIABILITIES					
Non-current liabilities					
Lease liabilities	17	7,909	5	1,261	-
Term loans	18	69,745	11,198	-	-
Deferred tax liabilities	19	295	295	-	-
		77,949	11,498	1,261	-
Current liabilities					
Trade and other payables	20	81,346	39,999	1,884	3,233
Contract liabilities	12	13,739	33	-	-
Amount owing to holding company	21	-	5,308	-	1,480
Amount owing to subsidiaries	13	-	-	-	570
Lease liabilities	17	8,011	29	224	-
Term loans	18	1,454	1,355	-	-
Short-term financing	22	28,217	55,497	-	-
Current tax liabilities		7,819	8,062	-	-
		140,586	110,283	2,108	5,283
TOTAL LIABILITIES		218,535	121,781	3,369	5,283
TOTAL EQUITY AND LIABILITIES		542,992	155,676	297,794	28,155

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

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

		The Group		The Company	
		2026	2025	2026	2025
	Note	RM'000	RM'000	RM'000	RM'000
Revenue	23	281,232	146,531	25,000	-
Cost of services		(208,462)	(109,787)	-	-
Gross profit		72,770	36,744	25,000	-
Other operating income		1,394	183	1,214	1
Administrative expenses		(11,178)	(9,312)	(3,804)	(27,469)
Finance costs		(6,924)	(1,933)	(41)	-
Net reversal of impairment losses on financial assets	24	242	296	269	32,140
Profit before taxation	25	56,304	25,978	22,638	4,672
Income tax expense	26	(14,657)	(7,935)	-	-
Profit after taxation		41,647	18,043	22,638	4,672
Other comprehensive income					
Items that Will Not be Reclassified Subsequently to Profit or Loss					
Reversal of revaluation surplus of property, plant and equipment	27	-	(12,204)	-	-
Total comprehensive income for the financial year		41,647	5,839	22,638	4,672
Profit after taxation attributable to:					
- Owners of the Company		40,749	18,036	22,638	4,672
- Non-controlling interests		898	7	-	-
		41,647	18,043	22,638	4,672
Total comprehensive income attributable to:					
- Owners of the Company		40,749	5,832	22,638	4,672
- Non-controlling interests		898	7	-	-
		41,647	5,839	22,638	4,672
Earnings per share attributable to owners of the Company (sen)					
- Basic	28	2.46	1.94		
- Diluted	28	2.20	1.94		

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

	Note	Share capital	Reserves	Accumulated losses	Attributable to Owners of the Company	Non-controlling interests	Total equity
		RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
The Group							
At 1.7.2024		92,887	12,204	(77,079)	28,012	-	28,012
Profit after taxation		-	-	18,036	18,036	7	18,043
Other comprehensive income for the financial year:							
- Reversal of revaluation surplus of property, plant and equipment		-	(12,204)	-	(12,204)	-	(12,204)
Total comprehensive income for the financial year		-	(12,204)	18,036	5,832	7	5,839
Acquisition of a subsidiary	29.1	-	-	-	-	40	40
Incorporation of subsidiaries		-	-	-	-	4	4
Total changes in ownership interests in subsidiaries		-	-	-	-	44	44
At 30.6.2025		92,887	-	(59,043)	33,844	51	33,895

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

	Note	Share capital	Reserves	Accumulated losses	Attributable to Owners of the Company	Non-controlling interests	Total equity
		RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
The Group							
At 1.7.2025		92,887	-	(59,043)	33,844	51	33,895
Profit after taxation/Total comprehensive income for the financial year		-	-	40,749	40,749	898	41,647
Issuance of shares	15	236,388	12,527	-	248,915	-	248,915
Incorporation of a subsidiary		-	-	-	-	*	*
Acquisition of non-controlling interests	29.2	-	-	749	749	(749)	-
Total changes in ownership interests in subsidiaries		-	-	749	749	(749)	-
At 30.6.2026		329,275	12,527	(17,545)	324,257	200	324,457

** Amount below RM1,000.*

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

	Note	Share capital RM'000	Reserves RM'000	Accumulated losses RM'000	Total equity RM'000
The Company					
At 1.7.2024		92,887	-	(74,687)	18,200
Profit after taxation/Total comprehensive income for the financial year		-	-	4,672	4,672
At 30.6.2025/1.7.2025		92,887	-	(70,015)	22,872
Profit after taxation/Total comprehensive income for the financial year		-	-	22,638	22,638
Issuance of shares	15	236,388	12,527	-	248,915
At 30.6.2026		329,275	12,527	(47,377)	294,425

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

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

	Note	The Group 2026 RM'000	The Group 2025 RM'000	The Company 2026 RM'000	The Company 2025 RM'000
OPERATING ACTIVITIES					
Profit before taxation		56,304	25,978	22,638	4,672
Adjustments for:					
Bad debt written off		-	87	-	-
Depreciation:					
- property, plant and equipment	6	1,149	1,561	43	4
- right-of-use assets	7	6,871	115	86	-
Dividend income		-	-	(25,000)	-
Deposit written off		-	5	-	5
Gain on bargain purchase		-	(43)	-	-
Loss on derecognition of leases		71	-	-	-
Inventories written off		-	13	-	-
Interest expense		6,916	1,933	33	-
Interest income		(1,281)	(10)	(1,214)	(1)
Property, plant and equipment written off		7	224	6	-
(Reversal of)/Impairment losses on:					
- trade receivables		27	(38)	-	-
- other receivables		-	82	-	-
- amount owing by an associate		(269)	(340)	(269)	(340)
- amount owing by subsidiaries		-	-	-	(31,800)
- investment in subsidiaries		-	-	-	25,394
Operating profit/(loss) before working capital changes		69,795	29,567	(3,677)	(2,066)
Contract assets		(7,255)	(2,979)	-	-
Contract liabilities		13,706	33	-	-
Inventories		(11)	79	-	-
Trade and other receivables		(97,410)	(118,652)	(12,609)	(1,064)
Trade and other payables		41,628	33,578	(1,117)	669
Cash from/(for) operations		20,453	(58,374)	(17,403)	(2,461)
Income tax paid		(14,950)	(35)	-	-
Income tax refunded		5	-	-	-
NET CASH FROM/(FOR) OPERATING ACTIVITIES		5,508	(58,409)	(17,403)	(2,461)

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

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

	Note	The Group		The Company	
		2026	2025	2026	2025
		RM'000	RM'000	RM'000	RM'000
INVESTING ACTIVITIES					
Acquisition of subsidiary, net of cash and cash equivalents acquired	29.1	-	186	-	(60)
Additions to right-of-use assets	30(a)	(2,624)	-	-	-
Advances to subsidiaries		-	-	(175,133)	(2,266)
Purchase of property, plant and equipment	30(a)	(184,527)	(834)	(967)	(254)
Repayment from an associate		7,500	10,000	7,500	10,000
Interest received		1,281	10	1,214	1
Investment in subsidiaries		-	-	-	(6,000)
NET CASH (FOR)/FROM INVESTING ACTIVITIES		(178,370)	9,362	(167,386)	1,421
FINANCING ACTIVITIES					
Repayment to subsidiaries		-	-	(570)	-
(Repayment to)/Advances from holding company		(5,308)	3,338	(1,480)	1,030
Capital contributed by non-controlling interest		*	4	-	-
Interest paid	30(b)	(6,900)	(932)	(33)	-
Increase in restricted cash		(7,352)	(3,006)	-	-
Proceeds from issuance of shares pursuant to right issue		248,915	-	248,915	-
Drawdown from short-term financing	30(b)	60,965	54,496	-	-
Drawdown from term loans	30(b)	60,000	-	-	-
Repayment of short-term financing	30(b)	(88,261)	-	-	-
Repayment of term loans	30(b)	(1,354)	(1,239)	-	-
Repayment of lease liabilities	30(b)	(6,241)	(25)	(72)	-
NET CASH FROM FINANCING ACTIVITIES		254,464	52,636	246,760	1,030
NET CHANGES		81,602	3,589	61,971	(10)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		4,041	452	129	139
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	30(d)	85,643	4,041	62,100	129

** Amount below RM1,000.*

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

1. GENERAL INFORMATION

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

Registered office	:	No. D-09-02, Level 9, EXSIM Tower Millerz Square @ Old Klang Road Megan Legasi No.357, Jalan Kelang Lama 58000 Kuala Lumpur
Principal place of business	:	D-22-01, Level 22, EXSIM Tower Millerz Square @ Old Klang Road Megan Legasi No.357, Jalan Kelang Lama 58000 Kuala Lumpur

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

The financial statements of the Company and of the Group are presented in Ringgit Malaysia ("RM"), which is the Company's functional and presentation currency and has been rounded to the nearest thousand, unless otherwise stated.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 16 October 2026.

2. HOLDING COMPANY

The holding company is EXSIM Hospitality Holdings Sdn. Bhd., a company incorporated in Malaysia.

3. PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 8 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

4. BASIS OF PREPARATION

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

4.1 During the current financial year, the Group and the Company have adopted the following new accounting standards (including the consequential amendments, if any):

MFRSs (Including The Consequential Amendments)

Amendments to MFRS 121: Lack of Exchangeability

The adoption of the above accounting standards (including the consequential amendments, if any) did not have any material impact on the Group's financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

4. BASIS OF PREPARATION cont'd

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

MFRSs and/or IC Interpretations (Including The Consequential Amendments)	Effective Date
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Annual Improvements to MFRS Accounting Standards – Volume 11	1 January 2026
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121: Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to MFRS 128: Amendments to the Fair Value Option for Investments in Associates and Joint Ventures	1 January 2027
MFRS 20 Regulatory Assets and Regulatory Liabilities	1 January 2029
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred

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

MFRS 18 Presentation and Disclosure of Financial Statements

MFRS 18 'Presentation and Disclosure in Financial Statements' will replace MFRS 101 'Presentation of Financial Statements' upon its adoption. This new standard aims to enhance the transparency and comparability of financial information by introducing new disclosure requirements. Specifically, it requires that income and expenses be classified into 3 defined categories: "operating", "investing" and "financing" and introduces 2 new subtotals: "operating profit or loss" and "profit or loss before financing and income tax". In addition, MFRS 18 requires the disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of information, which will apply to all primary financial statements and the accompanying notes. The statement of financial position and the statement of cash flows will also be affected. The Group and the Company are currently assessing the impact of implementing the new standard.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

5. MATERIAL ACCOUNTING POLICY INFORMATION

5.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year other than as disclosed below:

(a) Depreciation of Property, Plant and Equipment

The estimates for the residual values, useful lives and related depreciation charges for the property, plant and equipment are based on commercial factors which could change significantly as a result of technical innovations and competitors' actions in response to the market conditions. The Group anticipates that the residual values of its property, plant and equipment will be insignificant. As a result, residual values are not being taken into consideration for the computation of the depreciable amount. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amount of property, plant and equipment as at the reporting date is disclosed in Note 6 to the financial statements.

(b) Property, Plant and Equipment under Revaluation

Certain properties of the Group are reported at revalued amounts which are based on valuations performed by independent professional valuers by reference to the selling prices of recent transactions and asking prices of similar properties of nearby location and where necessary, adjusting for tenure, location, size, market trends and others. Other factors such as model assumptions, market dislocations and unexpected correlations can also materially affect these estimates and the resulting valuations. The carrying amount of property, plant and equipment measured at revaluation as at the reporting date is disclosed in Note 6 to the financial statements.

(c) Impairment of Property, Plant and Equipment and Right-of-use Assets

The Group determines whether its property, plant and equipment and right-of-use assets are impaired by evaluating the extent to which the recoverable amount of the asset is less than its carrying amount. This evaluation is subject to changes such as market performance, economic and political situation of the country. The carrying amounts of property, plant and equipment and right-of-use assets as at the reporting date are disclosed in Notes 6 and 7 to the financial statements respectively.

(d) Write-down of Inventories

Reviews are made periodically by management on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 10 to the financial statements.

(e) Impairment of Trade Receivables and Contract Assets

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables and contract assets. The Group develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information. If the expectation is different from the estimation, such difference will impact the carrying value of trade receivables and contract assets. The carrying amounts of trade receivables and contract assets as at the reporting date are disclosed in Notes 11 and 12 to the financial statements respectively.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

5. MATERIAL ACCOUNTING POLICY INFORMATION cont'd

5.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS cont'd

Key Sources of Estimation Uncertainty cont'd

(f) Impairment of Non-Trade Receivables

The loss allowances for non-trade financial assets are based on assumptions about risk of default (probability of default) and expected loss if a default happens (loss given default). It also requires the Group to assess whether there is a significant increase in credit risk of the non-trade financial asset at the reporting date. The Group uses judgement in making these assumptions and selecting appropriate inputs to the impairment calculation, based on the past payment trends, existing market conditions and forward-looking information. The carrying amounts of other receivables, amounts owing by subsidiaries and amount owing by an associate as at the reporting date are disclosed in Notes 11 and 13 to the financial statements respectively.

(g) Revenue Recognition for Construction Contracts

The Group recognises construction revenue by reference to the construction progress using the input method, determined based on the proportion of construction costs incurred for work performed to date over the estimated total construction costs. The total estimated costs are based on approved budgets, which require assessment and judgement to be made on changes in, for example, work scope, changes in costs and costs to completion. In making the judgement, management relies on past experience and the work of specialists. The carrying amounts of contract assets and contract liabilities as at the reporting date are disclosed in Note 12 to the financial statements.

(h) Income Taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group recognises tax liabilities based on its understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax expense and deferred tax balances in the period in which such determination is made. The carrying amounts of current tax assets and current tax liabilities of the Group are RM7,000 and RM7,819,000 (2025 – RM11,000 and RM8,062,000) respectively.

(i) Discount Rates used in Leases

Where the interest rate implicit in the lease cannot be readily determined, the Group uses the incremental borrowing rate to measure the lease liabilities. The incremental borrowing rate is the interest rate that the Group would have to pay to borrow over a similar term, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. Therefore, the incremental borrowing rate requires estimation particularly when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the incremental borrowing rate using observable inputs when available and is required to make certain entity-specific estimates.

Critical Judgements Made In Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the Group's accounting policies which will have a significant effect on the amounts recognised in the financial statements other than as disclosed below:

(a) Lease Terms

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. In determining the lease term, management considers all facts and circumstances including the past practice and any cost that will be incurred to change the asset if an option to extend is not taken. An extension option is only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

5. MATERIAL ACCOUNTING POLICY INFORMATION cont'd

5.2 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets at Amortised Cost

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

(b) Financial Liabilities

Financial Liabilities at Amortised Cost

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

(c) Equity

Ordinary shares are recorded on initial recognition at the proceeds received less directly attributable transaction costs incurred. The ordinary shares are not remeasured subsequently.

5.3 INVESTMENTS IN SUBSIDIARIES

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

5.4 INVESTMENT IN AN ASSOCIATE

Investment in an associate is stated in the financial statements of the Company at cost less impairment losses, if any, and accounted for using the equity method in the financial statements of the Group.

5.5 PROPERTY, PLANT AND EQUIPMENT

All items of property, plant and equipment are initially measured at cost.

Subsequent to initial recognition, all property, plant and equipment, other than buildings, are stated at cost less accumulated depreciation and any accumulated impairment losses.

Buildings are stated at revalued amount based on periodic valuations, at least once in every 5 years, less subsequent depreciation for buildings. Surpluses arising from the revaluation are recognised in other comprehensive income and accumulated in equity under the revaluation reserve to the extent that it reverses a revaluation deficit of the same asset previously recognised in profit or loss. Deficits arising from the revaluation, to the extent that they are not supported by any previous revaluation surpluses, are recognised in profit or loss.

Capital work-in-progress represent hotel buildings under construction. They are not depreciated until such time when the asset is available for use.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

5. MATERIAL ACCOUNTING POLICY INFORMATION cont'd

5.5 PROPERTY, PLANT AND EQUIPMENT cont'd

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

Buildings	remaining useful life of 24 years
Office equipment	10% - 20%
Furniture and fittings	10% - 20%
Motor vehicles	20%
Plant and machinery	5% - 10%
Renovation	10% - 20%

5.6 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(a) Short-term Leases and Leases of Low-value Assets

The Group applies the "short-term lease" and "lease of low-value assets" recognition exemption. For these leases, the Group recognises the lease payments as an operating expense on a straight-line method over the term of the lease unless another systematic basis is more appropriate.

(b) Right-of-use Assets

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

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

Long term leasehold land	remaining useful life of 61 - 64 years
Buildings	20% - 33%
Hostels	50%
Office	17%

(c) Lease Liabilities

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

5.7 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the weighted average cost method and comprises all costs of purchase plus other costs incurred in bringing the inventories to their present location and condition.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

5. MATERIAL ACCOUNTING POLICY INFORMATION cont'd

5.8 REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue is recognised by reference to each distinct performance obligation in the contract with customer and is measured at the consideration specified in the contract of which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, net of sales and service tax, returns, rebates and discounts.

The Group recognises revenue when (or as) it transfers control over a product or service to customer. An asset is transferred when (or as) the customer obtains control of that asset.

The Group transfers control of a good or service at a point in time unless one of the following over time criteria is met:

- The customer simultaneously receives and consumes the benefits provided as the Company performs.
- The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.
- The Group's performance does not create an asset with an alternative use and the Group has an enforceable right to payment for performance completed to date.

(a) Revenue from Hotel Operations

Revenue from providing services to guests of the hotel includes provision of rooms, food and beverage sales, other departments' sales and ancillary services. The services rendered are distinct performance obligations, for which prices invoiced to the guests are representative of their stand-alone selling prices. These obligations are fulfilled over time when they relate to room rentals that is over the stay within the hotel, and at a point in time for other goods or services, when they have been delivered or rendered.

(b) Revenue from Hospitality Operator

The Group manages short-term rentals for property owners, handling everything from bookings to housekeeping and maintenance. Revenue from hospitality operator is recognised over time in the period when services are rendered using an output method determined by proportion of services provided to date relative to the total services to be provided.

(c) Revenue from Fit-out

The Group provides complete solutions for hospitality asset owners, handling everything from design and consultation to fit-out which include interior design, strategic advice, project management, and procurement, all tailored to the hospitality industry.

Revenue from fit-out is recognised over time in the period in which the services are rendered using the input method, determined based on the proportion of construction costs incurred for work performed to date over the estimated total construction costs. Transaction price is computed based on the price specified in the contract and adjusted for any variable consideration such as incentives, penalties and liquidated ascertained damages.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

5. MATERIAL ACCOUNTING POLICY INFORMATION cont'd

5.8 REVENUE FROM CONTRACTS WITH CUSTOMERS cont'd

(c) Revenue from Fit-out cont'd

Progress billings to the customer are based on a payment schedule in the contract and are typically triggered upon achievement of specified construction milestones. A contract asset is recognised when the Group has performed under the contract but has not billed the customer. Conversely, a contract liability is recognised when the Group has not performed under the contract but have billed or received advance payments from the customer. Contract assets are transferred to receivables when the rights to consideration become unconditional. Contract liabilities are recognised as revenue as the Group performs under the contract.

When the outcome of a contract cannot be reasonably measured but the Group expects to recover the costs incurred in satisfying the performance obligation, revenue is recognised only to the extent of contract costs incurred until such time that the Group can reasonably measure the outcome of the performance obligation. Contract costs are recognised as expenses in the period in which they are incurred.

When it is probable that total contract costs will exceed total contract revenue on a contract, the expected loss is recognised as an expense immediately, with a corresponding provision for an onerous contract.

5.9 REVENUE FROM OTHER SOURCES AND OTHER OPERATING INCOME

(a) Management Fees

Management fees are recognised on an accrual basis.

(b) Interest Income

Interest income is recognised on an accrual basis using the effective interest method.

(c) Rental Income

Rental income is accounted for on a straight-line method over the lease term.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

6. PROPERTY, PLANT AND EQUIPMENT

The Group	At 1.7.2025 RM'000	Additions RM'000	Written off RM'000	Adjustment RM'000	Depreciation Charges RM'000	At 30.6.2026 RM'000
2026						
Carrying Amount						
Buildings	12,598	-	-	-	(850)	11,748
Office equipment	685	1,443	(7)	(1)	(216)	1,904
Furniture and fittings	56	606	-	-	(56)	606
Plant and machinery	5	-	-	-	(1)	4
Renovation	1	729	-	-	(26)	704
Capital work-in-progress	732	181,749	-	(232)	-	182,249
	14,077	184,527	(7)	(233)	(1,149)	197,215

The Group	At 1.7.2024 RM'000	Additions RM'000	Written off RM'000	Impairment Loss RM'000	Depreciation Charges RM'000	At 30.6.2025 RM'000
2025						
Carrying Amount						
Buildings	29,516	-	-	(15,576)	(1,342)	12,598
Office equipment	781	102	(45)	-	(153)	685
Furniture and fittings	73	-	(5)	-	(12)	56
Plant and machinery	9	-	-	-	(4)	5
Renovation	225	-	(174)	-	(50)	1
Capital work-in-progress	-	732	-	-	-	732
	30,604	834	(224)	(15,576)	(1,561)	14,077

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

6. PROPERTY, PLANT AND EQUIPMENT cont'd

The Company	At 1.7.2025 RM'000	Additions RM'000	Written off RM'000	Adjustment RM'000	Depreciation Charge RM'000	At 30.6.2026 RM'000
2026						
Carrying Amount						
Office equipment	18	71	(6)	-	(9)	74
Furniture and fittings	-	288	-	-	(14)	274
Renovation	-	608	-	-	(20)	588
Capital work-in-progress	232	-	-	(232)	-	-
	250	967	(6)	(232)	(43)	936

The Company	At 1.7.2024 RM'000	Additions RM'000	Depreciation Charge RM'000	At 30.6.2025 RM'000
2025				
Carrying Amount				
Office equipment	-	22	(4)	18
Capital work-in-progress	-	232	-	232
	-	254	(4)	250

The Group	At Cost RM'000	At Valuation RM'000	Accumulated Impairment Loss RM'000	Accumulated Depreciation RM'000	Carrying Amount RM'000
2026					
Buildings	-	32,200	(15,576)	(4,876)	11,748
Office equipment	3,392	-	-	(1,488)	1,904
Furniture and fittings	716	-	-	(110)	606
Motor vehicles	3	-	-	(3)	-
Plant and machinery	318	-	-	(314)	4
Renovation	736	-	-	(32)	704
Capital work-in-progress	182,249	-	-	-	182,249
	187,414	32,200	(15,576)	(6,823)	197,215

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

6. PROPERTY, PLANT AND EQUIPMENT cont'd

The Group	At Cost RM'000	At Valuation RM'000	Accumulated Impairment Loss RM'000	Accumulated Depreciation RM'000	Carrying Amount RM'000
2025					
Buildings	-	32,200	(15,576)	(4,026)	12,598
Office equipment	1,960	-	-	(1,275)	685
Furniture and fittings	110	-	-	(54)	56
Motor vehicles	3	-	-	(3)	-
Plant and machinery	318	-	-	(313)	5
Renovation	7	-	-	(6)	1
Capital work-in-progress	732	-	-	-	732
	3,130	32,200	(15,576)	(5,677)	14,077

The Company	At Cost RM'000	Accumulated Depreciation RM'000	Carrying Amount RM'000
2026			
Office equipment	84	(10)	74
Furniture and fittings	288	(14)	274
Renovation	608	(20)	588
	980	(44)	936
2025			
Office equipment	22	(4)	18
Capital work-in-progress	232	-	232
	254	(4)	250

(a) The buildings of the Group have been charged against a licensed bank for banking facilities granted to the Group as disclosed in Note 18 to the financial statements.

(b) The Group's buildings were revalued by independent professional valuers. The surplus arising from the revaluations, net of deferred taxation, have been credited to other comprehensive income and accumulated in equity under the revaluation reserve.

6. PROPERTY, PLANT AND EQUIPMENT cont'd

(b) cont'd

In previous financial year, an impairment loss is approximately RM12.204 million was recognised in the Other Comprehensive Income, reducing the revaluation reserve accordingly.

	The Group	
	2026	**2025**
	RM'000	**RM'000**
Revaluation reserve	-	16,057
Deferred tax liabilities	-	(3,853)
Impairment loss	-	(12,204)
	-	-

(c) The details of the Group's property, plant and equipment carried at fair value are analysed as follows:

The Group	**Level 1** **RM'000**	**Level 2** **RM'000**	**Level 3** **RM'000**	**Total** **RM'000**
2026				
Buildings	-	-	11,748	11,748
2025				
Buildings	-	-	12,598	12,598

The level 3 fair value has been determined using a discounted cash flow approach performed by independent professional valuer based on the following significant unobservable inputs:

Unobservable Inputs		**Relationship of Unobservable Inputs to Fair Value**
Discount rate of 12%	Reflects current market assessments of the uncertainty in the amount and timing of cash flows.	The higher the discount rate, the lower the fair value. A change in the discount rate by 1% would increase/decrease the fair value by RM4,000,000.
Occupancy rate ranging from 30% - 75%	Based on future market conditions and demand for room.	The higher the occupancy rate, the higher the fair value. A change in the occupancy rate by 1% would increase/decrease the fair value by RM1,000,000.
Average room rate of RM155 - RM250	Based on current and expected future market conditions.	The higher the average room rate, the higher the fair value. A change in the average room rate of RM5 would increase/decrease the fair value by RM2,000,000.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

6. PROPERTY, PLANT AND EQUIPMENT cont'd

(c) cont'd

The following table shows a reconciliation of level 3 fair value:

	The Group	
	2026	2025
	RM'000	RM'000
At 1 July	12,598	29,516
Impairment loss	-	(15,576)
Depreciation for the year	(850)	(1,342)
At 30 June	11,748	12,598

There were no transfers between level 1, level 2 and level 3 during the financial year.

The fair value measurements of the buildings are based on the highest and best use which does not differ from their actual use.

(d) If the buildings were measured using the cost model, the carrying amounts would be as follows:

	The Group	
	2026	2025
	RM'000	RM'000
Cost	34,765	34,765
Accumulated depreciation	(21,505)	(20,782)
Accumulated impairment loss	(2,626)	(2,626)
	10,634	11,357

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

7. RIGHT-OF-USE ASSETS

The Group	At 1.7.2025 RM'000	Additions RM'000	Derecognition RM'000	Depreciation Charges RM'000	At 30.6.2026 RM'000
2026					
Carrying Amount					
Long term leasehold land	3,794	2,529	-	(88)	6,235
Buildings	-	20,680	(75)	(6,676)	13,929
Office	-	1,557	-	(86)	1,471
Hostels	32	-	(11)	(21)	-
	3,826	24,766	(86)	(6,871)	21,635

The Group	At 1.7.2024 RM'000	Additions RM'000	Derecognition RM'000	Depreciation Charges RM'000	At 30.6.2025 RM'000
2025					
Carrying Amount					
Long term leasehold land	3,882	-	-	(88)	3,794
Hostels	-	84	(25)	(27)	32
	3,882	84	(25)	(115)	3,826

The Company	At 1.7.2025 RM'000	Additions RM'000	Depreciation Charges RM'000	At 30.6.2026 RM'000
2026				
Carrying Amount				
Office	-	1,557	(86)	1,471
	-	1,557	(86)	1,471

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

7. RIGHT-OF-USE ASSETS cont'd

The Group and the Company lease certain pieces of leasehold land, hostels, office and buildings of which the leasing activities are summarised below:

(i)	Long term leasehold land	Leases are for periods of 92 - 97 (2025: 66 - 92) years and include an option to extend the lease term.
(ii)	Hostels	The leases periods are 2 (2025 - 2) years with an option to renew after that date.
(iii)	Office	The leases periods are 6 (2025 - Nil) years with an option to renew after that date.
(iv)	Buildings	The leases periods are 3 - 5 (2025 - Nil) years with an option to renew after that date.

The leasehold land of the Group has been charged to a licensed bank as security for banking facilities granted to the Group as disclosed in Note 18 to the financial statements.

8. INVESTMENTS IN SUBSIDIARIES

	The Company	
	2026	2025
	RM'000	RM'000
Unquoted shares, at cost	61,505	41,505
Accumulated impairment losses	(29,099)	(29,099)
	32,406	12,406

The details of the subsidiaries are as follows:

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2026	2025	
		%	%	
Subsidiaries of the Company				
Portrait Hospitality Sdn. Bhd. (formerly known as Pengkalen Holiday Resort Sdn. Bhd.)	Malaysia	100	100	Operating a hotel.
Golden Carps Pte. Ltd.+	Singapore	100	100	Dormant.
Grandvestment Company Limited+	Hong Kong	100	100	Dormant.
EXSIM Concepto Sdn. Bhd.	Malaysia	100	100	To provide specialised fit-out services for hospitality assets; general contracting business; and centralised procurement business.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

8. INVESTMENTS IN SUBSIDIARIES cont'd

The details of the subsidiaries are as follows: cont'd

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent 2026 %	2025 %	Principal Activities
Subsidiaries of the Company cont'd				
Mana Mana Holdings Sdn. Bhd.	Malaysia	100	100	Investment holding; operator of hospitality assets and renovation and refurbishment works and other related activities.
Uppervista Sdn. Bhd.	Malaysia	100	100	Investment holding company for hospitality assets.
Blossom Hectares Sdn. Bhd.	Malaysia	100	100	Investment holding company for hospitality assets.
Clear Haven Sdn. Bhd.	Malaysia	100	-	Investment holding company for hospitality assets.
Asia Entertainment Network Sdn. Bhd.^	Malaysia	60	60	Under liquidation.
Pengkalen Building Materials Sdn. Bhd.^	Malaysia	100	100	Under liquidation.
Pengkalen Electronics Industries Sdn. Bhd.^	Malaysia	67	67	Under liquidation.
Technitone (M) Sdn. Bhd.^	Malaysia	64.10	64.10	Under liquidation.
Subsidiaries of Mana Mana Holdings Sdn. Bhd.				
The Flash Living Sdn. Bhd.	Malaysia	60	60	To carry on business in providing short-term accommodation, property management and all other related activities.
Portrait Collections Sdn. Bhd. (formerly known as Mana Mana Style Sdn. Bhd.)	Malaysia	100	60	To carry on business in providing short-term accommodation, property management and all other related activities.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

8. INVESTMENTS IN SUBSIDIARIES cont'd

The details of the subsidiaries are as follows: cont'd

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent 2026 %	2025 %	Principal Activities
Subsidiaries of Mana Mana Holdings Sdn. Bhd. cont'd				
Mana Mana Collections Sdn. Bhd. (formerly known as MyKey International Sdn. Bhd.)	Malaysia	100	60	To engage in property management, acquisition and leasing services; to operate in trade, import, export, distribution and retail of goods and commodities; and investment holding.
MyKey (Sarawak) Sdn. Bhd.	Malaysia	60	-	To carry on business in providing short-term accommodation, property management and all other related activities.
Subsidiary of The Flash Living Sdn. Bhd.				
BYON ALV Sdn. Bhd.	Malaysia	60	-	To promote, market and operate all short-term and long-term accommodation, property management and all other related activities in Northern Region.
Subsidiaries of Technitone (M) Sdn. Bhd.				
Office Business Systems Sdn. Bhd.^	Malaysia	100	100	Under liquidation.
Subsidiaries of Office Business Systems Sdn. Bhd.				
Office Business Systems (Malacca) Sdn. Bhd.^	Malaysia	65	65	Under liquidation.
Office Business Systems (Penang) Sdn. Bhd.^	Malaysia	100	100	Under liquidation.
Sensor Equipment Sdn. Bhd.^	Malaysia	100	100	Dissolved.

\+ *Subsidiaries audited by other firms of chartered accountants.*
^ *Subsidiaries under liquidation and not dealt with in the consolidated financial statements of the Group for financial year ended 30 June 2026 and 30 June 2025. The contributions of these subsidiaries to the Group are insignificant.*

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

8. INVESTMENTS IN SUBSIDIARIES cont'd

(a) Movement in direct subsidiaries of the Company

(i) On 3 March 2026, the Company subscribed for additional 10,000,000 shares of RM1 each in a wholly-owned subsidiary, Portrait Hospitality Sdn. Bhd. (formerly known as Pengkalen Holiday Resort Sdn. Bhd.) ("PH") by way of capitalisation of RM10,000,000 from amount due from PH.

(ii) On 1 April 2026, the Company incorporated a wholly-owned subsidiary, Clear Haven Sdn. Bhd. with paid-up capital of RM100 comprising of 100 shares.

(iii) On 30 June 2026, the Company subscribed for additional 9,999,980 shares of RM1 each in a wholly-owned subsidiary, Uppervista Sdn. Bhd. ("USB").

(b) Movement in subsidiaries held through Mana Mana Holdings Sdn. Bhd. ("MMH")

(i) On 12 March 2026, MMH acquired an additional 40% of equity interest in Portrait Collections Sdn. Bhd. (formerly known as Mana Mana Style Sdn. Bhd.) from its non-controlling interest respectively. Following the completion of the acquisition, Portrait Collections Sdn. Bhd. (formerly known as Mana Mana Style Sdn. Bhd.) became 100%-owned subsidiary of MMH. The details of the acquisition are disclosed in Note 29.2 to the financial statements.

(ii) On 12 March 2026, MMH acquired an additional 40% of equity interest in Mana Mana Collections Sdn. Bhd. (formerly known as MyKey International Sdn. Bhd.) from its non-controlling interest respectively. Following the completion of the acquisition, Mana Mana Collections Sdn. Bhd. (formerly known as MyKey International Sdn. Bhd.) became 100%-owned subsidiary of MMH. The details of the acquisition are disclosed in Note 29.2 to the financial statements.

(iii) MyKey (Sarawak) Sdn. Bhd. was incorporated on 10 September 2025 and is 60%-owned subsidiary of MMH. It has issued share capital of RM10,000 comprising of 10,000 ordinary shares.

(iv) On 14 July 2025, MMH's 60%-owned subsidiary, The Flash Living Sdn. Bhd., incorporated a 60%-owned subsidiary, BYON ALV Sdn. Bhd., a company incorporated in Malaysia, with a total paid-up share capital of RM100 comprising 100 ordinary shares.

(c) The non-controlling interests at the end of the reporting period comprise of the following:

	Effective Equity Interest		The Group	
	2026	2025	2026	2025
	%	%	RM'000	RM'000
The Flash Living Sdn. Bhd. ("TFL")	40	40	107	49
MyKey (Sarawak) Sdn. Bhd.	40	-	(1)	-
BYON ALV Sdn. Bhd. ("BYON")	64	-	94	-
Portrait Collections Sdn. Bhd. (formerly known as Mana Mana Style Sdn. Bhd.)	-	40	-	(3)
Mana Mana Collections Sdn. Bhd. (formerly known as MyKey International Sdn. Bhd.)	-	40	-	5
			200	51

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

8. INVESTMENTS IN SUBSIDIARIES cont'd

(d) The summarised financial information (before intra-group elimination) for each subsidiary that has non-controlling interests that are material to the Group is as follows:

	BYON 2026 RM'000	TFL 2026 RM'000	TFL 2025 RM'000
At 30 June			
Non-current assets	5,218	-	32
Current assets	1,096	2,857	815
Non-current liabilities	(3,084)	-	(5)
Current liabilities	(3,083)	(2,591)	(676)
Net assets	147	266	166

	BYON 14.7.2025 to 30.6.2026 RM'000	TFL 1.7.2025 to 30.6.2026 RM'000	TFL 27.8.2024 to 30.6.2025 RM'000
Revenue	5,812	4,364	3,578
Profit for the financial period/year	147	82	23
Total comprehensive income	147	82	23
Total comprehensive income attributable to non-controlling interests	94	33	9

	BYON 14.7.2025 to 30.6.2026 RM'000	TFL 1.7.2025 to 30.6.2026 RM'000	TFL 27.8.2024 to 30.6.2025 RM'000
Net cash flows from operating activities	1,699	153	32
Net cash flows for investing activities	(395)	-	-
Net cash flows (for)/from financing activities	(1,098)	1,679	(439)

(e) Summarised financial information of non-controlling interests has not been presented as the non-controlling interests of the other subsidiaries are not individually material to the Group.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

9. INVESTMENT IN AN ASSOCIATE

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Unquoted shares, at cost	296,672	296,672	296,672	296,672
Share of post-acquisition reserve	(54,068)	(54,068)	-	-
	242,604	242,604	296,672	296,672
Accumulated impairment losses	(242,604)	(242,604)	(296,672)	(296,672)
	-	-	-	-
Accumulated impairment losses:				
At 1 July 2025/2024/30 June	(242,604)	(242,604)	(296,672)	(296,672)

The details of the associates are as follows:

Name of Associate	Principal Place of Business and Country of Incorporation	Percentage of Ownership 2026 %	Percentage of Ownership 2025 %	Principal Activities
Pan Malaysia Capital Berhad	Malaysia	34.84	34.84	Investment holding.
Subsidiaries of Pan Malaysia Capital Berhad				
Bayan Niaga Sdn. Bhd.	Malaysia	100	100	Investment holding.
PM Asset Management Sdn. Bhd.	Malaysia	100	100	Investment holding.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

9. INVESTMENT IN AN ASSOCIATE cont'd

The summarised financial information of the associate that is material to the Group is as follows:

	2026 RM'000	2025 RM'000
At 30 June		
Non-current assets	7,148	11,913
Current assets	4,918	7,815
Non-current liabilities	-	-
Current liabilities	(52,786)	(60,293)
Net liabilities	(40,720)	(40,565)
Financial year ended 30 June		
Revenue	-	-
Loss for the financial year/Total comprehensive expenses	(155)	(2,628)

The Group has not recognised losses relating to Pan Malaysia Capital Berhad as its share of losses has exceeded the Group's interest in this associate. The Group's cumulative share of unrecognised losses at the end of the reporting period was RM14,190,000 (2025 - RM14,136,000). The Group has no obligation in respect of these losses.

10. INVENTORIES

	The Group	
	2026 RM'000	2025 RM'000
Consumables, food and beverages	13	2
Recognised in profit or loss:		
Inventories recognised as cost of services	-	535
Inventories written off	-	13

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

11. TRADE AND OTHER RECEIVABLES

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Trade				
Trade receivables				
- Third parties	139,697	71,152	-	-
- Related parties	32,987	40,614	-	-
Retention sum				
- Third parties	7,017	3,285	-	-
- Related parties	5,012	2,818	-	-
Allowance for impairment losses	(27)	-	-	-
	184,686	117,869	-	-
Non-Trade				
Other receivables				
- Third parties	24,523	11,173	13,626	15
- Related parties	4	4	-	-
Allowance for impairment losses	(10,360)	(10,794)	-	-
	14,167	383	13,626	15
Deposits	2,201	362	63	-
Allowance for impairment losses	-	-	-	-
	2,201	362	63	-
	201,054	118,614	13,689	15
Prepayments	15,966	1,803	-	1,065
Advance payments to suppliers	866	86	-	-
Amount owing by an associate	12,319	19,819	12,319	19,819
Allowance for impairment losses	(12,319)	(12,588)	(12,319)	(12,588)
	-	7,231	-	7,231
	217,886	127,734	13,689	8,311

(a) The Group's and the Company's normal trade credit terms range from 30 to 270 (2025 - 30 to 270) days.

(b) The advance payments to suppliers are unsecured and interest-free. The amount owing will be recovered against future purchases from suppliers.

(c) The amount owing by an associate represents non-trade balances (current), unsecured interest-free advances and payments made on behalf. The amount owing is repayable on demand and is to be settled in cash.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

11. TRADE AND OTHER RECEIVABLES cont'd

(d) The reconciliation of movements in the allowance for impairment losses are as follows:

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Trade receivables				
At 1 July 2025/2024	-	(38)	-	-
Additions (Note 24)	(27)	-	-	-
Reversal (Note 24)	-	38	-	-
At 30 June	(27)	-	-	-
Other receivables				
At 1 July 2025/2024	(10,794)	(10,978)	-	(18)
Additions (Note 24)	-	(82)	-	-
Written off	434	266	-	18
At 30 June	(10,360)	(10,794)	-	-
Deposits				
At 1 July 2025/2024	-	(79)	-	(79)
Written off	-	79	-	79
At 30 June	-	-	-	-
Amount owing by an associate				
At 1 July 2025/2024	(12,588)	(12,928)	(12,588)	(12,928)
Reversal (Note 24)	269	340	269	340
At 30 June	(12,319)	(12,588)	(12,319)	(12,588)

12. CONTRACT ASSETS/(LIABILITIES)

Contract Assets

	The Group	
	2026	2025
	RM'000	RM'000
At 1 July 2025/2024	2,979	-
Performance obligations performed	114,994	130,026
Transfer to trade receivables	(107,738)	(127,047)
At 30 June	10,235	2,979
Represented by:		
Fit-out services	10,235	2,979

12. CONTRACT ASSETS/(LIABILITIES) cont'd

Contract Assets cont'd

The contract assets primarily relate to the Group's right to consideration for work completed but not yet billed as at the reporting date. The amount will be transferred to trade receivables when the Group issues billing in the manner as established in the contracts with customers.

Contract Liabilities

	The Group	
	2026	**2025**
	RM'000	**RM'000**
At 1 July 2025/2024	(33)	-
Performance obligations performed	98,028	8,437
Amounts billed for unfulfilled performance obligations	(111,734)	(8,470)
At 30 June	(13,739)	(33)
Represented by:		
Fit-out services	(13,739)	(33)

(a) The contract liabilities primarily relate to advances received from customers to render fit-out services. The amount will be recognised as revenue when the performance obligations are satisfied.

(b) The transaction price allocated to unsatisfied performance obligations as at the reporting date are as follows:

	The Group	
	2026	**2025**
	RM'000	**RM'000**
Fit-out services		
Within 1 year	13,739	33

The amount disclosed above do not have variable consideration.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

13. AMOUNTS OWING BY/(TO) SUBSIDIARIES

	The Company	
	2026	2025
	RM'000	RM'000
Amount Owing by Subsidiaries		
Current		
Non-trade balances	450,433	270,300
Allowance for impairment losses	(263,241)	(263,241)
	187,192	7,059
Allowance for impairment losses:		
At 1 July 2025/2024	(263,241)	(295,041)
Reversal during the financial year (Note 24)	-	31,800
At 30 June	(263,241)	(263,241)
Amount Owing to Subsidiaries		
Current		
Non-trade balances	-	570

The amounts owing are non-trade in nature and represents unsecured interest-free advances and payments made on behalf which are repayable on demand. The amounts owing are to be settled in cash.

14. FIXED DEPOSIT WITH A LICENSED BANK

(a) The fixed deposit with a licensed bank of the Group at the end of the reporting period bear effective interest rates of 1.25% (2025 - Nil) per annum. The fixed deposit has maturity period of 30 (2025 - Nil) days.

(b) Included in the fixed deposit with a licensed bank of the Group at the end of the reporting period is an amount of RM3,006,270 (2025 - Nil) which has been pledged to a licensed bank as security for banking facilities granted to the Group as disclosed in Note 18 to the financial statements.

15. SHARE CAPITAL

	The Group/The Company			
	2026	2025	2026	2025
	Number of shares			
	'000	'000	RM'000	RM'000
Issued and fully paid-up				
Ordinary shares				
At 1 July 2025/2024	928,867	928,867	92,887	92,887
Issuance of shares	1,393,301	-	238,162	-
Share issuance expenses	-	-	(1,774)	-
At 30 June	2,322,168	928,867	329,275	92,887

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

15. SHARE CAPITAL cont'd

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company, and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.

During the financial year, the Company increased its issued and paid-up share capital from RM92,886,741 to RM329,274,545 by way of issuance of 1,393,301,116 new ordinary shares pursuant to the rights issue exercise undertaken by the Company on the basis of 3 rights issue shares for every 2 existing ordinary shares held by the shareholders of the Company.

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

16. RESERVES

WARRANTS 2025/2030

The Warrants are constituted by the Deed Poll dated 10 November 2025.

On 23 December 2025, the Company issued 464,433,705 free detachable warrants pursuant to a renounceable rights issue on the basis of one (1) Warrant for every three (3) Rights Shares subscribed.

Each warrant entitles the registered holder to subscribe for one (1) new ordinary share in the Company at an exercise price of RM0.23 per share at any time on or after 23 December 2025 to 18 December 2030. Any warrant not exercised during the exercise period thereafter shall lapsed and cease to be valid for any purposes.

The new ordinary shares to be issued upon exercise of the warrants shall, upon allotment and issuance, rank equally in all respects with the existing ordinary shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or other distributions, the entitlement date of which is prior to the date of allotment of such new ordinary shares.

None of the Warrants 2025/2030 have been exercised since the date of issuance.

17. LEASE LIABILITIES

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
At 1 July 2025/2024	34	-	-	-
Additions	22,142	84	1,557	-
Interest expense recognised in profit or loss (Note 25)	1,179	3	33	-
Derecognition due to lease modification	(15)	(25)	-	-
Repayment of principal	(6,241)	(25)	(72)	-
Repayment of interest expense	(1,179)	(3)	(33)	-
At 30 June	15,920	34	1,485	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

17. LEASE LIABILITIES cont'd

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Analysed by:				
Current liabilities	8,011	29	224	-
Non-current liabilities	7,909	5	1,261	-
	15,920	34	1,485	-

18. TERM LOANS

	The Group	
	2026	2025
	RM'000	RM'000
Current liabilities	1,454	1,355
Non-current liabilities	69,745	11,198
	71,199	12,553

(a) The term loan is secured by a first party legal charge over the leasehold land and buildings and fixed deposit with a licensed bank of the Group as disclosed in Notes 6, 7 and 14 to the financial statements respectively.

(b) The Group has complied with the covenants throughout the reporting periods.

(c) The effective interest rates range from 6.26% to 6.96% (2025: 6.81%) per annum.

19. DEFERRED TAX LIABILITIES

The Group	At 1.7.2025	Recognised in Profit or Loss	Recognised in Other Comprehensive Income	At 30.6.2026
	RM'000	RM'000	RM'000	RM'000
2026				
Deferred Tax Liabilities				
Property, plant and equipment	295	-	-	295

The Group	At 1.7.2024	Recognised in Profit or Loss	Recognised in Other Comprehensive Income	At 30.6.2025
	RM'000	RM'000	RM'000	RM'000
2025				
Deferred Tax Liabilities				
Property, plant and equipment	3,827	(160)	(3,372)	295

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

20. TRADE AND OTHER PAYABLES

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Trade payables:				
Third parties	42,139	24,183	-	-
Non-controlling interests	26	47	-	-
Related parties	4,154	60	-	-
Retention sum	7,362	4,281	-	-
Accruals	13,060	5,308	-	-
	66,741	33,879	-	-
Other payables:				
Other payables	8,189	3,893	1,098	2,594
Related parties	437	425	-	420
Non-controlling interests	-	6	-	-
Deposit received	795	1,156	-	-
Advanced from customers	-	9	-	-
Provisions	180	17	180	-
Accruals	2,978	555	606	219
Sales tax payables	2,026	59	-	-
	14,605	6,120	1,884	3,233
	81,346	39,999	1,884	3,233

The normal trade credit terms granted to the Group and to the Company range from 14 to 60 (2025 - 14 to 60) days.

21. AMOUNT OWING TO HOLDING COMPANY

In previous financial year, the non-trade balances represent unsecured interest-free advances and payments made on behalf. The amount owing was settled in cash.

22. SHORT-TERM FINANCING

	The Group	
	2026	2025
	RM'000	RM'000
Secured		
Revolving credit	28,217	55,497

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

22. SHORT-TERM FINANCING cont'd

(a) The short-term financing of the Group is secured by the following:

(i) Specific debenture over all the assets to be delivered under the contracts financed by the Bank;
(ii) Corporate guarantee by the Company;
(iii) Charge over designated accounts;
(iv) Letter of set off/marginal deposit over account maintained with the Bank;
(v) Letter of subordination by the Company;
(vi) Letter of negative pledge; and
(vii) Assignment of contract proceeds from the project funded.

(b) The short-term financing at the end of the reporting period bear effective interest rates range from 6.72% to 7.10% (2025 : 6.74% to 7.24%) per annum.

23. REVENUE

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Revenue recognised over time				
- Fit-out	213,022	138,463	-	-
- Own and Operate	-	2,572	-	-
- Hospitality Operator	51,468	3,578	-	-
- Management fee	16,723	349	-	-
	281,213	144,962	-	-
Revenue recognised at a point in time				
- Dividend income	-	-	25,000	-
- Food and beverage sales	1	1,517	-	-
- Other hotel services	18	52	-	-
	19	1,569	25,000	-
	281,232	146,531	25,000	-

(a) The information on the disaggregation of revenue by geographical market is disclosed in Note 34 to the financial statements.

(b) The information on transaction price allocated to unsatisfied performance obligations as at the reporting date is disclosed in Note 12(b) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

24. NET REVERSAL OF IMPAIRMENT LOSSES ON FINANCIAL ASSETS

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Impairment losses on:				
- trade receivables (Note 11(d))	(27)	-	-	-
- other receivables (Note 11(d))	-	(82)	-	-
Reversal of impairment losses on:				
- trade receivables (Note 11(d))	-	38	-	-
- amount owing by a subsidiary (Note 13)	-	-	-	31,800
- amount owing by an associate (Note 11(d))	269	340	269	340
	242	296	269	32,140

25. PROFIT BEFORE TAXATION

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Profit before taxation is arrived at after charging/ (crediting):				
Auditors' remuneration:				
- audit fees:				
- current year	190	114	60	55
- non-audit fees	4	58	4	58
Directors' remuneration (Note 32)	607	340	607	340
Material Expenses/(Income)				
Bad debt written off	-	87	-	-
Depreciation:				
- property, plant and equipment (Note 6)	1,149	1,561	43	4
- right-of-use assets (Note 7)	6,871	115	86	-
Deposit written off	-	5	-	5
Impairment loss on investment in subsidiaries	-	-	-	25,394
Interest expense on lease liabilities	1,179	3	33	-
Interest expense on restoration costs	8	-	8	-
Interest expense on financial liabilities not at fair value through profit or loss:				
- term loans (Note 30(b))	1,324	929	-	-
- short-term financing (Note 30(b))	4,413	1,001	-	-
Inventories written off (Note 10)	-	13	-	-
Lease expense:				
- short-term lease	35	18	6	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

25. PROFIT BEFORE TAXATION cont'd

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Material Expenses/(Income) cont'd				
Property, plant and equipment written off (Note 6)	7	224	6	-
Staff costs (Note 31)	6,703	3,926	1,241	447
Dividend income	-	-	(25,000)	-
Loss on derecognition of leases	71	-	-	-
Gain on bargain purchase	-	(43)	-	-
Interest income on financial assets measured at amortised cost:				
- short term money market deposit	-	(1)	-	(1)
- fixed deposit with a licensed bank	(26)	-	-	-
- others	(1,255)	(9)	(1,214)	-
Rental income on premises	(55)	(61)	-	-

26. INCOME TAX EXPENSE

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Current tax expense	14,657	8,095	-	-
Deferred tax	-	(160)	-	-
	14,657	7,935	-	-

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

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Profit before taxation	56,304	25,978	22,638	4,672
Tax at the statutory tax rate of 24% (2025 - 24%)	13,513	6,235	5,433	1,121
Tax effects of:				
Non-allowable expenses	322	889	274	6,321
Non-taxable income	(65)	(82)	(6,065)	(7,713)
Crystallisation of deferred tax on revaluation reserve	-	(160)	-	-
Deferred tax assets not recognised during the financial year	1,290	1,053	358	271
Overprovision of tax expense in previous financial year	(403)	-	-	-
	14,657	7,935	-	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

26. INCOME TAX EXPENSE cont'd

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2025 - 24%) of the estimated assessable profit for the financial year.

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

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Property, plant and equipment	(2,297)	(2,566)	(199)	(12)
Other provisions	352	17	172	-
Unused tax losses	37,552	34,060	19,888	18,624
Unabsorbed capital allowances	11,859	10,581	3,246	3,005
	47,466	42,092	23,107	21,617

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

The deductible temporary differences do not expire under the current tax legislation. The unused tax losses up to the year of assessment 2018 can be carried forward until the year of assessment 2028 and the unused tax losses for 2019 onwards are allowed to be utilised for 10 consecutive years of assessment immediately following that year of assessment; whereas, the unabsorbed capital allowances are allowed to be carried forward indefinitely.

27. OTHER COMPREHENSIVE INCOME

	The Group	
	2026	2025
	RM'000	RM'000
Items that Will Not be Reclassified Subsequently to Profit or Loss		
Revaluation of property, plant and equipment	-	15,576
Less: Deferred taxation	-	(3,372)
	-	12,204

28. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares in issue during the financial year.

	The Group	
	2026	2025
Profit attributable to owners of the Company (RM'000)	40,749	18,036
Weighted average number of ordinary shares in issue ('000)	1,654,147	928,867
Basic earnings per share (sen)	2.46	1.94

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

28. EARNINGS PER SHARE cont'd

Diluted earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year plus the weighted number of ordinary shares that would be issued on the conversion of all the dilutive potential ordinary shares.

	The Group	
	2026	**2025**
Profit attributable to owners of the Company (RM'000)	40,749	18,036
Weighted average number of ordinary shares in issue ('000)	1,654,147	928,867
Effect of dilution from Warrants	194,734	-
Adjusted weighted average number of ordinary shares in issue and issuable ('000)	1,848,881	928,867
Diluted earnings per share (sen)	2.20	1.94

29. ACQUISITIONS OF SUBSIDIARIES AND NON-CONTROLLING INTERESTS

29.1 ACQUISITION OF SUBSIDIARIES

(a) In previous financial year, 27 August 2024, a wholly-owned subsidiary of the Company; Mana Mana Holdings Sdn. Bhd. acquired 60% equity interests in The Flash Living Sdn. Bhd.. The acquisition of this subsidiary is to enable the Group to expand its business of hospitality operator.

(i) The following summarises the major classes of consideration transferred, and the recognised amounts of assets acquired and liabilities assumed at the date of acquisition:

	The Group 2025 RM'000
Trade and other receivables	801
Cash and bank balances	246
Trade and other payables	(904)
Net identifiable assets acquired	143
Less: Non-controlling interests, measured at the proportionate share of the fair value of the net identifiable assets	(40)
Less: Gain on bargain purchase	(43)
Total purchase consideration	60
Less: Cash and bank balances of subsidiary acquired	(246)
Net cash inflow from the acquisition of a subsidiary	(186)

	The Company 2025 RM'000
Total purchase consideration/Net cash outflow from the acquisition of a subsidiary	60

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

29. ACQUISITIONS OF SUBSIDIARIES AND NON-CONTROLLING INTERESTS cont'd

29.1 ACQUISITION OF SUBSIDIARIES cont'd

(a) cont'd

(ii) The subsidiary has contributed revenue of RM3,577,651 and profit after taxation of RM22,708 to the Group since the date of acquisition.

If the acquisition was effective at the beginning of the previous financial year, the Group's revenue and profit after taxation for the previous financial year would have been RM4,178,776 and RM79,231 respectively.

(b) In previous financial year, on 9 September 2024, the Company acquired two subsidiaries, Uppervista Sdn. Bhd. and Blossom Hectares Sdn. Bhd. respectively. The acquisitions are to enable the Group to expand its own and operate business segment.

The details as at the date of acquisition are as follows:

(i) The net identifiable liabilities acquired and net cash outflow arising from the acquisition of Uppervista Sdn. Bhd. is RM20.

The purchase consideration is RM20, representing a 100% equity interest in the subsidiary.

(ii) The net identifiable liabilities acquired and net cash outflow arising from the acquisition of Blossom Hectares Sdn. Bhd. is RM20.

The purchase consideration is RM20, representing a 100% equity interest in the subsidiary.

(iii) There is no goodwill arising from the acquisitions of Uppervista Sdn. Bhd. and Blossom Hectares Sdn. Bhd. at the respective date of acquisition.

29.2 ACQUISITION OF NON-CONTROLLING INTEREST

On 12 March 2026, Mana Mana Holdings Sdn. Bhd., the wholly owned subsidiary has acquired an additional 40% equity interests in Portrait Collections Sdn. Bhd. (formerly known as Mana Mana Style Sdn. Bhd.) and Mana Mana Collections Sdn. Bhd. (formerly known as MyKey International Sdn. Bhd.) for RM40 and RM4,000 in cash, respectively, increasing its ownership from 60% to 100%. On that date, net liabilities of Portrait Collections Sdn. Bhd. is RM60,927 and net assets of Mana Mana Collections Sdn. Bhd. is RM1,932,233. The Group recognised a decrease in non-controlling interests of RM748,522 and an increase in retained profits of RM748,522.

30. CASH FLOWS INFORMATION

(a) The cash disbursed for the purchase of property, plant and equipment and the addition of right-of-use assets are as follows:

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Property, plant and equipment				
Cost of property, plant and equipment purchased (Note 6)	184,527	834	967	254

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

30. CASH FLOWS INFORMATION cont'd

(a) The cash disbursed for the purchase of property, plant and equipment and the addition of right-of-use assets are as follows: cont'd

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Right-of-use assets				
Cost of right-of-use assets acquired (Note 7)	24,766	84	1,557	-
Less: Additions of new lease liabilities	(22,142)	(84)	(1,557)	-
	2,624	-	-	-

(b) The reconciliations of liabilities arising from financing activities are as follows:

	Term loans	Short-term financing	Lease liabilities	Total
	RM'000	RM'000	RM'000	RM'000
The Group				
2026				
At 1 July 2025	12,553	55,497	34	68,084
Changes in Financing Cash Flows				
Proceeds from drawdown	60,000	60,965	-	120,965
Repayment of principal	(1,354)	(88,261)	(6,241)	(95,856)
Repayment of interests	(1,324)	(4,397)	(1,179)	(6,900)
	57,322	(31,693)	(7,420)	18,209
Other Changes				
Acquisition of new leases	-	-	22,142	22,142
Interest expense recognised in profit or loss (Note 25)	1,324	4,413	1,179	6,916
Derecognition due to lease modification	-	-	(15)	(15)
	1,324	4,413	23,306	29,043
At 30 June 2026	71,199	28,217	15,920	115,336

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

30. CASH FLOWS INFORMATION cont'd

(b) The reconciliations of liabilities arising from financing activities are as follows: cont'd

	Term loans	Short-term financing	Lease liabilities	Total
	RM'000	RM'000	RM'000	RM'000
The Group cont'd				
2025				
At 1 July 2024	13,792	-	-	13,792
Changes in Financing Cash Flows				
Proceeds from drawdown	-	54,496	-	54,496
Repayment of principal	(1,239)	-	(25)	(1,264)
Repayment of interests	(929)	-	(3)	(932)
	(2,168)	54,496	(28)	52,300
Other Changes				
Acquisition of new leases	-	-	84	84
Interest expense recognised in profit or loss (Note 25)	929	1,001	3	1,933
Derecognition due to lease modification	-	-	(25)	(25)
	929	1,001	62	1,992
At 30 June 2025	12,553	55,497	34	68,084

	Lease Liabilities
	RM'000
The Company	
2026	
At 1 July 2025	-
Changes in Financing Cash Flows	
Repayment of principal	(72)
Repayment of interests	(33)
	(105)
Other Changes	
Acquisition of new leases	1,557
Interest expense recognised in profit or loss (Note 25)	33
	1,590
At 30 June 2026	1,485

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

30. CASH FLOWS INFORMATION cont'd

(c) The total cash outflows for leases as a lessee are as follows:

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Interest paid on lease liabilities	1,179	3	33	-
Payment of lease liabilities	6,241	25	72	-
Payment of short-term lease	35	18	6	-
	7,455	46	111	-

(d) The cash and cash equivalents comprise the following:

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Fixed deposit with a licensed bank (Note 14)	3,006	-	-	-
Cash and bank balances	92,995	7,047	62,100	129
	96,001	7,047	62,100	129
Less: Fixed deposit pledged to a licensed bank (Note 14)	(3,006)	-	-	-
Cash held in a designated account	(7,352)	(3,006)	-	-
	85,643	4,041	62,100	129

31. EMPLOYEE BENEFITS

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Wages, salaries and bonuses	5,759	2,642	1,023	353
Contributions to defined contribution plan	568	212	120	41
Other benefits	376	1,072	98	53
	6,703	3,926	1,241	447

32. KEY MANAGEMENT PERSONNEL COMPENSATION

The key management personnel of the Group and of the Company include executive directors and non-executive directors of the Company and certain members of senior management of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

32. KEY MANAGEMENT PERSONNEL COMPENSATION cont'd

The key management personnel compensation during the financial year is as follows:

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Directors				
Executive Directors of the Company				
Short-term employee benefits:				
- salaries and other emoluments	452	154	452	154
Independent Directors of the Company				
Short-term employee benefits:				
- fee	88	126	88	126
- other benefits	67	60	67	60
	155	186	155	186
Total directors' remuneration (Note 25)	607	340	607	340

33. RELATED PARTY DISCLOSURES

(a) Holding Company and Subsidiaries

The holding company is disclosed in Note 2 to the financial statements.

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

(b) Significant Related Party Transactions and Balances

The Group and the Company also carried out the following transactions with the related parties during the financial year:

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Repayment from an associate	7,500	10,000	7,500	10,000
Advances to subsidiaries	-	-	(175,133)	(2,326)
Repayment from subsidiaries	-	-	(570)	-
(Repayment to)/Advances from holding company	(5,308)	-	(1,480)	1,030
Sales to holding company	3,487	3,338	-	-
Sales to related parties	74,669	61,913	-	-
Transactions with non-controlling interests	-	3	-	-
Transactions with a company in which a Director of a subsidiary has substantial interest	-	1	-	-
Purchase of services from non-controlling interests	480	480	-	-
Purchase of services from related parties	6,564	1,379	-	-
Purchase of hotel building from a related party	83,551	-	-	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

33. RELATED PARTY DISCLOSURES cont'd

(b) Significant Related Party Transactions and Balances cont'd

The significant outstanding balances of the related parties (including the allowance for impairment loss made) together with their terms and conditions are disclosed in the respective notes to the financial statements.

34. OPERATING SEGMENTS

Operating segments are prepared in a manner consistent with the internal reporting provided to the Executive Directors as its chief operating decision maker in order to allocate resources to segments and to assess their performance. For management purposes, the Group is organised into business units based on their services provided.

The Group is organised into four main reportable segments as follows:

(a) Own and Operate

Hotel operations.

(b) Hospitality Operator

Provision of short-term accommodation, property management and acquisition and leasing services.

(c) Fit-out

Provision of interior design, renovation and fit-out services for hospitality assets, general contracting business; and centralised procurement business.

(d) Investment Holding

Comprise mainly investment, dormant and inactive subsidiaries.

The Executive Directors assess the performance of the reportable segments based on their profit/(loss) before interest expense and taxation. The accounting policies of the reportable segments are the same as the Group's accounting policies.

Borrowings and investment-related activities are managed on a group basis by the central treasury function and are not allocated to reportable segments.

Each reportable segment assets is measured based on all assets of the segment other than investment in an associate and tax-related assets.

Each reportable segment liabilities is measured based on all liabilities of the segment other than borrowings and tax-related liabilities.

Assets, liabilities and expenses which are common and cannot be meaningfully allocated to the reportable segments are presented under unallocated items. Unallocated items comprise mainly income taxes and related expenses.

Transactions between reportable segments are carried out on agreed terms between both parties. The effects of such inter-segment transactions are eliminated on consolidation.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

34. OPERATING SEGMENTS cont'd

34.1 BUSINESS SEGMENTS

2026	Own and Operate RM'000	Hospitality Operator RM'000	Fit-out RM'000	Investment Holding RM'000	The Group RM'000
Revenue					
Total revenue	-	68,505	216,117	25,000	309,622
Consolidation adjustment	-	(295)	(3,095)	(25,000)	(28,390)
External revenue	-	68,210	213,022	-	281,232
Represented by:					
Revenue recognised over time					
- Fit-out	-	-	213,022	-	213,022
- Hospitality Operator	-	51,468	-	-	51,468
- Management fee	-	16,723	-	-	16,723
Revenue recognised at point of time					
- Food and beverage sales	-	1	-	-	1
- Other hotel services	-	18	-	-	18
	-	68,210	213,022	-	281,232
Results					
Segment profit/(loss) before interest and taxation	(2,425)	19,782	48,174	22,679	88,210
Finance costs	(1,324)	(1,146)	(4,414)	(40)	(6,924)
Consolidation adjustment					(24,982)
Consolidated profit before taxation					56,304
Segment profit/(loss) before taxation includes the following:					
Interest expenses	1,324	1,146	4,414	32	6,916
Depreciation	1,129	6,761	1	129	8,020
Impairment on trade receivables	-	27	-	-	27
Property, plant and equipment written off	-	-	-	7	7
Reversal of impairment:					
- amount owing by an associate	-	-	-	(269)	(269)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

34. OPERATING SEGMENTS cont'd

34.1 BUSINESS SEGMENTS cont'd

2026	Own and Operate	Hospitality Operator	Fit-out	Investment Holding	The Group
	RM'000	RM'000	RM'000	RM'000	RM'000
Assets					
Segment assets	209,683	54,676	201,365	297,794	763,518
Unallocated assets:					
- current tax assets					7
Consolidation adjustments					(220,533)
Consolidated total assets					542,992
Additional to non-current assets other than financial instruments:					
Property, plant and equipment	182,776	779	5	967	184,527
Right-of-use assets	2,527	20,682	-	1,557	24,766
Liabilities					
Segment liabilities	198,093	40,415	158,082	350,002	746,592
Unallocated liabilities:					
- deferred tax liabilities					295
- current tax liabilities					7,819
Consolidation adjustments					(536,171)
Consolidated total liabilities					218,535

2025	Own and Operate	Hospitality Operator	Fit-out	Investment Holding	The Group
	RM'000	RM'000	RM'000	RM'000	RM'000
Revenue					
External revenue	4,141	3,927	138,463	-	146,531
Represented by:					
Revenue recognised over time					
- Fit-out	-	-	138,463	-	138,463
- Own and Operate	2,572	-	-	-	2,572
- Hospitality Operator	-	3,578	-	-	3,578
- Management fee	-	349	-	-	349
Revenue recognised at point of time					
- Food and beverage sales	1,517	-	-	-	1,517
- Other hotel services	52	-	-	-	52
	4,141	3,927	138,463	-	146,531

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

34. OPERATING SEGMENTS cont'd

34.1 BUSINESS SEGMENTS cont'd

2025	Own and Operate	Hospitality Operator	Fit-out	Investment Holding	The Group
	RM'000	RM'000	RM'000	RM'000	RM'000
Results					
Segment profit/(loss) before interest and taxation	(2,702)	(155)	32,502	4,672	34,317
Finance costs	(929)	(3)	(1,001)	-	(1,933)
Consolidation adjustment					(6,406)
Consolidated profit before taxation					25,978
Segment profit/(loss) before taxation includes the following:					
Interest expenses	929	3	1,001	-	1,933
Depreciation	1,644	28	-	4	1,676
Impairment on other receivables	82	-	-	-	82
Property, plant and equipment written off	224	-	-	-	224
Bad debts written off	87	-	-	-	87
Reversal of impairment:					
- trade receivables	(38)	-	-	-	(38)
- amount owing by an associate	-	-	-	(340)	(340)
Inventories written off	13	-	-	-	13

2025	Own and Operate	Hospitality Operator	Fit-out	Investment Holding	The Group
	RM'000	RM'000	RM'000	RM'000	RM'000
Assets					
Segment assets	19,401	2,888	126,189	28,155	176,633
Unallocated assets:					
- current tax assets					11
Consolidation adjustments					(20,968)
Consolidated total assets					155,676
Additional to non-current assets other than financial instruments:					
Property, plant and equipment	566	13	1	254	834
Right-of-use assets	-	84	-	-	84

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

34. OPERATING SEGMENTS cont'd

34.1 BUSINESS SEGMENTS cont'd

2025	Own and Operate	Hospitality Operator	Fit-out	Investment Holding	The Group
	RM'000	RM'000	RM'000	RM'000	RM'000
Liabilities					
Segment liabilities	24,068	1,968	89,688	351,916	467,640
Unallocated liabilities:					
- deferred tax liabilities					295
- current tax liabilities					8,062
Consolidation adjustments					(354,216)
Consolidated total liabilities					121,781

GEOGRAPHICAL INFORMATION

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

MAJOR CUSTOMERS

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

	Revenue		
	2026	2025	Segment
	RM'000	RM'000	
Customer A	50,658	53,234	Fit-out
Customer B	-	20,981	Fit-out
Customer C	50,321	38,663	Fit-out

35. CAPITAL COMMITMENTS

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Approved and contracted for capital expenditure in respect of the:				
- Acquisition of hotel building	157,475	-	-	-
- Renovation of the Group's corporate office	-	542	-	542
- Portrait Resort refurbishment (formerly known as Corus Hotel)	22,789	119,500	-	-

36. FINANCIAL INSTRUMENTS

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

36.1 FINANCIAL RISK MANAGEMENT POLICIES

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

(a) Market Risk

(i) Foreign Currency Risk

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

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to interest rate risk arises mainly from long-term borrowings with variable rates. The Group's policy is to obtain the most favourable interest rates available.

The exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period is disclosed in Notes 18 and 22 to the financial statements respectively.

Interest Rate Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the interest rates at the end of the reporting period, with all other variables held constant:

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Effects on Profit After Taxation				
Increase of 100 basis points	(756)	(95)	-	-
Decrease of 100 basis points	756	95	-	-

(iii) Equity Price Risk

The Group does not have any quoted investments and hence, is not exposed to equity price risk.

(b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade and other receivables. The Group manages its exposure to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including cash and bank balances), the Group minimises credit risk by dealing exclusively with high credit rating counterparties.

Also, the Company's exposure to credit risk includes advances to subsidiaries, and corporate guarantee given to financial institutions for credit facilities granted to certain subsidiaries. The Company monitors the ability of the subsidiaries to serve their loans on an individual basis.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

36. FINANCIAL INSTRUMENTS cont'd

36.1 FINANCIAL RISK MANAGEMENT POLICIES cont'd

(b) Credit Risk cont'd

(i) Credit Risk Concentration Profile

At the end of the reporting period, the Group's major concentration of credit risk relates to the amounts owing by 3 (2025 - 3) customers which constituted approximately 45% (2025 - 86%) of its trade receivables and contract assets (including related parties), net of loss allowance.

(ii) Maximum Exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

In addition, the Company's maximum exposure to credit risk also includes corporate guarantees provided to its subsidiaries, representing the outstanding banking facilities of the subsidiaries as at the end of the reporting period. These corporate guarantees have not been recognised in the Company's financial statements since their fair values on initial recognition were not material.

(iii) Assessment of Impairment Losses

The Group has an informal credit policy in place and the exposure to credit risk is monitored on an on-going basis through periodic review of the ageing of the trade receivables. The Group closely monitors the trade receivables' financial strength to reduce the risk of loss.

At each reporting date, the Group evaluates whether any of the financial assets at amortised cost and contract assets are credit impaired.

The gross carrying amounts of financial assets are written off against the associated impairment, if any, when there is no reasonable expectation of recovery (i.e. the debtor does not have assets or sources of income to generate sufficient cash flows to repay the debt) despite the fact that they are still subject to enforcement activities.

A financial asset is credit impaired when any of the following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:

- Significant financial difficulty of the receivable;
- A breach of contract, such as a default or past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty; or
- It is becoming probable that the receivable will enter bankruptcy or other financial reorganisation.

The Group considers a receivable to be in default when the receivable is unlikely to repay its debt to the Group in full or is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Trade Receivables and Contract Assets

The Group applies the simplified approach to measure expected credit losses using a lifetime expected credit loss allowance for its trade receivables and contract assets.

36. FINANCIAL INSTRUMENTS cont'd

36.1 FINANCIAL RISK MANAGEMENT POLICIES cont'd

(b) Credit Risk cont'd

(iii) Assessment of Impairment Losses cont'd

Trade Receivables and Contract Assets cont'd

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

To measure the expected credit losses on a collective basis, trade receivables (including related parties) and contract assets are grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivable for the same types of contracts. Therefore, the Group concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The Group measures the expected credit losses of certain major customers, trade receivables that are credit impaired and trade receivables with a high risk of default on individual basis.

The expected loss rates are based on the payment profiles of sales over 12 months (2025 - 12 months) before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates were not adjusted to reflect forward-looking information on macroeconomic factors affecting the ability of the trade receivables to settle their debts as the Group has not identified any forward-looking assumptions which correlate to the historical loss rate.

For construction contracts, the Group assessed the expected credit loss of each customer individually based on their financial information and past trends of payments as there are only a few customers. All of these customers have a low risk of default as they have a strong capacity to meet their debts.

The information about the credit exposure and loss allowances recognised for trade receivables and contract assets are as follows:

The Group	Gross Amount RM'000	Individual Allowance RM'000	Collective Impairment RM'000	Carrying Amount RM'000
2026				
Current (not past due)	127,861	-	-	127,861
1 to 30 days past due	8,473	-	-	8,473
31 to 60 days past due	3,210	-	-	3,210
61 to 90 days past due	10,054	-	-	10,054
91 to 120 days past due	1,282	-	-	1,282
121 to 150 days past due	1,021	-	(6)	1,015
151 to 180 days past due	6,376	-	(14)	6,362
More than 180 days past due	26,436	-	(7)	26,429
Trade receivables	184,713	-	(27)	184,686
Contract assets	10,235	-	-	10,235
	194,948	-	(27)	194,921

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

36. FINANCIAL INSTRUMENTS cont'd

36.1 FINANCIAL RISK MANAGEMENT POLICIES cont'd

(b) Credit Risk cont'd

(iii) Assessment of Impairment Losses cont'd

Trade Receivables and Contract Assets cont'd

The information about the credit exposure and loss allowances recognised for trade receivables and contract assets are as follows: cont'd

The Group	Gross Amount RM'000	Individual Allowance RM'000	Collective Impairment RM'000	Carrying Amount RM'000
2025				
Current (not past due)	25,423	-	-	25,423
1 to 30 days past due	22,354	-	-	22,354
31 to 60 days past due	14,378	-	-	14,378
61 to 90 days past due	20,396	-	-	20,396
91 to 120 days past due	9,147	-	-	9,147
121 to 150 days past due	14,198	-	-	14,198
151 to 180 days past due	11,973	-	-	11,973
More than 180 days past due	-	-	-	-
Trade receivables	117,869	-	-	117,869
Contract assets	2,979	-	-	2,979
	120,848	-	-	120,848

Trade receivables and contract assets that are individually determined to be impaired relate to debtors who are in significant financial difficulties and have defaulted on payments. These debtors are not secured by any collateral or credit enhancements.

Trade receivables and contract assets that are collectively determined to be impaired relate to expected credit losses measured based on the Group's observed default rates.

Other Receivables

The Group applies 3-stage general approach to measure expected credit losses for its other receivables and amount owing by related companies.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

Under this approach, loss allowance is measured on either 12-month expected credit losses or lifetime expected credit losses, by considering the likelihood that the receivables would not be able to repay during the contractual period (probability of default, PD), the percentage of contractual cash flows that will not be collected if default happens (loss given default, LGD) and the outstanding amount that is exposed to default risk (exposure at default, EAD).

36. FINANCIAL INSTRUMENTS cont'd

36.1 FINANCIAL RISK MANAGEMENT POLICIES cont'd

(b) Credit Risk cont'd

(iii) Assessment of Impairment Losses cont'd

Other Receivables cont'd

Inputs, Assumptions and Techniques used for Estimating Impairment Losses cont'd

In deriving the PD and LGD, the Group considers the receivable's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts.

Allowance for Impairment Losses

	Gross Amount	Individual Allowance	Collective Impairment	Carrying Amount
The Group	**RM'000**	**RM'000**	**RM'000**	**RM'000**
2026				
Low credit risk	14,167	-	-	14,167
Credit impaired	10,360	(10,360)	-	-
	24,527	(10,360)	-	14,167
2025				
Low credit risk	383	-	-	383
Credit impaired	10,794	(10,794)	-	-
	11,177	(10,794)	-	383
The Company				
2026				
Low credit risk	13,626	-	-	13,626
Credit impaired	-	-	-	-
	13,626	-	-	13,626
2025				
Low credit risk	15	-	-	15
Credit impaired	-	-	-	-
	15	-	-	15

The movement in the loss allowances in respect of other receivables is disclosed in Note 11 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

36. FINANCIAL INSTRUMENTS cont'd

36.1 FINANCIAL RISK MANAGEMENT POLICIES cont'd

(b) Credit Risk cont'd

(iii) Assessment of Impairment Losses cont'd

Cash and Bank Balances

The Group considers these licensed banks have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group is of the view that the loss allowance is immaterial and hence, it is not provided for.

Amount Owing By Subsidiaries (Non-trade Balances)

The Company applies the 3-stage general approach to measuring expected credit losses for all inter-company balances.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company measures the expected credit losses on an individual basis, which is aligned with its credit risk management practices on the inter-company balances.

The Company considers loans and advances to subsidiaries have low credit risks. The Company assumes that there is a significant increase in credit risk when subsidiaries' financial position deteriorates significantly. As the Company is able to determine the timing of payments of the subsidiaries' loans and advances when they are payable, the Company considers the loans and advances to be in default when the subsidiaries are not able to pay when demanded. The Company considers subsidiaries' loan or advance to be credit impaired when the subsidiaries are unlikely to repay its loan or advance in full or the subsidiaries are continuously loss making or having a deficit in its total equity.

The Company determines the probability of default for these loans and advances individually using internal information available.

Allowance for Impairment Losses

The Company	Gross Amount RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
2026			
Significant increase in credit risk	450,433	(263,241)	187,192
2025			
Significant increase in credit risk	270,300	(263,241)	7,059

The movement in the loss allowances in respect of subsidiaries is disclosed in Note 13 to the financial statements.

36. FINANCIAL INSTRUMENTS cont'd

36.1 FINANCIAL RISK MANAGEMENT POLICIES cont'd

(b) Credit Risk cont'd

(iii) Assessment of Impairment Losses cont'd

Amount Owing By An Associate (Non-trade Balances)

The Group applies the 3-stage general approach to measuring expected credit losses for all inter-company balances.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Group measures the expected credit losses on an individual basis, which is aligned with its credit risk management practices on the inter-company balances.

The Group considers loans and advances to an associate have low credit risks. The Group assumes that there is a significant increase in credit risk when an associate's financial position deteriorates significantly. As the Group is able to determine the timing of payments of an associate's loans and advances when they are payable, the Group considers the loans and advances to be in default when an associate are not able to pay when demanded. The Group considers an associate's loan or advance to be credit impaired when an associate is unlikely to repay its loan or advance in full or an associate are continuously loss making or having a deficit in its total equity.

The Group determines the probability of default for these loans and advances individually using internal information available.

Allowance for Impairment Losses

The Group/The Company	Gross Amount RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
2026			
Significant increase in credit risk	12,319	(12,319)	-
2025			
Significant increase in credit risk	19,819	(12,588)	7,231

The movements in the loss allowances in respect of an associate is disclosed in Note 11 to the financial statements.

(c) Liquidity Risk

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

36. FINANCIAL INSTRUMENTS cont'd

36.1 FINANCIAL RISK MANAGEMENT POLICIES cont'd

(c) Liquidity Risk cont'd

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):

The Group	Contractual Coupon Rate %	Carrying Amount RM'000	Contractual Undiscounted Cash Flows RM'000	Within 1 Year RM'000	2 to 5 Years RM'000	Over 5 Years RM'000
2026						
Non-derivative Financial Liabilities						
Lease liabilities	5.00 - 6.70	15,920	17,190	8,790	8,400	-
Term loans	6.26 - 6.96	71,199	94,582	6,204	47,199	41,179
Short-term financing	6.72 - 7.10	28,217	28,571	28,571	-	-
Trade and other payables	-	78,345	78,345	78,345	-	-
		193,681	218,688	121,910	55,599	41,179
2025						
Non-derivative Financial Liabilities						
Lease liabilities	6.70	34	35	30	5	-
Term loan	6.81	12,553	15,992	2,168	8,674	5,150
Short-term financing	6.74 - 7.24	55,497	55,497	55,497	-	-
Trade and other payables	-	38,758	38,758	38,758	-	-
Amount owing to holding company	-	5,308	5,308	5,308	-	-
		112,150	115,590	101,761	8,679	5,150

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

36. FINANCIAL INSTRUMENTS cont'd

36.1 FINANCIAL RISK MANAGEMENT POLICIES cont'd

(c) Liquidity Risk cont'd

Maturity Analysis cont'd

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period): cont'd

The Company	Contractual Coupon Rate %	Carrying Amount RM'000	Contractual Undiscounted Cash Flows RM'000	Within 1 Year RM'000	2 to 5 Years RM'000
2026					
Non-derivative Financial Liabilities					
Lease liabilities	6.43	1,485	1,776	313	1,463
Trade and other payables	-	1,704	1,704	1,704	-
Financial guarantee contracts in relation to corporate guarantee given to subsidiaries	-	-	303,711	303,711	-
		3,189	307,191	305,728	1,463
2025					
Non-derivative Financial Liabilities					
Trade and other payables	-	3,233	3,233	3,233	-
Amount owing to holding company	-	1,480	1,480	1,480	-
Amount owing to the subsidiaries	-	570	570	570	-
Financial guarantee contracts in relation to corporate guarantee given to a subsidiary	-	-	100,000	100,000	-
		5,283	105,283	105,283	-

36.2 CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support its businesses and maximise shareholders value. To achieve this objective, the Group may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

36. FINANCIAL INSTRUMENTS cont'd

36.2 CAPITAL RISK MANAGEMENT cont'd

The Group manages its capital based on debt-to-equity ratio that complies with debt covenants and regulatory, if any. The debt-to-equity ratio is calculated as net debt divided by total equity. The Group includes within net debts, borrowing from financial institution less cash and cash equivalents. The debt-to-equity ratio of the Group at the end of the reporting period is as follows:

	The Group	
	2026	2025
	RM'000	RM'000
Term loans (Note 18)	71,199	12,553
Short-term financing (Note 22)	28,217	55,497
Less: Cash and cash equivalents	(85,643)	(4,041)
Net debt	13,773	64,009
Total equity	324,457	33,895
Debt-to-equity ratio	0.04	1.89

There were no changes in the approach to capital management during the financial year.

36.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Financial Assets				
Amortised Cost				
Trade and other receivables	201,054	125,845	13,689	7,246
Amount owing by subsidiaries	-	-	187,192	7,059
Fixed deposits with a licensed bank	3,006	-	-	-
Cash and bank balances	92,995	7,047	62,100	129
	297,055	132,892	262,981	14,434
Financial Liabilities				
Amortised Cost				
Term loans	71,199	12,553	-	-
Short-term financing	28,217	55,497	-	-
Trade and other payables	78,345	38,758	1,704	3,233
Amount owing to holding company	-	5,308	-	1,480
Amount owing to subsidiaries	-	-	-	570
	177,761	112,116	1,704	5,283

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026
Cont'd

36. FINANCIAL INSTRUMENTS cont'd

36.4 GAINS/(LOSSES) ARISING FROM FINANCIAL INSTRUMENTS

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Financial Asset				
Amortised Cost				
Net gains recognised in profit or loss	1,523	306	1,483	32,141
Financial Liability				
Amortised Cost				
Net losses recognised in profit or loss	6,916	1,933	33	-

36.5 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group and of the Company which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments.

The following table sets out the fair value profile of financial instruments that are carried at fair value and those not carried at fair value at the end of the reporting period:

	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments Not Carried at Fair Value			Total Fair	Carrying
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3	Value	Amount
The Group	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
2026								
Financial Liability								
Term loans	-	-	-	-	71,199	-	71,199	71,199
2025								
Financial Liability								
Term loan	-	-	-	-	12,553	-	12,553	12,553

Fair Value of Financial Instruments Not Carried at Fair Value

The fair values, which are for disclosure purposes, have been determined using the following basis:

(i) The fair value of the Group's term loan that carry floating interest rate approximated their carrying amounts as they are repriced to market interest rate on or near the reporting date.

LIST OF PROPERTIES

Registered and Beneficial Owner	Property Address/ Title Details	Description and Existing Use	Category of Land Use/ Tenure of Property	Land Area/ Gross Built-Up Area	Carrying Amount as at 30 June 2026 (RM'000)	Year of Acquisition	Age of Building	Last valuation was performed
Portrait Hospitality Sdn. Bhd. (formerly known as Pengkalen Holiday Resort Sdn. Bhd.)	Lot 286, 288, 289 and 848 3 ½ km, Jalan Pantai Port Dickson Negeri Sembilan Darul Khusus	4 lots of land with a 10-storey resort hotel	Lot 286, 288 and 289 99-year leasehold and expiring on 5 July 2087 Lot 848 99-year leasehold and expiring on 28 November 2090	55,760 sq. meter / 19,312.83 sq. meter	17,983	1993	31	19 Aug 2022 (excluding leasehold land)

ANALYSIS OF SHAREHOLDINGS

AS AT 30 SEPTEMBER 2026

Total Number of Issued Shares	:	2,323,789,127
Issued and Fully Paid-up	:	RM329,830,139.40
Class of Shares	:	Ordinary Shares
Voting Rights	:	One (1) Vote Per Ordinary Share

DISTRIBUTION OF SHAREHOLDINGS AS AT 30 SEPTEMBER 2026

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares	% of Shares
Less than 100	435	7.288	16,381	0.001
100 - 1,000	1,678	28.112	1,268,396	0.055
1,001 - 10,000	2,547	42.670	11,421,531	0.491
10,001 - 100,000	975	16.334	34,376,977	1.479
100,001 - 5% (*)	332	5.562	741,837,642	31.924
5% and above (**)	2	0.034	1,534,868,200	66.050
	5,969	100.000	2,323,789,127	100.000

Remarks:
(*) Less than 5% of issued shareholdings
(**) 5% and above of issued shareholdings

DIRECTORS' INTERESTS IN SHARES AS AT 30 SEPTEMBER 2026

(Based on the Register of Directors' Shareholding)

	Direct		Indirect	
Name	No. of Shares	%	No. of Shares	%
Datuk Leong Kam Weng	-	-	-	-
Freda Liu Phit Jang	-	-	-	-
Yong Hui Nee	-	-	-	-
Paramjit Singh Gill A/L Gurdev Singh	35,000,000	1.506	-	-
Tan Hai Liang	35,000,000	1.506	-	-

SUBSTANTIAL SHAREHOLDERS AS AT 30 SEPTEMBER 2026

(Based on the Register of Substantial Shareholders)

	Direct		Indirect	
Name	No. of Shares	%	No. of Shares	%
EXSIM Hospitality Holdings Sdn. Bhd.	1,614,868,200	69.493	-	-
Lim Aik Hoe	-	-	1,614,868,200[(1)]	69.493[(1)]
Lim Aik Kiat	-	-	1,614,868,200[(1)]	69.493[(1)]
Lim Aik Fu	-	-	1,614,868,200[(1)]	69.493[(1)]

Note:
(1) Deemed interest by virtue of Section 8(4) of the Companies Act 2016.

ANALYSIS OF SHAREHOLDINGS

AS AT 30 SEPTEMBER 2026
Cont'd

LIST OF TOP THIRTY (30) LARGEST SHAREHOLDERS AS AT 30 SEPTEMBER 2026
(Without aggregating the securities from different securities accounts belonging to the same registered holder)

No.	Name of Shareholders	Total No. of Shares Held	%
1.	AmSec Nominees (Tempatan) Sdn Bhd - Pledged Securities Account - AmBank (M) Berhad for EXSIM Hospitality Holdings Sdn. Bhd.	1,036,724,444	44.6135
2.	Maybank Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for EXSIM Hospitality Holdings Sdn. Bhd.	498,143,756	21.4367
3.	EXSIM Hospitality Holdings Sdn. Bhd.	80,000,000	3.4427
4.	Kejaya Kaya Sdn. Bhd.	75,350,000	3.2425
5.	Public Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Koh Poh Seng (E-KLC)	53,151,750	2.2873
6.	Kenanga Capital Sdn. Bhd. - Pledged Securities Account for Acquiline Sdn. Bhd.	52,693,950	2.2676
7.	Liong Lisa	31,250,000	1.3448
8.	TA Nominees (Tempatan) Sdn. Bhd. - Pledged Securities Account for Paramjit Singh Gill A/L Gurdev Singh	30,300,000	1.3039
9.	TA Nominees (Tempatan) Sdn. Bhd. - Pledged Securities Account for Tan Hai Liang	23,000,000	0.9898
10.	UOBM Nominees (Tempatan) Sdn. Bhd. - United Overseas Bank Nominees (Pte) Ltd for Tan Kak Seng	22,500,000	0.9682
11.	DB (Malaysia) Nominee (Tempatan) Sendirian Berhad - Exempt an for Deutsche Bank Ag Singapore (Maybank SG PWM)	21,250,000	0.9145
12.	Maybank Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Chin Wai Hon	20,000,000	0.8607
13.	Public Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Sim Leong Thun (E-SS2)	18,101,000	0.7789
14.	Amanahraya Trustees Berhad - PMB Shariah Growth Fund	17,700,000	0.7617
15.	Maybank Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Tan Hai Liang	12,000,000	0.5164
16.	RHB Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Koh Poh Seng	10,000,000	0.4303
17.	RHB Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Koh Poh Seng	10,000,000	0.4303
18.	Gan Kuok Chyuan	9,750,000	0.4196
19.	Affin Hwang Nominees (Tempatan) Sdn. Bhd. - Pledged Securities Account for Chin Wai Hon	8,429,100	0.3627
20.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. - Pledged Securities Account for Chin Wai Hon (MY3984)	7,300,000	0.3141
21.	CGS International Nominees Malaysia (Asing) Sdn. Bhd. - Pledged Securities Account for Andrew Khoo Boo Yeow (MY4726)	6,915,100	0.2976
22.	Tan Shirley	6,477,500	0.2787

ANALYSIS OF SHAREHOLDINGS

AS AT 30 SEPTEMBER 2026
Cont'd

LIST OF TOP THIRTY (30) LARGEST SHAREHOLDERS AS AT 30 SEPTEMBER 2026 cont'd
(Without aggregating the securities from different securities accounts belonging to the same registered holder)

No.	Name of Shareholders	Total No. of Shares Held	%
23.	RHB Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Wong Yu Sim	6,345,100	0.2730
24.	Alliancegroup Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Tan Kak Seng (7003247)	6,000,000	0.2582
25.	Maybank Nominees (Tempatan) Sdn Bhd - Maybank Private Wealth Management for Wong Yih Ming (12026903) (462816)	6,000,000	0.2582
26.	Public Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Trans Peninsular Logistics Sdn Bhd (E-BSA)	5,050,000	0.2173
27.	Tan Yee Soon	4,868,000	0.2095
28.	Maybank Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Paramjit Singh Gill A/L Gurdev Singh	4,700,000	0.2023
29.	Affin Hwang Nominees (Tempatan) Sdn. Bhd. - Pledged Securities Account for Wong Yu Sim (M09)	4,550,000	0.1958
30.	RHB Capital Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Tan Kak Seng	4,500,000	0.1936
	Total	2,093,049,700	90.0704

ANALYSIS OF WARRANT HOLDINGS

AS AT 30 SEPTEMBER 2026

Total Number of Outstanding Warrants	:	462,813,105
Class of Securities	:	Warrants A
Exercise Price per Warrant	:	RM0.23 each
Exercise period	:	23 December 2025 to 18 December 2030

DISTRIBUTION OF WARRANT HOLDINGS AS AT 30 SEPTEMBER 2026

	No. of Warrant Holders	% of Warrant Holders	No. of Warrants Held	% of Warrants
Less than 100	57	7.224	2,509	0.001
100 - 1,000	145	18.378	71,439	0.015
1,001 - 10,000	238	30.165	1,161,879	0.251
10,001 - 100,000	229	29.024	8,793,438	1.900
100,001 to 5%	118	14.956	109,496,847	23.659
5% and above	2	0.253	343,286,993	74.174
	789	100.00	462,813,105	100.00

DIRECTORS' WARRANT HOLDINGS AS AT 30 SEPTEMBER 2026

(Based on the Register of Directors' Warrant Holdings)

Name	Direct	%	Indirect	%
Datuk Leong Kam Weng	-	-	-	-
Freda Liu Phit Jang	-	-	-	-
Yong Hui Nee	-	-	-	-
Paramjit Singh Gill A/L Gurdev Singh	-	-	-	-
Tan Hai Liang	-	-	-	-

LIST OF TOP THIRTY (30) LARGEST WARRANT HOLDERS AS AT 30 SEPTEMBER 2026

(Without aggregating the securities from different securities accounts belonging to the same registered holder)

		No. of Warrants	% of Warrants
1.	Amsec Nominees (Tempatan) Sdn. Bhd. - Pledged Securities Account – AmBank (M) Berhad for EXSIM Hospitality Holdings Sdn. Bhd.	177,239,075	38.2960
2.	Maybank Nominees (Tempatan) Sdn. Bhd. - Pledged Securities Account for EXSIM Hospitality Holdings Sdn. Bhd.	166,047,918	35.8780
3.	Wong Yu Sim	11,553,400	2.4963
4.	Kenanga Capital Sdn Bhd - Pledged Securities Account for Acquiline Sdn. Bhd.	11,214,350	2.4231
5.	Liong Lisa	6,250,000	1.3504
6.	Public Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Su Suit Chai (E-BSA/PKG)	4,600,000	0.9939
7.	UOBM Nominees (Tempatan) Sdn Bhd - United Overseas Bank Nominees (Pte) Ltd for Tan Kak Seng	4,500,000	0.9723

ANALYSIS OF WARRANT HOLDINGS

AS AT 30 SEPTEMBER 2026
Cont'd

LIST OF TOP THIRTY (30) LARGEST WARRANT HOLDERS AS AT 30 SEPTEMBER 2026 cont'd
(Without aggregating the securities from different securities accounts belonging to the same registered holder)

		No. of Warrants	% of Warrants
8.	DB (Malaysia) Nominee (Tempatan) Sendirian Berhad - Exempt An for Deutsche Bank Ag Singapore (Maybank SG PWM)	4,250,000	0.9183
9.	RHB Capital Nominees (Tempatan) Sdn Bhd - Pledged Securities Account For Loke See Ooi (CEB)	3,501,500	0.7566
10.	Maybank Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Chin Wai Hon	3,300,000	0.7130
11.	Alliancegroup Nominees (Tempatan) Sdn Bhd - Pledged Securities Account For Tan Kak Seng (7003247)	2,700,000	0.5834
12.	Hoe Su Lim	2,550,000	0.5510
13.	Tai Mei Fai	2,500,000	0.5402
14.	Koh Lee Mui	2,450,000	0.5294
15.	CGS International Nominees Malaysia (Asing) Sdn. Bhd. - Pledged Securities Account For Andrew Khoo Boo Yeow (MY4726)	2,106,600	0.4552
16.	Chong Swee Kwan	2,060,033	0.4451
17.	Tan Young Tat	2,003,333	0.4329
18.	Kwong Ah Hoo	1,982,600	0.4284
19.	Gan Kuok Chyuan	1,950,000	0.4213
20.	Siew Lip Sung	1,814,100	0.3920
21.	Public Nominees (Tempatan) Sdn Bhd - Pledged Securities Account For Trans Peninsular Logistics Sdn Bhd (E-BSA)	1,722,966	0.3723
22.	Moomoo Nominees (Tempatan) Sdn. Bhd. - Pledged Securities Account For Tan Kim Chuan	1,600,000	0.3457
23.	Yeong Kow Chai @ Yong Kok Shiang	1,118,650	0.2417
24.	Maybank Nominees (Tempatan) Sdn Bhd - Maybank Private Wealth Management For Wong Yih Ming (12026903) (462816)	1,000,000	0.2161
25.	TA Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Yap Suat Wee	1,000,000	0.2161
26.	Pang Swee Sing	1,000,000	0.2161
27.	Ng Yan Wei, Azalea	900,000	0.1945
28.	RHB Capital Nominees (Tempatan) Sdn Bhd - Pledged Securities Account for Tan Kak Seng	900,000	0.1945
29.	Gan Ah Pen	824,000	0.1780
30.	Affin Hwang Nominees (Tempatan) Sdn. Bhd. - Pledged Securities Account for Yap Jun Wah	788,300	0.1703
	Total	425,426,825	91.9221

NOTICE OF FORTY-THIRD ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Forty-Third Annual General Meeting ("**43rd AGM**") of EXSIM Hospitality Berhad ("**EHB**" or the "**Company**") will be held at The Da Vinci, Level 2 of Portrait Hotel, No. 8, Jalan PJU 8, Empire City, 47820 Petaling Jaya, Selangor Darul Ehsan, Malaysia ("**Main Venue**") on Wednesday, 23 December 2026 at 3:00 p.m. to transact the following businesses:-

AGENDA

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 30 June 2026 together with the Reports of the Directors and Auditors thereon. ***[Please refer to Explanatory Note 1]***

2. To approve the Executive Directors' benefits for an amount of up to RM42,000.00 payable to Executive Directors for the period from 24 December 2026 until the next Annual General Meeting of the Company. ***[Please refer to Explanatory Note 2]*** ***[Ordinary Resolution 1]***

3. To approve the payment of Non-Executive Directors' fees of up to RM271,500.00, payable to the Non-Executive Directors on a monthly basis, for the period from 24 December 2026 until the next Annual General Meeting of the Company, in such proportion and manner as the Directors may determine:- ***[Please refer to Explanatory Note 2]*** ***[Ordinary Resolution 2]***

No.	*Type of Director*	*Non-Executive Directors' fees of the Company (RM)*
1.	*Chairman of the Board*	*77,000.00*
2.	*Independent Non-Executive Directors*	*194,500.00*
	Total	***271,500.00***

AND THAT to approve the Non-Executive Directors' benefits (excluding Directors' fees) for an amount of up to RM80,000.00 payable to Non-Executive Directors for the period from 24 December 2026 until the next Annual General Meeting of the Company, in such proportion and manner as the Directors may determine as follows:-

No.	*Type of Director*	*Non-Executive Directors' benefits (excluding Directors' fees) of the Company (RM)*
1.	*Chairman of the Board*	*20,000.00*
2.	*Independent Non-Executive Directors*	*60,000.00*
	Total	***80,000.00***

4. To re-elect the following Directors:- ***[Please refer to Explanatory Note 3]***

   4.1 Ms. Freda Liu Phit Jang, who retires pursuant to Clause 84 of the Company's Constitution and being eligible, has offered herself for re-election. ***[Ordinary Resolution 3]***

   4.2 Ms. Yong Hui Nee, who retires pursuant to Clause 84 of the Company's Constitution and being eligible, has offered herself for re-election. ***[Ordinary Resolution 4]***

5. To re-appoint Messrs. Crowe Malaysia PLT as the Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration. ***[Ordinary Resolution 5]***

NOTICE OF FORTY-THIRD ANNUAL GENERAL MEETING
Cont'd

AS SPECIAL BUSINESS

To consider and if thought fit, to pass with or without modifications, the following resolutions:-

6. **ORDINARY RESOLUTION**
- AUTHORITY TO ISSUE SHARES PURSUANT TO THE COMPANIES ACT 2016

[Please refer to Explanatory Note 4] [Ordinary Resolution 6]

"**THAT** subject always to the Companies Act 2016 (the "**Act**"), the Constitution of the Company and the Main Market Listing Requirements ("**MMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**") and approvals of the relevant regulatory authorities, where such approval is required, the Directors of the Company be and are hereby authorised and empowered pursuant to Sections 75 and 76 of the Act to issue and allot shares in the capital of the Company, grant rights to subscribe for shares in the Company, convert any securities into shares in the Company, or allot shares under an agreement or option or offer ("**New Shares**") from time to time, at such price, to such persons and for such purposes and upon such terms and conditions as the Directors may in their absolute discretion deem fit, provided that the aggregate number of such New Shares to be issued, to be subscribed under any rights granted, to be issued from conversion of any security, or to be issued and allotted under an agreement or option or offer, pursuant to this resolution, when aggregated with the total number of any such shares issued does not exceed 10% of the total number of issued shares (excluding any treasury shares) of the Company for the time being ("**Proposed General Mandate**").

THAT the existing shareholders of the Company do hereby waive their pre-emptive rights pursuant to Section 85(1) of the Act read together with Paragraph 7.08 of the MMLR of Bursa Securities and the Company's Constitution to be offered the New Shares to be allotted and issued under the Proposed General Mandate, which rank equally with the existing issued shares in the Company;

THAT such approval on the Proposed General Mandate shall continue to be in force until:

(a) the conclusion of the next Annual General Meeting ("**AGM**") of the Company held after the approval was given;

(b) the expiration of the period within which the next AGM of the Company is required to be held after the approval was given; or

(c) revoked or varied by resolution passed by the shareholders of the Company in a general meeting,

whichever is the earlier.

THAT the Directors be and are hereby also empowered to obtain approval from the Bursa Securities for the listing and quotation for such new Shares on Bursa Securities;

AND THAT authority be and is hereby given to the Directors of the Company, to give effect to the Proposed General Mandate with full powers to assent to any conditions, modifications, variations and/or amendments as they may deem fit in the best interest of the Company and/or as may be imposed by the relevant authorities.

AND FURTHER THAT the Directors of the Company be and are hereby authorised to implement, finalise, complete and take all necessary steps and to do all acts (including execute such documents as may be required), deeds and things in relation to the Proposed General Mandate."

NOTICE OF FORTY-THIRD ANNUAL GENERAL MEETING

Cont'd

7. **ORDINARY RESOLUTION**
   - **PROPOSED RENEWAL OF EXISTING SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE AS SET OUT IN SECTION 2.6 OF THE CIRCULAR TO SHAREHOLDERS DATED 30 OCTOBER 2026**

"**THAT** subject to the Act, the Constitution of the Company and the MMLR of Bursa Securities, approval be and is hereby given to the proposed renewal of existing shareholders' mandate for the recurrent related party transactions of a revenue or trading nature ("**Proposed Renewal of Existing RRPT Mandate**") for the Company and its subsidiaries ("**Group**") to enter into and give effect to such recurrent related party transactions of a revenue or trading nature from time to time with the related parties involving the interest of Directors, major shareholders or persons connected with Director and/or major shareholders of the EHB Group ("**Related Parties**"), as specified in Section 2.6 of the Circular to Shareholders dated 30 October 2026, provided that such arrangements and/or transactions are:-

[Please refer to Explanatory Note 5] [Ordinary Resolution 7]

(a) recurrent transactions of a revenue or trading nature;
(b) necessary for the day-to-day operations of the Group;
(c) carried out in the ordinary course of business on normal commercial terms which are not more favourable to the Related Parties than those generally available to the public; and
(d) not to the detriment of the minority shareholders

THAT the authority conferred by such mandate shall commence upon passing of this resolution and shall continue to be in force until:-

(i) the conclusion of the next AGM of the Company following the passing of this resolution, at which time this authority shall lapse, unless renewed by an ordinary resolution passed at a general meeting of the Company; or

(ii) the expiration of the period within which the next AGM after that date is required to be held pursuant to Section 340(2) of the Act (but must not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or

(iii) revoked or varied by an ordinary resolution passed by the shareholders of the Company at a general meeting;

whichever is earlier.

THAT the Directors of the Company be authorised to do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary in the interest of the Company to give effect to the transactions contemplated and/or authorised by this mandate."

By Order of the Board

TEO SOON MEI (SSM PC No. 201908000235) (MAICSA 7018590)
NAZIRAH BINTI NAZRI (SSM PC No. 202408000275) (MAICSA 7071328)
Company Secretaries

Kuala Lumpur
Dated: 30 October 2026

NOTICE OF FORTY-THIRD ANNUAL GENERAL MEETING
Cont'd

Explanatory Notes:

1. Item 1 of the Agenda

This Agenda item is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act 2016 does not require a formal approval of the shareholders for the Audited Financial Statements. As such, this Agenda item is not put forward for voting.

2. Item 2 to 3 of the Agenda

Section 230(1) of the Companies Act 2016 provides that the fees of the directors and any benefits payable to the directors including any compensation for loss of employment of a director or former director of a public company or a listed company and its subsidiaries, shall be approved at a general meeting.

(i) Executive Directors' benefits for the period from 24 December 2026 until the next Annual General Meeting of the Company

The Company is seeking shareholders' approval for the payment of benefits to Executive Directors, including but not limited to meeting allowance, for an amount of up to RM42,000.00 for the period from 24 December 2026 until the next AGM of the Company under Ordinary Resolution 1.

In determining the total estimated amount of the Executive Directors' benefits, the Board has considered the number of scheduled meetings for the Board for the period from 24 December 2026 until the next AGM of the Company:-

Executive Director	Meeting allowance (RM)
Tan Hai Liang	21,000.00
Paramjit Singh Gill A/L Gurdev Singh	21,000.00
Total	**42,000.00**

The proposed Ordinary Resolution 1, if passed, will give authority to the Company to pay benefits to the Executive Directors for their services rendered for the period from 24 December 2026 until the next AGM of the Company, with payments structured on a monthly basis.

(ii) Non-Executive Directors' fees and benefits

The proposed Ordinary Resolution 2 is to seek shareholders' approval for the payment of Non-Executive Directors' fees of up to RM271,500.00 and Non-Executive Directors' benefits (excluding Directors' fees) of up to RM80,000.00 for the period from 24 December 2026 until the next AGM of the Company.

The proposed Non-Executive Directors' fees of up to RM271,500.00 represent the aggregate maximum amount of Non-Executive Directors' fees payable for the period from 24 December 2026 until the next AGM of the Company, comprising up to RM77,000.00 for the Independent Non-Executive Chairman of the Board and up to RM194,500.00 for the Independent Non-Executive Directors. The Non-Executive Directors' fees will be paid on a monthly basis during the said period.

The proposed Non-Executive Directors' benefits (excluding Directors' fees) of up to RM80,000.00 comprise benefits payable to the Non-Executive Directors in connection with the performance of their duties and responsibilities to the Company, including meeting allowances and other benefits as may be determined by the Board from time to time. The proposed amount comprises benefits of up to RM20,000.00 for the Independent Non-Executive Chairman of the Board and up to RM60,000.00 for the Independent Non-Executive Directors.

The proposed amounts represent the maximum amounts payable for the period from 24 December 2026 until the next AGM of the Company. Any amount approved but not utilised during the said period will not be paid to the Non-Executive Directors.

NOTICE OF FORTY-THIRD ANNUAL GENERAL MEETING
Cont'd

In the event that the approved Directors' fees and benefits are insufficient due to an increase in the size of the Board or other relevant circumstances during the said period, the Company will seek shareholders' approval at the next AGM of the Company for the additional Directors' fees and benefits required to meet the shortfall.

The Board is of the view that the proposed Non-Executive Directors' fees and benefits are appropriate having regard to the respective roles, responsibilities and time commitment of the Non-Executive Directors and recommends Ordinary Resolution 2 for shareholders' approval.

3. Item 4 of the Agenda

Clause 84 of the Company's Constitution provides that one-third (1/3) of the Directors shall retire from office at each Annual General Meeting and that the Directors to retire shall be those who have been longest in office since their last election.

Pursuant to Paragraph 8.27(2) of the MMLR of Bursa Securities, the details of Ms. Freda Liu Phit Jang ("**Ms. Freda Liu**") and Ms. Yong Hui Nee ("**Ms. Yong**") (collectively, the "**Retiring Directors**") are set out in their respective profiles in the Directors' Profile section of the Company's Annual Report 2026. Details of their respective interests in the securities of EHB, if any, are set out in the Directors' Shareholdings section of this Annual Report.

The NC considered the respective performance and contribution of the Retiring Directors based on the results of the Board Effectiveness Evaluation, taking into consideration, among others, the following factors:

(a) Fit and proper assessment;
(b) Contribution to Board interaction;
(c) Knowledge and calibre;
(d) Quality of input to the Board;
(e) Understanding of their roles; and
(f) Conflict of interest, if any.

As the Retiring Directors are Independent Non-Executive Directors, the Nomination Committee ("NC") had also assessed their independence and was satisfied that they continued to demonstrate independence in character and judgement and were able to act in the best interests of the Company.

Based on the assessment results, the NC was satisfied that the Retiring Directors had discharged their duties and responsibilities effectively and continued to possess the requisite character, integrity, experience, competence and time commitment to serve on the Board. The Board, other than the respective Retiring Director who abstained from deliberation and voting on her own proposed re-election, concurred with the NC's recommendation and recommended that shareholders vote in favour of their re-election at the 43rd AGM.

Accordingly, the Board recommends that shareholders vote in favour of their re-election at the 43rd AGM.

4. Item 6 of the Agenda

Ordinary Resolution 6 is to seek a renewal of the general mandate for allotment and issuance of shares by the Company from time to time and to grant rights to subscribe for shares in the Company, convert any securities into shares in the Company, or allot shares under an agreement or option or offer, provided that the aggregate number of shares allotted pursuant to this resolution does not exceed the prescribed limit under the MMLR of Bursa Securities ("**General Mandate**").

However, pursuant to Section 85(1) of the Act, Clause 53 of the Company's Constitution and Paragraph 7.08 of MMLR of Bursa Securities, the New Shares will have to be offered to the existing shareholders of the Company unless there is a direction to the contrary given in the general meeting of the Company. Should the existing shareholders of the Company approve the proposed Ordinary Resolution 6, they are waiving their pre-emptive rights pursuant to Section 85(1) of the Act, which then would allow the Directors to issue New Shares to any person without having to offer the said New Shares equally to all existing shareholders of the Company prior to the issuance. This will result in a dilution to the shareholding percentage of the existing shareholders of the Company.

NOTICE OF FORTY-THIRD ANNUAL GENERAL MEETING
Cont'd

The purpose of this General Mandate, if passed, will enable the Directors to take swift action in case of a need to issue and allot new shares in the Company for fund raising activities, including but not limited to placement of shares for the purpose of funding the Company's current and/or future investment projects, working capital, acquisitions and/or for issuance of shares as settlement of purchase consideration, or such other purposes as the Directors may deem fit in the best interest of the Company, provided that the aggregate number of shares or convertible securities issued must not be more than 10% of the total number of issued shares. This General Mandate, unless revoked or varied by the Company in a general meeting will expire at the conclusion of the next AGM of the Company.

The Board of Directors of the Company is of the view that the General Mandate is in the best interest of the Company and its shareholders as it will provide flexibility to the Company to issue New Shares without the need to convene separate general meeting to obtain its shareholders' approval so as to avoid incurring additional costs and time. It will also enable the Directors to take swift action in case of a need to issue and allot New Shares in the Company fund raising activities, including but not limited to further placement of shares for the purpose of funding the Company's current and/or future investment projects, working capital, acquisitions and/or for issuance of shares as settlement of purchase consideration, or other circumstances arise which involve grant of rights to subscribe for shares, conversion of any securities into shares, or allotment of shares under an agreement or option or offer, or such applications as the Directors may deem fit in the best interest of the Company and its shareholders, provided that the aggregate number of shares or convertible securities issued must not be more than 10% of the total number of issued shares of the Company.

The proposed Ordinary Resolution 6 is a renewal of the general mandate granted by the shareholders at the 42nd AGM held on 27 November 2025. As at the date of this Notice, the Company has not issued any new shares pursuant to the said general mandate, which will lapse at the conclusion of the 43rd AGM.

5. Item 7 of the Agenda

Ordinary Resolution 7, if passed, will enable the Group to enter into Recurrent Related Party Transactions of a Revenue or Trading Nature in the ordinary course of business ("**RRPT**") which are necessary for the Group's day-to-day operations and on normal commercial terms not more favourable to the related parties than those generally available to the public, and are not to the detriment of the minority shareholders of the Company. The procurement of the Proposed Renewal of RRPT Mandates would reduce substantially administrative time, effort and expenses associated with the convening of separate general meetings to seek shareholders' approval as and when potential RRPT arise. The shareholders' mandate is subject to renewal on an annual basis.

The authority given for Ordinary Resolution 7 mentioned above unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM.

Further information on this Ordinary Resolution 7 is set out in Section 2.6 of the Circular to Shareholders of the Company dated 30 October 2026 which is despatched together with the Annual Report 2026.

Notes:

(1) The 43rd AGM will be held at Main Venue. Members and proxies will have to attend physically in person at the Main Venue.

(2) A member who is entitled to attend and vote at the 43rd AGM shall be entitled to appoint not more than two (2) proxies to attend, participate, speak and vote on his/her behalf at the 43rd AGM. Where a member appoints two (2) proxies to attend the 43rd AGM, the member shall specify the proportion of his/her shareholding to be represented by each proxy, failing which the appointment shall be invalid.

(3) The Company shall be entitled to reject any instrument of proxy lodged if the member is not shown to have any shares entered against his name in the Register and/or subject to Clause 64 of the Constitution in relation to the Record of Depositors made available to the Company.

(4) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, he/she may appoint one (1) proxy only in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

NOTICE OF FORTY-THIRD ANNUAL GENERAL MEETING

Cont'd

*(5) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. The appointment of two (2) or more proxies in respect of any particular Omnibus Account shall be invalid unless the exempt authorised nominee specifies the proportion of its shareholding to be represented by each proxy.*

(6) The instrument appointing a proxy and the power of attorney or other authority, if any, shall be in writing under the hand of appointer or of his attorney duly authorised in writing or a copy of that power of attorney, certified by an advocate and solicitor, or where the appointer is a corporation, either under the corporation's common seal or under the hand of an officer or attorney duly authorised. Any alteration in the proxy form must be initialled.

(7) The instrument appointing a proxy may be made via hardcopy or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 43rd AGM or at any adjournment thereof:

(i) In Hardcopy Form

The Proxy Form shall be deposited at S-4-04, The Gamuda Biz Suites, Jalan Anggerik Vanilla 31/99, Kota Kemuning, 40460 Shah Alam, Selangor Darul Ehsan, Malaysia.

(ii) By Electronic Means

The Proxy Form shall be electronically submitted via Symphony's Online website at https://www.symphonycorporateservices.com.my. (Domain Registration No. D1C534619-MYNIC)

Please refer to the Administrative Guide for the 43rd AGM for further information on the electronic submission.

(8) Pursuant to Paragraph 8.29 of the MMLR of Bursa Securities, all the resolutions set out in this Notice of 43rd AGM will be put to vote by poll.

(9) In respect of deposited securities, only members whose names appear in the Record of Depositors on 16 December 2026 (General Meeting Record of Depositors) shall be entitled to attend, participate, speak and vote at the 43rd AGM, or to appoint proxy(ies) to attend, participate, speak and vote on their behalf.

(10) Those proxy forms which are indicated with "√" in the spaces provided to show how the votes are to be cast will also be accepted.

Personal Data Privacy:

By submitting an instrument appointing proxy(ies) and/or representative(s) to attend, speak and vote at the 43rd AGM and/or any adjournment thereof, a member of the Company:

*(i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of processing and the administration by the Company (or its agents) of proxies and representatives appointed for the 43rd AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the 43rd AGM (including any adjournment thereof), and in order for the Company (or its agent) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**");*
(ii) warrants that the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure of the proxy(ies) and/or representative(s) personal data by the Company for the Purposes; and
(iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses, and damages as a result of the member's breach of warranty.

NOTICE OF FORTY-THIRD ANNUAL GENERAL MEETING
Cont'd

STATEMENT ACCOMPANYING THE NOTICE OF THE FORTY-THIRD ANNUAL GENERAL MEETING
(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

1. Director standing for election or appointment.

   There is no individual seeking election or appointment as a Director at the forthcoming 43rd Annual General Meeting.

2. Directors standing for re-election.

   Please refer to the Explanatory Note 3 of the Notice of the 43rd AGM.

3. Statement relating to a general mandate for the issue of securities in accordance with Paragraph 6.03(3) of the MMLR of Bursa Securities.

   Please refer to the Explanatory Note 4 of the Notice of the 43rd AGM.

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EXSIM
HOSPITALITY

EXSIM HOSPITALITY BERHAD
Registration No.: 198301000236 (95469-W)
(Incorporated in Malaysia)

IMPORTANT!
Please take note that all the fields underlined in this proxy form are mandatory and must be completed in full and accurately.

The Company reserves the right to invalidate and/or reject any proxy form that is not complete or accurately filled in.

CDS Account No.	Number of Shares Held

PROXY FORM

*I/We _____ NRIC No./Passport No./Company No. _____
(FULL NAME IN BLOCK LETTER)

of _____
(FULL ADDRESS)

with email: _____ and mobile phone no. _____,

being a *member/members of **EXSIM Hospitality Berhad**, hereby appoint(s):-

Full Name (in Block) [Proxy 1]	**NRIC/Passport No.**	**Proportion of shareholding**	
		No. of shares	**%**
Address:			
Email Address:			
Mobile Phone No.:			

and

Full Name (in Block) [Proxy 2]	**NRIC/Passport No.**	**Proportion of shareholding**	
		No. of shares	**%**
Address:			
Email Address:			
Mobile Phone No.:			

or failing whom, the CHAIRMAN OF THE MEETING to act as *my/our proxy to vote for *me/us on *my/our behalf at the Forty-Third Annual General Meeting ("**43rd AGM**") of the Company to be held at The Da Vinci, Level 2 of Portrait Hotel, No. 8, Jalan PJU 8, Empire City, 47820 Petaling Jaya, Selangor Darul Ehsan, Malaysia ("**Main Venue**") on Wednesday, 23 December 2026 at 3:00 p.m., or any adjournment thereof and to vote as indicated below:-

ORDINARY RESOLUTION		**FOR**	**AGAINST**
ORDINARY BUSINESS			
1.	To approve the Executive Directors' benefits for an amount of up to RM42,000.00 payable to Executive Directors for the period from 24 December 2026 until the next Annual General Meeting of the Company.		
2.	To approve the payment of Non-Executive Directors' fees of up to RM271,500.00, payable to the Non-Executive Directors on a monthly basis, for the period from 24 December 2026 until the next Annual General Meeting of the Company, in such proportion and manner as the Directors may determine **AND THAT** to approve the Non-Executive Directors' benefits (excluding Directors' fees) for an amount of up to RM80,000.00 payable to Non-Executive Directors for the period from 24 December 2026 until the next Annual General Meeting of the Company, in such proportion and manner as the Directors may determine.		
3.	Re-election of Freda Liu Phit Jang as Director pursuant to Clause 84 of the Company's Constitution.		
4.	Re-election of Yong Hui Nee as Director pursuant to Clause 84 of the Company's Constitution.		
5.	Re-appointment of Messrs. Crowe Malaysia PLT as the Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.		
SPECIAL BUSINESS			
6.	Authority to issue shares pursuant to the Companies Act 2016.		
7.	Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature.		

Please indicate with an "X" in the above columns how you wish your vote to be cast. In the absence of specific direction, your proxy(ies) may vote or abstain at his/her discretion.

* *Strike out if not applicable.*

Dated this _____ day of _____ 2026

_____
Signature/Common Seal of member

Notes:

(1) The 43rd AGM will be held at Main Venue. Members and proxies will have to attend in person at the Main Venue.

(2) A member who is entitled to attend and vote at the 43rd AGM shall be entitled to appoint not more than two (2) proxies to attend, participate, speak and vote on his/her behalf at the 43rd AGM. Where a member appoints two (2) proxies to attend the 43rd AGM, the member shall specify the proportion of his/her shareholding to be represented by each proxy, failing which the appointment shall be invalid.

(3) The Company shall be entitled to reject any instrument of proxy lodged if the member is not shown to have any shares entered against his name in the Register and/or subject to Clause 64 of the Constitution in relation to the Record of Depositors made available to the Company.

(4) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, he/she may appoint one (1) proxy only in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

*(5) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. The appointment of two (2) or more proxies in respect of any particular Omnibus Account shall be invalid unless the exempt authorised nominee specifies the proportion of its shareholding to be represented by each proxy.*

(6) The instrument appointing a proxy and the power of attorney or other authority, if any, shall be in writing under the hand of the appointer or of their attorney duly authorised in writing or a copy of that power of attorney, certified by an advocate and solicitor, or where the appointer is a corporation, either under the corporation's common seal or under the hand of an officer or attorney duly authorised. Any alteration in the proxy form must be initialled.

(7) The instrument appointing a proxy may be made via hardcopy or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 43rd AGM or at any adjournment thereof:

(i) In Hardcopy Form

The Proxy Form shall be deposited at S-4-04, The Gamuda Biz Suites, Jalan Anggerik Vanilla 31/99, Kota Kemuning, 40460 Shah Alam, Selangor Darul Ehsan, Malaysia.

(ii) By Electronic Means

The Proxy Form shall be electronically submitted via Symphony's Online website at https://www.symphonycorporateservices.com.my. (Domain Registration No. D1C534619-MYNIC)

Please refer to the Administrative Guide for the 43rd AGM for further information on the electronic submission.

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Affix
Stamp

THE SHARE REGISTRAR OF
EXSIM HOSPITALITY BERHAD
Registration No.: 198301000236 (95469-W)
c/o: **SYMPHONY CORPORATE SERVICES SDN. BHD.**
S-4-04, The Gamuda Biz Suites,
Jalan Anggerik Vanilla 31/99,
Kota Kemuning,
40460 Shah Alam, Selangor.

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(8) Pursuant to Paragraph 8.29 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the resolutions set out in this notice of 43rd AGM will be put to vote by poll.

(9) In respect of deposited securities, only members whose names appear in the Record of Depositors on 16 December 2026 (General Meeting Record of Depositors) shall be entitled to attend, participate, speak and vote at the 43rd AGM, or to appoint proxy(ies) to attend, participate, speak and vote on their behalf.

(10) Those proxy forms which are indicated with "√" in the spaces provided to show how the votes are to be cast will also be accepted.

Personal data privacy:

By submitting an instrument appointing proxy(ies) and/or representative(s) to attend, speak and vote at the 43rd AGM and/or any adjournment thereof, a member of the Company:

*(i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of processing and the administration by the Company (or its agents) of proxies and representatives appointed for the 43rd AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the 43rd AGM (including any adjournment thereof), and in order for the Company (or its agent) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**");*

(ii) warrants that the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure of the proxy(ies) and/or representative(s) personal data by the Company for the Purposes; and

(iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses, and damages as a result of the member's breach of warranty.

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EXSIM HOSPITALITY BERHAD
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