



**AZRB**

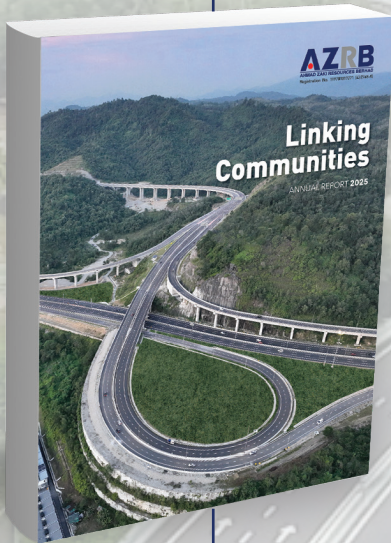
AHMAD ZAKI RESOURCES BERHAD

Registration No. 199701017271 (432768-X)

# Linking Communities

ANNUAL REPORT 2025

# Linking Communities



This year's annual report cover features the East Klang Valley Expressway ("EKVE"), a key project under AZRB's Concession division.

The first stretch of this new highway marks the beginning of a vital route connecting towns and communities across the Klang Valley, offering safer and more efficient travel while unlocking new opportunities for growth, commerce, and collaboration that drive regional development.

More than just a highway, the EKVE reflects AZRB's commitment to accessibility, sustainable development, and connectivity. It embodies forward momentum, celebrating milestones achieved and the journey towards a more connected and vibrant Klang Valley.

## 28<sup>th</sup> ANNUAL GENERAL MEETING ("28<sup>th</sup> AGM")



Tuesday, 9 June 2026



10.30 a.m.



Banquet Hall, Level 1, Main Lobby,  
Kuala Lumpur Golf & Country Club,  
10 Jalan 1/70D Off Jalan Bukit Kiara,  
60000 Kuala Lumpur



For more information,  
visit our website.

[www.azrb.com](http://www.azrb.com)



## OUR VISION



To be a Trusted **INDUSTRY LEADER** in Delivering **COMMITMENT** with **EXCELLENCE** and **VALUE**

## OUR MISSION



- Smart Partnership with Customers, Employees and Stakeholders
- Institutionalise the Virtues of Honesty and Trust
- Setting and Maintaining High Standards; Striving for Superior Performance in All Undertakings
- Pro-Active through Continuous Research and Development in Meeting Challenges

## CORE VALUES



We have the **Ability, Zest** and **Resilience** to be the **Best**



**A**BLE

People with High **Capability** and **Expertise**



**Z**EST

Giving **Commitment** with **Energy** and **Passion**



**R**ESILIENCE

Foster **Strong** and **Dynamic People**



**B**EST

Focus on **Quality** and **Excellence**

## ABOUT AZRB

Ahmad Zaki Resources Berhad (“AZRB”), headquartered in Kuala Lumpur, is a leading Engineering & Construction group listed on the Main Market of Bursa Malaysia. The Group has grown tremendously since its formation in 1982, into a trusted and reputable leader in the industry.

In 2022, AZRB and Veritas Architects Sdn Bhd were awarded the PAM Gold Award, under the Special Category by the Malaysian Institute of Architects (“Persatuan Akitek Malaysia”) for Excellence in Architecture for the iconic Saloma Link Bridge (*Pintasan Saloma*) - a futuristic-looking pedestrian and cyclist bridge that connects Kampung Bharu to the Kuala Lumpur City Centre (“KLCC”).

AZRB, through its wholly-owned subsidiary Ahmad Zaki Sdn Bhd (“AZSB”), was awarded the Gold Class 2 Award by the Malaysian Society for Occupational Safety and Health (“MSOSH”) at the 39<sup>th</sup> MSOSH OSH Awards in 2021 for the Petronas Office Complex project and the Silver Award at the 38<sup>th</sup> MSOSH OSH Awards in 2019 for the KVMRT Package V202 project. In 2020, AZSB was awarded the 5-Star SHASSIC Achievement Award by the Construction Industry Development Board (“CIDB”) for the Bukit Bintang City Centre and Universiti Teknologi Petronas projects.

AZRB won the 4-Star CIDB Score Award, while AZSB won the same award with a 5-Star achievement from CIDB in 2019. In the same year, AZRB received the MSWG Merit Award for Most Improved Corporate Governance Disclosure, as well as the Best Company for Investor Relations and Best Investor Relations Website under the micro-cap category from the Malaysian Investor Relations Association.

In 2018, AZRB won the Best Under Billion Awards for Best Sustainability Reporting from Focus Malaysia. In 2017, the Group’s Engineering & Construction Division was named Builder of the Year at the Malaysian Construction Industry Excellence Awards (“MCIEA”). It also scooped two additional awards at the 2017 MCIEA, namely the Best Project Award and the Green Construction Award, for its work on the 37-storey Menara Kerja Raya high rise in Kuala Lumpur.

Over the years, it has been awarded the coveted “Builder of the Year” three times (in 2000, 2006, and 2017) and has been a consistent winner of various construction project categories.

Other notable projects completed by the Engineering & Construction Division include:

- Jambatan Putra in Kuantan, Pahang
- Universiti Teknologi Petronas in Seri Iskandar, Perak
- Sultan Ahmad Shah Medical Centre @IIUM in Kuantan, Pahang
- MRT Putrajaya Line Stations S202 & S206
- Section 1 of the East Klang Valley Expressway (“EKVE”)

Presently, its current projects include:

- Section 2 of the EKVE
- Masjid Bandaraya KotaSAS (“MBK”)
- Road upgrading project in Cameron Highlands, Pahang
- Upgrading and renovation works for Istana Abu Bakar (“IAB”) at Pekan, Pahang
- Construction of the Bridge at Kampung Binjai, Kuala Lipis, Pahang
- Port Dickson Specialist Hospital (“HPPD”) in Negeri Sembilan

While navigating challenges, AZRB remains focused on strengthening its core operations, supporting domestic economic activity, and exploring opportunities to build a more resilient future. Apart from Engineering & Construction, AZRB Group is also involved in Oil & Gas, Property and Concession.



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## CORPORATE INFORMATION

### BOARD OF DIRECTORS

**Tan Sri Dr Madinah Binti Mohamad**  
*Independent Non-Executive Chairman*

**Dato' Sri Wan Zakariah Bin Haji Wan Muda**  
*Executive Vice Chairman*

**Dato' Ir. W Zulkifli Bin Haji W Muda**  
*Executive Director*

**Dato' Roslan Bin Tan Sri Jaffar**  
*Executive Director*

**Tan Sri Dato' Lau Yin Pin @ Lau Yen Beng**  
*Non-Independent Non-Executive Director*

**Dato' Ir. Haji Che Noor Azeman Bin Yusoff**  
*Senior Independent Non-Executive Director*

**Dato' Hj. Wan Mohd Hilmi Bin Wan Kamal**  
*Independent Non-Executive Director*

**Mr Lee Chee Khoo**  
*Independent Non-Executive Director*

### AUDIT AND RISK COMMITTEE

**Chairman**  
Mr Lee Chee Khoo

**Member**  
Tan Sri Dato' Lau Yin Pin @  
Lau Yen Beng

Dato' Ir. Haji Che Noor Azeman Bin  
Yusoff

Dato' Hj. Wan Mohd Hilmi Bin  
Wan Kamal

### NOMINATION COMMITTEE

**Chairman**  
Dato' Ir. Haji Che Noor Azeman Bin  
Yusoff

**Member**  
Tan Sri Dato' Lau Yin Pin @  
Lau Yen Beng

Mr Lee Chee Khoo

### COMPANY SECRETARIES

Dato' Haji Bahari Bin Johari  
(LS 0008773/SSM PC No.  
201908002206)

Suzana Binti Sanudin  
(LS0008028/SSM PC No.  
201908002589)

### REGISTERED/HEAD OFFICE

Menara AZRB  
No. 71 Persiaran Gurney  
54000 Kuala Lumpur

☎ 603-2698 7171

📠 603-2694 8181

### SHARE REGISTRAR

**Mega Corporate Services Sdn Bhd**  
Level 15-2  
Bangunan Faber Imperial Court  
Jalan Sultan Ismail  
50250 Kuala Lumpur

☎ 603-2692 4271

📠 603-2732 5388

### PRINCIPAL BANKERS

AmBank (M) Berhad  
AmBank Islamic Berhad  
Alliance Bank Malaysia Berhad  
Affin Bank Berhad  
Bank Islam Malaysia Berhad  
Bangkok Bank Berhad  
Bank Pembangunan Malaysia Berhad  
CIMB Bank Berhad  
Maybank Islamic Berhad  
United Overseas Bank (Malaysia) Bhd

### AUDITORS

**Grant Thornton Malaysia PLT**  
(AF 0737)  
Level 11  
Sheraton Imperial Court  
Jalan Sultan Ismail  
50250 Kuala Lumpur

### STOCK EXCHANGE

Main Market of Bursa Malaysia  
Securities Berhad  
Stock Name: AZRB  
Stock Code: 7078

### WEBSITE

[www.azrb.com](http://www.azrb.com)

## CORPORATE STRUCTURE



### ENGINEERING & CONSTRUCTION



<b>AHMAD ZAKI SDN BHD</b>	<b>100%</b>
<b>PENINSULAR PRECAST SDN BHD</b>	<b>100%</b>
<b>PENINSULAR PROKONSULT SDN BHD</b>	<b>100%</b>



### PROPERTY



<b>AZ LAND &amp; PROPERTIES SDN BHD</b>	<b>100%</b>
<b>RESIDENCE INN &amp; MOTELS SDN BHD</b>	<b>100%</b>
<b>TEMALA DEVELOPMENT SDN BHD</b>	<b>70%</b>
<b>KEMAMAN TECHNOLOGY &amp; INDUSTRIAL PARK SDN BHD</b>	<b>60%</b>

### OIL & GAS



<b>INTER-CENTURY SDN BHD</b>	<b>100%</b>
<b>TB SUPPLY BASE SDN BHD</b>	<b>53%</b>
<b>ASTRAL FAR EAST SDN BHD</b>	<b>53%</b>



### CONCESSION



<b>EKVE SDN BHD</b>	<b>100%</b>
<b>PENINSULAR MEDICAL SDN BHD</b>	<b>100%</b>
<b>PENINSULAR FACILITY MANAGEMENT SDN BHD</b>	<b>100%</b>

Note: The full disclosure of the Corporate Structure is illustrated under Note 17 of the Financial Statements of this Annual Report.

# MANAGEMENT DISCUSSION AND ANALYSIS

The development and ownership of strategic infrastructure assets is part of the long-standing business direction of Ahmad Zaki Resources Berhad ("AZRB" or "the Group"), delivered through its established businesses in Engineering and Construction ("E&C"), Oil and Gas ("O&G") services, Concession and Property.

Through this approach, AZRB seeks to translate its project delivery expertise into operating assets capable of generating recurring income while building long-term asset value and supporting the Group's financial foundation over time.

**WAN RAZALI BIN W ZULKIFLI**  
Chief Executive Officer



## MANAGEMENT DISCUSSION AND ANALYSIS

The period under review covers the 18 months from 1 July 2024 to 31 December 2025 ("FPE 2025"), following the change in the Group's financial year end from 30 June to 31 December. Over this extended reporting cycle, AZRB operated within a challenging financial environment while maintaining continuity across its core businesses and preserving the strength of its asset base.

A major milestone for the Group during the period was the completion and opening to traffic of Section 1 of the East Klang Valley Expressway ("EKVE"), connecting Sungai Long to Ampang.

Opened to road users on 30 August 2025, this stretch represents approximately 80% of the overall alignment from Sungai Long to Ukay Perdana and began contributing toll revenue after the toll-free period. Beyond the immediate contribution from toll operations, the completion of this section of the EKVE also represents the fulfilment of a major infrastructure commitment to the Government as part of its ongoing development of the Kuala Lumpur Outer Ring Road ("KLORR").

The successful delivery of the project reinforces AZRB's track record in executing complex infrastructure works and demonstrates the Government's continued confidence in the Group's technical and project delivery capabilities. The EKVE now stands alongside Tok Bali Supply Base ("TBSB") in Kelantan as one of the Group's key strategic assets. As a supply base supporting offshore activities in the North Malay Basin and the Malaysia-Thailand Joint Development Area ("MTJDA"), TBSB provides the Group with an operating asset in the oil and gas services industry. Together, these assets provide AZRB with a more stable platform for future growth.

The E&C Division continues to anchor AZRB's operations, driven by infrastructure works and social infrastructure projects including purpose-built specialised buildings. During the financial period, the Group secured additional public infrastructure works, taking the E&C Division's outstanding order book to approximately RM1.1 billion (FYE 2024: RM1.0 billion) and providing a steady pipeline of project activity for the coming financial periods.

Within the O&G Division, activity levels at the TBSB are gaining momentum amid growing offshore exploration activities off the coast of Kelantan and Northern Terengganu. The Group is well placed to support demand for supply base and marine support services as upstream activities develop in the region. Given the current global energy supply disruption due to the conflict in the Middle East, AZRB expects greater emphasis by national oil company, Petronas, to intensify upstream activities, including in the North Malay Basin to support the country's aspiration to be more energy independent.

In FPE 2025, AZRB undertook management succession planning to support business continuity and future growth. The appointment of younger members to senior management alongside experienced personnel reflects the Group's focus on developing corporate capabilities. Moving forward, AZRB is focused on improving its financial position, completing the remaining EKVE alignment (Section 2), maintaining a healthy project pipeline and potentially realising the value of its strategic assets.



## MANAGEMENT DISCUSSION AND ANALYSIS

### CREATING ECONOMIC VALUE THROUGH NATION BUILDING

AZRB is a participant in Malaysia's development through the delivery of infrastructure and facilities serving communities, businesses and industry. Its involvement in transport infrastructure, oil and gas supply base and port facilities as well as public buildings underscores the Group's role in nation-building projects. AZRB's projects improve connectivity, support industrial expansion and facilitate access to essential services. These activities generate business opportunities across the value chain through employment creation, sub-contracting activities and vendor participation, particularly among local contractors.

Participation in complex infrastructure and specialised building projects also supports the development of domestic technical capabilities and Bumiputera participation in the construction and engineering sectors. Such involvement provides opportunities for professionals, suppliers and contractors to take part in large-scale project delivery. In addition, AZRB's presence in the less-developed east coast of Peninsular Malaysia through the TBSB places the Group in the regional economic ecosystem linked to offshore oil and gas activities. Through such activities, AZRB continues to create economic value for shareholders, employees, business partners and the wider community while supporting Malaysia's long-term infrastructure development.

### OPERATING LANDSCAPE IN FPE 2025

Malaysia's economy remained on a stable growth trajectory throughout the 18-month financial period, expanding by 5.1% in 2024 and 5.2% in 2025. Expansion was driven mainly by domestic demand, particularly private consumption and fixed investment. Stable employment conditions and moderate inflation also contributed to growth. Economic activity benefitted from continued expansion in the Services and Manufacturing sectors, enabling Malaysia to sustain growth despite external headwinds arising from geopolitical developments, trade realignment and moderating global demand.

Within this environment, the Construction Sector was one of the stronger growth segments of the economy. The sector grew 17.5% in 2024 and 12.5% in 2025, led by civil engineering works, non-residential projects and specialised construction activities. Infrastructure projects and new contract awards across the public and private sectors continued to drive construction growth and demand for capable contractors.

Source: Department of Statistics Malaysia

Energy markets were also robust, providing a supportive environment for upstream activity. Brent crude prices averaged an estimated US\$80 per barrel in 2024 and US\$69 per barrel in 2025, trading largely within a range of US\$63 to US\$79 per barrel during the period. Source: US Energy Information Administration

These price levels encouraged exploration and production activity, particularly gas developments in regional offshore basins in the North Malaya Basin and MTJDA. Higher offshore activity also increased demand for marine logistics and supply base services.

Urbanisation and economic activity increased mobility demand, especially in the Klang Valley. Malaysia's total registered vehicle population exceeded 38 million by 2025 while new vehicle sales were strong, with total industry volume reaching 816,747 units in 2024 and 820,752 units in 2025. Source: Malaysian Automotive Association

Traffic growth and the expansion of urban expressways, including the opening of EKVE in August 2025, highlight the increasing role of highways in improving connectivity across the Klang Valley.

#### TOTAL ECONOMIC VALUE DISTRIBUTED FPE 2025



##### EMPLOYEES (REMUNERATION)

RM **71.6** million



##### CONTRACTORS, VENDORS & SERVICE PROVIDERS (CONTRACTS)

RM **340.0** million



##### FEDERAL GOVERNMENT (TAXES)

RM **28.6** million



##### COMMUNITIES (CORPORATE SOCIAL RESPONSIBILITY - CSR)

RM **1.5** million

**TOTAL RM 441.7** million

MANAGEMENT DISCUSSION AND ANALYSIS

The property market remained stable. Malaysia recorded almost 421,000 property transactions in 2024 with activity moderating slightly to an estimated 416,000 transactions in 2025. Residential properties was still the largest segment while commercial segments improved gradually. *Source: National Property Information Centre*

Tourism activity strengthened during the period, driven by international arrivals and domestic travel. Malaysia recorded approximately 25.0 million tourist arrivals in 2024, with arrivals rising further to about 27.3 million in 2025. *Source: Reuters, Tourism Malaysia, Pahang Tourism*



**WAN AMIR HISYAM BIN WAN ZAKARIAH**  
Chief Operating Officer

**FINANCIALS AT A GLANCE: FYE 2023, FYE 2024 & FPE 2025 (18 MONTHS)**

 **REVENUE**  
**RM 1,046.0** million  
FYE 2024: RM495.5 million

 **PROFIT/(LOSS) BEFORE TAX**  
**RM (49.7)** million  
FYE 2024: RM132.4 million

 **PROFIT/(LOSS) ATTRIBUTABLE TO OWNERS**  
**RM (73.6)** million  
FYE 2024: RM95.1 million

 **EARNINGS PER SHARE**  
**RM (11.21)** sen  
FYE 2024: RM14.12 million

 **SHAREHOLDERS' FUNDS**  
**RM 121.9** million  
FYE 2024: RM199.5 million

**FINANCIAL PERFORMANCE**

FPE 2025 covers an 18-month financial period following the change of financial year end from 30 June to 31 December 2025. As a result, comparisons against FYE 2024, which covered a 12-month period, should be interpreted with this difference in reporting duration in mind.

**REVENUE**

Group revenue rose to RM1,046.0 million for the 18-month financial period ended 31 December 2025 compared with RM495.5 million in FYE 2024. Higher contributions came mainly from the E&C Division together with stronger revenue from the O&G and Concession divisions following increased supply base activity and construction progress.

E&C recorded revenue of RM789.1 million (FYE 2024: RM322.5 million), reflecting progress recognition from ongoing projects and contributions from newly-secured contracts during the period. The Division remained the Group’s main revenue contributor.

The O&G Division generated segmental revenue of RM136.8 million (FYE 2024: RM88.4 million), driven by higher utilisation of the TBSB and increased support activity for drilling campaigns.

## MANAGEMENT DISCUSSION AND ANALYSIS

Concession revenue rose to RM102.7 million (FYE 2024: RM72.2 million) following contributions from hospital facility management services and highway concession operations. Revenue from Property was RM17.2 million (FYE 2024: RM12.4 million), mainly from progressive billings of ongoing developments.

In terms of share of Group Revenue, E&C accounted for approximately 75.4%, followed by O&G (13.1%), Concession (9.8%) and Property (1.6%).

### PROFITS/LOSSES

Despite the sharp increase in Revenue during the extended financial period, the Group recorded a Loss Before Tax ("LBT") of RM49.7 million from a Profit Before Tax ("PBT") of RM132.4 million previously.

The reversal reflects the absence of the plantation disposal gain recognised in FYE 2024 along with high finance costs during the period. Segmental performance also contributed to the Group's overall loss position, with losses recorded in the E&C and O&G divisions, partly offset by profit contributions from the Concession Division.

Loss from operations stood at RM9.0 million, with finance expenses of RM111.1 million further widening the loss. These costs mainly relate to borrowings for the EKVE concession, with financing costs recognised following the opening of Section 1. The higher finance costs continue to weigh on profitability despite improved operating performance.

Loss attributable to owners of the Company was RM73.6 million against a profit of RM95.1 million in FYE 2024. Any comparison against FYE 2024 should, however, be viewed in the context of the one-off gain recorded from the disposal of the Group's plantation interest. As a result, Loss Per Share ("LPS") came in at 11.21 sen compared with Earnings Per Share ("EPS") of 14.12 sen previously.

At the segmental level, E&C posted an LBT of RM13.5 million, an improvement from negative RM81.5 million in FYE 2024. The Concession division registered a PBT of RM50.2 million compared with RM24.6 million previously while O&G reduced losses with an LBT of RM2.6 million against negative RM10.3 million in FYE 2024. Property continued to record marginal loss of RM0.7 million compared with a near break-even result in the previous year.

## REVIEW OF OPERATIONS

### FINANCIAL PERFORMANCE BY BUSINESS SEGMENT FYE 2024 - FPE 2025



#### ENGINEERING & CONSTRUCTION

REVENUE

**RM 789.1** million  
FYE 2024: RM322.5 million

↑  
144.7%

PROFIT/(LOSS) BEFORE TAX

**RM (13.5)** million  
FYE 2024: RM(81.5) million

↑  
83.4%



#### CONCESSION

REVENUE

**RM 102.7** million  
FYE 2024: RM72.2 million

↑  
42.2%

PROFIT/(LOSS) BEFORE TAX

**RM 50.2** million  
FYE 2024: RM24.6 million

↑  
104.1%



#### OIL & GAS

REVENUE

**RM 136.8** million  
FYE 2024: RM88.4 million

↑  
54.8%

PROFIT/(LOSS) BEFORE TAX

**RM (2.6)** million  
FYE 2024: RM(10.3) million

↑  
74.8%



#### PROPERTY

REVENUE

**RM 17.2** million  
FYE 2024: RM12.4 million

↑  
38.7%

PROFIT/(LOSS) BEFORE TAX

**RM (0.7)** million  
FYE 2024: RM(0.1) million

↓  
600.0%

## MANAGEMENT DISCUSSION AND ANALYSIS

### ENGINEERING & CONSTRUCTION

The E&C Division delivered a significantly stronger performance during the 18-month financial period, with segmental revenue rising to RM789.1million from RM322.5 million in FYE 2024. The Division accounted for approximately 75.4% of Group Revenue and was the principal contributor to Group Revenue.

The higher contribution came from progress on ongoing projects, including EKVE and the Istana Abu Bakar refurbishment works, together with contributions from newly-secured contracts, namely the Port Dickson Specialist Hospital. This project contributes to the E&C's current workload and supports revenue in the near-term.

The Division also substantially narrowed its LBT to RM13.5 million from RM81.5 million previously. Construction performance during the period was mixed. While some projects progressed on schedule, others encountered delays arising from a challenging operating environment.

Key factors included rising material costs, shortages of key materials such as sand for backfilling works and bulk cement for concreting works, labour constraints as well as delays in variation approvals and delays in design information from consultants. The timing of payments from clients also affected cash flow and project timelines.

Against this backdrop, the Division focused on timely project delivery, cost efficiency, proactive coordination with consultants and stakeholders, and maintaining quality standards. Contract management and project monitoring were also strengthened for ongoing projects to improve delivery and mitigate cost pressures.

E&C maintained a healthy pipeline of infrastructure and building projects, particularly within the public sector. Key ongoing works include the upgrade and refurbishment of Istana Abu Bakar in Pekan, the Cameron Highlands road upgrading project and the Port Dickson Specialist Hospital.

At the end of the financial period, the Division's outstanding order book stood at approximately RM1.1 billion, providing a base of projects for the near to medium terms. Operational focus was on strengthening quality management standards. Here, AZRB's construction arm maintained its ISO 9001:2015 certification while selected projects underwent assessment under the Quality Assessment System in Construction ("QLASSIC").

### OIL & GAS

The O&G Division reduced losses during the 18-month financial period, recording an LBT of RM2.6 million compared with negative RM10.3 million in FYE 2024. Revenue increased to RM136.8 million from RM88.4 million, reflecting stronger activity at TBSB and increased support services for offshore drilling and production programmes. During the period, TBSB provided production shore base support services to several hydrocarbon operators, covering warehousing, material handling and yard support for offshore drilling and production activities.

The successful completion of two drilling campaigns, including an Ultra Extended Reach Drilling ("ERD") recognised as the longest drilled in Malaysia, further demonstrated the Division's capability in supporting technically-complex offshore programmes.

Participation in offshore drilling support packages also enabled the O&G business unit to build operating experience and strengthen its track record in delivering offshore campaigns. TBSB's operations also align with Petronas' ongoing transformation initiatives aimed at improving cost efficiency and operational effectiveness in upstream activities. The supply base offers logistical advantages due to its proximity to offshore fields in the North Malay Basin, MTJDA and Commercial Arrangement Area ("CAA"), reducing sailing distances and turnaround time for offshore operations.

Operating on a 24-hour basis, TBSB provides an alternative east coast supply base to Kemaman and helps address congestion at conventional bases. Its location also contributes to industry efforts to reduce vessel fuel consumption and associated greenhouse gas ("GHG") emissions through shorter travel distances.

## MANAGEMENT DISCUSSION AND ANALYSIS

Efforts during the period focused on strengthening relationships with existing clients and industry participants to secure additional service opportunities. Going forward, the Division will focus on expanding its client base, securing additional offshore support work and enhancing TBSB's role as a regional logistics hub.

### CONCESSION

Contributions from the EKVE concession together with healthcare asset management services under Peninsular Medical Sdn Bhd ("PenMedic") lifted segmental revenue to RM102.7 million in FPE 2025 (FYE 2024: RM72.2 million). In tandem with the higher revenue, the Division achieved a PBT of RM50.2 million against RM24.6 million previously following the transition of EKVE to its operational phase. This resulted in the commencement of toll operations, with the Group incurring maintenance costs while recognising finance costs and interest expenses.

- **EKVE**

Section 1 of EKVE commenced operations on 30 August 2025. EKVE is a dual-carriageway expressway of approximately 39 kilometres ("km"), connecting Bandar Sungai Long and Ukay Perdana to form part of the KLORR. The opened Section 1 comprises approximately 24km between Sungai Long and Ampang, improving connectivity along the eastern corridor of the Klang Valley and providing an alternative route to existing urban highways. The section began contributing toll revenue following the completion of the toll-free period. Construction of Section 2 between Ampang and Ukay Perdana remains in progress. The Group has submitted an Extension of Time ("EOT") application with a revised completion target of 31 December 2026 following design modifications to a bridge due to safety considerations.

Remaining works for Section 2 involve road pavement, slope stabilisation and strengthening, bridge completion, mechanical and electrical installations, road furniture, toll plaza and the installation of toll collection systems.

The EKVE alignment traverses hilly terrain, forest reserve areas and suburban corridors, requiring careful engineering coordination and construction planning. Implementation of the project has also strengthened the Group's technical capabilities in delivering complex urban highway infrastructure.

- **Peninsular Medical**

Alongside EKVE, the Division generated service-based income through asset management activities undertaken by PenMedic. The company manages the Sultan Ahmad Shah Medical Centre @ IIUM in Kuantan under a concession arrangement with the International Islamic University Malaysia ("IIUM") and the Ministry of Higher Education ("MoHE"). The project represents one of Malaysia's earlier healthcare developments under a Private Finance Initiative ("PFI") structure.

PenMedic provides Asset Management Services covering facility engineering, biomedical engineering, cleaning and security services. These responsibilities include maintenance planning, engineering support, asset upkeep and coordination of service providers to ensure the hospital remains operational and compliant with required standards.

During the period, PenMedic completed several hospital enhancement projects including the Paediatric Intensive Care Unit and the Fertility Centre. The company also supplied specialised medical equipment including radiology head holders as part of ongoing efforts to support clinical service requirements.

### EKVE: ENGINEERING COMPLEXITY AND CONSTRUCTION CONSIDERATIONS

Construction of the EKVE involved significant engineering complexity arising from challenging terrain, environmental requirements and urban interface constraints. Section 1 required extensive rock excavation, controlled blasting and the construction of elevated structures including a 450-metre bridge across valley terrain. Works in Section 2 traversed environmentally-sensitive areas near water catchment zones supplying the Ampang water treatment plant, requiring enhanced erosion and sediment controls.

Project delivery also involved upgrading existing infrastructure such as Jalan Ukay Perdana and the MRR2 interchange, complex utility relocations and careful traffic management. Key design considerations included slope stabilisation, bridge engineering and earthworks to manage costs while maintaining safety and compliance.

## MANAGEMENT DISCUSSION AND ANALYSIS

These works were implemented within an operational hospital environment, requiring careful coordination to minimise disruption to healthcare services. Delivery of these projects reflect PenMedic's experience in managing healthcare support projects amid live clinical settings.

PenMedic provides recurring service income for the Division and complements the longer gestation profile typically associated with highway concessions. The healthcare asset management activities also provide diversification to the Division's earnings base through service-driven income. Operational priorities during the period focused on maintaining service standards, managing maintenance programmes and ensuring continuity of support services at the healthcare facilities.

The Division will focus on improving utilisation of EKVE Section 1 while PenMedic is expected to continue contributing stable service income through its healthcare support activities.

### PROPERTY

This Division remained marginally loss-making during the 18-month financial period, posting an LBT of 0.7 million compared with a near break-even position in FYE 2024. Revenue increased to RM17.2 million from RM12.4 million previously, mainly attributable to progress billings from ongoing residential developments.

Development activities focused on residential projects in Terengganu, particularly in Paka and Marang. The Division prioritised affordable housing, with units generally priced below RM300,000 in line with prevailing demand in the east coast property market.

During the reporting period, several phases at Tiara Paka were completed. Phase 2, comprising 49 single-storey terrace houses, was completed in April 2025, followed by Phase 3, consisting of 35 single-storey terrace houses, in December 2025.

At Tiara Paka, development planning and construction activities also progressed across subsequent phases, including Phase 4 comprising 14 single-storey semi-detached units and Phase 5 involving 41 single-storey terrace houses.

Sales performance for Phase 4 was slower due to the higher pricing segment, with units priced at approximately RM380,000. Market response indicated stronger demand for more affordable units, reinforcing the Division's focus on products suited to local purchasing capacity. In Marang, preparations also progressed for Puncak Temala Phase 2, which is expected to comprise 70 single-storey terrace houses. Planning work during the period included approvals and design adjustments to align product configurations with market requirements.

Cost management remained important amid construction cost pressures. Measures included careful contractor selection and close monitoring of development costs to preserve margins while maintaining competitive pricing. Apart from property development activities, the Division also owns and operates Residence Inn Cherating, which provides a complementary hospitality income stream. Located on the east coast of Peninsular Malaysia, the property benefits mainly from domestic leisure travel, particularly visitors from the Klang Valley and surrounding regions.

Operational priorities at the hotel included driving occupancy rates, managing operating costs and sustaining service standards. The Hospitality segment provides a modest but stable contribution and offers income diversification beyond property development cycles.

Going forward, the Division will focus on selective residential developments, prudent cost management and stable hospitality operations as it seeks to strengthen its contribution to Group earnings.

### MANAGING RISKS AND OPPORTUNITIES

AZRB regards risk management as an essential part of maintaining financial stability and supporting long-term business sustainability. The Group applies an Enterprise Risk Management ("ERM") approach guided by MS ISO 31000:2018 to identify, assess and manage risks arising from its business activities, projects and investments.

The ERM framework provides a structured process for risk identification, evaluation and mitigation. Key risk areas are reviewed periodically by management and presented to the Audit and Risk Committee ("ARC") and the Board of Directors ("the Board").

Risk considerations form part of operational and financial decision-making, particularly in areas relating to funding requirements, project delivery, legal exposure, workforce capability and technology reliability.

*Further insights into the Group's efforts to manage risks and opportunities are presented in the Statement on Risk Management and Internal Controls on pages 129 to 137 of this Annual Report 2025.*

## MANAGEMENT DISCUSSION AND ANALYSIS

### STRENGTHENING SUSTAINABILITY PRACTICES

Greater emphasis was placed during FPE 2025 on strengthening implementation of the Group's Economic, Environmental, Social and Governance ("EESG") priorities through improved governance practices, broader performance tracking and more structured sustainability management. The Group expanded monitoring of energy consumption, fuel usage and environmental indicators across project sites and operating facilities to strengthen resource management and regulatory readiness.

Preparatory work also commenced to strengthen climate-related disclosures in anticipation of International Financial Reporting Standards ("IFRS") Sustainability Standards S1 and S2 reporting from FYE 2026. Workforce priorities during the period centred on safety management, training and capability development. The Group maintained a zero fatality record while expanding technical and non-technical training programmes to build workforce competencies.

The Board approved a revised and more comprehensive Sustainability Policy on 27 November 2025, enhancing oversight of sustainability priorities, reporting practices and implementation consistency across business units.

*Further insights into the Group's efforts on sustainability are presented in the Sustainability Statement on pages 48 to 112 of this Annual Report 2025.*

### UPHOLDING CORPORATE GOVERNANCE STANDARDS

Sound corporate governance practices remain central to AZRB's efforts to safeguard shareholder interests, maintain investor confidence and promote disciplined business conduct. Governance oversight is exercised through the Board and its committees, particularly the ARC, which reviews risk management practices, internal controls and financial reporting processes. Regular management reporting and internal review mechanisms support oversight of operational and financial performance across the Group's business divisions.

AZRB also maintains policies and procedures covering procurement practices, contract management and regulatory compliance to promote accountability and transparency in its business activities. These controls are supported by internal monitoring processes aimed at ensuring compliance with applicable laws, regulatory requirements and corporate policies. Through these practices, the Group seeks to maintain strong governance discipline while supporting sustainable business operations.

*Further details are presented in the Corporate Governance Overview Statement on pages 113 to 124 of this Annual Report 2025.*

### OUTLOOK & PROSPECTS

#### Outlook

Malaysia's economic outlook for 2026 is expected to benefit from domestic demand and investment activity, although external uncertainties may moderate growth momentum. The Ministry of Finance ("MOF"), in its Official Budget 2026, project GDP growth of 4.0% to 4.5%. Government policy direction under Budget 2026 and the first year of the Thirteenth Malaysia Plan 2026 - 2030 ("13MP") is likely to remain relevant to AZRB's operating environment. *Source: MOF*

Development expenditure of RM81 billion has been allocated for 2026 while the 13MP outlines continued emphasis on infrastructure, public facilities, digitalisation and high-value sectors. These measures may influence project opportunities and overall business activity across the domestic economy.

At the same time, geopolitical developments have become a more immediate source of uncertainty. The conflict involving Iran and disruptions affecting Gulf shipping routes have pushed oil prices sharply higher in recent times, with Brent crude rising materially as markets factor in supply risks linked to the Strait of Hormuz.

Higher oil prices may create mixed effects across the operating environment. Higher energy costs could place pressure on transport, logistics and construction-related input costs while a firmer oil price environment may also influence activity levels in related sectors. *Source: Reuters*

Against this backdrop, cost conditions, funding discipline and project execution are likely to remain important considerations in 2026.

## MANAGEMENT DISCUSSION AND ANALYSIS



## Prospects

- **Engineering & Construction**

The outlook for Malaysia's construction sector in 2026 continues to be favourable, with industry output projected to grow by approximately 6.1%, driven by infrastructure works, industrial developments and data centre projects.

In February 2026, the Division secured a RM430.0 million contract from the Public Works Department (*Jabatan Kerja Raya - JKR*) for the Cameron Highlands road upgrading and bypass works. The contract strengthens E&C's order book and provides additional construction activity for the coming years.

Government development expenditure of RM81 billion under the first year of the 13MP is also expected to support construction activity.

Major project pipelines include urban rail transit projects, new highways and expressways and selected water infrastructure developments. These projects may provide opportunities for contractors with relevant technical capabilities.

As part of its positioning, the Division is placing greater emphasis on infrastructure works and facilities maintenance in line with public sector development priorities.



- **Oil & Gas**

Prospects for the O&G Division will be influenced by new drilling programmes scheduled to commence operations from TBSB. Two Petroleum Arrangement Contractors ("PACs") are expected to begin drilling campaigns with full operational support from the supply base, which may increase activity levels in the coming financial periods.

TBSB seeks to attract additional PAC operators with offshore blocks located closer to Tok Bali. These efforts form part of the Division's strategy to expand its client base and strengthen its position as a supply base serving offshore activities in the east coast region.

In addition, the Division is engaging with potential operators under Malaysia Petroleum Management ("MPM") licencing rounds to identify new clients whose offshore activities are located within logistical range of Tok Bali.

With TBSB having proven its capability in supporting oil and gas offshore activities in the North Malay Basin, MTJDA and CAA, it has effectively established itself as an oil and gas hub. To this end, the Division will seek to secure new offshore support contracts, expand its client base and develop complementary services linked to offshore and energy logistics activities.

## MANAGEMENT DISCUSSION AND ANALYSIS

- **Concession**

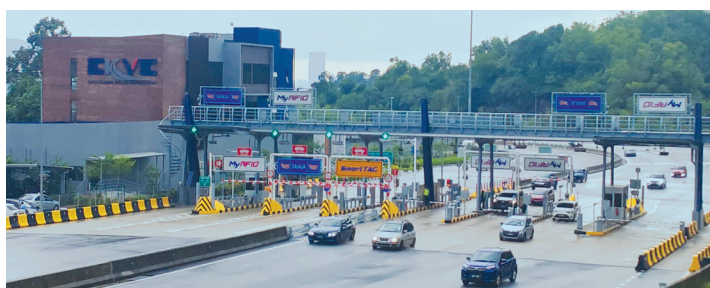
Prospects for the Concession Division will be shaped by the operational ramp-up of EKVE together with the steady contribution and potential expansion of healthcare support services under PenMedic. The Division's performance will depend on traffic growth, cost management and the ability to optimise returns from its concession and service assets.

- **EKVE**

Following the opening of Section 1, operational priorities will centre on increasing traffic usage, maintaining service standards and ensuring efficient highway operations. As traffic patterns mature, toll collections are expected to strengthen the Division's recurring income base.

Completion of Section 2 will represent the next major development milestone. Once fully opened, the expressway will provide better connectivity between Sungai Long and Ukay Perdana, improving integration for KLORR and reinforcing EKVE's role as an urban connector in the eastern Klang Valley.

Operationally, management attention will focus on traffic growth initiatives, maintenance planning and cost management as the concession moves further into its operating phase. Financial performance will also depend on managing financing obligations associated with the development of the highway. The Division will also look to explore other non-toll income sources over time while enhancing the commercial value of the concession asset.



- **Peninsular Medical**

Prospects for PenMedic are supported by continued demand for healthcare infrastructure and support services, driven by demographic trends, increasing healthcare needs and the expansion of specialised clinical services.

Planned developments at the Sultan Ahmad Shah Medical Centre include the construction of a psychiatric ward scheduled to commence in FYE 2026 and development planning for a proposed 300-bed hospital expansion expected to begin in FYE 2027.

Additional clinical services under consideration include obstetrics and gynaecology, rehabilitation services, dental services and enhancements to the Clinical Information System. PenMedic is well positioned to benefit from growing adoption of the PFI model for healthcare infrastructure, given its experience in developing and managing the IIUM teaching hospital. This track record is slated to support participation in similar healthcare infrastructure projects.

Growth opportunities also arise from the increasing outsourcing of non-clinical hospital support services. The company can pursue similar asset management opportunities given its experience in facilities engineering, biomedical engineering and hospital support services.

- **Property**

Demand for affordable residential properties is expected to remain resilient, driven largely by first-time homebuyers and middle-income groups seeking moderately-priced housing. In line with these conditions, the Division intends to prioritise developments in the affordable housing segment to improve sales momentum and buyer take-up.

More attention will be given to product planning ahead of new launches. This includes market testing initiatives such as preview exercises and targeted buyer surveys to better understand pricing expectations, design preferences and affordability levels. Findings from these initiatives will guide product design, pricing strategy and launch planning with the aim of improving sales conversion and reducing inventory risk.

The Division will also adopt a selective approach to future launches while managing development costs carefully to protect margins amid ongoing construction cost pressures.

## MANAGEMENT DISCUSSION AND ANALYSIS

### CORPORATE APPOINTMENTS

In FPE 2025, the Group undertook several key leadership transitions to strengthen its management structure and support the next phase of its corporate development. Dato' Sri Wan Zakariah Bin Haji Wan Muda was redesignated as Executive Vice Chairman with effect from 15 January 2025, reflecting his continued leadership role in guiding the Group's strategic direction.

On the same date, Wan Razali Bin W Zulkifli and Wan Amir Hisyam Bin Wan Zakariah were appointed Chief Executive Officer and Chief Operating Officer respectively to reinforce executive management capacity and operational oversight.

Further strengthening governance oversight, Dato' Wan Mohd Hilmi Bin Wan Kamal was appointed as a member of the Audit Committee with effect from 26 February 2025.

Subsequent to the financial period, Shahrulanuar Bin Ishak was redesignated as Chief Strategy Officer with effect from 1 January 2026 while Shahid Bin Abdullah was appointed Chief Financial Officer on the same date to lead the Group's financial management.

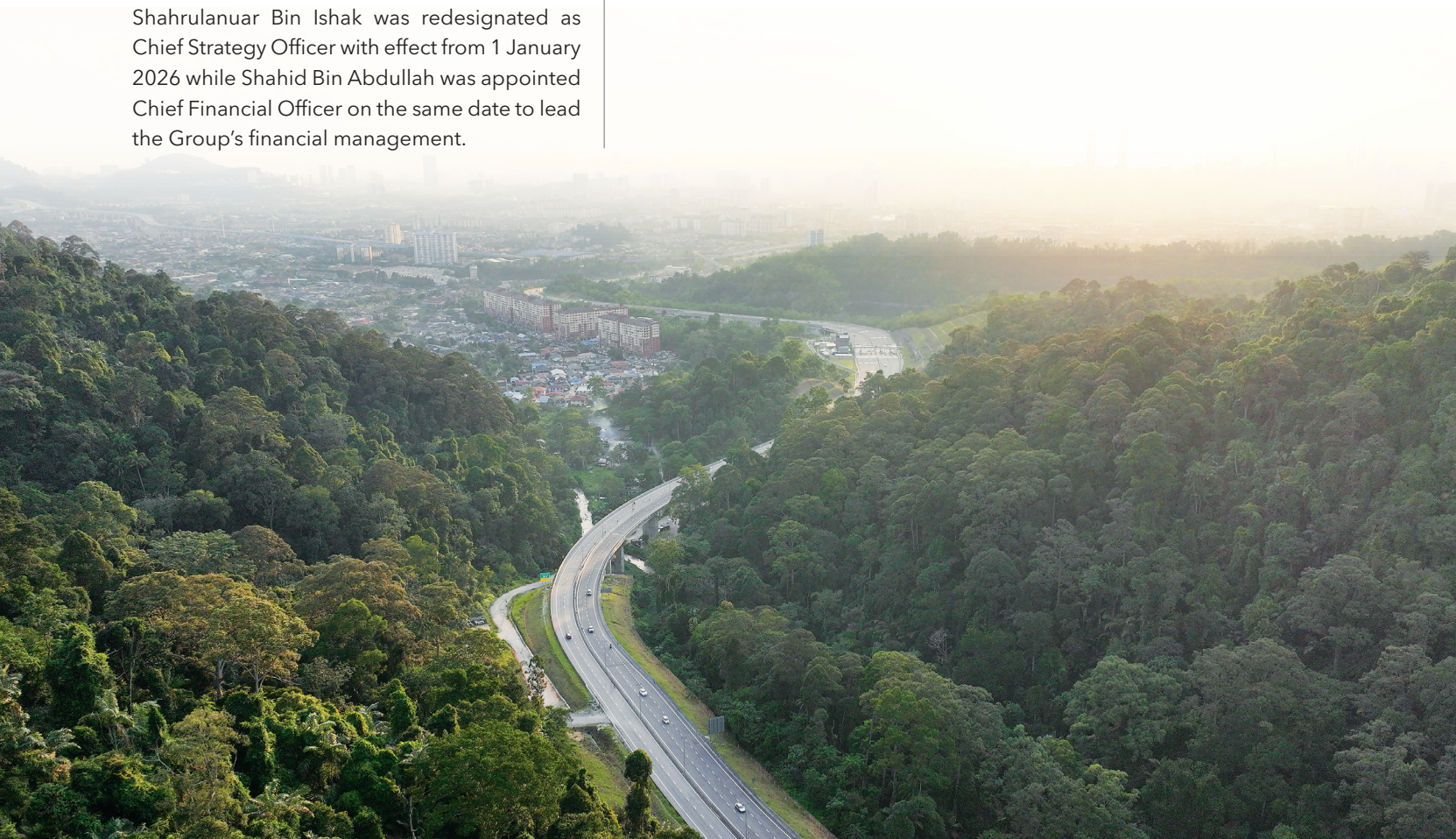
### ACKNOWLEDGEMENTS

Appreciation is extended to the Board of Directors, management team and employees for their dedication and professionalism during a demanding financial period. Their efforts were instrumental in supporting the Group's operations and navigating a challenging business environment.

The Board also records its deepest appreciation for the contributions of the late Tan Sri Dato' Sri Haji Wan Zaki Bin Haji Wan Muda, founder of Ahmad Zaki Sdn Bhd ("AZSB") and Group Advisor of AZRB, whose leadership and vision played an important role in the development of the Group.

Appreciation is also extended to the Group's clients, business partners, financiers, regulators and shareholders for their confidence and support.

The Group will continue to focus on strengthening its financial position, improving operational performance and delivering sustainable value to stakeholders.



## OUR PURPOSE-TO-VALUE MODEL

### OUR VISION

To be a Trusted **INDUSTRY LEADER** in Delivering **COMMITMENT** with **EXCELLENCE** and **VALUE**

### OUR MISSION

- Smart Partnership with Customers, Employees and Stakeholders
- Institutionalise the Virtues of Honesty and Trust
- Setting and Maintaining High Standards; Striving for Superior Performance in All Undertakings
- Pro-Active through Continuous Research and Development in Meeting Challenges

### INPUT CAPITALS



#### FINANCIAL CAPITAL

Our financial assets including cash generated from our operations and investments, and other sources of funding.



#### MANUFACTURED CAPITAL

Our concession areas, office buildings and factories, physical assets including machinery and technologies.



#### INTELLECTUAL CAPITAL

Our established and systematic procedures and processes, expertise and skills, brand value and reputation in the markets and industries we serve.



#### HUMAN CAPITAL

Our astute leadership, knowledgeable and skilled workforce, competencies, experience and contributions to growth and innovation.



#### SOCIAL AND RELATIONSHIP CAPITAL

Our long-established commitment with stakeholders including shareholders, the financial community, customers, associates, contractors, suppliers, vendors, authorities and communities.



#### NATURAL CAPITAL

The natural resources we consume and utilise in our core businesses.

### VALUE CREATION PROCESS

  
Engineering & Construction

  
Property

  
Oil & Gas

  
Concession

### STRATEGY

Underpinned by **AZRB's Sustainability Framework** to ensure meaningful outcomes to the environment and all stakeholders.

- ▶ **ECONOMIC:** Enhancing Economic Value
- ▶ **ENVIRONMENTAL:** Reducing Environmental Footprint
- ▶ **SOCIAL:** Cultivating a Healthy & Safe Workplace, Enhancing Local Community
- ▶ **GOVERNANCE:** Upholding Good Business Ethics & Integrity

#### AZRB BUSINESS ECOSYSTEM

**SHAREHOLDERS:** asset value growth and higher return-on-investment ("ROI")

**EMPLOYEES:** job security and remuneration

**CUSTOMERS:** timely supply of quality products

**ASSOCIATES, CONTRACTORS, SUPPLIERS & VENDORS:** business opportunities

**AUTHORITIES:** compliance with regulations

**FEDERAL & STATE GOVERNMENTS:** taxes and dividends

**COMMUNITY:** development programmes, job creation, humanitarian aid and philanthropy

#### KEY MARKET TRENDS SHAPING OUR BUSINESS

- ▶ Local Construction Activities
- ▶ Climate Change
- ▶ Green Development
- ▶ Urbanisation
- ▶ Automation
- ▶ Digitalisation

#### KEY RISKS

- ▶ Business Sustainability Risk
- ▶ Operational Risk
- ▶ Business Continuity Management ("BCM")
- ▶ Financial And Liquidity Risk
- ▶ Cybersecurity Risk

#### MATERIAL MATTERS

##### ECONOMIC: Enhancing Economic Value

- ▶ **MM1:** Economic & Business Performance
- ▶ **MM2:** Quality & Innovation
- ▶ **MM3:** Supply Chain Management

##### SOCIAL: Cultivating A Healthy & Safe Workplace, Enhancing Local Community

- ▶ **MM2:** Quality & Innovation
- ▶ **MM4:** Health, Safety & Environment
- ▶ **MM5:** Diversity, Inclusivity & Social Justice

##### ENVIRONMENTAL: Reducing Environmental Footprint

- ▶ **MM4:** Health, Safety & Environment

##### GOVERNANCE: Upholding Good Business Ethics & Integrity

- ▶ **MM3:** Supply Chain Management

### CORPORATE STRATEGY

**REVITALISING :** Our existing goals, costs and structure to optimise performance.



Employees



Government Agencies/Regulators



Certification Bodies



Local Communities



Media



Vendors and Suppliers

OUR PURPOSE-TO-VALUE MODEL

CORE VALUES

We have the **Ability, Zest** and **Resilience** to be the **Best**

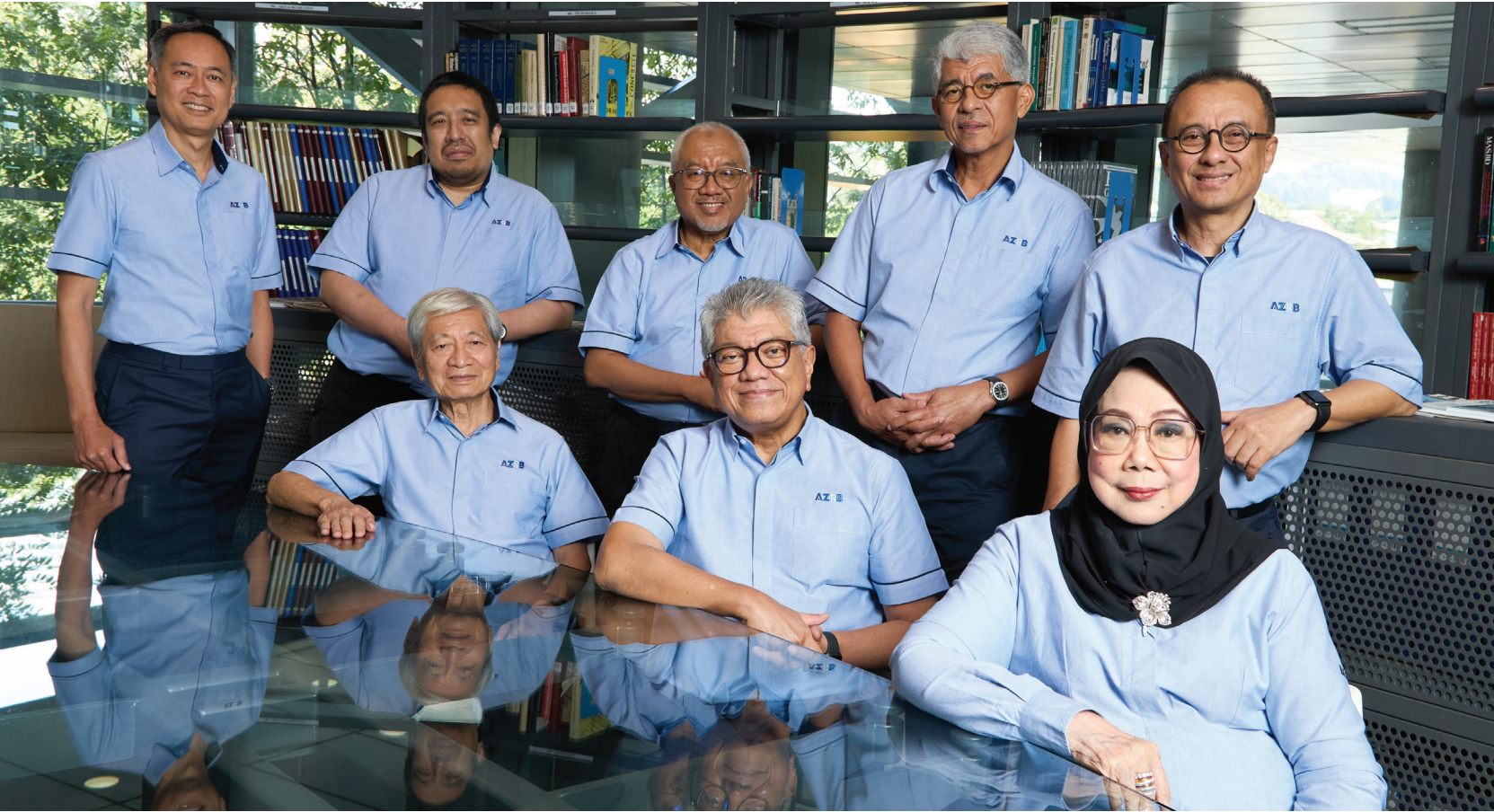
- ABLE** : People with **High Capability** and **Expertise**
- ZEST** : Giving **Commitment** with **Energy** and **Passion**
- RESILIENCE** : Foster **Strong** and **Dynamic People**
- BEST** : Focus on **Quality** and **Excellence**

OUTPUT	VALUE CREATION	STAKEHOLDER IMPACTED	ALIGNMENT TO UN SDG
<b>Engineering &amp; Construction</b>  <b>Property</b>  <b>Oil &amp; Gas</b>  <b>Concession</b>	<b>FINANCIAL CAPITAL FPE 2025</b> <b>REVENUE</b> <b>RM1,046.0 million</b> (FYE 2024: RM495.5 million) <b>PROFIT BEFORE TAX</b> <b>RM(49.7) million</b> (FYE 2024: RM132.4 million) <b>PROFIT ATTRIBUTABLE TO OWNERS</b> <b>RM(73.6) million</b> (FYE 2024: RM95.1 million) <b>SHAREHOLDERS' FUNDS</b> <b>RM121.9 million</b> (FYE 2024: RM199.5 million) <b>EARNINGS PER SHARE</b> <b>(11.21) sen</b> (FYE 2024: 14.12 sen)	   	   
	<b>MANUFACTURED CAPITAL FPE 2025</b> <b>E&amp;C</b> <b>RM789.1 million</b> (FYE 2024: 322.5 million) <b>O&amp;G</b> <b>RM136.8 million</b> (FYE 2024: RM88.4 million) <b>CONCESSION</b> <b>RM102.7 million</b> (FYE 2024: RM72.2 million) <b>PROPERTY</b> <b>RM17.2 million</b> (FYE 2024: RM12.4 million)	     	   
	<b>INTELLECTUAL CAPITAL</b> ▶ MS ISO 9001:2015 Quality Management System ▶ MS ISO 45001:2018 Occupational Health and Safety Management System ▶ MS ISO 14001:2015 Environmental Management System	     	   
	<b>HUMAN CAPITAL FPE 2025</b> No. of Employees <b>845</b> (FYE 2024: 806) Male: <b>625 (73.96%)</b> Female: <b>220 (26.03%)</b> Management: <b>53</b> Executive: <b>324</b> Non-Executive: <b>468</b>	     	        
	<b>SOCIAL AND RELATIONSHIP CAPITAL FPE 2025</b> <b>EDUCATION</b> <b>RM10,000.00</b> <b>SPORTS</b> <b>RM150,000.00</b> <b>COMMUNITY</b> <b>RM1,318,950.00</b> <b>TOTAL CSR CONTRIBUTION</b> <b>RM1,478,950.00</b> *Donations = RM1,449,950.00 Zakat Wakalah (AZRB) = RM5,000.00 Zakat Wakalah (PMSB) = RM24,000.00	     	        
	<b>NATURAL CAPITAL FPE 2025</b> <b>SCOPE 1 (CO<sub>2</sub>e mt)</b> <b>4,771.88</b> (FYE 2024: 990.11) <b>SCOPE 2 (CO<sub>2</sub>e mt)</b> <b>4,856.95</b> (FYE 2024: 3,075.58) <b>SCOPE 3 (CO<sub>2</sub>e mt)</b> <b>4,185.71</b> (FYE 2024: 399.30) <b>ENERGY CONSUMPTION (MWh)</b> <b>27,478.03</b> (FYE 2024: 8,486.64) <b>WATER CONSUMPTION (m<sup>3</sup>)</b> <b>179,984.00</b> (FYE 2024: 88,680.00) <b>SCHEDULED WASTE (kg)</b> - (FYE 2024: 22.40) <b>TOTAL (CO<sub>2</sub>e mt)</b> <b>13,814.54</b> (FYE 2024: 4,465.00)	       	     

REALIGNING : Strategic Business Plan

RESHAPING : Our outlook by exploring new areas of growth

**BOARD OF DIRECTORS**



**1. TAN SRI DR MADINAH BINTI MOHAMAD**  
Independent Non-Executive Chairman

**2. DATO' SRI WAN ZAKARIAH BIN HAJI WAN MUDA**  
Executive Vice Chairman  
Non-Independent Executive Director

**3. DATO' Ir. W ZULKIFLI BIN HAJI W MUDA**  
Executive Director  
Non-Independent Executive Director

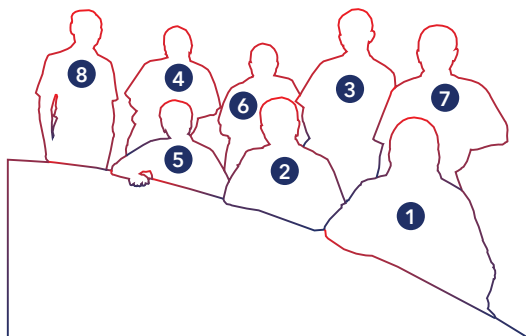
**4. DATO' ROSLAN BIN TAN SRI JAFFAR**  
Executive Director  
Non-Independent Executive Director

**5. TAN SRI DATO' LAU YIN PIN @ LAU YEN BENG**  
Non-Independent Non-Executive Director

**6. DATO' Ir. HAJI CHE NOOR AZEMAN BIN YUSOFF**  
Senior Independent Non-Executive Director

**7. DATO' HJ. WAN MOHD HILMI BIN WAN KAMAL**  
Independent Non-Executive Director

**8. MR LEE CHEE KHOON**  
Independent Non-Executive Director



**AGE DIVERSITY**

**49-60**  
years old

2

**Above 61**  
years old

6

**GENDER DIVERSITY**

**Female**  
12.50%



**Male**  
87.50%

## BOARD OF DIRECTORS' PROFILE



### TAN SRI DR MADINAH BINTI MOHAMAD

Independent Non-Executive Chairman



**F** 69 years old

#### DATE OF APPOINTMENT

16 August 2021

#### BOARD MEETING ATTENDANCE

**FOR FPE 2025:**

10/10

Tan Sri Dr Madinah was appointed as an Independent Non-Executive Director of the Company on 16 August 2021 and was subsequently appointed as Chairman on 1 May 2023.

She holds a Doctorate in Human Resource Development, Masters in Human Resource Development from Universiti Putra Malaysia and Bachelor's in Social Sciences (Political Science) from Universiti Sains Malaysia.

Tan Sri Dr Madinah began her career as an Administrative and Diplomatic Officer in 1981 with the Ministry of Foreign Affairs and has over 35 years of experience in public service, including various positions in several ministries and departments, including being appointed as the Secretary General of the Ministry of Science, Technology & Innovation ("MOSTI") and Secretary General of the Ministry of Education. She also served on the boards of multiple Government-Linked Companies ("GLCs"), most notably the Securities Commission Malaysia, Malaysia Digital Economy Corporation Sdn Bhd ("MDEC") and Malaysian Communications and Multimedia Commission ("MCMC").

In April 2009, Tan Sri Dr Madinah was appointed the Secretary General of MOSTI, where she was instrumental in policy formulation and implementation, directly responsible for the development of science, technology and innovation in Malaysia where she contributed significantly to the drafting and finalising of the National Space Policy and National Innovation Policy.

Tan Sri Dr Madinah also developed and implemented the Malaysian Government's Biotechnology Policy, ICT Policy and National Science, Technology and Innovation Policy.

Tan Sri Dr Madinah served as the Secretary General of the Ministry of Education before her retirement in 2016. She held the position since 2013, where she was very much involved in policy guidance and administration and was directly involved in driving the education transformation agenda, which included creating a clear vision and direction for the execution of the Malaysia Education Blueprint 2013-2025 in order to meet the new demands and expectations of institutional stakeholders and the citizens of Malaysia.

Her final stint in public service was her appointment as the first female Auditor General of Malaysia, of which she held office from 2017 until her contract ended in 2019.

Tan Sri Dr Madinah is also a member of Pengajian Program (JKPP) Program Bachelor Sains Pembangunan Sumber Manusia Dengan Kepujian, Fakulti Pengajian Pendidikan, Universiti Putra Malaysia.

Currently, Tan Sri Dr Madinah sits on the board of Tomei Consolidated Berhad as an Independent Non-Executive Director.

## BOARD OF DIRECTORS' PROFILE

**DATO' SRI WAN ZAKARIAH  
BIN HAJI WAN MUDA**Executive Vice Chairman  
Non-Independent Executive Director**M** 65 years old**DATE OF APPOINTMENT**

2 January 1999

**BOARD MEETING ATTENDANCE****FOR FPE 2025:**

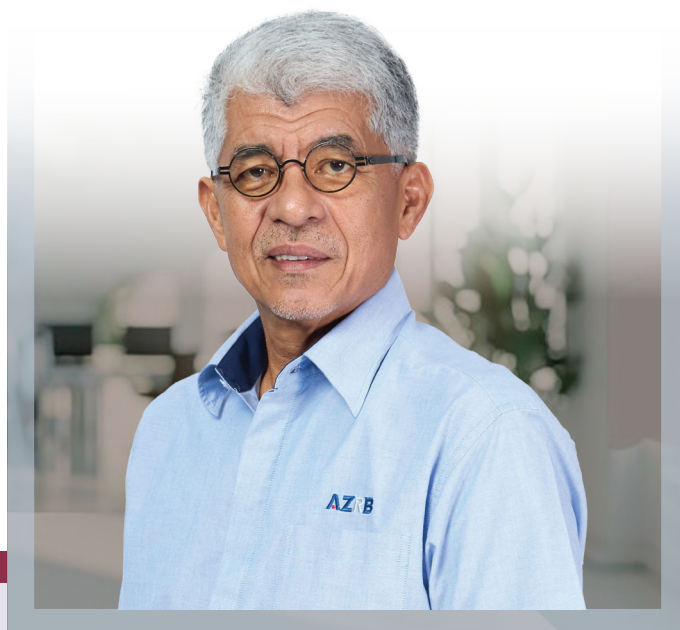
10/10

Dato' Sri Wan Zakariah was appointed as an Executive Director on 24 March 1999 and was subsequently appointed as Group Managing Director on 1 January 2003. With effect from 15 January 2025, he assumes the position of Executive Vice Chairman of the Company. He also serves as the Chairman of the Remuneration Committee.

Dato' Sri Wan Zakariah obtained a Bachelor of Science in Quantity Surveying from the Thames Polytechnic, United Kingdom (now known as the University of Greenwich) in 1986. He joined Ahmad Zaki Sdn Bhd ("AZSB") in 1986 as a Quantity Surveyor and was appointed a Director of AZSB in 1994. In 1996, Dato' Sri Wan Zakariah was promoted to the position of Managing Director of AZSB. Currently, he assumes the role of Vice Chairman of AZSB.

Dato' Sri Wan Zakariah sits on the board of several private limited companies and has no directorships in other public companies and listed issuers.

## BOARD OF DIRECTORS' PROFILE

**DATO' Ir. W ZULKIFLI  
BIN HAJI W MUDA**Executive Director  
Non-Independent Executive Director**M** 63 years old**DATE OF APPOINTMENT**

2 January 1999

**BOARD MEETING ATTENDANCE****FOR FPE 2025:**

8/10

Dato' Ir. W Zulkifli was appointed as a Non-Executive Director on 2 January 1999. He was subsequently re-designated as Executive Director on 1 March 2003. On 1 December 2017, he was appointed as Deputy Group Managing Director (1), before being re-designated again as Executive Director on 15 January 2025. He sits on the Remuneration Committee as an ordinary member.

Dato' Ir. W Zulkifli holds a Bachelor of Science (Civil Engineering) Degree which he obtained in 1985 from the University of Southern Illinois, United States of America. He began his career with Ahmad Zaki Sdn Bhd ("AZSB") as a Project Engineer in 1985. He was promoted to the position of Project Manager and was appointed the Executive Director (Operations) of AZSB in 1996. Dato' Ir. W Zulkifli was subsequently appointed as the Managing Director of AZSB on 7 February 2003.

Dato' Ir. W Zulkifli does not hold directorships in other public companies and listed issuers but sits on the board of several private limited companies.

## BOARD OF DIRECTORS' PROFILE

**DATO' ROSLAN BIN TAN SRI JAFFAR**

Executive Director  
Non-Independent Executive Director



**M** 49 years old

**DATE OF APPOINTMENT**

8 January 2015

**BOARD MEETING ATTENDANCE  
FOR FPE 2025:**

10/10

Dato' Roslan was appointed as an Executive Director of the Company since his appointment. He is the Chair of the Board Sustainability Committee. He also sits on the Remuneration Committee as an ordinary member.

Dato' Roslan holds a Bachelor's Degree in Mechanical Engineering from Imperial College London, United Kingdom and is a Fellow of the Association of Chartered Certified Accountants ("ACCA"), United Kingdom.

Dato' Roslan joined the Company in 2010 as Chief Operating Officer and was appointed as an Executive Director of AZSB in the same year. Prior to joining the Company, he was with PricewaterhouseCoopers or PwC, where he worked in both the Assurance and Advisory divisions in both the Kuala Lumpur and Washington DC offices, specialising in the Infrastructure, Government and Utilities sectors.

Currently, he is the Chairman of the Board of Governors at an established international school in Kuala Lumpur and a member of the Board of Trustees of a Royal foundation.

Dato' Roslan does not hold directorships in other public companies and listed issuers but sits on the board of several private limited companies.

## BOARD OF DIRECTORS' PROFILE

**TAN SRI DATO' LAU YIN PIN  
@ LAU YEN BENG**

Non-Independent Non-Executive Director

**M** 76 years old**DATE OF APPOINTMENT**

15 November 2010

**BOARD MEETING ATTENDANCE  
FOR FPE 2025:**

10/10

Tan Sri Dato' Lau was appointed as an Independent Non-Executive Director of the Company on 15 November 2010. He was then re-designated as a Non-Independent Director on 1 June 2023, in line with the Main Market Listing Requirements of Bursa Securities that limits the tenure of an Independent Director to not more than a cumulative period of 12 years from the date of their first appointment. He is a member of the Audit and Risk Committee and the Nomination Committee.

Tan Sri Dato' Lau obtained his Diploma in Commerce with distinction from Tunku Abdul Rahman College, Malaysia, now University of Management & Technology ("TAR UMT") Malaysia, in 1974. He has been a member of the Malaysian Institute of Accountants since 1979. He was made a Fellow of the Association of Chartered Certified Accountants ("ACCA"), United Kingdom, in 1981.

In 1987, he was admitted as a graduate member of the Institute of Chartered Secretaries and Administrators ("ICSA"), United Kingdom. In 2002, he was appointed a Senator of Dewan Negara by Seri Paduka Baginda Yang di-Pertuan Agong, Malaysia.

Tan Sri Dato' Lau had served as a Non-Independent Non-Executive Director and Chairman of the Board of Directors of Nanyang Press Holdings Berhad and Star Publications (Malaysia) Berhad, and as an Independent Non-Executive Director of YTL Power International Berhad and Media Chinese International Limited, a company listed on the Malaysian and Hong Kong stock exchanges. He also served on the Board of Tenaga Nasional Berhad in various capacities, including chairing the Board Audit Committee and a member of the Board Tender Committee and Board Disciplinary Committee. Tan Sri Dato' Lau also served as a Board Member of Tenaga Nasional Berhad's subsidiary companies.

Currently, Tan Sri Dato' Lau does not hold directorships in other public companies and listed issuers but sits on the board of several private limited companies.

## BOARD OF DIRECTORS' PROFILE

**DATO' IR. HAJI CHE NOOR AZEMAN  
BIN YUSOFF**

Senior Independent Non-Executive Director

**M** 65 years old**DATE OF APPOINTMENT**

14 October 2021

**BOARD MEETING ATTENDANCE  
FOR FPE 2025:**

10/10

Dato' Ir. Haji Che Noor Azeman was appointed as an Independent Non-Executive Director of the Company on 14 October 2021 and was appointed as a Senior Independent Director of AZRB on 1 June 2023. He is a Chairman of the Nomination Committee and a member of the Audit and Risk Committee.

Dato' Ir. Haji Che Noor Azeman graduated with an MSc in Highway Engineering and a BSc. (Hons.) in Civil Engineering from the University of Strathclyde, United Kingdom. He is also a Professional Engineer with a Practising Certificate from the Board of Engineers Malaysia, the Institution of Engineers Malaysia and ASEAN Chartered Professional Engineer ("ACPE").

Dato' Ir. Haji Che Noor Azeman began his career in Jabatan Kerja Raya ("JKR"), Malaysia and has served in JKR for almost 37 years, rising through the ranks until his last post as Director of Road & Bridge Engineering Specialist, Road Branch in JKR. He also served as the President of the Chartered Institution of Highways & Transportation Malaysia Branch ("CIHTMB") from 2019 to 2021. Currently, he is serving as a Council Member for the Road Engineering Association Malaysia ("REAM") and also the Intelligent Transportation System of Malaysia ("ITSM") for the term 2024-2026.

Dato' Ir. Haji Che Noor Azeman does not hold directorships in other public companies and listed issuers, but sits on the board of several private limited companies.

## BOARD OF DIRECTORS' PROFILE

**DATO' HJ. WAN MOHD HILMI  
BIN WAN KAMAL**

Independent Non-Executive Director

**M** 63 years old**DATE OF APPOINTMENT**

15 March 2024

**BOARD MEETING ATTENDANCE  
FOR FPE 2025:**

10/10

Dato' Wan Mohd Hilmi Bin Wan Kamal was appointed as an Independent Non-Executive Director on 15 March 2024 and serves as a member of the Audit and Risk Committee. A Chartered Accountant by profession, he is a member of the Malaysian Institute of Accountants and holds a Bachelor's Degree in Accountancy from Universiti Teknologi MARA.

Dato' Wan Mohd Hilmi dedicated 36 years of his career to the International Islamic University Malaysia ("IIUM"). Having started as an Assistant Bursar, he rose through the ranks to hold several senior leadership positions, including Director of Student Affairs, Executive Director of Management Services cum Company Secretary.

He concluded his tenure as the Executive Director of Development and Planning. Additionally, he served as the Acting Chief Executive Officer of IIUM Holdings Sdn. Bhd. from 2010 to 2011.

Dato' Hj. Wan Mohd Hilmi does not hold directorships in other public companies or listed companies.

## BOARD OF DIRECTORS' PROFILE

**MR LEE CHEE KHOON**

Independent Non-Executive Director

**M** 53 years old**DATE OF APPOINTMENT**

15 March 2023

**BOARD MEETING ATTENDANCE  
FOR FPE 2025:**

10/10

Mr Lee Chee Khoon was appointed an Independent Non-Executive Director of the Company on 15 March 2023. He is currently the Chairman of the Audit & Risk Committee and a member of the Nomination Committee.

Mr Lee Chee Khoon obtained his Master's Degree in Banking & Finance from the University of Sheffield, United Kingdom and obtained a Bachelor's Degree in Accounting & Economics from the University of Sydney, Australia. He is currently a member of the Malaysia Securities Commission and is a non-active member of the Hong Kong Securities and Futures Commission and the United Kingdom Financial Conduct Authority.

Mr Lee Chee Khoon started his financial advisory career as a Senior Associate with Price Waterhouse (Singapore) and subsequently moved to PricewaterhouseCoopers ("PwC") London as Assistant Director (Corporate & Project Finance). In 2003, he was appointed as the Executive Director at the Kuala Lumpur office, specialising in Project Finance, Mergers & Acquisitions and Corporate Finance. He then joined RGMI (Singapore) in 2006 as the Head of Corporate Finance and acting Chief Financial Officer.

In 2007, he was appointed Chief Executive Officer at BNP Paribas Investment Bank (Securities) Malaysia and subsequently joined Kara Agrii II in 2010 as Chief Executive Officer. He moved to CIMB Investment Bank (Malaysia) in 2012 and has served CIMB Investment Bank in various capacities, holding the positions of Managing Director (Agri Business), Chief Executive Officer of North Asia Wholesale Banking, and from 2014 to 2017, he was appointed as the Chairman/Senior Managing Director/Chief Executive Officer at CIMB Securities Ltd (Hong Kong). In 2017, he was the Senior Managing Director of South East Asia at CIMB Investment Bank in Malaysia.

Mr Lee Chee Khoon is currently the Vice Chairman of Investment Banking at Mandiri Securities Pte Ltd (Singapore) and sits on the board of several private limited companies and has no directorships in other public companies and listed issuers.

**Notes:****Family Relationship:**

Except for Dato' Sri Wan Zakariah Bin Haji Wan Muda and Dato' Ir. W Zulkifli Bin Haji W Muda who are siblings, and Dato' Roslan Bin Tan Sri Jaafar who is the son-in-law of the late Tan Sri Haji Wan Zaki Bin Haji Wan Muda, the Founder of AZRB, none of the other Directors has any family relationship with other Directors and/or major shareholders of the Company.

**Conflict of Interest:**

Save as disclosed in the related party transactions on Note No. 37 in the Financial Statements of this Annual Report, none of the Directors have any conflict of interest with the Company during the financial period.

**Convictions of Offences:**

None of the Directors has been convicted of any offences within the past five (5) years nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

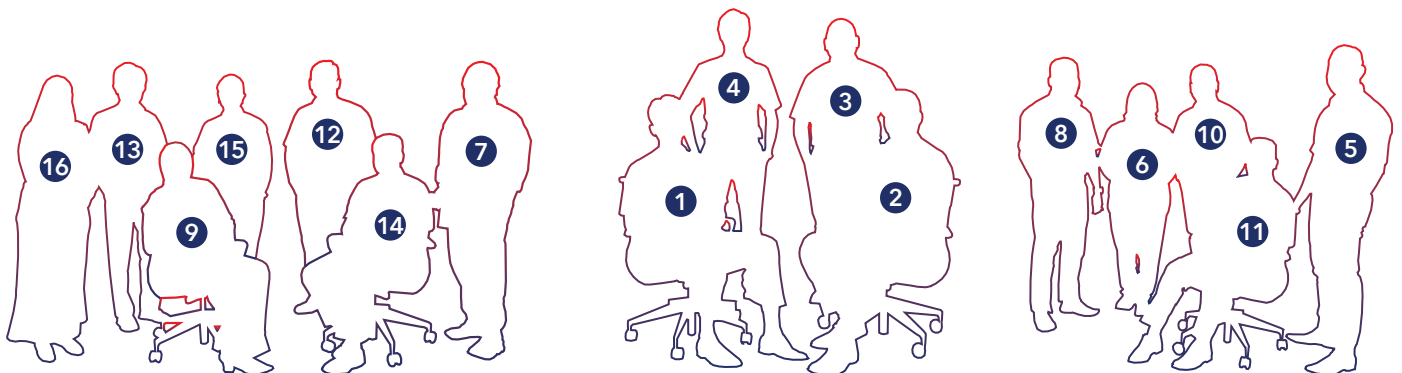
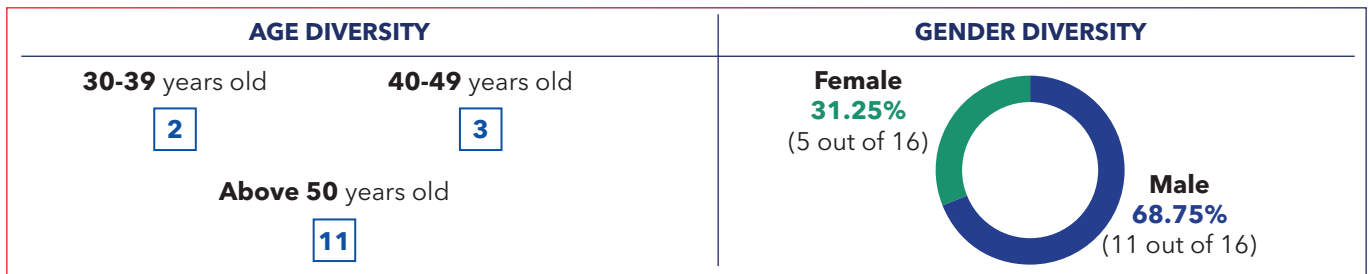


## SENIOR MANAGEMENT



1. **WAN RAZALI BIN W ZULKIFLI**  
Chief Executive Officer
2. **WAN AMIR HISYAM BIN WAN ZAKARIAH**  
Chief Operating Officer
3. **SHAHRULANUAR BIN ISHAK**  
Chief Strategy Officer
4. **SHAHID BIN ABDULLAH**  
Chief Financial Officer
5. **MOHAMMAD FAUZI BIN HAJI AHMAD**  
Head of Concessionaire Division
6. **HAYATI BINTI TAMZIR**  
Head of Contracts & Commercial, Engineering & Construction Division
7. **GAY SAW GHIN LYE**  
Director, Group Legal
8. **MOHD NASIR BIN MOHD NOOR**  
Operations Director, Property Development
9. **SUZANA BINTI SANUDIN**  
Group Company Secretary
10. **NUR HASMIN BIN KAMAROLLZAMAN**  
General Manager, TB Supply Base Sdn Bhd
11. **HAMKAMARUL BAHRI BIN MOHAMAD**  
General Manager Operation, Inter-Century Sdn Bhd (ICSB)
12. **AZMAN BIN AB KARIM**  
Head of Group Security
13. **AMLI BIN SAPRIN**  
Head, Group Human Resources & Administration
14. **ROZMAN BIN SHARIFF**  
Head, Group Corporate Assurance
15. **NADIA BINTI HANAFIAH**  
Head, Group Corporate Communications & Sustainability
16. **ZAIRIN ILENA BINTI ISMAIL**  
Head, Group IT & ERP

SENIOR MANAGEMENT



## SENIOR MANAGEMENT PROFILES

**WAN RAZALI BIN W ZULKIFLI**  
Chief Executive Officer



**M** **37** years old

**DATE JOINED:** 2 January 2018

**DATE OF APPOINTMENT TO CURRENT POSITION**  
15 January 2025

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Master of Science (MSc) in Management, Imperial College Business School, London, UK
- ❖ Master in Engineering (MEng): ACGI Civil & Environmental Engineering, Imperial College London, UK

**WORK EXPERIENCE (s)**

- ❖ Ahmad Zaki Sdn Bhd (2018 - 2024)
- ❖ VINCI Construction Grands Projets Sdn Bhd, Malaysia (2016 - 2018) & (2013 - 2014)
- ❖ VINCI Construction Grands Projets, Rueil Malmaison, France (2014 - 2016)

**WAN AMIR HISYAM BIN WAN ZAKARIAH**  
Chief Operating Officer



**M** **34** years old

**DATE JOINED:** 1 March 2019

**DATE OF APPOINTMENT TO CURRENT POSITION**  
15 January 2025

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Masters in Soil Mechanics (MSc, DIC), Imperial College London, UK
- ❖ Bachelor of Civil & Infrastructure Engineering (BEng. Hons.), RMIT University, Australia.

**WORK EXPERIENCE (s)**

- ❖ Ahmad Zaki Resources Berhad, Concession Division (2020 - 2024)
- ❖ Ahmad Zaki Sdn Bhd (2019 - 2020)
- ❖ AECOM (2016 - 2018)
- ❖ ARUP (2014)
- ❖ Ahmad Zaki Sdn Bhd (2010 - 2012)

**SHAHRULANUAR BIN ISHAK**  
Chief Strategy Officer



**M** **50** years old

**DATE JOINED:** 1 December 2021

**DATE OF APPOINTMENT TO CURRENT POSITION**  
1 January 2026

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Member of Malaysian Institute of Accountants (MIA)
- ❖ Fellow of Association of Chartered Certified Accountants ("ACCA"), UK
- ❖ BA (Hons.) Accounting and Finance, De Montfort University, Leicester, UK

- ❖ Diploma in Islamic Banking and Insurance, Institute of Islamic Banking and Insurance, London

**WORK EXPERIENCE (s)**

- ❖ Rohas Tecnic Berhad (2016 - 2021)
- ❖ Syarikat Takaful Malaysia Berhad (2015 - 2016)
- ❖ Deloitte Malaysia (2015 - 2015)
- ❖ Maxis Berhad (2011 - 2015)
- ❖ KPMG Malaysia (1999 - 2011)

## SENIOR MANAGEMENT PROFILES

**SHAHID BIN ABDULLAH**

Chief Financial Officer

**M** 50 years old**DATE JOINED:**

17 January 2022

**DATE OF APPOINTMENT TO CURRENT POSITION**

1 January 2026

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Fellow of Association of Chartered Certified Accountants ("ACCA"), UK
- ❖ BA (Hons.) Accounting and Finance, Lancaster University, Lancaster, UK

**WORK EXPERIENCE (s)**

- ❖ Sapura Resources Berhad (2013 - 2022)
- ❖ Maxis Berhad (2012 - 2013)
- ❖ Sapura Resources Berhad (2007 - 2011)
- ❖ Dawama Sdn Bhd (2002 - 2007)
- ❖ KPMG, Kuala Lumpur (1999 - 2002)

**MOHAMMAD FAUZI BIN HAJI AHMAD**

Head of Concessionaire Division

**M** 59 years old**DATE JOINED:** 3 October 2011**DATE OF APPOINTMENT TO CURRENT POSITION**

6 November 2017

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Bachelor of Science in Civil Engineering, University of Pittsburgh, USA

**WORK EXPERIENCE (s)**

- ❖ Radicare (M) Sdn Bhd (2001 - 2005)
- ❖ Abrar-Manfield Consortium (1996 - 2001)
- ❖ Kuala Lumpur City Centre ("KLCC") (1993 - 1996)
- ❖ Projek Penyelenggaraan Lebuhraya ("PROPEL") (1990 - 1993)
- ❖ Pengurusan Lebuhraya Berhad ("PLB") (1989 - 1990)

**HAYATI BINTI TAMZIR**

Head of Contracts &amp; Commercial, Engineering &amp; Construction Division

**F** 59 years old**DATE JOINED:** 2 January 2018**DATE OF APPOINTMENT TO CURRENT POSITION**

15 January 2025

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Bachelor of Building, New South Wales University, Sydney, Australia

**WORK EXPERIENCE (s)**

- ❖ UEM Builders Berhad, posted in India (2010 - 2017)
- ❖ Pembinaan Bintang Baru Sdn Bhd (2010)
- ❖ Syarikat Siah Brothers Trading Sdn Bhd (1990 - 2010)

## SENIOR MANAGEMENT PROFILES

**GAY SAW GHIN LYE**

Director, Group Legal



F

68 years old

**DATE JOINED:** 1 October 2020**DATE OF APPOINTMENT TO CURRENT POSITION**

1 February 2022

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Council of Higher Legal Education, London, UK (Lincoln's Inn)
- ❖ LL.B (Hons.) University of London, UK

**WORK EXPERIENCE (s)**

- ❖ UEM Builders Berhad (2008 - 2019)
- ❖ Ninebio Sdn Bhd (2007 - 2008)
- ❖ M/s Abu Talib Shahrom & Zahari (1993 - 2007)
- ❖ M/s Cheang & Ariff (1991 - 1993)
- ❖ M/s Abdul Ghani & Co. (1988 - 1991)
- ❖ M/s Mokhtar & Co. (1986 - 1988)

**MOHD NASIR BIN MOHD NOOR**

Operations Director, Property Development



M

48 years old

**DATE JOINED:** 4 October 2021**DATE OF APPOINTMENT TO CURRENT POSITION**

1 May 2025

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Master of Science (Construction Management), Universiti Teknologi Malaysia ("UTM")
- ❖ B. SC, Property Management, Universiti Teknologi Malaysia ("UTM")

**WORK EXPERIENCE (s)**

- ❖ Real Estate/Development Advisor/Consultant (2021)
- ❖ MK Land Holdings Bhd (2017 - 2020)
- ❖ Glenmarie Properties Sdn Bhd (2010 - 2017)
- ❖ UM Land Bhd (2002 - 2010)
- ❖ Hakimi & Associates Sdn Bhd (2000 - 2002)

**SUZANA BINTI SANUDIN**

Group Company Secretary



F

57 years old

**DATE JOINED:** 15 April 2022**DATE OF APPOINTMENT TO CURRENT POSITION**

13 May 2022

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Licensed by the Companies Commission of Malaysia
- ❖ Bachelor of Science (Accounting with Law), De Montfort University, Leicester, UK

**WORK EXPERIENCE (s)**

- ❖ Boustead Heavy Industries Corporation Berhad (2008 - 2022)
- ❖ MK Land Holdings Berhad (1995 - 2008)

## SENIOR MANAGEMENT PROFILES

**NUR HASMIN BIN KAMAROLLZAMAN**

General Manager, TB Supply Base Sdn Bhd

**M** 45 years old**DATE JOINED:** 25 April 2022**DATE OF APPOINTMENT TO CURRENT POSITION**

25 April 2022

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Bachelor of Science in Applied Geology, Universiti Malaya
- ❖ Member of Geological Society of Malaysia (GSM)
- ❖ Member of Society of Petroleum Engineers

**WORK EXPERIENCE (s)**

- ❖ Viddacom (B) Sdn Bhd (2014 - 2022)
- ❖ Halliburton Energy Services (M) Sdn Bhd (2012 - 2014)
- ❖ Varel International (2010 - 2012)
- ❖ Smith International (2008 - 2010)
- ❖ Geoservices (2005 - 2008)

**HAMKAMARUL BAHRI BIN MOHAMAD**

General Manager Operation, Inter-Century Sdn Bhd (ICSB)

**M** 59 years old**DATE JOINED:** 1 September 1996**DATE OF APPOINTMENT TO CURRENT POSITION**

1 January 2010

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Diploma in Automotive Engineering

**WORK EXPERIENCE (s)**

- ❖ Perwaja Steel (1993 - 1996)

**AZMAN BIN AB KARIM**

Head of Group Security

**M** 62 years old**DATE JOINED:** 3 June 2025**DATE OF APPOINTMENT TO CURRENT POSITION**

3 June 2025

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Master in Business Administration, Universiti Teknologi MARA
- ❖ Degree in Communication & Psychology, Universiti Kebangsaan Malaysia
- ❖ Diploma in Psychological Operations, Fort Bragg, North Carolina, USA

**WORK EXPERIENCE (s)**

- ❖ ANS Training & Consultant (2023 - 2025)
- ❖ Petroleum Industry Malaysia Mutual Aid Group (2021 - 2023)
- ❖ Malaysia Marine Heavy Engineering, Petronas (2019 - 2021)
- ❖ MISC BHD, Petronas (2013 - 2019)
- ❖ Defence Intelligence Staff Division, Ministry of Defence (1988 - 2013)

## SENIOR MANAGEMENT PROFILES

**AMLI BIN SAPRIN**

Head, Group Human Resources &amp; Administration

**M** 60 years old**DATE JOINED:** 15 January 2024**DATE OF APPOINTMENT TO CURRENT POSITION**

1 July 2024

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Bachelor of Human Resource Management, Open Universiti Malaysia
- ❖ Diploma in Public Administration, Universiti Teknologi MARA
- ❖ Certificate in Human Resource Management - Malaysian Institute of Human Resource Management

**WORK EXPERIENCE (s)**

- ❖ Freelance HR Consulting Services (2021 - 2023)
- ❖ Boustead Heavy Industries Corporation Bhd (2018 - 2021)
- ❖ EURO Malaysia Sdn Bhd (2017 - 2018)
- ❖ Sibelco Malaysia Sdn Bhd (2013 - 2016)
- ❖ SGS Malaysia Sdn Bhd (2002 - 2012)
- ❖ Beiersdorf Malaysia Sdn Bhd (1995 - 2002)
- ❖ CAM Precision Components Sdn Bhd (1994 - 1995)
- ❖ SNC Industrial Laminates (1991 - 1994)
- ❖ Pasir Gudang Edible Oil Sdn Bhd (1989 - 1991)
- ❖ Nalin Industries Sdn Bhd (1986 - 1988)

**ROZMAN BIN SHARIFF**

Head, Group Corporate Assurance

**M** 65 years old**DATE JOINED:** 15 August 2023**DATE OF APPOINTMENT TO CURRENT POSITION**

15 August 2023

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Advanced Diploma in Business Studies (Marketing), Universiti Teknologi Mara
- ❖ Diploma in Banking Studies, Universiti Teknologi MARA
- ❖ Certification in Training - Train the Trainer (HRDF)
- ❖ The Certified Compliance Officers' Programme ("CCOP") - Ahmad Ibrahim Kulliyah of Laws ("UIA")

- ❖ ASEAN Risk Awards - Risk Manager of the Year 2018, Enterprise Risk Management Academy ("ERMA")

**WORK EXPERIENCE (s)**

- ❖ Boustead Heavy Industries Corporation Berhad (2013 - 2020)
- ❖ Bank Simpanan Nasional Malaysia (2011 - 2013)
- ❖ Standard Chartered Bank (2011)
- ❖ Maybank (1993 - 2010)

## SENIOR MANAGEMENT PROFILES

**NADIA BINTI HANAFIAH**

Head, Group Corporate Communications &amp; Sustainability



F

56 years old

**DATE JOINED:** 1 August 2023**DATE OF APPOINTMENT TO CURRENT POSITION**

1 August 2023

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Master of Business Administration, Cardiff University, Wales
- ❖ ICSA-Malaysian Institute of Chartered Secretaries & Administrators
- ❖ Diploma in Accountancy, Universiti Teknologi MARA

**WORK EXPERIENCE (s)**

- ❖ Yayasan UEM (2019 - 2020)
- ❖ UEM Group Berhad (2010 - 2018)
- ❖ UEM Builders Berhad (2007 - 2010)
- ❖ UEM Construction Sdn Bhd (2002 - 2006)
- ❖ PUTRA-LRT (Renong Group) (2000 - 2002)
- ❖ Garden International School (MBF Education) (1996 - 1997)
- ❖ Guthrie Malaysia Trading Corp Sdn Bhd (1995)
- ❖ Bukit Dedap Sdn Bhd (1991 - 1993)

**ZAIRIN ILENA BINTI ISMAIL**

Head, Group IT &amp; ERP



F

49 years old

**DATE JOINED:** 24 May 2021**DATE OF APPOINTMENT TO CURRENT POSITION**

24 May 2021

**ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- ❖ Diploma in Computer Science, Universiti Teknologi MARA

**WORK EXPERIENCE (s)**

- ❖ MMC Gamuda KVMRT (T) Sdn Bhd (2015 - 2021)
- ❖ Hitachi Sunway Information Systems Sdn Bhd (2009 - 2015)
- ❖ Doe Industries Sdn Bhd (2000 - 2009)

**Notes:****Family Relationship:**

Except for Wan Razali Bin W Zulkifli, the son of Dato' Ir. W Zulkifli Bin Haji W Muda, the director of AZRB, Wan Amir Hisyam Bin Wan Zakariah, the son of Dato' Sri Wan Zakariah Bin Haji Wan Muda and Wan Ramzi Bin Haji Wan Muda, who are the siblings of the late Tan Sri Haji Wan Zaki Bin Haji Wan Muda, the Founder of AZRB, and Dato' Sri Wan Zakariah Bin Haji Wan Muda. None of the other Senior Management has any family relationship with other Directors and/or major shareholders of the Company.

**Conflict of Interest:**

Save as disclosed in the related party transactions on Note No. 37 in the Financial Statements of this Annual Report, none of the Senior Management has any conflict of interest with the Company during the financial period.

**Convictions of Offences:**

None of the Senior Management has been convicted of any offence within the past five (5) years nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial period ended 31 December 2025.

**Directorship in Public Companies and Listed Issuers :**

None of the Senior Management has any directorship in public companies and listed issuers.

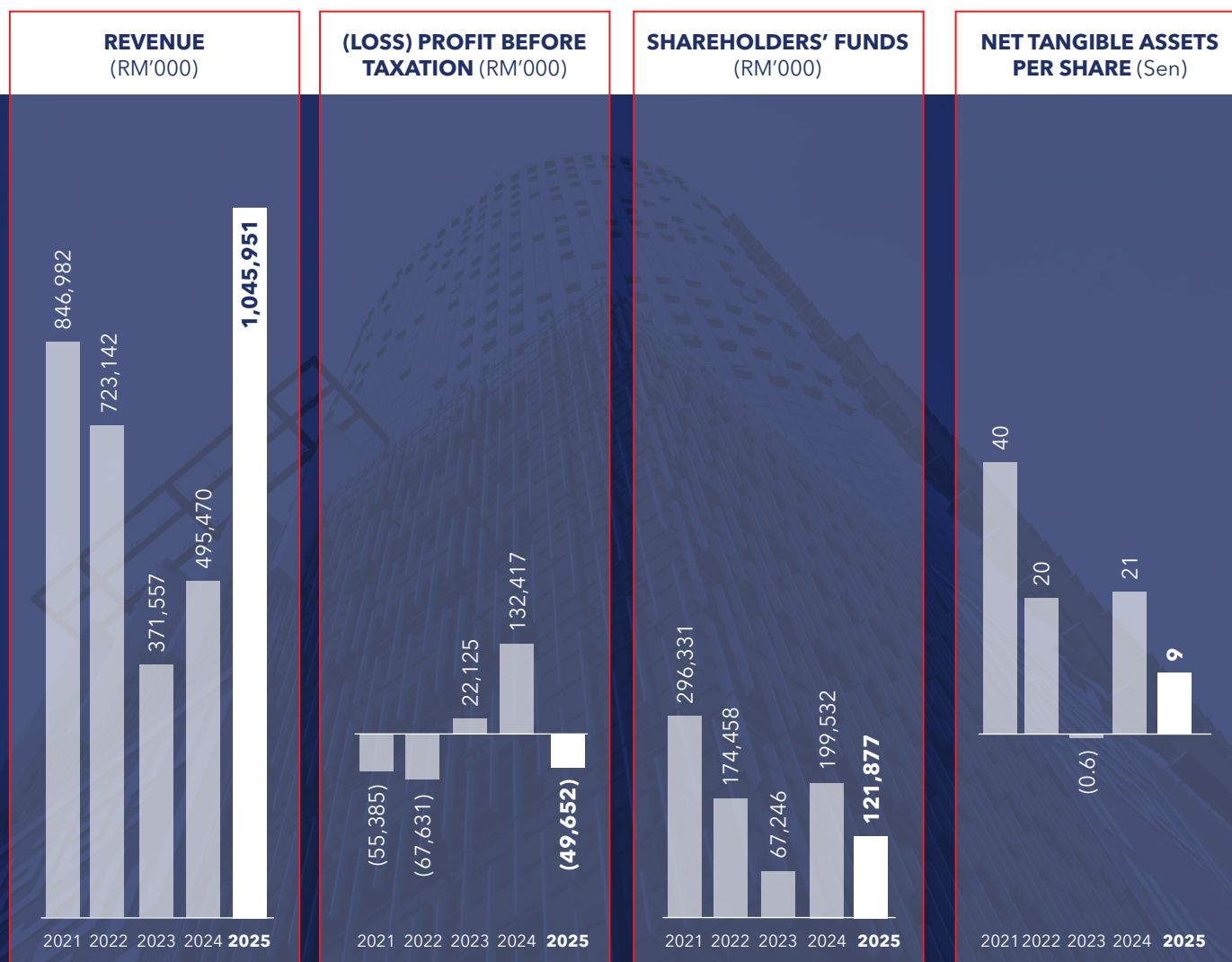
## 5-YEAR FINANCIAL HIGHLIGHTS

## GROUP FIVE-YEAR SUMMARY

	2021	(Restated) 2022	(Restated) 2023	2024	2025
Revenue (RM '000)	846,982	723,142	371,557	495,470	<b>1,045,951</b>
(Loss)/Profit Before Taxation (RM '000)	(55,385)	(67,631)	22,125	132,417	<b>(49,652)</b>
(Loss)/Profit Attributable to Owners of the Company (RM '000)	(68,637)	(76,758)	(89,231)	95,130	<b>(73,558)</b>
Paid-up Capital (RM '000)	197,536	197,536	197,536	237,635	<b>237,635</b>
Shareholders' Funds (RM '000)	296,331	174,458	67,246	199,532	<b>121,877</b>
Net Tangible Assets Per Share (Sen)	40	20	(0.6)	21	<b>9</b>

Source:

Extracted from audited financial statements as of 30 June 2024 and 31 December 2025.



## CALENDAR OF EVENTS

● **16 JULY 2024**

Site visit by bank officers at the EKVE project site.



● **13 AUGUST 2024**

Bank Muamalat representatives visited the Sultan Ahmad Shah Medical Centre @IIUM in Bandar Indera Mahkota, Kuantan, Pahang.



● **19 - 20 AUGUST 2024**

Workshop on Proposal for 300 Beds, Maintenance Reserve Fund and Proposal Supply and Installation of Air-Conditioning units at SASMEC @IIUM wards attended by representatives from the Ministry of Higher Education ("MoHE"), Development Division IIUM Gombak and SASMEC @IIUM Management at Dorsett Putrajaya.

● **6 SEPTEMBER 2024**

AZRB Auxiliary Police Inspection by the Crime Prevention, Safety & Community Department, Wangsa Maju District Police Headquarters.

● **12 SEPTEMBER 2024**

Official visit by the Wangsa Maju District Police Chief, ACP Mohamad Lazim bin Ismail at Menara AZRB.



● **4 NOVEMBER 2024**

Invest@Kelantan Forum & Expo ("INFEX 2024") at Renai Hotel Kota Bharu, Kelantan.



● **4 DECEMBER 2024**

Site visit to EKVE by representatives from the United Kingdom Accreditation Service ("UKAS"), the Ministry of Works, the Ministry of Finance and the Malaysian Highway Authority (Lembaga Lebuhraya Malaysia - "LLM").



CALENDAR OF EVENTS



- **12 DECEMBER 2024**  
27<sup>th</sup> Annual General Meeting (“AGM”) 2024 at Menara AZRB.



- **31 DECEMBER 2024**  
Site visit to EKVE Project by the Director General of UKAS, LLM, and representatives from Bank Pembangunan Malaysia Berhad (“BPMB”) and Maybank.

- **15 JANUARY 2025**  
Carigali HESS Operating Company Senior Management visit to TBSB.



- **23 JANUARY 2025**



EKVE project site visit by officials from the Department of Minerals and Geoscience.



- **19 FEBRUARY 2025**  
YBhg. Tan Sri Dato’ Seri Haji Shamsul Azri bin Abu Bakar, Chief Secretary to the Government of Malaysia visited the EKVE construction site.



Officials from BPMB visit to the EKVE project site.



- **4 MARCH 2025**  
Courtesy visit to the Chief of the Ampang Jaya District Police, held at the Ampang Jaya District Police Headquarters, by representatives from AZRB’s Safety Division and the EKVE project team.

CALENDAR OF EVENTS

● 5 MARCH 2025

Courtesy visit to the Chief of the Kajang District Police, held at the Kajang District Police Headquarters, by representatives from AZRB's Safety Division and the EKVE project team.



● 6 MARCH 2025

Zakat Wakalah 2024 distribution at Menara AZRB.



● 17 MARCH 2025

Officials from Malaysian Petroleum Management visit to TBSB.



● 14 APRIL 2025

Board of Directors visit to the EKVE construction site.



● 26 APRIL 2025

Hari Raya Aidilfitri AZRB 2025 celebration at Menara AZRB.

● 30 APRIL 2025

Visit by YB Kamri Adun Bukit Antarabangsa, officials from the Public Works Department (*Jabatan Kerja Raya* - "JKR") Gombak, LLM, Ampang Jaya Municipal Council (*Majlis Perbandaran Ampang Jaya* - "MPAJ") and community representatives from the community to the EKVE project site.



● 9 MAY 2025

Visit to EKVE project site and Restructuring Alignment Meeting with the Director General of UKAS.



CALENDAR OF EVENTS



- **14 MAY 2025**  
Opening Ceremony for Paediatric ICU and Fertility Centre at Sultan Ahmad Shah Medical Centre @IIUM by HRH Tengku Ampuan Pahang, Tunku Azizah Aminah Maimunah Iskandariah binti Al Marhum Sultan Iskandar Al-Haj.

- **19 MAY 2025**  
Official visit to the Director of the Crime Prevention, Safety & Community Department Selangor at Selangor Contingent Police Headquarters, Shah Alam.

- **19 MAY 2025**  
YB Tuan Syahredzan Johan, Bangi Member of Parliament visit to EKVE project site.

- **23 MAY 2025**  
Universiti Tenaga Nasional faculty members and students visit to EKVE project site.



- **10 JUNE 2025**  
HESS Management visit to TBSB.



- **12 JUNE 2025**  
Datin Sri Dato' Asmawati binti Ahmad, President, Tuan Ahmad Hussaini bin Abdullah, Vice President and members of - the Malaysia Auxiliary Police Association visit to TBSB.

- **25 JUNE 2025**  
Visit by the Head of the Traffic Division of the Ampang District Police Headquarters to the EKVE project site.



CALENDAR OF EVENTS

- **25 JUNE 2025**  
YB Sany Hamzan, Member of Parliament Hulu Langat visit to EKVE project site.



- **26 JUNE 2025**  
Member of Parliament site visit to TBSB.



- **1 JULY 2025**  
Visit by PenMedic Board of Directors to Sultan Ahmad Shah Medical Centre @IIUM, Kuantan.



- **2 JULY 2025**  
Chief of Traffic Investigation and Enforcement Division, Kajang District visit to EKVE project site.



- **8 JULY 2025**  
Yg Berusaha ASP Mohd Azam Ismail, Chief of Police, Ampang District visit to EKVE (Section 1) project site.



- **8 JULY 2025**  
Chief of Police, Kajang District visit to EKVE Corporate Office.



- **10 JULY 2025**  
Site visit for the completion of the EKVE highway project with officials from the Ministry of Works (Kementerian Kerja Raya - "KKR") and LLM.



- **11 JULY 2025**  
Site visit for boundary delineation with the Ampang District Police Headquarters, Kajang District Police Headquarters, MPAJ and Kajang District Council (Majlis Perbandaran Kajang) at the EKVE project site.



CALENDAR OF EVENTS



- **14 JULY 2025**  
Ts. Haji Hasrolnizam Bin Shaari, Deputy President of MPAJ visit to EKVE (Section 1).



- **23 JULY 2025**  
Visit by YBhg. Dato' Haji Mohd Jusni bin Hashim, Hulu Langat District Officer, to the EKVE Project (Section 1).



- **29 JULY 2025**  
Yg Berusaha Tuan Mohd Azrul Bin Hashim, Director of the Department of Director General of Lands and Mines (Selangor) (Jabatan Ketua Pengarah Tanah dan Galian - "JKPTG" Negeri Selangor) visit to EKVE (Section 1).

- **6 AUGUST 2025**  
YBhg. Dato' Ir. Sazali Bin Harun, Director General of LLM visit to EKVE (Section 1).



- **12 AUGUST 2025**  
YBhg. Dato' Seri Azman bin Ibrahim, KKR Chief Secretary visit to EKVE (Section 1).



- **12 AUGUST 2025**  
Head of Crime Prevention and Community Safety Department (Jabatan Pencegahan Jenayah dan Keselamatan Komuniti), Wangsa Maju District Police Headquarters visit to Menara AZRB.



CALENDAR OF EVENTS



- **14 AUGUST 2025**  
YDH. ACP Naazron Bin Abdul Yusuf, Police Chief of Kajang District, visit to EKVE (Section 1).



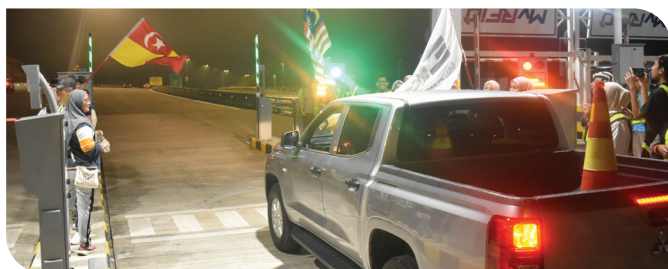
- **25 AUGUST 2025**  
Officials from JKR Hulu Langat visit to EKVE.



- **26 AUGUST 2025**  
Memorandum of Understanding Signing Ceremony between TBSB & University Malaysia Kelantan ("UMK") at Auditorium, TBSB.



- **29 AUGUST 2025**  
Official launch of EKVE at Plaza Tol Ampang.



- **30 AUGUST 2025**  
Official opening of Toll Plazas , EKVE (Section 1).

- **11 SEPTEMBER 2025**  
Emergency Action Plan Briefing for the EKVE at the Operations Office, Ampang Toll Plaza.



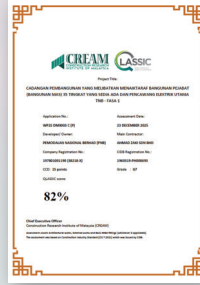
- **25 OCTOBER 2025**  
Implementation of Toll Collection at EKVE Toll Plazas (Section 1).

## AWARDS AND RECOGNITIONS 2025

**QLASSIC Score 82% for PNB 1194 (Office Building)**

CREAM-CIDB Malaysia

**2025**



**4-Star Award - SCORE Certificate of Achievement**

CIDB Malaysia & SME Corp Malaysia

**2024**



**5-Star SHASSIC Achiever Award for BBCC Project**

CIDB Malaysia

**2020**



**QLASSIC Score 82% for Block A & B, Annex Building Block C, Infrastructure & Landscaping Works for POC Project**

CREAM-CIDB Malaysia

**2021**



**QLASSIC Score 84% for UTP Project**

CREAM-CIDB Malaysia

**2021**



**5-Star SHASSIC Achiever Award for UTP Project**

CIDB Malaysia

**2020**



**38th MSOSH Occupational Safety and Health Awards: Silver Award for KVMRT Package V202 Project**

Malaysian Society for Occupational Safety and Health ("MSOSH")

**2019**



**Best Company for IR (micro-cap company category)**

Malaysian Investor Relations Association ("MIRA")

**2019**



**Green Building Index Platinum Rating Certification: Main Contractor**

Green Building Index Sdn Bhd

**2016**

**The Malaysian Construction Industry Excellence Awards 2017: The Best Project Award (Building Project - Major Category)**

CIDB Malaysia

**2017**

**The Malaysian Construction Industry Excellence Awards 2017: Green Construction Award**

CIDB Malaysia

**2017**

**The Malaysian Construction Industry Excellence Awards 2017: Builder of the Year Award**

CIDB Malaysia

**2017**

**PAM Award Commendation: Commercial High-Rise (for Menara Kerja Raya)**

Pertubuhan Arkitek Malaysia

**2015**

**PAM Award Gold: Commercial High-Rise Office (for Menara AZRB)**

Pertubuhan Arkitek Malaysia

**2013**

**The Malaysian Construction Industry Excellence Awards 2013: The Best Project Award (Building Project - Medium Category for Menara AZRB)**

CIDB Malaysia

**2013**

**The Malaysian Construction Industry Excellence Awards 2011: Special Mention Award (Environment) - Environmental Best Practices Award**

CIDB Malaysia

**2011**

AWARDS AND RECOGNITIONS 2025

**3-Star Award -  
SCORE Certificate  
of Achievement**

CIDB Malaysia &  
SME Corp Malaysia



2024

**5-Star Award - Sistem Penilaian  
Keselamatan dan Kesihatan Dalam  
Pembinaan (Safety and Health  
Assessment System in Construction -  
"SHASSIC") SCORE 95.53%  
for POC Project**

CIDB Malaysia



2022

**PAM Awards 2022 for  
Excellence in Architecture  
(PAM Award Gold-Special  
Category) for Saloma  
Link.**

Malaysian Institute of  
Architects



2022



**39th MSOSH Occupational Safety  
and Health Awards: Gold Class 2 for  
Petronas Office Complex Project**

Malaysian Society for Occupational  
Safety and Health (MSOSH)

2021

**Sustainable  
INFRASTAR Rating  
Certificate for MRT  
V202/S202 Project**

MMC Gamuda

2022



**Best IR Website (micro-cap  
company category)**

Malaysian Investor Relations  
Association (MIRA)



2019



**Merit Award - Most  
Improved  
Corporate Governance  
Disclosure 2018**

Minority Shareholders Watch  
Group (MSWG)

2019

**5-Star Award - SCORE  
Certificate of Achievement**

CIDB Malaysia &  
SME Corp Malaysia

2018

**Best Under Billion Awards  
2018 - Best Sustainability  
Reporting (RM150 Million  
to RM499 Million Market  
Cap Category)**

Focus Malaysia

2018

**5-Star Award - Sistem  
Penilaian Keselamatan  
dan Kesihatan Dalam  
Pembinaan ("SHASSIC")**

CIDB Malaysia

2018

**GOLD Safety Award 2018 -  
East Klang Valley Expressway  
5.5 Million Man-Hours  
Without Lost Time Injury  
("LTI"):**

Kementerian Kerja Raya &  
Lembaga Lebuhraya

2018

**4-Star Award -  
SCORE Certificate of  
Achievement**

CIDB Malaysia &  
SME Corp Malaysia

2018

**The Malaysian  
Construction  
Industry Excellence  
Awards 2011:  
CEO of The Year**

CIDB Malaysia

2011

**Bumiputera Entrepreneur  
Award 2010: Construction  
Cluster Award  
(Infrastructure)**

Gagasan Badan Ekonomi  
Melayu ("GABEM")

2010

**The Malaysian  
Construction Industry  
Excellence Awards 2006:  
Builder of the Year Award**

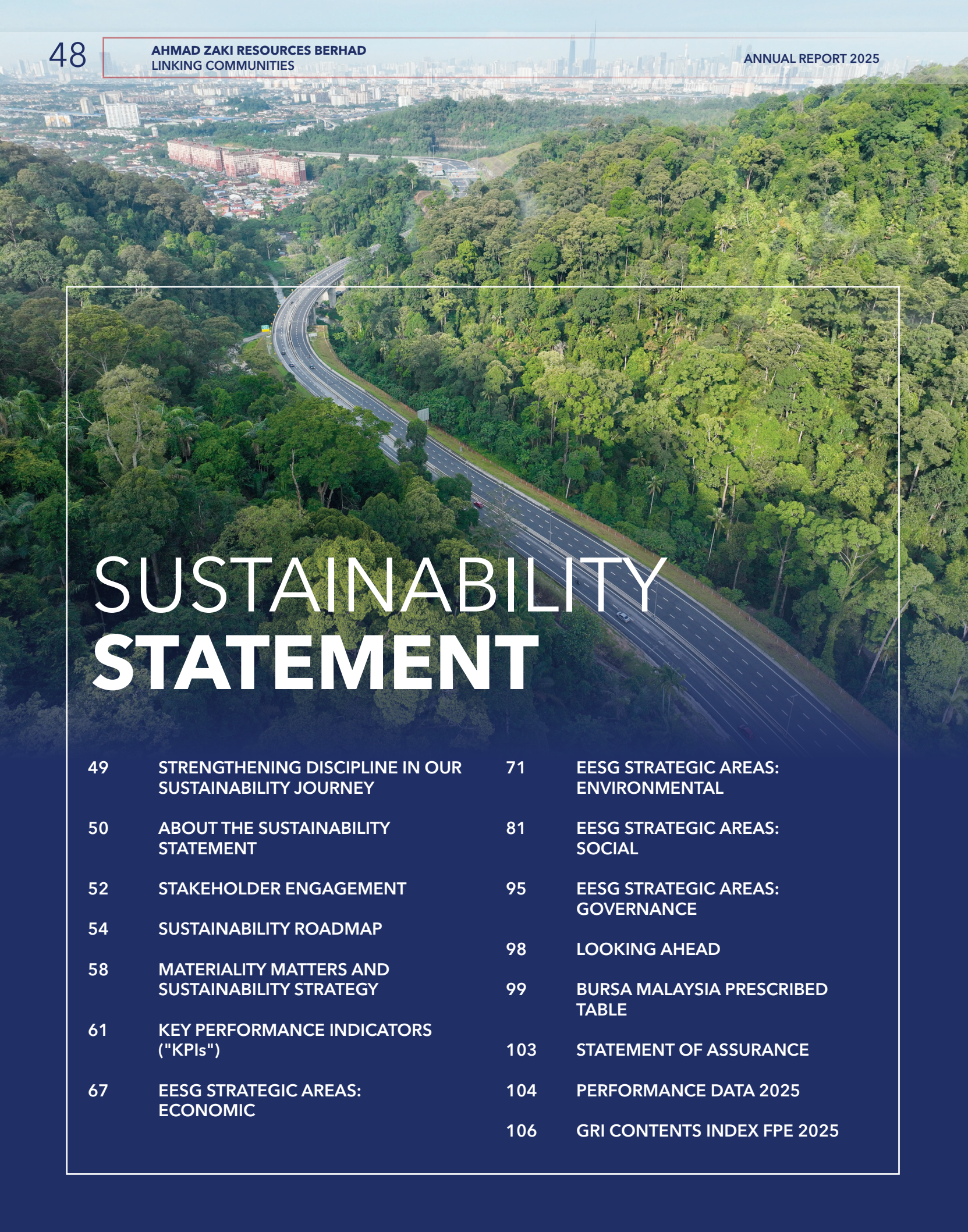
CIDB Malaysia

2006

**The Malaysian  
Construction Industry  
Excellence Awards 2000:  
Builder of the Year Award**

CIDB Malaysia

2000



# SUSTAINABILITY STATEMENT

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## STRENGTHENING DISCIPLINE IN OUR SUSTAINABILITY JOURNEY (GRI 2-22)

**AZRB continued to strengthen its sustainability practices during the financial period ended 31 December ("FPE 2025"), improving operational discipline, managing risks more effectively and creating long-term value for the Group and its stakeholders.**

Efforts focused on reinforcing governance practices, improving the consistency of disclosures and embedding sustainability considerations across our Engineering and Construction ("E&C"), Oil and Gas ("O&G"), Property, and Concession businesses.

AZRB remained focused on transparency and accountability through clearer policies, structured monitoring and broader data coverage across business units. Reporting processes were expanded to include operational sites, project activities and support functions, providing a more complete picture of our Economic, Environmental, Social and Governance ("EESG") performance and strengthening our ability to identify risks and opportunities.

The Group is also preparing for evolving sustainability disclosure requirements, including the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards, as adopted under the Bursa Malaysia Securities Berhad ("Bursa Securities") Main Market Listing Requirements ("MMLR"), namely IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures issued by the International Sustainability Standards Board ("ISSB"), which applies to AZRB for the FYE 2026 reporting period.

Preparatory work is underway to improve climate-related data collection, strengthen internal controls and review governance processes to ensure future disclosures comply with emerging regulatory expectations in Malaysia.

Environmental management is a key focus for the Group. Construction and infrastructure activities are resource-intensive, requiring careful oversight of energy, water and materials. During the year, monitoring of electricity use, machinery fuel consumption and employee commuting patterns was expanded as additional project sites were included in the reporting scope. More comprehensive tracking of these areas allows for better resource planning, cost controls and readiness for evolving regulatory and climate-related requirements.

Health and safety remain central to our operations given the labour-intensive nature of our businesses. Safety awareness programmes, training initiatives and management controls were reinforced across project sites and operating facilities. Continuous improvement in safety practices is essential to protecting our workforce and maintaining operational reliability.



**DATO' ROSLAN TAN SRI JAFFAR**

Executive Director

Human capital development is a priority for the Group. Training programmes across technical and non-technical areas were undertaken to build competencies, improve productivity and enable career progression. Workforce planning, engagement initiatives and retention efforts are important as the Group manages labour requirements across multiple projects and locations.

Sound governance underpins our sustainability agenda. Procurement processes, corporate assurance activities and ethical conduct policies were enhanced to improve transparency in tendering, vendor management and stakeholder engagement. These measures are important given the complexity of contracts and the need to maintain trust with clients, partners and regulators.

Operational initiatives aligned with our material sustainability matters were implemented during the year. The Group improved quality management systems, expanded vendor development programmes and refined project execution practices, improving efficiency and resilience across our businesses.

Looking ahead, AZRB will refine sustainability targets, improve data systems and integrate environmental and social considerations into business planning. Greater emphasis will be placed on resource efficiency, workforce capability, supply chain governance and safe operations, alongside prudent financial management.

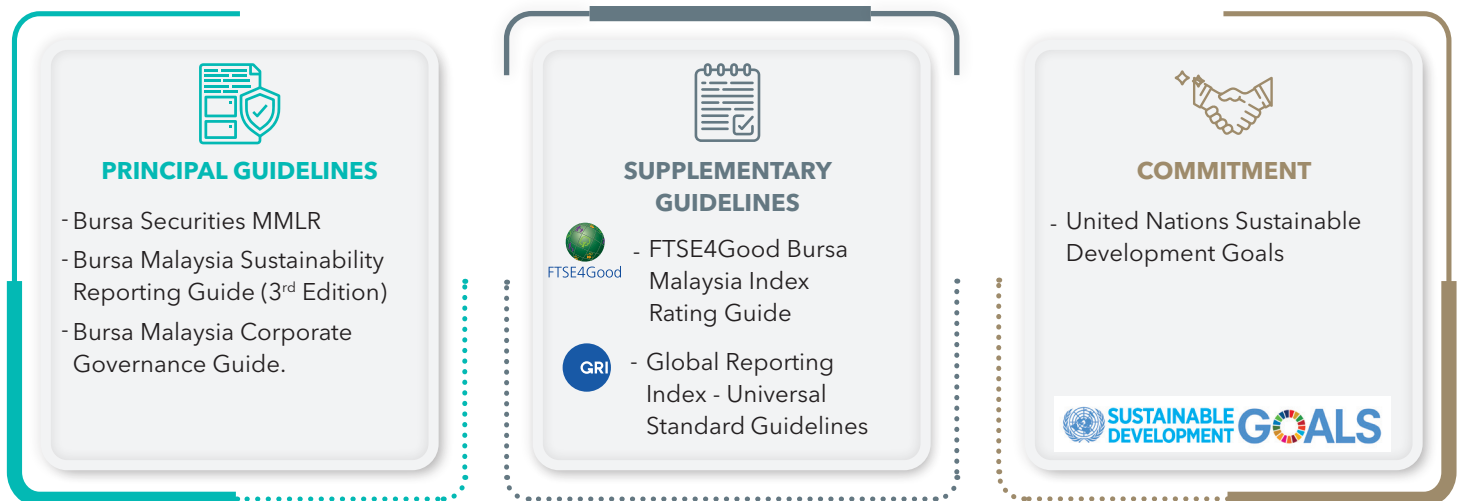
Sustainability is integral to the Group's long-term transformation. Effective execution, sound governance and regular engagement with stakeholders will guide our efforts to enhance operational performance and manage emerging risks. Through these efforts, AZRB will be better positioned to contribute responsibly to Malaysia's development while creating lasting value for shareholders, employees, partners and communities.

## ABOUT THE SUSTAINABILITY STATEMENT (GRI 2-1 to 2-5, 2-22)

The eighth edition of AZRB's Sustainability Statement ("the Statement") presents a comprehensive overview of key EESG matters. The Statement highlights data, initiatives and performance of subsidiary companies and divisions within the Group in Malaysia, where applicable.

### REFERENCES AND GUIDELINES (GRI 2-1 to 2-3)

This Statement adheres to the frameworks and guidelines of Bursa Securities MMLR, Bursa Malaysia Sustainability Reporting Guide (3rd Edition) and Bursa Malaysia Corporate Governance Guide. This Statement also refers to the FTSE4Good Bursa Malaysia ("F4GBM") Index criteria and the guidelines of the Global Reporting Initiative ("GRI").



### REPORTING PERIOD, SCOPE AND BOUNDARY

(GRI 2-1, 2-2, 2-3, 2-26)

Reporting Period: 1 July 2024 to 31 December 2025.

This Statement discloses all four divisions of AZRB Group, E&C, O&G, Property and Concession.

### CONTACT US (GRI 2-3, 2-26)

We welcome your feedback to improve our initiatives in addressing our stakeholders' concerns. Comments and suggestions can be raised to [sustainability@azrb.com](mailto:sustainability@azrb.com)

## ABOUT THE SUSTAINABILITY STATEMENT (GRI 2-1 to 2-5, 2-22)



## ENGINEERING &amp; CONSTRUCTION

**PNB 1194**

📍 Jalan Sultan Ismail, Kuala Lumpur  
35-storey office block & 50-storey hotel tower.

**PETRONAS OFFICE COMPLEX ("POC")**

📍 Kerteh, Kemaman, Terengganu Darul Iman  
PETRONAS office complex and PETRONAS 1 operations complex, new annexe building, infrastructure and landscaping works.

**KUALA LUMPUR OUTER RING ROAD ("KLORR")**

📍 Sg. Long-Kajang-Ukay Perdana in Ulu Klang, Selangor Darul Ehsan  
Dual two-lane EKVE with a total length of 39.66 km.

**PNB 118**

📍 Jalan Hang Jebat, Kuala Lumpur  
Construction of Jalan Hang Jebat, Jalan Kenanga and Chin Woo Tunnels and associated works for PNB 118.

**TANJUNG LUMPUR, KUANTAN ("TGLK")**

📍 Tanjung Lumpur, Kuantan, Pahang Darul Makmur  
Dual two-lane bridge across Sungai Kuantan to connect Kuantan City and Tanjung Lumpur, including the Kuantan Putra Bridge flyover.

**MASJID BANDARAYA KOTASAS ("MBK")**

📍 Kota Sultan Ahmad Shah, Kuantan, Pahang Darul Makmur  
Development of city mosque.

**PROJEK JALAN PINTAS CAMERON HIGHLANDS ("CAM")**

📍 Cameron Highlands, Pahang Darul Makmur  
Upgrading and construction of new road from McDonald's roundabout to Brinchang/Time Tunnel (ft 59) junction and at Kea Farm, Cameron Highlands, Pahang.

**ISTANA ABU BAKAR, PEKAN ("IAB")**

📍 Pekan, Pahang Darul Makmur  
Upgrading and renovation works of Istana Abu Bakar.

**PORT DICKSON SPECIALIST HOSPITAL ("HPPD")**

📍 Port Dickson, Negeri Sembilan Darul Khusus  
Construction of hospital facilities and associated infrastructure works.

**JAMBATAN KAMPUNG BINJAI ("JKB")**

📍 Pahang Darul Makmur  
Construction of bridge and associated roadworks at Kampung Binjai, Pahang.



## OIL &amp; GAS

**TB SUPPLY BASE SDN. BHD. ("TBSB")**

📍 Tok Bali, Kelantan Darul Naim  

- Integrated support services and facilities for the O&G industry serving offshore Peninsular Malaysia and the Gulf of Thailand.

**INTER-CENTURY SDN. BHD. ("ICSB")**

📍 Kerteh, Kemaman, Terengganu Darul Iman  

- Supply of marine fuel products and lubricants at Kemaman Supply Base to support clients' offshore O&G platform operations in the East Coast of Peninsular Malaysia.

**ASTRAL FAR EAST SDN. BHD. ("AFESB")**

📍 Tok Bali, Kelantan Darul Naim  

- Principally engaged in the supply of fuel and potable water in TBSB on the O&G platform covering operating areas at the Malaysia-Thailand Joint Development Area ("MTJDA"), Malaysia-Vietnam Commercial Arrangement Area ("CAA") and North Malay Basin of Peninsular Malaysia.



## PROPERTY

**TEMALA DEVELOPMENT SDN. BHD. ("TDSB")**

📍 Bukit Payung, Marang, Terengganu Darul Iman  
Puncak Temala is a 67-acre integrated township comprising of five main phases of residential and commercial development.

- Phase 1, consisting of 102 units of double-storey terrace houses under the *Perumahan Penjawat Awam Malaysia* ("PPAM") Scheme Laman Temala, 100% sold out and completed in September 2021.
- Phase 2, consisting of 70 units of single-storey terrace houses, is currently in the planning stage and scheduled for launch by the end of 2026.

**KEMAMAN TECHNOLOGY & INDUSTRIAL PARK SDN. BHD. ("KTIP")**

📍 Paka, Dungun, Terengganu Darul Iman  
Approximately 303 acres of integrated development comprising of five main phases of 80 acres residential development known as Tiara Paka and 223 acres of commercial and industrial development, known as Taman Industri Paka.

- Tiara Paka features 222 residential units, with Phases 1-3 completed and CCC (Certificate of Completion and Compliance) obtained.
- Phase 4 includes 14 single-storey semi-detached houses and 41 single-storey terrace houses, currently under construction and scheduled for staged completion from 2026 onwards.

**RESIDENCE INN AND MOTEL SDN BHD****Residence Inn Cherating ("RIC")**

📍 Mukim Sungai Karang, Kuantan, Pahang Darul Makmur  
RIC, a 3-Star hotel, offers 138 rooms featuring facilities such as a fitness centre, training rooms, swimming pool, poolside bar and EV car power charging station.

## CONCESSION

**PENINSULAR MEDICAL SDN. BHD. ("PenMedic")**

📍 Kuantan, Pahang Darul Makmur  
25-year concession contract with International Islamic University of Malaysia ("IIUM") and the Ministry of Higher Education to design, build, finance and maintain the 300-bed Sultan Ahmad Shah Medical Centre ("SASMEC") teaching hospital.

**EAST KLANG VALLEY EXPRESSWAY ("EKVE")**

📍 Sungai Long, Kajang to Ukay Perdana, Ulu Klang, Selangor  
50-year concession contract with the Ministry of Works for the design, construction, operation and maintenance of EKVE.  

- Section 1 of EKVE has been completed and Section 2 is on track for completion.






## STAKEHOLDER ENGAGEMENT (GRI 2-29)

Engaging with stakeholders is key to addressing their interest about our business performance, operations and activities. By understanding their needs and expectations, we are better placed to incorporate them into our decision-making and nurture strong relationships.

STAKEHOLDERS	ENGAGEMENT CHANNEL (FREQUENCY)	STAKEHOLDERS' INTEREST	HOW WE ADDRESS (RELEVANT SECTIONS)
 <b>BOARD</b>	<ul style="list-style-type: none"> <li>Board Meetings (Quarterly)</li> <li>Ongoing Communications (Periodic)</li> <li>Directors' Training (Throughout the year)</li> <li>General Meeting (Annually)</li> </ul>	<ul style="list-style-type: none"> <li>Growth and strategic direction of the Group</li> <li>Group's financial performance</li> <li>Governance, risk and control</li> <li>Economic, Environmental and Social Risks and Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Financial Statements</li> <li>Corporate Governance</li> <li>Sustainability Statements</li> <li>Performance Driven</li> <li>Annual Report</li> </ul>
 <b>SHAREHOLDERS AND INVESTORS</b>	<ul style="list-style-type: none"> <li>Financial Results Announcement (Quarterly)</li> <li>Annual General Meeting (Annually)</li> <li>Annual Report (Annually)</li> <li>Corporate Website (Throughout the year)</li> <li>Press Releases (As and when required)</li> <li>Equity/ Stakeholders' Queries (As and when required)</li> </ul>	<ul style="list-style-type: none"> <li>Group's financial performance</li> <li>Corporate governance, laws and regulations compliance, ethical business conduct, risk management</li> <li>Mergers and acquisitions, new business opportunities</li> <li>Group's position within the industry</li> <li>Level of EESG practice, compliance and adherence to MMLR</li> </ul>	<ul style="list-style-type: none"> <li>Financial Statements</li> <li>Corporate Governance</li> <li>Sustainability Statements</li> <li>Performance Driven</li> <li>Initiatives disclosed in Sustainability/EESG/ESG Questionnaires</li> </ul>
 <b>GOVERNMENT AGENCIES/ REGULATORS/ LOCAL AUTHORITIES</b>	<ul style="list-style-type: none"> <li>Regular meetings with regulators (Periodic)</li> <li>Regular consultations (Periodic)</li> <li>Site inspections/Audits (Periodic)</li> <li>Reporting i.e. Monitoring Reports (Periodic)</li> <li>Monitoring of Compliance &amp; Contractual Obligations (Ongoing)</li> <li>Annual Report (Annually)</li> <li>Equity/ Stakeholders' Queries (As and when required)</li> </ul>	<ul style="list-style-type: none"> <li>Approvals and permits</li> <li>Laws and regulations compliance</li> <li>Annual reporting</li> <li>Contributions to the economy, local community</li> <li>Labour practices, environmental and health issues</li> <li>Ethical Business Practices</li> <li>Strong corporate governance</li> <li>Level of EESG practice, compliance and adherence to MMLR</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability Strategy addressing:                             <ul style="list-style-type: none"> <li><b>MM 1:</b> Economic and Business Performance</li> <li><b>MM 4:</b> Health, Safety and Environment</li> <li><b>MM 5:</b> Diversity, Inclusivity and Social Justice</li> </ul> </li> </ul>
 <b>CLIENTS/ CUSTOMERS</b>	<ul style="list-style-type: none"> <li>Feedback and enquiry templates (Periodic)</li> <li>Customer/Client satisfaction Survey (Annually)</li> <li>Regular meetings with clients (Periodic)</li> <li>Site Visits (Ongoing)</li> <li>Corporate Website (Throughout the year)</li> </ul>	<ul style="list-style-type: none"> <li>Progress completion of project</li> <li>Quality of deliverables</li> <li>Health, Safety and Environmental ("HSE") compliance</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability Strategy addressing:                             <ul style="list-style-type: none"> <li><b>MM 2:</b> Quality and Innovation</li> <li><b>MM 4:</b> Health, Safety and Environment</li> </ul> </li> </ul>
 <b>EMPLOYEES</b>	<ul style="list-style-type: none"> <li>Training Calendar (Throughout the year)</li> <li>On-Site Work Safety Training (Periodic)</li> <li>Team Building Activities (As and when required)</li> <li>Staff e-Portal (Throughout the year)</li> </ul>	<ul style="list-style-type: none"> <li>Career development</li> <li>Employee's training/Knowledge and skills enhancement</li> <li>Safety and health at workplace</li> <li>Work-life balance</li> <li>Employee's benefits and rewards</li> <li>Attractive remuneration</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability Strategy addressing:                             <ul style="list-style-type: none"> <li><b>MM 4:</b> Health, Safety and Environment</li> <li><b>MM 5:</b> Diversity, Inclusivity and Social Justice</li> </ul> </li> </ul>

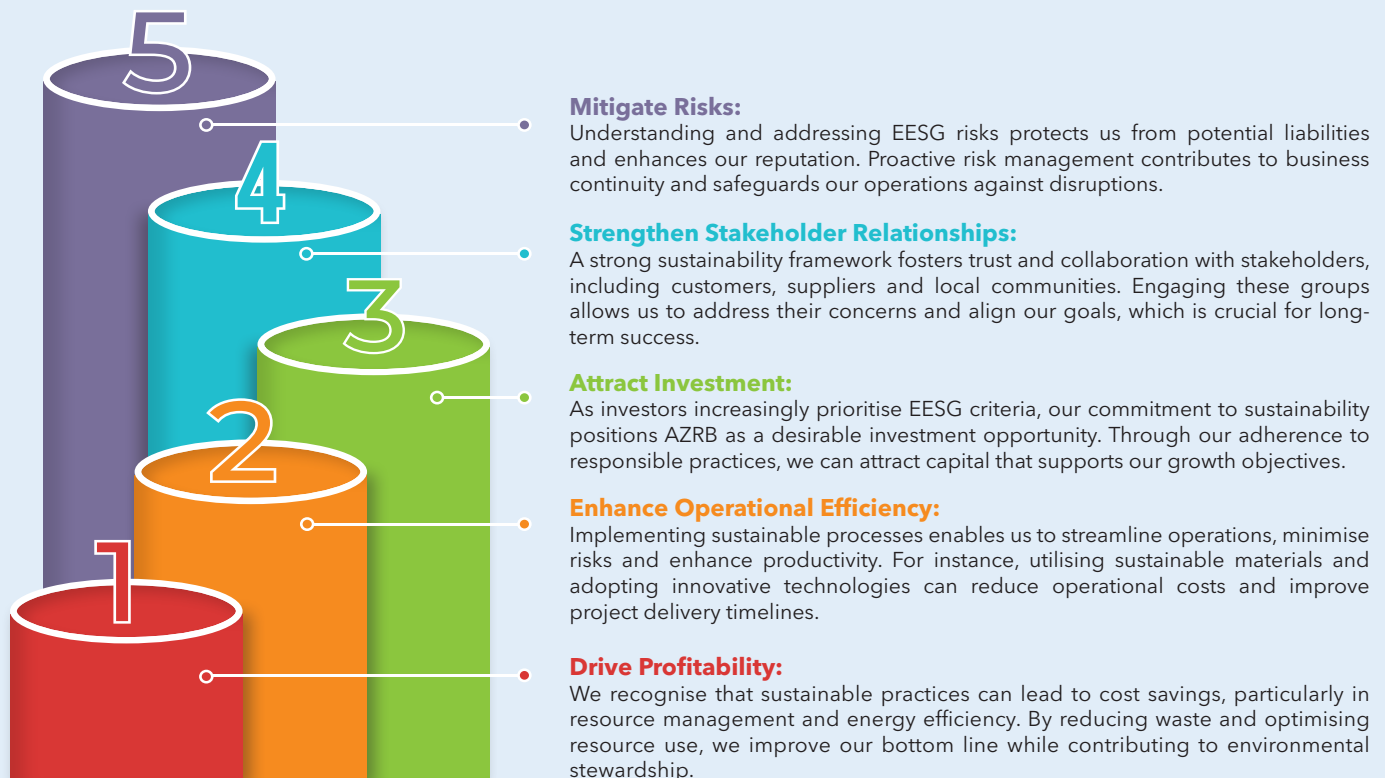
MM: Material Matters

STAKEHOLDER ENGAGEMENT (GRI 2-29)

STAKEHOLDERS	ENGAGEMENT CHANNEL (FREQUENCY)	STAKEHOLDERS' INTEREST	HOW WE ADDRESS (RELEVANT SECTIONS)
 <b>EMPLOYEES</b>	<ul style="list-style-type: none"> <li>Annual performance appraisal (Annually)</li> <li>Engagement &amp; Dialogue sessions (Ongoing)</li> <li>Intranet (Ongoing)</li> <li>Festive Gathering (Annually)</li> <li>Free/Subsidised Employee Health-Screening (Annually)</li> <li>HSE/ESG Awareness Programmes (Ongoing)</li> <li>Kelab Sukan Rekreasi ("KSR") (Throughout the year)</li> </ul>	<ul style="list-style-type: none"> <li>Diversity and inclusivity</li> <li>Fostering employee engagement</li> <li>Health/Medical Assistance</li> <li>ESG/Sustainability awareness Requirements/MMLR.</li> </ul>	
 <b>VENDORS SUPPLIERS/SUB-CONTRACTORS</b>	<ul style="list-style-type: none"> <li>Contract Negotiations and Bidding Opportunities (As and when required)</li> <li>Suppliers/Sub-Contractors Audit and Evaluation (Annually)</li> <li>Vendor Registration Screening (pre-qualification of suppliers and sub-contractors) (Periodic)</li> <li>Performance Reviews (Suppliers, sub-contractors and consultants performance evaluations) (Annually)</li> </ul>	<ul style="list-style-type: none"> <li>Cost of services</li> <li>Quality and timely delivery</li> <li>Compliance issues</li> <li>Contractual terms</li> <li>Knowledge transfer and capacity building</li> <li>Fair procurement process</li> </ul>	Sustainability Strategy addressing: <b>MM 3:</b> Supply Chain Management
 <b>MEDIA</b>	<ul style="list-style-type: none"> <li>Press Releases (As and when required)</li> <li>Advertisements (As and when required)</li> <li>Announcements (As and when required)</li> </ul>	<ul style="list-style-type: none"> <li>Company development</li> <li>Financial and business updates</li> <li>Community development initiatives</li> <li>Communication of corporate updates &amp; news</li> <li>Public service announcements i.e. on road closures, traffic disruptions etc</li> <li>Company reputation</li> </ul>	Sustainability Strategy addressing: <b>MM 1:</b> Economic and Business Performance <b>MM 4:</b> Health, Safety and Environment
 <b>COMMUNITIES</b>	<ul style="list-style-type: none"> <li>Corporate Social Responsibility ("CSR") Activities (Throughout the year)</li> <li>Community engagement, environmental initiatives and outreach programmes (As and when required)</li> <li>Strategic Partnership (As and when required)</li> <li>Dialogue Sessions (Ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>Impact of operations on community (i.e. HSE and security)</li> <li>Charity and donations</li> <li>Local community development</li> <li>Staying connected with the company</li> <li>Access to project information</li> </ul>	Sustainability Strategy addressing: <b>MM 1:</b> Economic and Business Performance <b>MM 4:</b> Health, Safety and Environment <b>MM 5:</b> Diversity, Inclusivity and Social Justice
 <b>CIVIL SOCIETY ORGANISATIONS</b>	<ul style="list-style-type: none"> <li>Collaborative Engagement Sessions (As and when required)</li> </ul>	<ul style="list-style-type: none"> <li>HSE issues</li> <li>Security issues</li> <li>Human rights</li> <li>Local community support</li> </ul>	Sustainability Strategy addressing: <b>MM 4:</b> Health, Safety and Environment <b>MM 5:</b> Diversity, Inclusivity and Social Justice

## SUSTAINABILITY ROADMAP (GRI 2-9 to 2-18, 2-22 to 2-25, 2-28, 2-29, 3-1 to 3-3)

AZRB has integrated EESG considerations into business planning, operational management and stakeholder engagement across its E&C, O&G, Property and Concession activities. These initiatives are intended to improve operational discipline, manage risks more effectively and drive long-term value creation.



During the financial period in review, the Group improved its sustainability framework through the revision of the Sustainability Policy and clearer governance oversight. Data collection and reporting processes were broadened across project sites and operating divisions, covering environmental indicators, workforce metrics, training activities and supply chain practices. These initiatives provide a more consistent basis for monitoring performance and identifying improvement areas.

The Sustainability Roadmap guides implementation of EESG priorities across the Group. It provides a structured framework for governance oversight, materiality assessment, Key Performance Indicators ("KPIs") setting and alignment with regulatory and reporting requirements, ensuring consistency in sustainability practices across business units. These focus areas reflect the Group's material matters ("MM") covering **Economic and Business Performance; Quality and Innovation; Supply Chain Management; Health, Safety and Environment; and Diversity, Inclusivity and Social Justice.**

The roadmap drives improvement in operational practices, resource management and workforce capability. It provides a consistent approach to incorporate sustainability considerations into project execution, vendor management and business planning across the Group. Through disciplined implementation, AZRB seeks to improve resilience, strengthen corporate governance and meet evolving stakeholder expectations while contributing responsibly to economic development.

## SUSTAINABILITY ROADMAP (GRI 2-9 to 2-18, 2-22 to 2-25, 2-28, 2-29, 3-1 to 3-3)

## OUR SUSTAINABILITY JOURNEY

2017

- ▶ Published inaugural Sustainability Statement.
- ▶ Established Governance Structure & Sustainability Framework.
- ▶ Adopted the GRI G4 guidelines.
- ▶ Conducted materiality assessment.
- ▶ Reporting boundaries: E&C and Plantation Divisions.

2018

- ▶ Established Sustainability Policy.
- ▶ Adopted Bursa Malaysia Sustainability Reporting Guide in response to the UN SDG call for action, aligning efforts to drive meaningful impact.
- ▶ Established a materiality matrix and mapped it to the UN SDG.

2019

- ▶ Focused on identified material matters.
- ▶ Conducted sustainability engagement programmes.
- ▶ Set sustainability KPIs & targets across the Group.
- ▶ Extended reporting boundary: O&G Division.

2020/2021

- ▶ Established response to the Sustainability Strategy, addressing both risks and opportunities.
- ▶ Extended reporting boundary: Concession Division.

2025

- ▶ Revised the Group Sustainability Policy and enhanced governance oversight to improve consistency in sustainability implementation across business units.
- ▶ Broadened sustainability data collection across project sites and operating divisions, covering electricity and fuel consumption, employee commuting patterns, workforce indicators and training activities.
- ▶ Continued alignment of sustainability KPIs with the Group's material matters covering Economic and Business Performance; Quality and Innovation; Supply Chain Management; Health, Safety and Environment; and Diversity, Inclusivity and Social Justice.
- ▶ Expanded training and awareness programmes across technical and non-technical areas to improve workforce capability, safety awareness and sustainability practices.
- ▶ Maintained emphasis on health and safety management across project sites through monitoring, training and awareness initiatives to safeguard employees and contractors.
- ▶ Improved quality management systems, vendor development programmes and project execution practices in line with the Group's material sustainability matters.
- ▶ Commenced alignment of sustainability disclosure practices with IFRS S1 and S2 requirements, effective from FYE 2026, focusing on strengthening climate-related data and governance processes.

2024

- ▶ Expanded F4GBM and GRI disclosures in the Sustainability Statement.
- ▶ Conducted the second annual sustainability workshop to collate, curate & coordinate efforts in tracking & monitoring EESG performance across the Group.
- ▶ Facilitated brainstorming sessions to deliberate on strategic initiatives aimed at improving performance for the next reporting period.
- ▶ Implemented the Environmental Awareness Programme entitled 'Changing Habits' to promote behavioural shifts towards environmental sustainability.
- ▶ Reporting boundary removed: Plantation Division.

2023

- ▶ Enhanced reporting with reference to the F4GBM criteria and GRI providing stakeholders with reliable sustainability and EESG performance data.
- ▶ Established and refined policies and standard operating procedures ("SOPs") to ensure continuous improvement in sustainability practices, aligning with EESG requirements.
- ▶ Facilitated targeted workshops under the Sustainability Awareness Programme to enhance employee engagement and inculcate a deeper understanding of sustainability principles.

2022

- ▶ Introduced & implemented Sustainable Office
- ▶ Awareness Initiatives:
  - 1. Energy & Utilities** - Inculcate energy and water savings throughout the Group. Save Energy & Water posters and reminders at various locations.
  - 2. Reuse, Reduce, Recycle ("3Rs") Campaign** conducted to minimise paper usage and encourage waste segregation.
- ▶ Extended reporting boundary: Property Division.

**SUSTAINABILITY ROADMAP** (GRI 2-9 to 2-18, 2-22 to 2-25, 2-28, 2-29, 3-1 to 3-3)

**GOVERNANCE STRUCTURE** (GRI 2-9 to 2-18)

The Sustainability Governance Structure includes the Board of Directors ("the Board" or "BoD"), the Board Sustainability Committee ("BSC"), Senior Management and key personnel at the corporate, operational and project levels.

The Board oversees AZRB's EESG strategy and performance, supported by the BSC which reviews the sustainability strategy and initiatives.

The Senior Management Team oversees the Group Sustainability Officer ("GSO"), Sustainability Working Committee ("SWC") and Sustainability Department ("SD") in coordinating planning, implementation and reporting of sustainability initiatives to the Board and the BSC.

**New Governance Structure**



**SUSTAINABILITY POLICY** (GRI 2-9 to 2-18)

AZRB's Sustainability Policy provides overarching guidance to management and employees in promoting responsible practices across all business activities and operations. It formalises the Group's commitment to defined sustainability objectives, measurable targets and continuous improvement in performance.

The Policy builds on the framework first introduced in 2018 and was approved by the Board on 27 November 2025 to reflect recent developments, ensuring it remains aligned with the Group's evolving sustainability priorities and regulatory expectations.

It establishes a structured approach for integrating sustainability considerations into business strategy, operations and governance. The framework supports long-term economic, environmental and social value creation.

Sustainability is treated as a strategic priority for AZRB, reflected in policies and practices that guide operational efficiency, risk management, innovation and stakeholder engagement. In this context, sustainability means managing the business responsibly while balancing economic objectives with environmental stewardship, social responsibility and sound governance.

**Corporate Core Values**

We have the Ability, Zest and Resilience to be the Best.



**ABLE**

People with High **Capability** and **Expertise**



**ZEST**

Giving **Commitment** with **Energy** and **Passion**



**RESILIENCE**

Foster **Strong** and **Dynamic People**



**BEST**

Focus on **Quality** and **Excellence**

**Sustainability Vision and Mission**

**Sustainability Vision**

Transforming the future through the delivery of sustainable solutions and innovation today.






**Sustainability Mission**

Operating our business in a responsible and ethical manner, for the best interest of our customers, employees, community and shareholders.

**SUSTAINABILITY ROADMAP** (GRI 2-9 to 2-18, 2-22 to 2-25, 2-28, 2-29, 3-1 to 3-3)

**Sustainability Policy Statement**

Sustainability at AZRB and its subsidiaries is about operating our business in a responsible and ethical manner for the best interest of our customers, employees, communities and shareholders. In upholding our commitment to sustainability, AZRB will endeavour to:

-  Proactively and continuously assess and address significant Economic, Environmental, Social and Governance Risks as well as the impact of our operations and integrating these considerations into business planning, decision making and implementation processes to ensure sustainable outcomes.
-  Comply with relevant legislation, standards, policies and procedures. Conduct business activities in an ethical and transparent manner.
-  Set clearly defined targets and measures, and monitor sustainability performance to support continual improvement.
-  Explore ways to improve efficiency in all operations.
-  Continuously maintain communication with stakeholders on its corporate footprint in the EESG realms.

**Sustainability Focus Areas and Commitments**

Our sustainability commitments are anchored in four pillars, representing EESG issues that matter to us, our stakeholders and the communities where we operate. Together, these four pillars give structure, direction and unity to our sustainability initiatives.

**ECONOMIC**

As a Malaysian public-listed company with diverse business activities, we remain focused on our financial, capital and human resources, which are essential for business stability. We commit to enhance economic value and contribute to local economic growth and socioeconomic development, while operating responsibly and sustainably. In our approach to economic commitment, we aim to:

- Stimulate the local economy by creating business opportunities, tendering projects and investing in infrastructure.
- Support local sourcing and socioeconomic development by prioritising and engaging local contractors, suppliers and service providers committed to sustainable practices.
- Generate positive economic impact in local communities by providing job opportunities and offering fair remuneration.

**ENVIRONMENTAL**

We are committed to mitigating the environmental impact of our activities and reducing environmental footprint through safe, efficient and environmentally responsible operations. In our approach to environmental commitment, we aim to:

- Ensure compliance with environmental laws and regulatory requirements.
- Foster responsible consumption of natural resources to conserve finite resources and minimise environmental impacts such as pollution and waste generation.
- Implement circularity principles to extend the life cycle of materials in our operations through reuse, recycling and waste reduction.
- Foster responsible use of energy, water and materials in our operations.
- Protect the natural environment to preserve biodiversity and maintain ecological balance by integrating conservation and biodiversity considerations into project planning.
- Integrate sustainability into our daily operations within our key sectors in addressing greenhouse gasses ("GHG") emissions.
- Infuse green building initiatives into projects to ensure Environmental and Social Impact Assessments ("EIA" and "SIA") compliance while balancing operational success with environmental stewardship.
- Deliver projects designed for energy efficiency and resource conservation, attain environmentally sustainable design certifications.
- Prioritise energy-efficient designs and encourage the use of renewable energy, where feasible.
- Prioritise resource-efficient and employ environmentally sustainable technologies, methods, and materials where feasible.
- Build resilience in our supply chain by prioritising suppliers aligned with good environmental practices.
- Cultivate an eco-conscious work environment across the Group by fostering habits that nurture a committed and environmentally responsible workforce.

**SOCIAL**

We have many stakeholders, including employees, business partners, suppliers, customers, regulators, investors and the communities in which we operate. We commit to support and ensure their well-being by cultivating a healthy and safe workplace, enhancing the local community, and fostering a safe, inclusive and ethical environment. In our approach to social commitment, we aim to:

- Adhere to and comply with legal requirements and regulations to safeguard the welfare and well-being of not only employees but other stakeholders.

**SUSTAINABILITY ROADMAP** (GRI 2-9 to 2-18, 2-22 to 2-25, 2-28, 2-29, 3-1 to 3-3)

**SOCIAL (continued)**

- Create employment opportunities by building meaningful careers and supporting employee growth.
- Provide fair compensation through remuneration packages that are competitive in the market, equitable, and reflective of employees' skills and contributions.
- Cultivate healthy and productive workplace relationships by providing a safe, healthy, inclusive and empowering work environment that supports the well-being and engagement of our employees.
- Safeguard the well-being of people we work with through awareness, best practices, comprehensive training and educational development.
- Strengthen competencies by nurturing a learning culture that empowers employees, develops essential skills and helps them reach their full potential.
- Promote diversity, equity and inclusion by cultivating a culture that embraces differences and empowers every employee.
- Empower communities by creating long-term impact through local community engagement, support for charitable causes and social initiatives.

**GOVERNANCE**

We are committed to the highest standards of corporate governance, by upholding good business ethics and integrity, with zero tolerance for corruption or any unethical or illegal business practices. In upholding our commitment, we aim to:

- Ensure rigorous principles of ethics, integrity and compliance, supporting lawful, transparent and accountable business practices aligned with corporate values.
- Ensure compliance with all applicable governmental laws, regulations, internal policies and industry standards in our operations.
- Ensure ethical business conduct and responsible procurement practices.
- Strengthen governance practices through regular audits, risk assessments and continuous improvement.
- Ensure transparency, compliance and ethical decision-making throughout the organisation, reinforced through employee training on ethics and anti-corruption measures.
- Facilitate the disclosure of relevant, sustainable information as required by local statutory and regulating bodies, Bursa Malaysia as well as relevant voluntary globally accepted disclosure frameworks such as the GRI and FTSE4Good indices.
- Ensure that corporate decisions protect the company's going-concern status, promote financial resilience, and maintain operational and commercial viability.

**MATERIALITY MATTERS AND SUSTAINABILITY STRATEGY**  
(GRI 2-13, 2-16, 2-27, 3-1 to 3-3)

AZRB focuses on material matters that are most relevant to our business and stakeholders, aligned with the EESG pillars. Since the initial materiality assessment in 2017, these priorities have been reviewed periodically to reflect changes in operating conditions, regulatory expectations and stakeholder needs.

A refreshed materiality study has been scheduled for FYE 2026. In preparation, the Group will broaden stakeholder engagement to better understand emerging concerns and expectations.

Increasing emphasis on responsible business practices continues to shape how AZRB balances financial performance with EESG responsibilities, ensuring that attention and resources are directed to the most relevant issues.

The Group's material matters are aligned with the four EESG pillars of its Sustainability Strategy. These pillars guide the identification of risks and opportunities, and inform actions across our E&C, O&G, Property and Concession businesses.



Through this approach, material matters are integrated into business planning and operations, improving efficiency, strengthening resilience and reinforcing trust with stakeholders while supporting long-term value creation for the Group.

**SUSTAINABILITY ROADMAP** (GRI 2-9 to 2-18, 2-22 to 2-25, 2-28, 2-29, 3-1 to 3-3)



SUSTAINABILITY PILLARS			
ECONOMIC	ENVIRONMENTAL	SOCIAL	GOVERNANCE
MATERIAL MATTERS (MM)			
<p><b>MM 1:</b> Economic &amp; Business Performance</p> <p><b>MM 2:</b> Quality &amp; Innovation</p> <p><b>MM 3:</b> Supply Chain Management</p>	<p><b>MM 4:</b> Health, Safety &amp; Environment</p>	<p><b>MM 2:</b> Quality &amp; Innovation</p> <p><b>MM 4:</b> Health, Safety &amp; Environment</p> <p><b>MM 5:</b> Diversity, Inclusivity &amp; Social Justice</p>	<p><b>MM 3:</b> Supply Chain Management</p>



The opening of EKVE Section 1 is anticipated to contribute positively to AZRB's strategic objective.



## MATERIALITY MATTERS AND SUSTAINABILITY STRATEGY

(GRI 2-13, 2-16, 2-27, 3-1 to 3-3)

EESG STRATEGIC AREAS	MATERIAL MATTERS	RISKS	OPPORTUNITIES	OUTCOMES & PROGRESS IN FPE 2025
 <p><b>ECONOMIC</b></p>	<ul style="list-style-type: none"> <li>• Business continuity</li> <li>• Supply chain management</li> <li>• Quality management</li> <li>• Human resource planning and development</li> </ul>	<ul style="list-style-type: none"> <li>• Project disruptions</li> <li>• Cost escalation</li> <li>• Supply chain shortages</li> <li>• Regulatory changes</li> </ul>	<ul style="list-style-type: none"> <li>• Operational efficiency</li> <li>• Stronger vendor base</li> <li>• Improved service quality</li> <li>• Workforce capability</li> </ul>	<ul style="list-style-type: none"> <li>• Secured new E&amp;C projects and replenished order book</li> <li>• Achieved EKVE Section 1 milestone and continued concession readiness work</li> <li>• Strengthened supply chain governance through e-tender processes</li> <li>• Maintained ISO and quality management discipline</li> <li>• Implemented technical and non-technical training programmes</li> </ul>
 <p><b>ENVIRONMENTAL</b></p>	<ul style="list-style-type: none"> <li>• Energy use</li> <li>• Emissions management</li> <li>• Sustainable office practices</li> <li>• Environmental compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Higher energy consumption</li> <li>• Emissions growth</li> <li>• Environmental non-compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Resource efficiency</li> <li>• Lower operating cost</li> <li>• Improved environmental performance</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded monitoring of electricity, machinery fuel use and Scope 1, 2 and 3 data</li> <li>• Implemented efficiency measures such as Light-Emitting Diode ("LED") lighting and utility controls</li> <li>• Continued Sustainable Office awareness initiatives</li> <li>• Maintained compliance-based environmental management at project sites</li> </ul>
 <p><b>SOCIAL</b></p>	<ul style="list-style-type: none"> <li>• Health and safety</li> <li>• Workforce welfare</li> <li>• Training and development</li> <li>• Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace incidents</li> <li>• Labour shortages</li> <li>• Workforce turnover</li> <li>• Community concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Safer workplace</li> <li>• Improved morale</li> <li>• Skilled workforce</li> <li>• Stronger community relations</li> </ul>	<ul style="list-style-type: none"> <li>• Maintained strong safety focus across project locations</li> <li>• Sustained zero fatality record and reinforced safety awareness programmes</li> <li>• Continued employee engagement and workforce development initiatives</li> <li>• Implemented community engagement activities</li> </ul>
 <p><b>GOVERNANCE</b></p>	<ul style="list-style-type: none"> <li>• Business ethics and integrity</li> <li>• Procurement governance</li> <li>• Regulatory compliance</li> <li>• Corporate assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Bribery and corruption risk</li> <li>• Non-compliance with laws</li> <li>• Procurement irregularities</li> <li>• Cybersecurity risk</li> </ul>	<ul style="list-style-type: none"> <li>• Greater stakeholder trust</li> <li>• Stronger internal controls</li> <li>• Transparent procurement</li> <li>• Improved reporting discipline</li> </ul>	<ul style="list-style-type: none"> <li>• Maintained Anti-Bribery and Corruption framework and awareness initiatives</li> <li>• Reinforced procurement governance through e-tender processes</li> <li>• Sustained corporate assurance and compliance monitoring</li> <li>• Began preparations for sustainability disclosures aligned with IFRS S1 and S2</li> <li>• Updated Sustainability Policy to reflect current sustainability commitments and reporting expectations</li> </ul>



## KEY PERFORMANCE INDICATORS (KPIs) (GRI 3-1 to 3-3)

### Achievement of KPIs: FPE 2025

MATERIALITY MATTERS	GROUP & DIVISION	KPIS	INITIATIVES	ACHIEVEMENTS/PERFORMANCE
<b>Economic &amp; Business Performance</b> 	<b>E&amp;C</b>	<ul style="list-style-type: none"> <li>Tender book as of 15 August 2024 was RM1.14 billion.</li> <li>Order book of RM1 billion.</li> </ul>	<ul style="list-style-type: none"> <li>AZSB has submitted tenders in Terengganu, Kuala Lumpur, Sarawak and Selangor for infrastructure projects and healthcare.</li> <li>Order book comprises the Istana Abu Bakar project, Masjid Bandaraya Kuantan.</li> </ul>	<ul style="list-style-type: none"> <li>Secured healthcare project in Port Dickson, Negeri Sembilan, worth RM151 million.</li> <li>Secured bridge project in Pahang, worth RM63.5 million.</li> <li>Order book of RM700 million as of end 2025.</li> </ul>
	<b>O&amp;G</b>	<ul style="list-style-type: none"> <li>To improve O&amp;G business turnover over previous year by 5%.</li> </ul>	<ul style="list-style-type: none"> <li>Build new infrastructure: minimum two warehouses, open yard and workshop.</li> <li>Explore potential new business opportunity (vessel management).</li> </ul>	<ul style="list-style-type: none"> <li>Construction of Chemical Warehouse 4 in progress and reached 90% completion.</li> <li>Warehouse 8 funding secured under Build-Lease-Transfer ("BLT") agreement, while construction of Warehouse 6 is in progress.</li> <li>Construction of Open Yard 9 is ongoing and reached 40% completion, while construction of Open Yard 10 has been fully completed.</li> <li>Vessel Management currently pending feedback from PETRONAS.</li> </ul>
	<b>Concession</b>	<ul style="list-style-type: none"> <li>Sectional opening of EKVE (Sg Long to Ampang) in Q1 2025.</li> </ul>	<ul style="list-style-type: none"> <li>Securing additional loan facilities.</li> <li>Recruitment of operation team and equipment.</li> <li>Appointments of vendors.</li> <li>Finalise operational SOPs.</li> </ul>	<ul style="list-style-type: none"> <li>Sectional opening of Section 1 was achieved on 30 August 2025.</li> <li>Operations team and equipment have adequately been recruited and acquired.</li> <li>Appointment of vendors were completed by December 2025.</li> <li>All operational SOPs required by Malaysia Highway Authority (Lembaga Lebuhraya Malaysia - LLM) have been submitted and agreed upon.</li> </ul>
	<b>Property</b>	<ul style="list-style-type: none"> <li>New launches worth RM11 million by 2025.</li> <li>New launches with Development Value of RM43.28 million.</li> </ul>	<ul style="list-style-type: none"> <li>More marketing allocation.</li> <li>More allocation for new staff recruitment.</li> <li>Apply the concept of "Developer Contractor".</li> <li>Housing projects located in Temala and Paka, Terengganu, comprising single-storey, semi-detached and bungalow units.</li> </ul>	<ul style="list-style-type: none"> <li>Sales of Tiara Paka 4 (single-storey semi detached) houses achieved sales value of RM5.5 million.</li> <li>Launching of Tiara Paka 5 (single-storey Superlink) houses with sales value of RM5.6 million.</li> <li>Approval of Building Plan for Tiara Kemaman for 29 units single-storey terrace houses.</li> </ul>
<b>Quality &amp; Innovation</b> 	<b>Group</b>	<ul style="list-style-type: none"> <li>Zero non-compliance with ISO 9001:2015 Quality Management System concerning the quality of our products and services.</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Management System Procedures and SOPs are in place.</li> <li>Training and Awareness.</li> <li>Integrated Management System ("IMS") Internal Audit.</li> </ul>	<ul style="list-style-type: none"> <li>Recertification of ISO 9001:2015 for AZRB/AZSB (Engineering &amp; Construction) was successfully completed without any findings in August 2024.</li> </ul>
	<b>E&amp;C</b>	<ul style="list-style-type: none"> <li>To achieve Public Works Department (Jabatan Kerja Raya - JKR) 3-star green rating for Cameron Highlands' road maintenance project by 2026.</li> <li>To appoint consultants with Building Information Modelling ("BIM") capability for 75% of tender biddings by 2025 for all Design &amp; Build ("D&amp;B") Tender proposals.</li> <li>To utilise BIM for 50% of projects by 2025.</li> <li>To attain a Quality Assessment System Construction ("QLASSIC") Score for building projects not less than 75%.</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of SOPs.</li> <li>Training sessions.</li> <li>Appointment of consultants with BIM capability.</li> <li>Establishment of consultants with BIM capability.</li> <li>Establishment of SOPs for BIM implementation to projects.</li> </ul> <p>QLASSIC</p> <ul style="list-style-type: none"> <li>Training and awareness.</li> <li>Internal QLASSIC Assessment and strategy to achieve good QLASSIC score.</li> </ul>	<ul style="list-style-type: none"> <li>3-star green rating for Cameron Highlands (project extended until 2028) in progress.</li> <li>No new D&amp;B tender that required BIM adoption.</li> <li>Achieved - BIM applied on existing buildings projects, including Masjid Bandaraya KotaSas &amp; Istana Abu Bakar.</li> <li>Ongoing progress for QLASSIC to achieve &gt;75% score for building projects.</li> <li>A QLASSIC assessment by CIDB was conducted at the following projects:                             <ol style="list-style-type: none"> <li>Block C POC project, resulting in a score of 78% in August 2024.</li> <li>PNB 1194 (Office Building), resulting in a score of 82% in December 2025.</li> </ol> </li> </ul>


## KEY PERFORMANCE INDICATORS (KPIs) (GRI 3-1 to 3-3)

## Achievement of KPIs: FPE 2025

MATERIALITY MATTERS	GROUP & DIVISION	KPIS	INITIATIVES	ACHIEVEMENTS/PERFORMANCE
	<b>O&amp;G</b>	<ul style="list-style-type: none"> <li>To maintain zero non-productive time for O&amp;G.</li> </ul>	<ul style="list-style-type: none"> <li>O&amp;G Division is certified with the ISO 9001:2015, progressing towards implementing IMS in 2025 (combination of ISO 9001:2015, ISO 14001 and ISO 45001).</li> </ul>	<ul style="list-style-type: none"> <li>Status: 80% completion of documentation for the IMS application.</li> </ul>
	<b>Concession</b>	<ul style="list-style-type: none"> <li>To implement Highway Assets Maintenance Monitoring System ("HAMMS") application.</li> <li>To utilise Traffic Control and Surveillance System ("TCSS"), Highway Information System ("HIS") and Traffic Information System/Traffic Integration System ("TrIS") during highway operations.</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of System Provider consultant.</li> <li>Training and awareness for operations team.</li> <li>Appointment of contractor and ongoing installation of equipment.</li> </ul>	<ul style="list-style-type: none"> <li>System provider consultant appointed.</li> <li>Training conducted to create awareness of the system.</li> <li>Contractor appointed and equipment fully installed.</li> </ul>
	<b>Property</b>	<ul style="list-style-type: none"> <li>To deploy BIM for 50% of projects by 2028.</li> </ul>	<ul style="list-style-type: none"> <li>To attend BIM software course.</li> <li>To provide licenced BIM software.</li> </ul>	<ul style="list-style-type: none"> <li>In progress and targeted to be implemented by 2028.</li> </ul>
<b>Supply Chain Management</b> 	<b>Group</b>	<ul style="list-style-type: none"> <li>To transition to e-tender by December 2024.</li> <li>To increase the proportion of local vendors by January 2025.</li> </ul>	<ul style="list-style-type: none"> <li>To provide the e-tender manual copy to tenderer during tender exercise.</li> <li>To identify local vendors.</li> </ul>	<ul style="list-style-type: none"> <li>Established SOP, ready for application of e-tender manual for future tender exercises.</li> <li>100% proportion of local vendors.</li> </ul>
	<b>E&amp;C</b>	<ul style="list-style-type: none"> <li>To establish a vendor list of competent sub-contractors by January 2025.</li> <li>KLORR: To achieve 60% Bumiputera contractor (10% Grade 1) participation by January 2025.</li> </ul>	<ul style="list-style-type: none"> <li>To strengthen the Vendor Development Programme ("VDP").</li> <li>To establish SOPs.</li> </ul>	<ul style="list-style-type: none"> <li>Vendor List established as per approved list of tenderers.</li> <li>KLORR: Achieved 60% (actual 64.54%) Bumiputera contractor participation. Unable to achieve 10% Grade 1 contractor participation.</li> </ul>
	<b>O&amp;G</b>	<ul style="list-style-type: none"> <li>To increase the proportion of local vendors by 5%.</li> </ul>	<ul style="list-style-type: none"> <li>To strengthen the VDP.</li> </ul>	<ul style="list-style-type: none"> <li>Total 150 vendors in 2025. Indirectly increased local vendors by 26%. <ul style="list-style-type: none"> <li>2025 - 85 companies.</li> <li>2024 - 65 companies.</li> </ul> </li> </ul>
	<b>Concession</b>	<ul style="list-style-type: none"> <li>To appoint Bumiputera vendors for highway maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>To establish Terms of Reference ("TOR") during tender and procurement processes.</li> </ul>	<ul style="list-style-type: none"> <li>TOR and appointment of Bumiputera vendors completed.</li> </ul>
	<b>Property</b>	<ul style="list-style-type: none"> <li>To appoint 90% Bumiputera and local contractors.</li> </ul>	<ul style="list-style-type: none"> <li>To invite more local contractors during tender exercises and procurement.</li> </ul>	<ul style="list-style-type: none"> <li>Phase 4 and Phase 5, Tiara Paka have been awarded to local and Bumiputera contractors.</li> </ul>
<b>Health, Safety &amp; Environment</b> 	<b>Group</b>	<ul style="list-style-type: none"> <li>To maintain 0% fatality rate.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance, enforce and drive the management system through applicable operating procedures and work instructions.</li> </ul>	<ul style="list-style-type: none"> <li>0% fatality rate for Group staff members who are temporarily based at project sites.</li> </ul>
	<b>E&amp;C</b>	<ul style="list-style-type: none"> <li>To maintain 0% fatality rate.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance, enforce and drive the management system through applicable operating procedures and work instructions.</li> </ul>	<ul style="list-style-type: none"> <li>0% fatality rate.</li> <li>Lost Time Injury Rate ("LTIR") of below 2.0.</li> </ul>




## KEY PERFORMANCE INDICATORS (KPIs) (GRI 3-1 to 3-3)

## Achievement of KPIs: FPE 2025

MATERIALITY MATTERS	GROUP & DIVISION	KPIS	INITIATIVES	ACHIEVEMENTS/PERFORMANCE
	<b>O&amp;G</b>	<ul style="list-style-type: none"> <li>To maintain 0% fatality rate.</li> </ul>	<ul style="list-style-type: none"> <li>Create more awareness, campaigns and increase training.</li> <li>Enhance, enforce and drive the management system through applicable operating procedures.</li> </ul>	<ul style="list-style-type: none"> <li>No fatality cases.</li> <li>Safety campaign and training held throughout the year.</li> <li>Achieved 1 million safe man-hours without Lost Time Injury ("LTI").</li> </ul>
	<b>Concession</b>	<ul style="list-style-type: none"> <li>To use LED lanterns for highway street lights.</li> <li>To preserve wildlife within forest reserve.</li> </ul>	<ul style="list-style-type: none"> <li>Street lights installed at site.</li> <li>Identified area i.e. Taman Eco Rimba Ampang to be upgraded.</li> <li>To provide CCTV along the forest boundary for illegal poaching activities.</li> <li>To design and construct bridges as part of animal crossing within forest reserve.</li> </ul>	<ul style="list-style-type: none"> <li>Completed installation of LED lanterns for EKVE Section 1.</li> <li>Imminent completion of Section 2 for Taman Eco Rimba Ampang.</li> <li>Installation of CCTV for illegal poaching pending completion of infrastructure Section 2.</li> <li>Completed design, construction is still ongoing for animal crossing.</li> </ul>
	<b>Property</b>	<ul style="list-style-type: none"> <li>To maintain 0% fatality rate.</li> </ul>	<ul style="list-style-type: none"> <li>Create awareness, campaigns, briefings at sites.</li> </ul>	<ul style="list-style-type: none"> <li>0% fatality.</li> </ul>
<b>Diversity, Inclusivity &amp; Social Justice</b> 	<b>Group</b>	<ul style="list-style-type: none"> <li>To reduce employee attrition rate by 5%.</li> <li>To hold 24 training sessions per year.</li> </ul>	<ul style="list-style-type: none"> <li>Briefings, training and roadshows.</li> <li>Regular communication between Human Resource ("HR") Department, inter-departments and subsidiaries.</li> <li>Coffee sessions with Head of HR &amp; Admin.</li> <li>Rewards &amp; Recognition.</li> </ul>	<ul style="list-style-type: none"> <li>Two coffee sessions.</li> <li>Site visits.</li> <li>124 consolidated training sessions, of which 74 training sessions were managed by HQ.</li> <li>High performing employees were retained and compensated through promotions and salary adjustment.</li> </ul>
	<b>E&amp;C</b>	<ul style="list-style-type: none"> <li>Support local communities within the vicinity of our construction zones.</li> </ul>	<ul style="list-style-type: none"> <li>Contributions and donations to local establishments.</li> <li>Engagement with local society leaders and authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Donations for <i>Raya Qurban</i>.</li> <li><i>Zakat</i> allocation to <i>Asnaf</i> community.</li> </ul>
	<b>O&amp;G</b>	<ul style="list-style-type: none"> <li>To reduce employee attrition rate by 5%.</li> <li>To improve navigation safety for the surrounding community accessing Muara Tok Bali.</li> </ul>	<ul style="list-style-type: none"> <li>Provide free navigational support to all marine traffic travelling through Sungai Semarak.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce attrition rate by 4%.</li> <li>Monitored vessel movement for safe inbound/outbound traffic.</li> </ul>
	<b>Concession</b>	<ul style="list-style-type: none"> <li>To reduce employee attrition rate by 5%.</li> <li>To minimise social issues.</li> <li>To foster closer engagement with society association, local leaders, communities and provide facilities for public.</li> </ul>	<ul style="list-style-type: none"> <li>Construct a new public library with Green Building Index ("GBI") compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Attrition rate reduced to 5%.</li> <li>Construction of public library with GBI compliance has been completed.</li> </ul>
	<b>Property</b>	<ul style="list-style-type: none"> <li>Plan, integrate and equip public leisure space in each residential project.</li> <li>Build and equip children's playgrounds and plant trees as part of project deliveries.</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with local society leaders as required.</li> <li>Contributions and donations to local establishments.</li> </ul>	<ul style="list-style-type: none"> <li>Playground completed for Phase 1.</li> <li>Total of 84 trees planted for Phase 2 and 3.</li> </ul>


## KEY PERFORMANCE INDICATORS (KPIs) (GRI 3-1 to 3-3)

## KPIs: FYE 2026


MATERIALITY MATTERS	GROUP & DIVISION	KPIs	INITIATIVES
<b>Economic &amp; Business Performance</b> 	<b>E&amp;C</b>	<ul style="list-style-type: none"> <li>New projects worth at least RM400 million.</li> </ul>	<ul style="list-style-type: none"> <li>To tender for new projects in road construction and water sectors.</li> </ul>
	<b>O&amp;G</b>	<ul style="list-style-type: none"> <li>Secure new service contracts worth RM20 million, primarily with Chevron Malaysia Limited and PTTEP JDX and JDA Joint Operations Sdn Bhd ("PPJO"), formerly Carigali Hess Operating Company ("CHOC").</li> </ul>	<ul style="list-style-type: none"> <li>Complete two warehouses and two open yards.</li> <li>Explore BLT model for sustainable project development.</li> </ul>
	<b>Concession</b>	<ul style="list-style-type: none"> <li>Opening of EKVE (Section 2) in Q4 2026.</li> <li>New projects worth RM3 million for PenMedic.</li> </ul>	<ul style="list-style-type: none"> <li>Secure additional loan facilities.</li> <li>Recruitment of operations team and equipment.</li> <li>Complete the balance of works.</li> <li>Installation of air-conditioning system at hospital wards.</li> <li>Construct and supply equipment for dental clinics.</li> </ul>
	<b>Property</b>	<ul style="list-style-type: none"> <li>New launches worth RM11 million by 2026.</li> </ul>	<ul style="list-style-type: none"> <li>More allocation for marketing.</li> <li>More allocation for new staff recruitment.</li> <li>Apply the concept of "More Nominated local Sub-contractors".</li> </ul>
<b>Quality &amp; Innovation</b> 	<b>Group</b>	<ul style="list-style-type: none"> <li>Zero non-compliance with ISO 9001:2015 Quality Management System concerning the quality of our products and services.</li> </ul>	<ul style="list-style-type: none"> <li>IMS Procedures and SOPs are in place.</li> <li>Training and Awareness.</li> <li>IMS Internal Audit.</li> </ul>
	<b>E&amp;C</b>	<ul style="list-style-type: none"> <li>To achieve JKR's 3-star green rating for Cameron Highlands' road maintenance project by 2028.</li> <li>Attain a QLASSIC Score for building projects not less than 75%.</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of SOPs.</li> <li>Training sessions.</li> <li>QLASSIC training and awareness sessions.</li> <li>Internal QLASSIC Assessment.</li> <li>Strategy to achieve good QLASSIC score.</li> </ul>
	<b>O&amp;G</b>	<ul style="list-style-type: none"> <li>Obtain IMS certification by Q3 2026.</li> </ul>	<ul style="list-style-type: none"> <li>Engage external consultants to support certification process.</li> <li>Conduct structured IMS training programmes.</li> </ul>
	<b>Concession</b>	<ul style="list-style-type: none"> <li>To implement HAMMS application.</li> <li>To utilise TCSS system (Traffic Monitoring Control System (TMCS) / TMC) during highway operations.</li> <li>To achieve monthly deduction below 5% for all services under Group 1.</li> <li>To achieve more than 80% rating for customer satisfaction survey.</li> </ul>	<ul style="list-style-type: none"> <li>Training and awareness for operation team.</li> <li>Liaise with TMCS installer to enhance team knowledge of the system.</li> <li>To ensure 90% of outstanding work order closed within 30 days.</li> <li>Continuous training and awareness to address clients' requirements.</li> </ul>
	<b>Property</b>	-	-
<b>Supply Chain Management</b> 	<b>Group</b>	<ul style="list-style-type: none"> <li>To increase the proportion of local vendors by January 2026.</li> </ul>	<ul style="list-style-type: none"> <li>To identify local vendors.</li> </ul>
	<b>E&amp;C</b>	<ul style="list-style-type: none"> <li>To establish a vendor list of competent sub-contractors by January 2026.</li> </ul>	<ul style="list-style-type: none"> <li>To strengthen the Vendor Development Programme ("VDP").</li> </ul>
	<b>O&amp;G</b>	<ul style="list-style-type: none"> <li>To maintain the proportion of local vendors.</li> </ul>	<ul style="list-style-type: none"> <li>To get better rates from vendors.</li> <li>To get credit understanding (terms of payment).</li> </ul>
	<b>Concession</b>	<ul style="list-style-type: none"> <li>To appoint Bumiputera vendors for highway maintenance.</li> <li>To establish a vendor list of competent sub-contractors.</li> </ul>	<ul style="list-style-type: none"> <li>The appointment of contractors completed.</li> <li>Compliance evaluation.</li> </ul>
	<b>Property</b>	<ul style="list-style-type: none"> <li>To appoint 90% Bumiputera and local contractors.</li> </ul>	<ul style="list-style-type: none"> <li>To invite more local contractors during tender exercises and procurement.</li> </ul>

KEY PERFORMANCE INDICATORS (KPIs) (GRI 3-1 to 3-3)

KPIs: FYE 2026

MATERIALITY MATTERS	GROUP & DIVISION	KPIS	INITIATIVES
<b>Health, Safety &amp; Environment</b> 	<b>Group</b>	<ul style="list-style-type: none"> <li>To maintain the effectiveness of AZRB security.</li> </ul>	<ul style="list-style-type: none"> <li>Security awareness training                             <ul style="list-style-type: none"> <li>To conduct security awareness sessions for AZRB and its subsidiaries.</li> </ul> </li> <li>Security risk assessment and audit                             <ul style="list-style-type: none"> <li>To conduct security risk assessments and security audits to ensure staff comply with established security policies and procedures.</li> </ul> </li> <li>Security survey and staff engagement</li> <li>To conduct investigations.</li> <li>Training for Security Personnel - Auxiliary Police</li> <li>To develop and review security SOP/Policy.</li> </ul>
	<b>E&amp;C</b>	<ul style="list-style-type: none"> <li>To achieve less than 2% for LTIR.</li> <li>To achieve zero fatality rate.</li> </ul>	<ul style="list-style-type: none"> <li>To ensure visible and consistent support from top management by periodically reviewing the HSE policy.</li> <li>To remain committed and integrate aspects of HSE into all company operations.</li> <li>To ensure aspects of risk management are taken care of for each operational task.</li> <li>Training and competency to be given priority including mandatory induction, specialised training or workers' competency.</li> <li>Safe work practices and procedures to remain enforced as per the requirements (SOP, PTW or Work Instruction).</li> <li>Health and safety monitoring including incident management, equipment and site safety, worker's engagement and welfare and emergency preparedness.</li> <li>Continuous improvement including setting achievable HSE KPIs, benchmarking and committed to innovation in HSE (use of drone, AI-based inspection or wearable technology).</li> </ul>
	<b>O&amp;G</b>	<ul style="list-style-type: none"> <li>To achieve 600,000+ man-hours without LTI and maintain 0% fatality rate.</li> </ul>	<ul style="list-style-type: none"> <li>To implement quarterly QHSE major campaigns (minimum one major campaign per quarter).</li> <li>To strengthen safety culture programmes: Finger Injury, Line of Fire &amp; Potential Drop Object ("PDO").</li> </ul>
	<b>Concession</b>	<ul style="list-style-type: none"> <li>Use of LED lanterns for highway street lights for Section 2.</li> <li>To engage in rainwater harvesting at all toll plazas.</li> <li>To achieve less than 2% for LTIR.</li> </ul>	<ul style="list-style-type: none"> <li>Installation of LED lanterns for Section 2 in progress.</li> <li>Rainwater harvest tank installed at site and instructed the routine building maintenance contractor to utilise this water source.</li> <li>To strengthen safety committee and staff awareness.</li> </ul>
	<b>Property</b>	<ul style="list-style-type: none"> <li>0% fatality rate.</li> </ul>	<ul style="list-style-type: none"> <li>To create awareness, campaigns and briefings at sites.</li> </ul>

## KEY PERFORMANCE INDICATORS (KPIs) (GRI 3-1 to 3-3)

MATERIALITY MATTERS	GROUP & DIVISION	KPIs	INITIATIVES
<b>Diversity, Inclusivity &amp; Social Justice</b> 	<b>Group</b>	<ul style="list-style-type: none"> <li>To ensure the employee attrition rate does not increase by more than 10%.</li> <li>To hold 36 training sessions.</li> </ul>	<ul style="list-style-type: none"> <li>Regular communication with employees.</li> <li>Visits to site projects and subsidiaries by the second quarter of the year to communicate with employees and address any issues.</li> <li>"Coffee Sessions" with Head of HR &amp; Admin" as a casual communication and engagement with employees.</li> <li>To collaborate with Kelab Sukan &amp; Rekreasi in organising staff activities in order to improve employee engagement and morale.</li> <li>Rewards &amp; Recognition <ul style="list-style-type: none"> <li>Good employees are retained and compensated through good promotion/salary adjustment.</li> </ul> </li> <li>To encourage employees to attend training by linking training to career development opportunities and Performance Management System ("PMS").</li> <li>To encourage the Company to invest in training in order to boost employee engagement, reduce attrition rate and reduce recruitment cost.</li> <li>Succession Planning <ul style="list-style-type: none"> <li>Succession Planning programme will be initiated by the second quarter of the year to support long-term growth opportunities.</li> </ul> </li> </ul>
	<b>E&amp;C</b>	<ul style="list-style-type: none"> <li>To ensure the employee attrition rate does not increase by more than 10%.</li> </ul>	<ul style="list-style-type: none"> <li>HR initiatives are the same as Group.</li> </ul>
	<b>O&amp;G</b>	<ul style="list-style-type: none"> <li>To maintain employee attrition rate at 4%.</li> <li>To increase internship opportunities for local talent.</li> </ul>	<ul style="list-style-type: none"> <li>To conduct CSR programmes among local communities.</li> <li>To implement structured internship and talent development.</li> </ul>
	<b>Concession</b>	<ul style="list-style-type: none"> <li>To preserve the animals within forest reserve.</li> <li>To ensure close engagement with society, associations, local leaders and provide facilities for the public.</li> <li>To maintain 10% employee attrition rate for PenMedic.</li> <li>To maintain 5% employee attrition rate for EKVE.</li> <li>To hold training sessions - target of one session per year for both PenMedic and EKVE.</li> </ul>	<ul style="list-style-type: none"> <li>Taman Eco Rimba Ampang to be constructed as per Forestry Department's requirements.</li> <li>To install CCTV along the forest boundary to guard against illegal poaching activities along Section 2 alignment.</li> <li>To construct bridges as part of animal crossing within forest reserve at Section 2 alignment.</li> <li>To handover the new public library with GBI compliance to <i>Perbadanan Perpustakaan Awam Selangor</i> ("PPAS").</li> <li>Ensure workplace facilities are disabled-friendly.</li> <li>One training session for staff per year.</li> </ul>
	<b>Property</b>	-	-

**Most Material Matters**

Economic & Business Performance  
Quality & Innovation  
Supply Chain Management

**GRI Indicators**

201, 203, 204, 205, 206, 416

**BMSRG Themes**

Procurement Practices  
Indirect Economic Impact  
Product and Services Responsibility

**F4GBM Indicators**

GAC 01 - 10, GCG 01 - 10

## EESG STRATEGIC AREAS: ECONOMIC

### CREATING SUSTAINABLE VALUE FROM INFRASTRUCTURE ASSETS (GRI 201, 203)

AZRB's long-term value proposition is grounded in the participation and development of strategic infrastructure assets, strengthened through sustained project execution across its core businesses of E&C, O&G, Property and Concession.

Through its role as a nation builder, the Group undertakes capital-intensive infrastructure projects that, upon completion, evolve into operating assets capable of generating recurring income and strengthening the Group's overall asset base. This progression from project delivery to asset operation reinforces sustainable economic value and enhances financial resilience over time.

During the 18-month financial period ended 31 December 2025, the Group achieved a major milestone with the completion and opening to traffic of Section 1 of the EKVE from Sg. Long to Ampang.

Operational since 30 August 2025, this section forms part of the KLORR and represents a strategic concession asset with recurring revenue potential. The commencement of toll operations has enhanced the Group's asset base and provides a structured income platform that supports long-term financial stability.

Construction of the remaining section from Ampang to Ukay Perdana is ongoing and scheduled for completion in the second half of 2026. Following full delivery of the alignment, the EKVE will operate under a 50-year concession, strengthening recurring income streams and reinforcing asset-backed value. The project reflects the Group's ability to translate engineering capability into long-term concession participation that supports sustainable economic outcomes.

Beyond the EKVE, AZRB retains ownership of the TBSB in Kelantan, a strategic logistics and marine support facility serving offshore oil and gas operations in the Gulf of Thailand.

As the only commercial port in the state, TBSB continues to function as a critical operational node for the O&G Division. The asset contributes recurring business activity and reinforces the Group's position within the regional energy services value chain.

The E&C Division undertook several high-value projects during the reporting period, reinforcing its project pipeline and income base. Among the notable projects secured in FPE 2025 were:

- Construction of a healthcare project in Port Dickson, Negeri Sembilan
- Bridge construction across Sungai Kuantan connecting Kuantan and Tanjung Lumpur in Pahang
- Ongoing works for Masjid Bandaraya KotaSAS in Kuantan, Pahang
- Upgrading and renovation works for Istana Abu Bakar in Pekan, Pahang
- Road upgrading works in Cameron Highlands, Pahang
- Integrated development works for a technology and industrial park in Kemaman, Terengganu

These projects illustrate the Division's experience in delivering complex infrastructure and institutional developments, enhancing its execution track record and broadening its revenue base.

Within O&G, expansion works at TBSB included the development of additional warehouse facilities and open yard areas to strengthen storage, logistics and marine support capacity.

The Division also pursued commercial engagements to broaden its service offerings including vessel management opportunities. These efforts are intended to improve asset utilisation and strengthen operational stability within a cyclical industry.

Value creation under the Economic strategic area is underpinned by a strong focus on quality execution and compliance with recognised industry standards. The E&C and O&G Divisions adhere to established quality, HSE practices in project delivery, reinforcing client confidence and strengthening overall project performance.

## EESG STRATEGIC AREAS: ECONOMIC

AZRB's economic resilience is underpinned by the EKVE concession, TBSB and an active portfolio of infrastructure and industrial projects. Even amid financial constraints, these assets and projects provide tangible economic value and preserve core competencies.

*Further details on the Group's financial performance, asset position and operational strategy are presented in the Management Discussion and Analysis section of this Annual Report 2025.*

### SUPPORTING NATIONAL CONNECTIVITY AND ECONOMIC PARTICIPATION (GRI 203)

AZRB contributes to Malaysia's infrastructure landscape through the delivery of transport networks, institutional facilities and industrial developments. Across E&C, O&G and Concession, the Group supports national connectivity and regional economic participation through projects that enhance mobility, logistics capacity and public amenities.

During the reporting period, infrastructure activities were concentrated in the Klang Valley and several states along the East Coast of Peninsular Malaysia. The completion and opening of Section 1 of the EKVE has improved traffic dispersal between Sg. Long and Ampang, easing congestion on surrounding arterial routes. Construction of the remaining alignment towards Ukay Perdana will further enhance orbital connectivity within Greater Kuala Lumpur.

Beyond expressway infrastructure, the Group undertook public and institutional projects across transport connectivity, community facilities and industrial development in FPE 2025. These included bridge and road works that improve regional mobility, the construction of public facilities that serve growing communities and integrated industrial developments that stimulate economic activity at the state level.

Such projects enhance mobility, institutional development and industrial expansion across multiple regions. Infrastructure delivery at this scale contributes to broader economic activity and supports regional development priorities.

Selected developments incorporate design features that improve operational efficiency and long-term asset performance. Such considerations contribute to life cycle cost management and strengthen the durability of infrastructure assets over time.

Through these undertakings, AZRB contributes to connectivity, commerce and regional participation in economic growth. The Group's diversified project portfolio reflects its enduring role in delivering infrastructure that underpins Malaysia's broader development objectives.

### STRENGTHENING LOCAL SUPPLY CHAINS AND INCLUSIVE PARTICIPATION (GRI 203, 204, BMSRG)

Local sourcing forms an integral part of the Group's project delivery approach, reflecting its commitment to engaging Malaysian contractors, subcontractors and suppliers wherever feasible.

During the reporting period, AZRB's projects achieved 100% local content including the Istana Abu Bakar ("IAB"), Majlis Bandaraya KotaSAS ("MBK"), Jambatan Kampung Binjai ("JKB"), Port Dickson Specialist Hospital ("HPPD") and PNB1194. The Group engaged 64 local contractors, with contract awards amounting to RM339.98 million. These engagements generated direct business opportunities for local enterprises and sustained economic activity within project locations.

Participation in major infrastructure and institutional developments provides Malaysian contractors with exposure to complex project requirements, strengthening technical competence and delivery experience.

Through consistent engagement with local suppliers, the Group retains economic value within Malaysia while broadening participation across its project supply chain.

## EESG STRATEGIC AREAS: ECONOMIC

## Local Sourcing (FYE 2023 - FPE 2025)

Project	No. of Contractors / Sub-contractors			% of Local Content			Amount Paid to Local Contracts (RM)		
	FYE 2023	FYE 2024	FPE 2025	FYE 2023	FYE 2024	FPE 2025	FYE 2023	FYE 2024	FPE 2025
Flyover / TGLK	10	-	-	100%	-	-	2,218,792	-	-
EKVE (KLORR)	7	12	-	100%	100%	-	3,784,974	18,553,380	-
PNB 1194	41	18	<b>17</b>	100%	100%	<b>100%</b>	10,936,528	11,701,120	<b>11,594,192</b>
PNB118	20	5	-	100%	100%	-	3,760,894	1,164,395	-
POC	17	22	-	100%	100%	-	8,834,355	6,107,977	-
KL Node	1	-	-	100%	-	-	49,800	-	-
MBK	30	25	<b>22</b>	96%	96%	<b>96%</b>	51,692,287	34,091,214	<b>14,881,605</b>
CAM	7	-	-	100%	-	-	734,779	-	-
IAB	-	-	<b>23</b>	-	-	<b>100%</b>	-	-	<b>115,112,542</b>
JKB	-	-	<b>1</b>	-	-	<b>100%</b>	-	-	<b>55,388,466</b>
HPPD	-	-	<b>1</b>	-	-	<b>100%</b>	-	-	<b>143,000,000</b>
<b>TOTAL / AVERAGE</b>	133	82	<b>64</b>	99.50%	99.20%	<b>99.20%</b>	82,012,409	71,618,086	<b>339,976,805</b>

East Klang Valley Expressway ("EKVE"), Kuala Lumpur Outer Ring Road ("KLORR"), Petronas Office Complex ("POC"), Masjid Bandaraya KotaSAS ("MBK"), Projek Jalan Pintas Cameron Highlands ("CAM"), Tanjung Lumpur Kuantan ("TGLK"), Istana Abu Bakar ("IAB"), Jambatan Kampung Binjai ("JKB"), Port Dickson Specialist Hospital ("HPPD").

## PROCUREMENT PRACTICES (GRI 204, BMSRG)

The Group adheres to MS ISO 9001:2015 under a certified Quality Management System and applies an IMS framework in procurement activities. The IMS incorporates quality and HSE considerations into supplier evaluation and contract administration.



Contractors and suppliers are assessed using defined evaluation criteria. For sub-contractors, weightages are allocated to site management (50%), management support (20%), safety and health (15%) and environmental performance (15%).

Supplier assessments allocate 65% to site management and 35% to management support. These structured criteria ensure consistency in technical and operational evaluation.

During the reporting period, no non-compliance cases were recorded by SIRIM Berhad.

Detailed work packages are prepared for each trade prior to tender issuance. The Procurement Schedule is reviewed and approved internally before construction commences, with a target procurement cycle of 60 days from tender announcement to contract award.

## Evaluation Criteria (FPE 2025)

	 Sub-Contractors	 Suppliers
Management Support	20%	35%
Site Management	50%	65%
Safety & Health	15%	-
Environment	15%	-
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

## EESG STRATEGIC AREAS: ECONOMIC

### Annual Assessment

The target for the scoring system is based on the AZRB/AZSB Quality Objective (E&C Scope).

### Evaluation of Sub-Contractors and Suppliers

Performance Level/Score	Sub-Contractors		Suppliers	
	Number	%	Number	%
Outstanding: 80-100	24	25	4	11
Exceeded Requirement: 70-79	11	12	5	14
Met Requirement: 60-69	22	23	26	72
Need Improvement: 50-59	30	31	1	3
Failed: 0-49	9	9	0	0
<b>TOTAL</b>	<b>96</b>	<b>100%</b>	<b>36</b>	<b>100%</b>

### QUALITY PRODUCTS AND SERVICES (GRI 416, BMSRG)

The Group's commitment to delivering projects in accordance with defined technical and contractual standards is embedded within its management systems and execution practices.

The E&C Division maintains certification to:

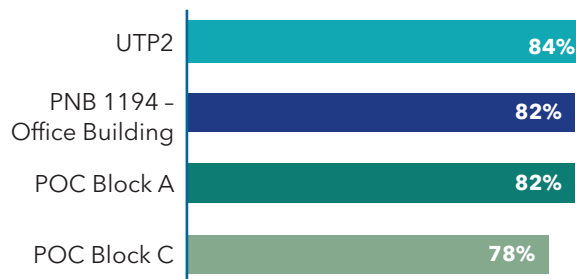
- MS ISO 9001:2015 - Quality Management System
- MS ISO 14001:2015 - Environmental Management System
- MS ISO 45001:2018 - Occupational Health and Safety Management System

These certifications are issued by SIRIM QAS International Sdn Bhd ("SIRIM QAS") and are implemented within the Group's IMS framework.

Quality assurance processes are implemented in accordance with MS ISO 9001:2015 and the specific requirements set out in client contract documents. During the reporting period, no non-compliance cases were recorded by SIRIM QAS.

The QLASSIC administered by Construction Industry Development Board ("CIDB") serves as an external benchmark of construction quality.

During the reporting period, the Group recorded the following QLASSIC scores:



These results reflect adherence to defined quality parameters and systematic oversight under the IMS framework.



**Petronas Office Complex**



**Most Material Matters**

Health, Safety & Environment

**GRI Indicators**

2-23, 2-24, 2-25, 2-27, 301 - 308

**BMSRG Themes**

Emissions  
Waste and Effluent

Water  
Energy  
Supply Chain (Environmental)  
Product and Services  
Responsibility (Environmental)  
Materials  
Compliance (Environmental)

**F4GBM Indicators**

ECC 01, ECC 15, ECC 31, EPR  
01-03, ESC 03, ESC 05, ESC 08,  
ESC 11, EWT 13

**EESG STRATEGIC AREAS:  
ENVIRONMENTAL**

**ENSURING COMPLIANCE WITH ENVIRONMENTAL  
LEGISLATION (GRI 2-27, BMSRG)**

Environmental management at AZRB is anchored in compliance with applicable environmental legislation and regulatory requirements governing construction and operational activities. The Group incorporates these requirements into project planning and execution, covering areas such as pollution control, waste management, drainage and erosion control, resource consumption and other site-level environmental safeguards.

Compliance obligations are incorporated into project execution through established procedures and oversight by project and HSE personnel. Environmental controls at project sites include the proper handling and disposal of construction waste, monitoring of site emissions and observance of environmental safeguards during construction activities.

Maintaining compliance helps minimise regulatory risk while reinforcing disciplined environmental practices across the Group’s operations.

**Relevant and Applicable Legislation**

**Environmental Quality Act 1974 and Amendment 2012**  
**Solid Waste and Public Cleansing Management Act 2007**  
**Street, Drainage & Building Act 1974**

**MANAGING RESOURCE EFFICIENCY AND CLIMATE**

**IMPACT (GRI 2-27, 301 - 303, BMSRG, F4GBM ECC 01, ECC 15, EPR 03)**

AZRB recognises the finite nature of natural resources. Construction and infrastructure activities draw on energy, materials and water, making prudent management of resource consumption an important part of the Group’s operational practices.

Through responsible use of resources and closer monitoring of consumption, AZRB seeks to reduce environmental impacts while supporting broader climate objectives associated with sustainable development.

Operational teams monitor resource consumption at headquarters ("HQ"), project sites and operating facilities, including electricity and water usage at headquarters and project offices for E&C, O&G, Concession operations and the Residence Inn Cherating.

The Group also maintains an inventory of machinery and vehicles used in its operations and monitors their fuel consumption. Diesel usage from construction machinery and vehicles across projects and divisions is consolidated to provide greater visibility over operational fuel consumption and the associated emissions.

Waste reduction practices are applied at operational and administrative sites. Recyclable materials such as paper and cardboard generated at headquarters and project offices are collected by appointed recycling agents. At construction sites, excess materials are managed as scrap and sold to external parties where appropriate.

In construction projects, the Group also adopts solutions that improve material efficiency and reduce environmental impact. One example is the use of the Green Terramesh system for reinforced slopes and mechanically stabilised earth structures along sections of the EKVE project.

The modular system supports vegetation growth, improves water absorption and reduces reliance on conventional retaining structures. Excess excavated soil was repurposed as backfill material for the Terramesh structure, reducing transportation and disposal requirements while lowering construction waste.

## EESG STRATEGIC AREAS: ENVIRONMENTAL

## List of Machinery at Project Sites FPE 2025

Equipment	No.
Air Compressor	4
Backhoe	10
Backpusher	5
Bar Cutting Machine	1
Concrete Mixer	2
Crane	2
Excavator	26
Forklift	6
Generator Set	9
Lorry	18
Mini Loader (Bobcat)	2
Mobile Crane	10

Equipment	No.
Piling Machine	2
Prime Mover	3
Pumpcrete Truck	1
Roller Compactor	9
RT Crane	4
Shovel	2
Skylift	1
Tipper Truck	5
Tower Crane	3
Tugboat	1
Water Browser Truck	1

To strengthen oversight of fuel consumption, AZRB has compiled a more detailed inventory of diesel-powered machinery and vehicles used across its project sites. This updated register, building on the list previously published in AR2024, provides a clearer record of equipment utilisation and fuel usage, supporting the Group's monitoring of operational emissions associated with construction and O&G activities.



## Fuel Consumption (Litres) FYE 2024 - FPE 2025

		Total FYE 2024	Diesel FPE 2025	Petrol FPE 2025	Total FPE 2025 (18 months)
HQ and E&C Project Sites	Machinery	321,468	1,609,338	-	<b>1,665,770</b>
	Vehicles		14,823	41,609	
Oil & Gas	Machinery	64,025	181,946	-	<b>204,579</b>
	Vehicles		11,561	11,072	
Property	Vehicles	11,170	3,132	13,535	<b>16,667</b>
<b>TOTAL</b>		<b>396,663</b>	<b>1,820,800</b>	<b>66,216</b>	<b>1,887,016</b>

\* Reporting Boundaries:

FPE 2025 HQ, E&C Project Sites - PNB 1194 & PNB 118, KLORR, MBK, Bentong, POC, IAB & CAM; Other Businesses - O&G: TBS, AFE & ICSB, Concession :EKVE, and Property: Residence Inn, Cherating.

FYE 2024 HQ, E&C Project Sites - PJHZ, MRT, PNB 1194 & PNB 118, KLORR, Tanjung Lumpur, MBK, Bentong, POC; Other Businesses - O&G: TBS, AFE & ICSB, and Property: Residence Inn, Cherating.

FYE 2022 & 2023 only covered the HQ boundary

## EESG STRATEGIC AREAS: ENVIRONMENTAL

## Conversion of Fuel Consumption in Kilolitres to MWh (1 kilolitre = 1,000 litres)

	FPE 2025 (18 months)	
HQ and E&C Project Sites	18,600.00	1 fuel oil equivalent @kilolitre = 11.1660077736 MWh* 1 MWh* = 0.0895575232 fuel oil equivalent @kilolitre <a href="https://www.unitconverters.net/energy/fuel-oil-equivalent-kiloliter-to-megawatt-hour.html">https://www.unitconverters.net/energy/fuel-oil-equivalent-kiloliter-to-megawatt-hour.html</a>
Oil & Gas	2,284.34	
Property	186.10	
<b>Total</b>	<b>21,070.44</b>	

Total fuel consumption in FPE 2025 was almost five times higher than FYE 2024. The difference reflects the extended 18-month reporting period together with the more comprehensive recording of machinery and vehicle fuel consumption across project sites and operating divisions. Diesel continued to represent the largest share of fuel used, primarily for construction machinery and project vehicles in E&C operations.

FYE 2024 results were our baseline for tracking fuel consumption. We intend to present a rolling three-year comparison by FYE 2026.

Electricity Consumption (MWh)  
FYE 2023 - FPE 2025

	FYE 2023	FYE 2024	FPE 2025 (18 months)
HQ and E&C Project Sites	854.08	1,500.96	<b>1,891.88</b>
Oil & Gas	-	1,856.41	<b>2,887.70</b>
Property	-	700.13	<b>618.63</b>
Concession	-	-	<b>1,009.38</b>
<b>Total</b>	<b>854.08</b>	<b>4,057.50</b>	<b>6,407.59</b>

Electricity consumption in FPE 2025 was approximately 58% higher than FYE 2024, mainly due to the longer 18-month reporting period and the inclusion of consumption at EKVE. Usage was recorded across HQ, E&C project sites, O&G facilities and Property (Residence Inn Cherating).

FYE 2024 was the baseline for recording and reporting electricity consumption at project sites and corporate headquarters. Similar to fuel consumption, we intend to present a rolling three-year comparison by FYE 2026.



## Energy Consumption (MWh) FPE 2025

	Fuel Consumption	Electricity Consumption	Total Energy
HQ and E&C Project Sites	18,600.00	1,891.88	20,491.88
Oil & Gas	2,284.34	2,887.70	5,172.04
Property	186.10	618.63	804.73
Concession	-	1,009.38	1,009.38
<b>Total</b>	<b>21,070.44</b>	<b>6,407.59</b>	<b>27,478.03</b>

Energy consumption = fuel consumption + electricity consumption, with conversion using [unitconverters.net/energy/](https://www.unitconverters.net/energy/).

MWh = megawatt-hour

## Energy Consumption (MWh) FYE2023 - FPE 2025

	FYE 2023	FYE 2024	FPE 2025 (18 months)
HQ and E&C Project Sites	854.08	5,090.47	<b>20,491.88</b>
Oil & Gas	-	2,571.31	<b>5,172.04</b>
Property	-	824.86	<b>804.73</b>
Concession	-	-	<b>1,009.38</b>
<b>Total</b>	<b>854.08</b>	<b>8,486.64</b>	<b>27,478.03</b>

Total energy consumption in FPE 2025 was approximately 3.2 times higher than FYE 2024. The higher total largely results from the longer 18-month reporting period, with the increase mainly driven by diesel consumption from construction machinery and vehicles supporting E&C project activities as well as inclusion of electricity consumption at EKVE.

FYE 2024 was the baseline for reporting energy consumption. We intend to present a rolling three-year comparison by FYE 2026.

## Energy Intensity FYE 2023 - FPE 2025

	FYE 2023	FYE 2024	FPE 2025 (18 months)
Energy Consumption (MWh)	854.08	8,486.64	<b>27,478.03</b>
Revenue (RM Million)	371.60	495.47	<b>1,045.95</b>
Energy Intensity (MWh / RM Million)	2.30	17.13	<b>26.27</b>

Energy intensity in FPE 2025 was approximately 53% higher than FYE 2024. The increase was influenced by higher energy consumption associated with E&C project activities, particularly diesel usage from construction machinery and vehicles and inclusion of electricity consumption at EKVE.

Energy intensity is calculated by dividing total energy consumption (MWh) from activities in high climate-impact sectors by the net Revenue (RM) in millions generated from those related activities. FYE 2024 was the baseline for reporting energy intensity. We intend to present a rolling three-year comparison by FYE 2026.

## EESG STRATEGIC AREAS: ENVIRONMENTAL

Water Consumption (m<sup>3</sup>) FYE 2023 - FPE 2025

	FYE 2023	FYE 2024	FPE 2025 (18 months)
HQ and E&C Project Sites	10,245	53,987	<b>87,443</b>
Oil & Gas	-	16,384	<b>42,207</b>
Property	-	18,309	<b>45,375</b>
Concession	-	-	<b>4,959</b>
<b>Total</b>	10,245	88,680	<b>179,984</b>

m<sup>3</sup> = cubic metre

Water consumption in FPE 2025 was double the FYE 2024 level. Consumption was recorded across HQ and E&C project sites, O&G facilities, Property (Residence Inn Cherating) and the EKVE, with the longer 18-month reporting period and inclusion of EKVE contributing to the higher total.

FYE 2024 was the baseline for recording and reporting water consumption at project sites and corporate HQ. Similar to fuel consumption, we intend to present a rolling three-year comparison by FYE 2026.

### SAFEGUARDING BIODIVERSITY AND NATURAL HABITATS (GRI 304, BMSRG)

Biodiversity and healthy ecosystems play an important role in maintaining environmental balance, supporting wildlife habitats and sustaining natural resources. Infrastructure and development activities must be planned carefully to minimise disturbance to surrounding ecosystems.

AZRB incorporates environmental considerations into the planning, design and execution of its projects to reduce potential impacts on nearby habitats and ecological systems. Infrastructure development can affect land use patterns, vegetation cover and wildlife movement if not carefully managed.

Potential environmental impacts are evaluated through regulatory processes such as EIA, which are submitted to the Department of Environment ("DOE"). Such assessments examine the possible effects of projects on flora and fauna, land stability, drainage patterns, air and water quality, noise levels and erosion risks.

Appropriate mitigation measures are then incorporated into project design and construction planning to ensure development activities remain consistent with environmental protection requirements.

The Group's Environmental Management System ("EMS"), certified to ISO 14001:2015 standards, provides the framework for managing environmental responsibilities across operations. The system supports compliance with environmental laws and regulatory requirements while guiding operational practices intended to reduce environmental impacts throughout project life cycles.

For construction activities, environmental monitoring and management plans are implemented to address site-specific ecological considerations. Wildlife management plans are applied where relevant during construction works to ensure that project activities do not unnecessarily disturb nearby habitats or wildlife movement corridors.

Engagement with relevant authorities, including the Department of Wildlife and National Parks (Jabatan Perlindungan Hidupan Liar dan Taman Negara - PERHILITAN), forms part of these measures where projects are located near environmentally-sensitive areas.

The EKVE project, which passes through forest areas north of Kuala Lumpur including sections near the Hulu Gombak and Ampang Forest Reserve, incorporates environmental safeguards designed to minimise disruption to wildlife habitats.

The project design includes wildlife crossings beneath viaduct sections to allow animals to move between forest areas separated by the highway alignment. Additional protective measures such as perimeter fencing and monitoring systems help prevent wildlife from entering traffic corridors and discouraging illegal poaching activities within the project area.

These safeguards were informed by findings from the Detailed Environmental Impact Assessment ("DEIA") undertaken prior to construction. The DEIA evaluated the potential environmental effects of the project and guided the incorporation of appropriate ecological protection measures into the highway design.

Within the Property Division, environmental considerations are also integrated into the planning of development projects. The Kemaman Technology & Industrial Park ("KTIP") in Paka, Terengganu incorporates biodiversity considerations in its residential development phases under Taman Tiara Paka.

Environmental aspects such as drainage planning, erosion control and site management practices are reviewed during the planning and development stages to ensure construction activities are carried out responsibly and in accordance with regulatory requirements.

**EESG STRATEGIC AREAS: ENVIRONMENTAL**

The completed and ongoing phases of Taman Tiara Paka are located within designated development zones approved by the relevant authorities and are not situated in gazetted protected forests or areas classified as having high biodiversity value.

Site assessments are conducted prior to each development phase to understand surrounding land conditions, ecological characteristics and the proximity of any environmentally-sensitive areas.

Through these measures, AZRB seeks to ensure its development activities are carried out responsibly while maintaining compliance with environmental regulations and safeguarding natural habitats where projects are undertaken.

**Key Biodiversity Safeguards in AZRB Projects**

- EIA conducted where required under applicable regulatory guidelines.
- Environmental Management System certified to ISO 14001:2015 supporting environmental compliance and impact management.
- Wildlife management plans implemented during construction activities where relevant.
- Engagement with PERHILITAN for projects located near environmentally sensitive areas.
- Wildlife crossings and protective infrastructure incorporated where appropriate to support habitat connectivity and reduce risks to wildlife.

**MANAGING POLLUTION AND WASTE**

(GRI 303, 306, F4GBM ECC 01, EPR 01, EPR 03)

Construction and infrastructure activities can generate emissions, wastewater discharge, noise and solid waste during project implementation. Given the nature of its operations, AZRB places strong emphasis on controlling pollution arising from project activities.

Effective management of these environmental aspects helps ensure development activities do not adversely affect surrounding communities or the natural environment. Project sites are managed in accordance with the Group’s HSE policy, which establishes procedures for monitoring and controlling environmental impacts during construction and operational activities.

Operational teams monitor air quality, water discharge and noise levels at project sites to track compliance with regulatory standards and keep pollution levels within acceptable limits.

At construction sites, teams implement measures to control emissions and runoff generated during project activities. Vehicle wash-through stations reduce airborne particulates while silt traps and sediment basins prevent suspended solids from entering nearby waterways.

Teams also conduct periodic water sampling and discharge checks to verify that effluent released from site operations meets regulatory requirements. Noise levels are monitored regularly to ensure construction activities remain within permissible limits.

Project teams manage waste generated from construction activities through established handling, storage and disposal procedures to prevent contamination of soil and water resources. They also handle hazardous materials and scheduled wastes in accordance with regulatory requirements and industry practices, supported by monitoring and reporting processes across project sites.

**Waste Generated (mt) FYE 2024 - FPE 2025**

	FYE 2024	FPE 2025 (18 months)
Total Domestic Waste	55.19	<b>196.26</b>
Total Construction Waste	3,941.40	<b>4,851.47</b>
Total Scheduled Waste	0.02	<b>0.00</b>
<b>Total Waste Generated</b>	<b>3,996.61</b>	<b>5,047.73</b>

Total waste generated increased by approximately 26% in FPE 2025, with the hike largely driven by higher construction waste from project activities including the resumption of EKVE. Construction materials continued to account for the vast majority of waste generated. Domestic waste increased, but remained a small proportion of overall waste volumes while no scheduled waste disposal was recorded during the year.

## EESG STRATEGIC AREAS: ENVIRONMENTAL

## Solid Waste Disposal (mt) FYE 2023 - FPE 2025

	FYE 2023	FYE 2024	FPE 2025
Domestic Waste	N/A	60.70	<b>196.26</b>
Construction Waste	42.84	1,835.37	<b>4,851.47</b>
<b>Total Disposed</b>	42.84	1,896.07	<b>5,047.73</b>

mt = metric tonnes

Solid waste disposal in FPE 2025 was approximately 2.7 times higher than in FYE 2024. Construction materials remained the dominant waste stream, with domestic waste forming a relatively small share of the total.



Spent lubricating oil (SW 305)

-  
FYE 2024 : 1.60 kg  
FYE 2023 : -



Clinical waste (SW 404)

-  
FYE 2024 : -  
FYE 2023 : 3.20 kg



Contaminated soil (SW 408)

-  
FYE 2024 : -  
FYE 2023 : 523.00 kg



Contaminated filter (SW 408)

-  
FYE 2024 : -  
FYE 2023 : 83.00 kg



Disposed containers, bags or equipment contaminated with chemicals, pesticides, mineral oil or scheduled wastes (SW 409)

-  
FYE 2024 : 5.20 kg  
FYE 2023 : -



Rags, plastics, papers or filters contaminated with scheduled wastes (SW 410)

-  
FYE 2024 : 15.60 kg  
FYE 2023 : 73.00 kg



Waste of inks, paints, pigments, lacquer, dye or varnish (SW 417)

-  
FYE 2024 : -  
FYE 2023 : -

**TOTAL -**

FYE 2024 : 22.40 kg  
FYE 2023 : 682.20 kg

No scheduled waste disposal was recorded in FPE 2025. Previous periods involved only small quantities associated with project maintenance and operational materials.

The Group maintains oil spill preparedness measures at TBSB through participation in the National Oil Spill Contingency Plan ("NOSCP"), which supports coordinated response efforts in the event of marine oil spill incidents.

**ADDRESSING CLIMATE IMPACT THROUGH EMISSIONS MANAGEMENT** (GRI 305, F4GBM ECC 01, EPR 01)

The management of GHG emissions forms part of the Group's broader sustainability agenda. As operations expand and evolve, incremental improvements are being introduced to integrate emissions awareness and climate considerations into operational practices.

During the reporting period, the Group strengthened its monitoring of operational emissions by expanding the capture of fuel consumption data from machinery and vehicles used in construction projects while continuing to track electricity usage across operational facilities. These efforts provide a clearer understanding of the principal sources of emissions associated with project activities.

FPE 2025 also marked AZRB's first attempt to estimate fugitive emissions arising from refrigerant leakage in air-conditioning systems. Together with the expanded accounting of fuel and electricity consumption, this provides a more comprehensive baseline for monitoring GHG emissions across operations.

The Group's involvement in a number of green-certified developments further reflects the growing integration of sustainability considerations in project delivery. Completed and ongoing projects have achieved or targeted certifications under recognised green building frameworks such as GBI, the Malaysian Carbon Reduction and Environmental Sustainability Tool ("MyCREST") and the JKR's Green Rating System.

As emissions monitoring improves and more operational data becomes available, AZRB will continue strengthening its data collection processes to support more consistent reporting and inform future environmental management initiatives.

EESG STRATEGIC AREAS: ENVIRONMENTAL

Fugitive Emissions

List of Air-Conditioning Units and Refrigerant Types

UNITS BY HORSEPOWER ("HP")	
1 HP	3
2 HP	2
2.5 HP	2
3 HP	4
4 HP	1
14 HP	1
16 HP	7
18 HP	9
20 HP	11
21 HP	2
<b>TOTAL</b>	<b>42</b>

TYPES OF REFRIGERANTS	
R22	8
R32	2
R410	32

**FPE 2025: 42.64 CO<sub>2</sub>e mt**

Fugitive Emissions from Refrigerants

FPE 2025 represents AZRB's first attempt to estimate fugitive GHG emissions arising from refrigerant leakage in air-conditioning systems.

As detailed records of refrigerant refilling or leakage are not yet maintained across the Group, the estimate applies a screening approach based on installed equipment capacity. We identified a total of 42 air-conditioning units with a combined installed capacity of 578 hp at corporate HQ.


To estimate the refrigerant charge, we applied a proxy value of 0.5 kg of refrigerant per hp to the installed capacity. The estimation also assumes 5% annual leakage rate to determine potential refrigerant losses. As FPE 2025 covers 18 months, the estimate reflects 1.5 years of potential leakage.

The methodology allocates the estimated refrigerant loss across the refrigerant types used in the installed systems: R22, R32 and R410A, based on the number of units using each refrigerant. We then converted the resulting quantities into CO<sub>2</sub>e using the respective global warming potential ("GWP") factors:

- R22 - 1,810
- R32 - 675
- R410A - 2,088

AZRB recognises that fugitive refrigerant emissions can be quantified more accurately using actual refrigerant recharge or leakage records. The Group is reviewing procedures to improve refrigerant monitoring and strengthen data collection in future reporting periods.


GHG Emissions (CO<sub>2</sub>e mt) FYE 2023 - FPE 2025



**Scope 1: Mobile Combustion & Fugitive Emissions**

**4,771.88**


FYE 2024 : 990.11  
FYE 2023 : 695.50



**Scope 2: Purchased Electricity**

**4,856.95**

FYE 2024 : 3,075.58  
FYE 2023 : 529.50



**Scope 3: Employee Commuting & Business Travel & Waste-related Emissions**

**4,185.71**

FYE 2024 : 399.30  
FYE 2023 : 0.00

**TOTAL 13,814.54**

FYE 2024 : 4,465.00  
FYE 2023 : 1,225.00

Total GHG emissions increased significantly in FPE 2025, reflecting the extended 18-month reporting period together with broader data coverage across operational activities.

Scope 2 emissions formed the largest contributor following the inclusion of electricity consumption from the Concession Division while Scope 1 emissions also remained substantial, driven mainly by fuel consumption from machinery and vehicles supporting E&C project activities. The FPE 2025 tabulation also includes fugitive emissions from refrigerant leakage in air-conditioning systems following the Group's first attempt to quantify these emissions.

Scope 3 emissions from employee commuting, business travel and waste-related emissions, which was also included for the first time in FPE 2025, represented an increasingly visible component as reporting coverage improved.

- The Emissions Factor used in these calculations are:
- Electricity: Peninsular Malaysia Energy Commission 2021 Grid EF @ 0.758 kgCO<sub>2</sub>e/kWh
  - Petrol: DEFRA 2023 @ 2.34502 kgCO<sub>2</sub>e/litre
  - Diesel: DEFRA 2023 @ 2.51206 kgCO<sub>2</sub>e/litre
  - Waste: DEFRA 2023 @ 0.548 mt CO<sub>2</sub>e / mt (Treatment: Landfilled)  
(Source: <https://www.mgtc.gov.my/lcos-personal-calculator/>)
  - Conversion of employee commuting via car, motorcycle, bus or rail to CO<sub>2</sub>e: (Source: [www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022](http://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022))
  - Conversion of business travel via car or aircraft to CO<sub>2</sub>e: (Source: [www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022](http://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022))
- GHG emissions data in FYE 2024 serves as the baseline for comparison in the coming years, and we anticipate providing a three-year comparison by FYE 2026.

## EESG STRATEGIC AREAS: ENVIRONMENTAL

### GHG Emissions Intensity FYE 2023 - FPE 2025



Emissions (CO<sub>2</sub>e mt)  
**13,814.54**

FYE 2024 : 4,465.00  
FYE 2023 : 1,225.00



Revenue (RM million)  
**1,045.95**

FYE 2024 : 495.47  
FYE 2023 : 371.21

#### GHG EMISSIONS INTENSITY

**13.21**

FYE 2024 : 9.01

FYE 2023 : 3.30

Compared with FYE 2024, the GHG emissions intensity ratio recorded an increase by 47% in FPE 2025. Higher emissions from an expanded scope of reporting during the extended 18-month reporting period contributed to the change, even as Revenue also rose over the same period.

*Emission intensity = Emissions divided by Revenue in millions. The energy intensity ratio in FYE 2024 serves as the baseline for comparison in subsequent years, with a three-year comparison expected by FYE 2026.*

### INTEGRATING ENVIRONMENTAL RESPONSIBILITY INTO THE SUPPLY CHAIN (GRI 308, F4GBM ESC 03)

Environmental impacts in construction extend beyond project sites and into the supply chain through the sourcing of materials, equipment and services. As such, responsible sourcing and contractor selection form an important part of AZRB's environmental management approach.

Procurement activities across the Group follow the MS ISO 9001:2015 Quality Management System and the Group's IMS, which guide supplier selection, tender evaluation and contract award procedures.

When sourcing materials and services, the Group prioritises local suppliers unless project specifications or client requirements require otherwise. Local sourcing also supports more efficient project coordination and helps manage the environmental impacts associated with construction activities and material supply.

Environmental performance also influences supplier selection. In construction projects, AZRB encourages the use of Industrialised Building System ("IBS") methods to improve construction efficiency and reduce site waste.

The Group also prioritises suppliers that support green building elements such as rainwater harvesting systems and integrated building management systems that improve energy efficiency.

To strengthen responsible supply chain practices, AZRB screens new suppliers against environmental criteria. During FPE 2025, the Group evaluated 23 prospective subcontractors and suppliers, of which 12 met the required standards while 11 did not qualify for inclusion in the approved vendor list.

AZRB also manages environmental risks associated with construction materials and supply chain activities, including the use of energy-intensive materials and the potential environmental impacts arising from their extraction, production and installation.

To address these concerns, the Group incorporates recycling practices in demolition works and adopts alternative materials where appropriate to improve resource efficiency.

### EMBEDDING ENVIRONMENTAL AWARENESS IN THE WORKPLACE

The Changing Habits Initiative, which is part of the Green Lifestyle programme, introduced in FYE 2024, promotes environmentally-responsible practices in the workplace by encouraging employees to adopt sustainable habits in their daily activities. The initiative emphasises behavioural changes that collectively contribute to stronger environmental awareness across the Group. AZRB maintained the initiative via email blasts to improve awareness during the year in review.

Meanwhile, employee engagement and training activities continued across the Group's divisions. Sustainability awareness forms part of broader training programmes that strengthen ESG understanding and operational practices among employees. Between July 2024 and December 2025, the Group conducted 124 training sessions involving 1,988 participants.

Through these initiatives, AZRB seeks to embed environmental awareness in its workplace culture while encouraging employees to incorporate responsible practices into their daily work routines.

## EESG STRATEGIC AREAS: ENVIRONMENTAL

## INTEGRATING SUSTAINABILITY INTO BUILDING DESIGN










Sustainable design increasingly shapes modern building and infrastructure development. Energy-efficient systems, responsible material selection and effective water management reduce environmental impact while supporting long-term building performance and occupant well-being.

Project teams incorporate sustainability considerations during the design and construction stages to meet recognised green certification requirements. Depending on client requirements and project specifications, several developments have achieved or are pursuing certification under rating systems such as GBI, MyCREST and JKR's Green Rating system.

The GBI is Malaysia's principal green building rating system. It assesses building performance across areas including energy efficiency, indoor environmental quality, sustainable site planning, materials and resources, and water efficiency. Projects receive certification levels ranging from Certified to Platinum based on their environmental performance.

MyCREST was developed by the CIDB to evaluate building sustainability across the entire life cycle, covering design, construction and operational performance. Meanwhile, the JKR Green Rating covers infrastructure and civil engineering projects. The framework assesses sustainability considerations such as resource efficiency, environmental protection and responsible site management. Several completed and ongoing projects within AZRB's portfolio have achieved or are currently pursuing certification under these rating systems.

## Green Buildings/Projects

Projects	Green Rating	Status
 Menara KKR, Kuala Lumpur	GBI Platinum	Completed in 2015. Design Assessment ("DA") and Completion & Verification Assessment ("CVA") obtained.
 IIUM Medical Centre, Kuantan, Pahang	Energy Efficient Building	Completed in 2016. Designed to achieve Building Energy Efficiency ("BEI") below 110 kWh/m <sup>2</sup> /year as compared to standard BEI for normal building of 135 kWh/m <sup>2</sup> /year. No assessment was carried out upon full operation of the hospital.
 UDA Legasi Mixed Development, Kampung Baru, Kuala Lumpur	GBI Gold - Office Building; GBI Certified - Residential	Completed in 2021 (DA stage). Client did not proceed with CVA certification.
 PJHZ Office Building (Z1), Putrajaya	GBI Certified	Completed in 2023.
 PNB 1194 Office and Hotel Tower, Jalan Sultan Ismail, Kuala Lumpur	GBI Platinum - Hotel; GBI Certified - Office Tower	In progress (DA stage).
 Petronas Office Complex, Kerteh, Terengganu	GBI Gold - Office Building	Completed in 2024.
 Ampang Library (EKVE), Ampang, Selangor	GBI Certified	Completed in 2025.
 Projek Jalan Pintas Cameron Highlands, Pahang	3-Star Green Rating - Penarafan Hijau JKR ("PHJKR")	In progress. Design stage.
 Hospital Pakar Port Dickson, Negeri Sembilan	MyCREST-2 Star	In progress. Implementation stage.





**Most Material Matters**

Health, Safety & Environment  
Quality & Innovation  
Diversity, Inclusivity & Social Justice

**GRI Indicators**

2-7, 2-8, 2-19, 2-20, 2-23, 2-24, 2-26, 2-27, 401 - 418

**BMSRG Themes**

- Diversity
- Human Rights
- Occupational Safety and Health
- Labour Practices
- Society
- Product and Services

Responsibility (Social)

- Supply Chain (Social)
- Compliance (Social)

**F4GBM Indicators**

SHR 03-05, SHR 15, SHR 17, SHR 27, SHS 01-02, SHS 08, SHS 11, SLS 01-03, SLS 08, SLS 11, SLS 16, SLS 26, SLS 29-30, SLS 33-34, SSC 01

# EESG STRATEGIC AREAS: SOCIAL

## UPHOLDING RESPONSIBLE LABOUR PRACTICES

(GRI 2-23, 2-24, 2-26, 2-27, BMSRG, F4GBM SHR 27, SLS 01-02, SLS 08)

Responsible labour practices are applied across AZRB to safeguard employee welfare and rights. The Group conducts its operations in accordance with relevant labour legislation and internal policies that establish clear standards for fair treatment, workplace conduct and employment conditions.

Compliance with such requirements strengthens ethical employment practices, reduces regulatory risk and promotes a fair and responsible working environment across the Group.

Human resource policies and procedures establish standards governing employment conditions, compensation, workplace conduct and industrial relations. These policies prohibit discrimination, harassment, forced labour and child labour while requiring fair remuneration that complies with prevailing wage regulations.

Policies and labour standards are communicated through the Employee Handbook, internal memoranda and regular briefings to ensure consistent understanding among employees.

AZRB's labour practices and employee welfare commitments are guided by the policies and principles outlined below:



Employees have access to established channels to raise concerns or report improper conduct. Engagement with management takes place through the Human Resource Department while formal grievance and whistleblowing mechanisms provide additional avenues for reporting concerns in a secure and confidential manner.

The Group maintains strict controls over the employment of foreign workers at project sites. Project management teams ensure that workers possess valid legal permits and site security personnel verify documentation upon entry to prevent inadvertent breaches of immigration or labour requirements.

These measures maintain compliance with labour regulations and reinforce AZRB's commitment to responsible and ethical employment practices.

### Compliance to Legal Requirements

- Employment Act 1955 (Amendments 2022)
- Occupational, Safety and Health Act 1994
- Industrial Relations Act 1967 (Amendment 2022)
- Human Resources Development Act 2001
- Employees Provident Fund Act 1991
- Employees' Social Security Act 1969
- Employment Insurance System Act 2017

## PROVIDING EMPLOYMENT OPPORTUNITIES

(GRI 2-7, 2-8, 401, BMSRG, F4GBM SHR 05, SLS 08, SLS 11, SLS 33-34)

Infrastructure development and project delivery require a substantial workforce across engineering, construction, concessions and corporate support functions. These activities generate employment opportunities spanning professional, technical and site-based operational roles.

Workforce requirements vary according to project timelines, operational needs and business expansion. Accordingly, human resource planning focuses on maintaining an appropriate balance of technical specialists, management personnel and operational staff required for project execution and service delivery.

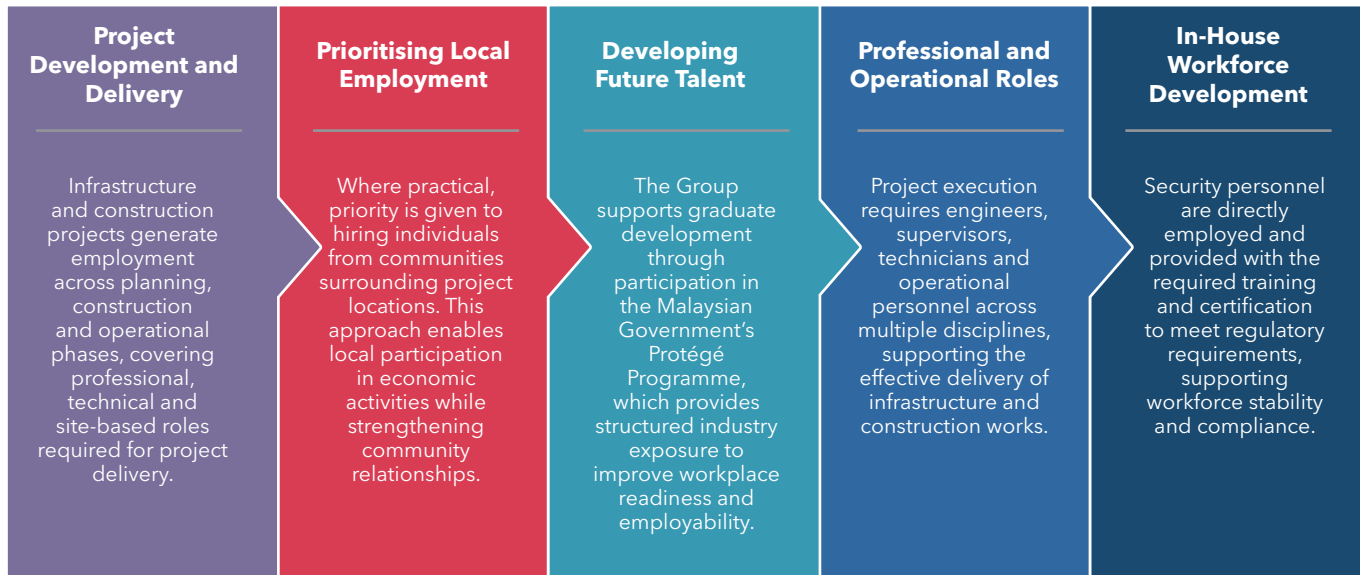
Where practical, preference is given to local recruitment, particularly for project locations outside the Klang Valley. Such practices enable communities near project sites to participate in project activities while creating employment opportunities linked to project development.

**EESG STRATEGIC AREAS: SOCIAL**

Through these employment opportunities, the Group contributes to workforce participation and economic activity within the areas where it operates while maintaining the human capital required to deliver infrastructure and construction projects.

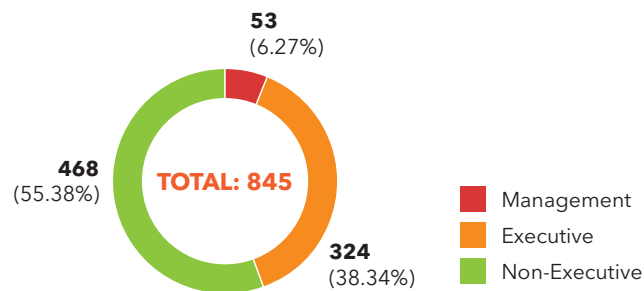
The Group participates in the Malaysian Government's Protégé Programme, which is designed to enhance graduate employability through structured industry placements. The programme provides fresh graduates with practical exposure, workplace training and mentorship to strengthen their competencies and readiness for the job market.

In FPE 2025, the Group implemented the Protege programme across several project sites.

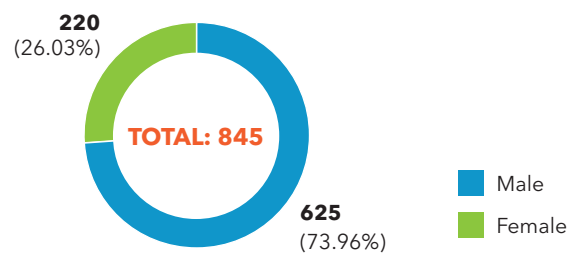


**TOTAL EMPLOYMENT FPE 2025**

**Total Employment by Job Category FPE 2025**



**Total Employment by Gender FPE 2025**



The workforce profile reflects the operational nature of the Group's E&C activities, with the majority of employees supporting project execution and site operations. The gender distribution broadly mirrors industry patterns where technical and site-based roles remain predominantly held by male employees.

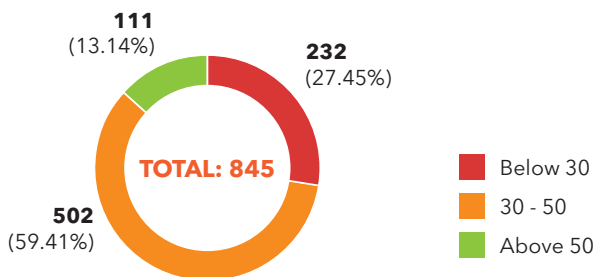
EESG STRATEGIC AREAS: SOCIAL

Total Employment FYE 2023 - FPE 2025



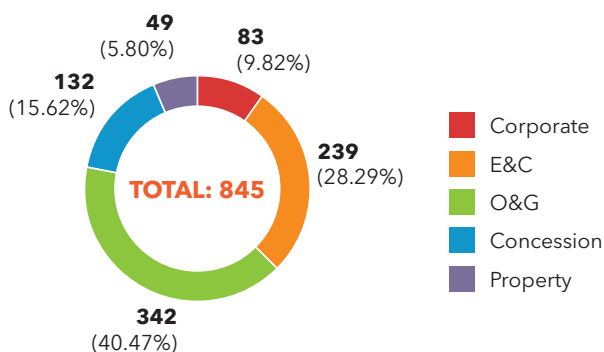
Total employment increased in FPE 2025 compared with FYE 2024. The higher headcount corresponds with manpower requirements arising from operational preparation activities for the opening of EKVE Section 1. Recruitment across project sites and operational functions strengthened workforce capacity as operational activity increased during the reporting period.

Total Employment by Age Group FPE 2025



The workforce in FPE 2025 was concentrated in the 30-50 age group, which represents the majority of employees and indicates a strong base of experienced personnel across the Group's operations. Employees below 30 formed a sizeable segment, reflecting continued recruitment of younger staff for project and operational roles while employees above 50 accounted for a smaller proportion of the workforce.

Total Employment by Division FPE 2025



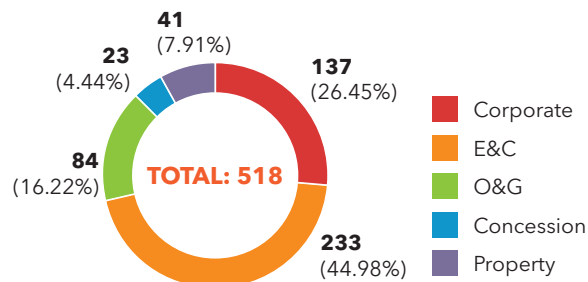
Employment in FPE 2025 was concentrated in the O&G and E&C Divisions, consistent with the labour-intensive nature of project execution and operational activities. The Concession Division accounted for a smaller share linked to EKVE operational preparation while Corporate and Property maintained leaner staffing structures.

E&C: Engineering & Construction; O&G: Oil & Gas

Total Turnover FPE 2025

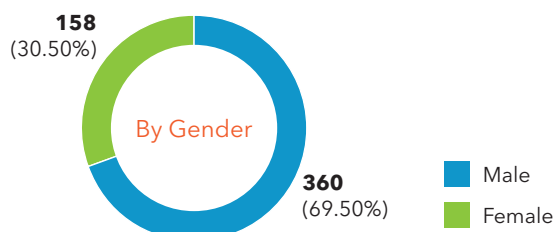
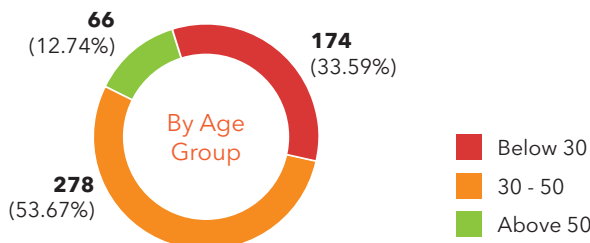
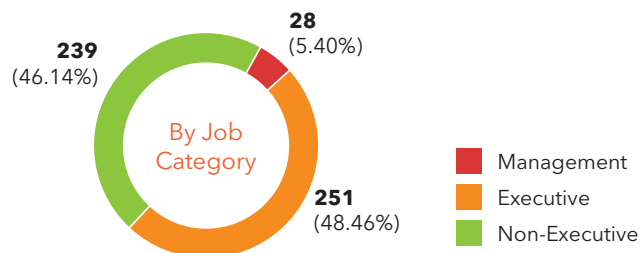
Total Turnover	Total Employees (Average)	Attrition Rate
<b>518</b>	<b>829</b>	<b>62.48%</b>
FYE 2024: 306	FYE 2024: 812	FYE 2024: 37.68%

Turnover by Division FPE 2025



Attrition increased in FPE 2025 compared with the previous year. Turnover figures include employees whose fixed-term contracts for project-based roles reached completion. Some returned after a compulsory cooling-off period and were recorded as new hires following the break in service. Employee turnover were primarily within the Corporate and E&C segments while O&G and Property represented smaller shares. By job category, departures were concentrated among Executive and Non-Executive employees. Most resignations occurred within the mid-career age group, followed by younger employees while the proportion above 50 remained relatively small. Male departures were higher than female in line with the overall workforce composition in operational and project roles within the Group.

Total Turnover FPE 2025

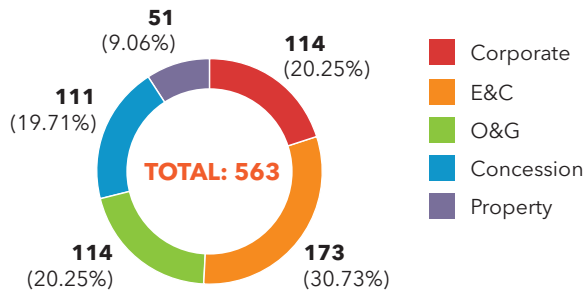


EESG STRATEGIC AREAS: SOCIAL

Total New Hires FPE 2025

New Hires <b>563</b> FYE 2024: 297	Total Employees (Average) <b>829</b> FYE 2024: 812	Hiring Rate <b>67.91%</b> FYE 2024: 36.58%
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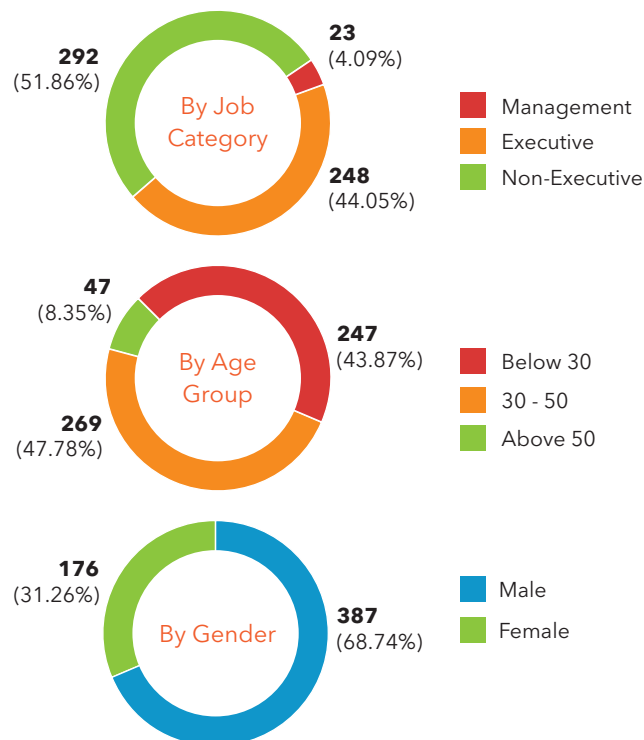
New Hires by Division FPE 2025



E&C: Engineering & Construction; O&G: Oil & Gas

Hiring activity increased in FPE 2025 compared with the previous year. Recruitment was mainly for Corporate, E&C, O&G and Concession while Property accounted for a smaller share. Most new hires were in the Executive and Non-Executive categories, aligned with operational and project staffing requirements. Recruitment was concentrated in the below 30 and 30-50 age groups while the proportion above 50 remained relatively small. Male hires exceeded female hires, consistent with the workforce composition of project-based and operational roles across the Group.

Total New Hires FPE 2025



ENSURING FAIR AND COMPETITIVE REMUNERATION

(GRI 2-19, 2-20, 401, BMSRG, F4GBM SLS 34)

AZRB maintains remuneration practices designed to provide fair and competitive compensation for employees while recognising differences in roles, responsibilities and experience. Compensation structures are guided by the Group's human resource policies and consider the scope of responsibilities, professional qualifications and experience associated with each role.

The Group ensures that employee remuneration meets prevailing minimum wage requirements and is administered through established human resource procedures. Salary levels and employment terms take into account job scope, experience and market conditions and are periodically reviewed to maintain fairness and consistency within the workforce.

Competitive remuneration practices also support the Group's ability to attract and retain employees with the professional and technical capabilities required for engineering, construction and concession operations. In addition to base remuneration, employees receive a range of benefits designed to support their welfare and well-being.

Employee Benefits

- Medical Benefits**
  - Hospitalisation and surgical coverage
  - Outpatient medical treatment
  - Dental treatment
- Leave Entitlements**
  - Annual
  - Medical and prolonged illness
  - Maternity and paternity
  - Compassionate
  - Marriage
  - Pilgrimage
  - Disaster
  - Replacement
- Employee Welfare and Financial Assistance**
  - Bereavement contribution
  - Financial assistance for bereavement of immediate family members
- Allowances and Staff Welfare**
  - Meal and mileage allowances
  - Employee Revolving Loan Fund
  - Recreational and welfare activities through *Kelab Sukan & Rekreasi* (sports & recreation club)

## EESG STRATEGIC AREAS: SOCIAL

**MAINTAINING POSITIVE WORKPLACE RELATIONSHIPS**

(GRI 2-26, 402, BMSRG)

Positive workplace relationships contribute to a respectful and productive working environment. Open communication between employees and management encourages mutual understanding and enables workplace matters to be addressed constructively.

Employees may engage with management through established internal communication channels, including the Human Resource Department and regular workplace interactions. These channels allow employees to raise concerns, seek clarification on employment matters and maintain constructive dialogue with management.

Employee welfare and recreational activities also promote workplace engagement. Programmes coordinated through the Group's *Kelab Sukan & Rekreasi* provide opportunities for employees to interact beyond the workplace, encouraging teamwork and strengthening working relationships.

Such initiatives contribute to a working environment that encourages collaboration, mutual respect and positive engagement among employees.

**PROMOTING DIVERSITY, EQUITY AND INCLUSION**

(GRI 405, 406, BMSRG, F4GBM SLS 03, SLS 16, SLS 30, SLS 34)

A diverse workforce contributes to broader perspectives, stronger collaboration and more effective problem solving across business operations. Employment practices emphasise equal opportunity and fair treatment regardless of gender, ethnicity, religion or background.

At AZRB, human resource policies prohibit discrimination and harassment while establishing expectations for respectful workplace conduct. Recruitment, career development and employment decisions are guided by professional qualifications, skills and experience relevant to each role.

Workforce diversity is reflected in the composition of employees, as illustrated in the workforce profile charts shown earlier in this section. Employees represent a mix of professional disciplines, job categories and age groups that contribute to the Group's operational capability.

Inclusive workplace practices also contribute to employee engagement and retention. Regular communication with employees, engagement activities and training initiatives create an environment where employees are able to contribute productively and develop their capabilities.

Through these practices, the Group maintains a workplace environment that values diversity, promotes fairness and encourages mutual respect among employees.

**Diversity, Equity and Inclusion ("DEI") Guidelines**

AZRB promotes a workplace environment that respects diversity and provides equitable opportunities for employees throughout its operations. The Group's human resource policies emphasise fairness, respect and professionalism in employment practices.

Key principles guiding DEI practices include:

**Equal Opportunity Employment**

Recruitment and career development decisions are based on professional qualifications, experience and job requirements.

**Non-Discrimination**

Discrimination on the basis of gender, ethnicity, religion, nationality or other personal characteristics is prohibited.

**Respectful Workplace Conduct**

Employees are expected to maintain professional behaviour and mutual respect in workplace interactions.

**Fair Treatment in Employment Practices**

Employment policies promote fairness in recruitment, remuneration, training and career development opportunities.

**Inclusive Working Environment**

A workplace culture that values diversity strengthens teamwork, encourages collaboration and supports employee engagement.

## EESG STRATEGIC AREAS: SOCIAL

### ENSURING HEALTH AND SAFETY IN THE WORKPLACE

(GRI 403, BMSRG, F4GBM SHS 01-02, SHS 11)

Health and safety remain a key operational priority across AZRB's operational activities, where project execution involves site-based work and coordination among contractors, consultants and project personnel.

The Group maintains established health, safety and environment ("HSE") procedures to safeguard employees, contractors and other personnel present at project locations.

Safety management at project sites is guided by established HSE policies and operational procedures that address risk identification, hazard mitigation and safe work practices. Project teams conduct regular site monitoring and supervision to ensure that safety requirements are observed during construction activities and that potential hazards are identified at an early stage.

Risk assessments and safety briefings form part of routine site management practices. These processes enable project personnel to understand site conditions, comply with safety requirements and maintain awareness of potential operational risks. Supervisors and site management teams reinforce safe work practices and monitor compliance with site safety procedures throughout project execution.

Workplace incidents, near misses and other safety events are recorded through established reporting mechanisms. Incident reviews allow management to evaluate the causes of safety events and implement corrective measures where necessary.

During the reporting period, two compounds were issued by regulatory authorities relating to compliance matters at one project site, involving inspections by the Energy Commission and the Ministry of Health. Corrective actions were implemented promptly to address the observations raised and reinforce compliance with applicable regulatory requirements.

Through these measures, AZRB continues to maintain safe working conditions across its construction operations while strengthening awareness of health and safety responsibilities among employees and contractors.

### Unblemished Safety Track Record FYE 2023 - FPE 2025\*

Total Man-Hours

**9,029,197**

FYE 2024: 4,254,055

FYE 2023: 3,149,660

**ZERO**

Injury Rate ("IR")

Occupational Disease Rate ("ODR")

Long Term Injury Rate ("LTIR")

Fatality Rate ("FR")

\* Excluding Concession and Property.

*During the financial period in review, AZRB maintained a strong operational safety performance across its E&C operations, recording no fatalities, lost-time injuries or occupational diseases over 18 months. This outcome extends the Group's perfect safety record over three consecutive financial years, reflecting continued compliance to established health and safety procedures, effective site supervision and a strong safety culture maintained across project operations.*

### BUILDING WORKFORCE CAPABILITIES

(GRI 404, F4GBM SLS 26, SLS 29)

Developing employee capability remains an important part of AZRB's approach to sustaining operational performance and corporate resilience across its engineering, construction and support operations.

Training programmes are implemented to strengthen technical competencies, reinforce compliance awareness and equip employees with the knowledge required to perform their roles effectively across project sites, operational units and corporate functions.

Training activities are guided by the Group's Training and Development SOPs, which establish a structured process for identifying competency needs, planning training initiatives and monitoring employee participation. The framework helps ensure training efforts address operational requirements while supporting continuous professional development.

Employee development is further reinforced through the Annual Performance Appraisal ("APA") conducted under the Group's Performance Management System ("PMS"), which provides structured feedback on performance, identifies development priorities and recognises individual contributions.

EESG STRATEGIC AREAS: SOCIAL

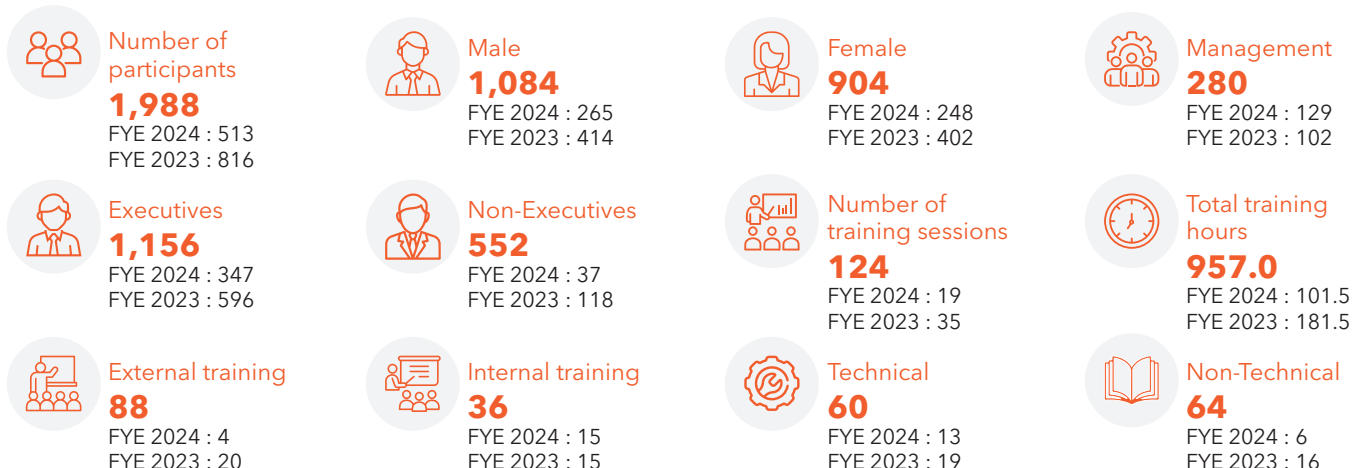
In parallel, succession planning initiatives highlight critical roles and prepare potential successors through targeted development to ensure business continuity and long-term capability.

Training programmes also incorporate elements of ethical conduct and responsible workplace practices. Security personnel employed by AZRB, the E&C Division and EKVE have completed training at Malaysia’s police training centre, PULAPOL, which includes modules on professional conduct and human rights principles.

In addition, third-party security personnel engaged at project locations are required to undergo Certified Security Guard training approved by the Ministry of Home Affairs (“MOHA”), which similarly includes human rights awareness components.

Through these initiatives, AZRB continues to strengthen workforce capability while promoting professional accountability and responsible conduct in the workplace.

Employee Training FYE 2023 - FPE 2025



Employee training activities increased significantly in FPE 2025, driven by the longer 18-month reporting period and stronger emphasis on workforce capability development. Participation expanded across management, executive and non-executive levels, covering both technical and non-technical competencies.

Greater use of external programmes indicates stronger engagement with specialised industry training while internal programmes continued to strengthen operational capabilities. Average training hours per employee in FPE 2025 was 1.13 compared with 0.13 the previous year, partly due to the extended 18-month reporting period as well as inclusion of training at all divisions.

Specific Training Comparison: FYE 2024 - FPE 2025



**Anti-Corruption Training Participants**  
**205**  
FYE 2024 : 51

Anti-corruption training expanded significantly in FPE 2025, particularly among management and executive employees, indicating stronger emphasis on governance and ethical awareness. Coverage also extended to non-executive technical staff, broadening compliance awareness across the workforce.



**Health & Safety Training Sessions**  
**37**  
FYE 2024 : 28

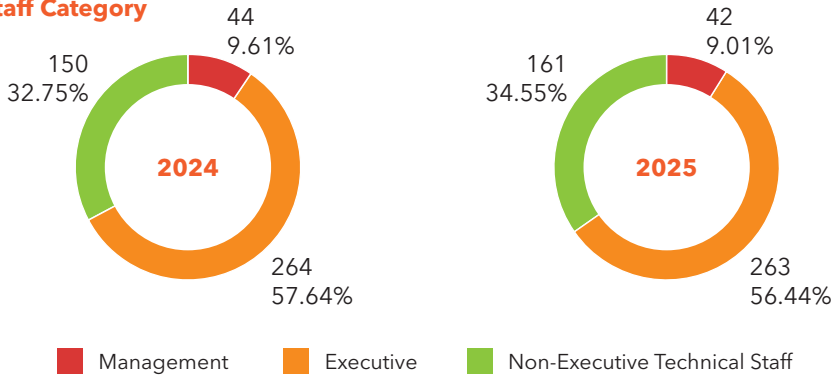
Health & safety training sessions for FPE 2025 covered HQ, E&C, Concession, O&G and Property.

FPE 2025 - Extended training data covers the entire group.  
FYE 2024 - Training data covers HQ and E&C only.

EESG STRATEGIC AREAS: SOCIAL

Employees Receiving Performance Reviews FYE 2024 - FPE 2025

Staff Category



Gender

Male **312** (68.78%)  
FYE 2024 : 315

Female **154** (31.22%)  
FYE 2024 : 143

**TOTAL 466**  
FYE 2024 : 458

Performance reviews were conducted across management, executive and non-executive employees, with overall coverage remaining broadly consistent between FYE 2024 and FPE 2025. Executives continued to form the largest proportion of employees receiving reviews while the share of non-executive staff increased slightly. Gender distribution remained broadly stable, with male employees forming the majority of reviewed staff and female participation rose modestly during the reporting period.

ENHANCING COMMUNITY WELL-BEING

(GRI 411, 413, BMSRG, F4GBM SHR 03-04, 15, 17)

AZRB’s community investments, contributions and donations form part of the Group’s broader commitment to responsible business practices and social development. Through support for charitable initiatives, local community programmes and assistance to vulnerable groups, the Group seeks to contribute to social well-being and strengthen relationships with the communities surrounding its project sites and operations.

In addition to financial contributions, AZRB promotes positive community impact through local employment opportunities within the vicinity of its project locations. Recruitment activities for operational roles prioritise nearby residents where feasible, particularly for projects such as EKVE, enabling the Group to contribute to local livelihoods and maintain engagement with surrounding communities.

CSR Contributions FPE 2025

<b>AZRB</b> RM41,768 (2.82%)	<b>ICSB</b> RM37,460 (2.53%)
<b>AFE</b> RM500 (0.03%)	<b>PMSB</b> RM1,061,152 (71.75%)
<b>AZSB</b> RM274,000 (18.53%)	<b>RIC</b> RM4,600 (0.31%)
<b>EKVE</b> RM52,570 (3.55%)	<b>TBSB</b> RM6,900 (0.47%)

**TOTAL RM1,478,950.00**  
FYE 2024: RM89,232.65

EMPLOYEES



● **18 JULY 2024**  
Blood Donation Drive at Menara AZRB.



● **15 OCTOBER 2024**  
Welcome on Board training for AZRB staff conducted at HQ, Menara AZRB, with sessions held both in person at the Seminar Room and virtually.

● **28 AUGUST, 2024**  
Merdeka Parade 2024 at TBSB

● **20 NOVEMBER 2024**  
Session with TBSB: Drilling Move to TBSB & Future Contract with HESS at Tok Aman Bali Beach Resort.

EESG STRATEGIC AREAS: SOCIAL

- **20 DECEMBER 2024**  
5S Grand Finale 2.0 at Menara AZRB.



- **15 - 17 JANUARY 2025**  
Marine Facility Safety Officer ("MFSO") training.

- **3 MARCH 2025**  
Iftar Gathering 2024 at Residence Inn Cherating.



- **5 MARCH 2025**  
RM2,2968.20 from E-waste collection donated to Rumah Pondokku.

- **7 MARCH 2025**  
Biggest Winner 2025 Competition 1<sup>st</sup> weigh-in at Menara AZRB.



- **13 MARCH 2025**  
Ramadhan Programme at Auditorium TBSB.



- **14 MARCH 2025**  
Urban Farming at Menara AZRB.

- **24 APRIL 2025**  
Hari Raya Aidilfitri Celebration at TBSB.



- **4 JULY 2025**  
KSR Extraordinary General Meeting at G3 Meeting Room, Menara AZRB.



- **6 JULY 2025**  
Random Urine Drug & Alcohol Testing ("UDAT") for Staff at Admin Building.



- **7 JULY 2025**  
Heat Stroke Safety Campaign 2025 at Auditorium, Admin Building.



- **11 JULY 2025**  
1Rapi Programme and Fire Safety Campaign at Menara AZRB.

EESG STRATEGIC AREAS: SOCIAL

- **11 JULY 2025**  
Biggest Winner 2025 Prize Giving event at Menara AZRB.



- **24 JULY 2025**  
Physical test for AZRB Auxiliary Police personnel at Menara AZRB.



- **15 AUGUST 2025**  
Training programme for AZRB Auxiliary Police duties at EKVE.



- **11 SEPTEMBER 2025**  
Foot Massage at Menara AZRB.



- **23 SEPTEMBER 2025**  
TBSB/HESS Supplier Relationship Meeting at Boardroom, Admin Building.



- **12 OCTOBER 2025**  
Ping Pong Tournament at Putrajaya.

- **4 - 5 NOVEMBER 2025**  
Workshop Fee Review with MoHE, IIUM at Dorsett, Putrajaya.



- **7 & 14 NOVEMBER 2025**  
Security Awareness Talk at Menara AZRB.



- **16 DECEMBER 2025**  
Security Awareness Talk at Residence Inn Cherating.

- **19 DECEMBER 2025**  
Emergency Drill at Menara AZRB.



- **20 NOVEMBER 2025**  
Disaster Management (Earthquake) Talk at Menara AZRB.



- **20 NOVEMBER 2025**  
Friendly Ping Pong Tournament PNB1194 vs LLM at Bangi.



- **27 - 28 NOVEMBER 2025**  
Basic Occupational First Aid ("BOFA"), Cardiopulmonary Resuscitation ("CPR") and Automated External Defibrillator ("AED") training conducted at Menara AZRB.

EESG STRATEGIC AREAS: SOCIAL

HSE 2024 - 2025



- **15 AUGUST 2024**  
Bee Risk Management and Response Plan with Fire & Rescue Department ("Bomba") & Marine Crew at TBSB.



- **2 OCTOBER & 11 DECEMBER 2024**  
TBSB Monsoon Safety Campaign 2024 at TBSB Auditorium.

- **25 OCTOBER & 26 NOVEMBER 2024**  
Forklift Zero Incident Awareness Campaign at TBSB.

- **17 NOVEMBER 2024**  
Carigali HESS Operating ("CHOC") Monsoon Safety Campaign 2024 at TBSB.

- **20 NOVEMBER 2024**  
Emergency Response Team ("ERT") Refresher Training at Menara AZRB.



- **13 JANUARY 2025**  
Blood Donation Programme at TBSB.



- **12 FEBRUARY 2025**  
Social Security Organisation ("SOCSO") - Health Screening Programme ("HSP") 2025 at Menara AZRB.

- **18-19 DECEMBER 2024**  
Forklift Zero Incident Awareness Campaign at Hibiscus Malaysia Limited ("HML").



- **22 FEBRUARY 2025**  
EKVE Open Interview at Ampang Parliamentary Constituency Service Centre.



- **1 MARCH 2025**  
EKVE Open Interview at Kompleks Penghulu Mukim Hulu Langat.



- **13 MARCH 2025**  
Oil Spill & Evacuation Drill at TBSB.

- **16 MARCH 2025**  
Forklift Safety Campaign at TBSB.

- **24 MARCH 2025**  
Road Safety Campaign at TBSB.

- **25 MARCH 2025**  
Health Talk: Managing Hypertension at Menara AZRB, conducted physically and virtually.



- **11 APRIL 2025**  
Green Ribbon Programme Launching at Menara AZRB.

**EESG STRATEGIC AREAS: SOCIAL**

- **30 APRIL 2025**  
HESS Road Safety Awareness Campaign at Auditorium TBSB.



- **12 - 26 JUNE 2025**  
IIUM Staff Games 2025 at IIUM Kuantan Campus.



- **13 JUNE 2025**  
Mental Stress Awareness programme at Menara AZRB, conducted physically and virtually.

- **14 JUNE 2025**  
EKVE Open Interview at Main Site Office EKVE Hulu Langat.

- **25 - 26 JULY 2025**  
Level 1: Rigging, Slings & Signalman (Material Handling Equipment MHE Basic Lifting at Admin Building.



- **7 AUGUST 2025**  
CHOC site visit at Jetty and Liquid Mud Plant ("LMP").

- **8 AUGUST 2025**  
QHSE Tenant, Client Monthly Meeting at Auditorium, Admin Building.

- **15 AUGUST 2025**  
Lifting Supervisor Training by Safety & Technical Consultancy ("SATC") at Admin Building.



- **26 AUGUST 2025**  
Safe Forklift Handling Awareness Training at Operation Building.

- **22 SEPTEMBER 2025**  
Forklift Awareness Campaign at Operation Building.

- **4 NOVEMBER 2025**  
Safety Standdown & Safety Pledge for Forklift Operator at Auditorium, Admin Building.

EESG STRATEGIC AREAS: SOCIAL



- **16 NOVEMBER 2025**  
Forklift Safety Awareness Campaign at Operation Building.



- **17 NOVEMBER 2025**  
Safety Chemical Handling Awareness Training at Operation Building.



- **8 DECEMBER 2025**  
Table Top Drill with BOMBA and HESS at Admin Building.

**WORKPLACE 2024 - 2025**

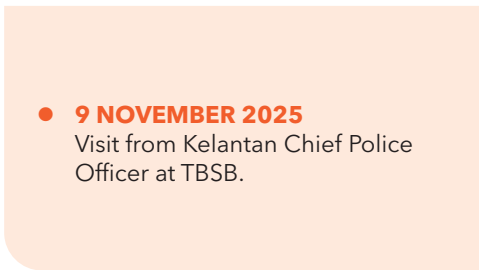
- **26 JULY 2024**  
Workshop for Sustainability 2024 at Menara AZRB.



- **17 JULY 2025**  
Sustainability Reporting Workshop 2025 at G2 Meeting Room, Menara AZRB.



- **13 OCTOBER 2025**  
Visit from HESS Management at Boardroom, TBSB.



- **9 NOVEMBER 2025**  
Visit from Kelantan Chief Police Officer at TBSB.



**GEO RESORT & HOTEL, GENTING HIGHLAND**

- **15 - 16 DECEMBER 2025**  
Workshop on Maintenance Reserve Fund ("MRF") with SASMEC Management and Facility & Engineering Department at Geo Hotel & Resort, Genting.

EESG STRATEGIC AREAS: SOCIAL

COMMUNITY 2024 - 2025



- **12 OCTOBER 2024**  
Meeting with residents of Kampung Sungai Jerai Hulu Langat.



- **12 NOVEMBER 2024**  
Disaster Management Meeting for Hulu Langat District at Kompleks Penghulu Mukim Hulu Langat.

- **10 DECEMBER 2024**  
Donations to flood victims at TBSB.



- **26 MARCH 2025**  
Annual Ramadan Bubur Lambuk distribution by PenMedic at Sultan Ahmad Shah Medical Centre @IIUM.

- **25 APRIL 2025**  
Aidilfitri Celebration hosted by PenMedic Kuantan at Sultan Ahmad Shah Medical Centre @IIUM.

- **9 JUNE 2025**  
Contribution for Hari Raya Aidil Adha, organised by IIUM & PenMedic at IIUM Kuantan Campus.



- **10 AUGUST 2025**  
Cycling expedition on EKVE by Majlis Perbandaran Ampang Jaya ("MPAJ") officials together with MMC personnel.

- **17 DECEMBER 2025**  
Donation of Quran to retirees of Surau Platinum Al-Mawaddah at EKVE Operation Office.





**Most Material Matters**

Supply Chain Management

**GRI Indicators**

2-12, 2-13, 2-15, 2-16, 2-23, 2-27, 205, 206

**BMSRG Themes**

Corporate Governance  
Ethics & Integrity  
Anti-Corruption and Bribery Prevention  
Risk Management

**F4GBM Indicators**

GAC 01 - 10, GCG 01 - 10

# EESG STRATEGIC AREAS: GOVERNANCE

## PRESERVING ETHICAL CONDUCT AND CORPORATE INTEGRITY (GRI 2-15, 2-23, 205, 206, BMSRG, F4GBM GAC 01-10, GCG 01 - 10)

Ethical conduct and integrity underpin how AZRB conducts its business and manages relationships with clients, contractors, suppliers and public authorities. Construction, infrastructure and concession activities typically involve multiple stakeholders and contractual obligations, making transparency and responsible conduct essential.

Clear policies, defined procedures and internal reporting mechanisms establish expectations for ethical behaviour across the Group’s corporate operations while supporting compliance with applicable regulatory requirements.



### Anti-Bribery and Corruption Framework

The Group maintains policies and procedures designed to prevent bribery and corruption in all areas of its operations. The Anti-Bribery and Corruption (“ABC”) Policy together with the Code of Ethics and Conduct set out standards governing professional conduct, conflicts of interest and the acceptance of gifts or hospitality.

These policies prohibit improper payments and emphasise integrity and transparency in business dealings with clients, contractors, suppliers and public authorities.

Governance controls are reinforced through the Anti-Bribery Management System aligned with ISO 37001:2016, which provides a structured framework for managing corruption risks. Procedures relating to gifts and entertainment, conflicts of interest and corporate hospitality help employees recognise and manage situations that may give rise to ethical concerns.

### Policy Communication and Awareness

Integrity policies are communicated through employee training programmes, induction briefings and operational toolbox sessions conducted at project sites. These initiatives reinforce awareness of ethical standards and responsibilities across the workforce.

Policies and related guidance materials are also accessible through internal communication channels and the Group’s official website. Regular awareness initiatives help ensure employees remain informed of the Group’s governance requirements and understand the standards expected in their professional conduct and business dealings.

### Whistleblowing and Reporting Channels

Established reporting channels allow employees and external stakeholders to raise concerns or report suspected misconduct. AZRB’s whistleblowing procedures enable issues to be reported through designated internal mechanisms so that concerns can be reviewed and addressed in a timely manner.

These channels support a culture of openness and accountability by encouraging individuals to raise concerns without fear of retaliation.

### Monitoring and Enforcement

Compliance with integrity policies is supported by internal monitoring and review processes conducted across the Group’s operations. Risk assessments and internal audits help identify potential weaknesses in governance controls and ensure policies remain effective.

Where breaches of policy are identified, the Group implements appropriate disciplinary and corrective measures in accordance with established governance procedures.

**EESG STRATEGIC AREAS: GOVERNANCE**

**Corporate Integrity Framework**



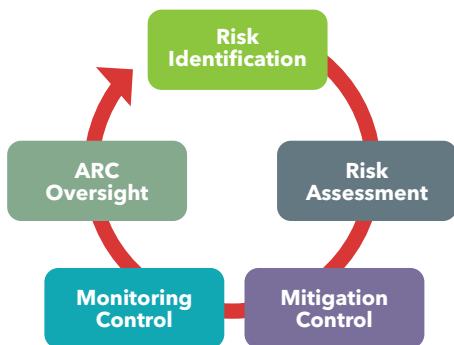
**BALANCING RISKS AND OPPORTUNITIES**

(GRI 2-16, 2-25, BMSRG)

Risk oversight forms a key component of the Group’s governance framework. The Enterprise Risk Management (“ERM”) framework provides a structured process for identifying, evaluating and monitoring risks and opportunities arising from the Group’s operations, projects and business activities.

The Management conducts risk assessments at both project and operational levels and establishes key controls to address financial, operational and compliance exposures. It also reviews risk registers periodically and escalates significant matters to the Audit and Risk Committee (“ARC”), which oversees the effectiveness of the Group’s risk management and internal control framework.

**Enterprise Risk Management Framework**



**Climate-Related Financial Risks and Opportunities**

Climate-related considerations are incorporated into the Group’s risk assessment processes. Evaluations consider physical risks such as flooding and prolonged heat conditions as well as transition risks arising from regulatory developments, evolving market expectations and technological changes.

The Group also assesses opportunities associated with climate-responsive development. These include the integration of energy-efficient building systems, resilience measures in infrastructure design and compliance-driven enhancements that may influence project feasibility and long-term asset performance.

AZRB continues to monitor developments relating to the adoption of IFRS S2 climate-related disclosures in Malaysia and is preparing for their application to the Group’s sustainability reporting beginning in FYE 2026.

*Further discussion of the Group’s risk management practices is provided in the Management Discussion & Analysis and the Statement on Risk Management and Internal Control sections of this Annual Report 2025.*

## ESG STRATEGIC AREAS: GOVERNANCE

**CORPORATE ASSURANCE AND INTERNAL CONTROLS** (GRI 2-12, 2-13, 2-16, 2-27, BMSRG)

Robust assurance practices support transparency, accountability and sound governance across AZRB's operations. The Group maintains internal processes to monitor compliance with internal policies, regulatory requirements and established operational procedures. Corporate assurance activities are coordinated through the internal audit function, which conducts independent reviews of operational, financial and compliance controls within the Group's business divisions. The reviews evaluate the adequacy and effectiveness of internal control processes and highlight areas where improvements may be required.

The Internal Audit department reports its observations and recommendations to the management and subsequently presents them to the ARC. The ARC then reviews key findings, monitors corrective actions taken by management and oversees the effectiveness of the Group's internal control environment. Operational management maintains control mechanisms at project sites and business units through compliance monitoring, management reporting procedures and internal verification processes. The controls support disciplined project execution, safeguard assets and promote reliable financial and operational reporting. Through these assurance and oversight processes, AZRB maintains visibility over governance, risk management and internal control practices throughout its operations.

**Corporate Assurance Activities FPE 2025**

- **10 JULY 2024**  
Personal Data Protection Act ("PDPA") Awareness Training conducted by *Ketua Penolong Pengarah Seksyen Hal Ehwal Pengguna Data*, En. Mohamad Azrul Bin Azmi at Seminar Room, HQ, Menara AZRB.
- **16 JULY 2024**  
Anti-Bribery & Corruption ("ABC") Awareness Training conducted by *Timbalan Ketua Siasatan Negeri Suruhanjaya Pencegahan Rasuah Malaysia ("SPRM")*, Penguasa Kanan Cheong Zhit Hou at Seminar Room, HQ, Menara AZRB.
- **21 - 22 JULY 2024**  
Representatives from Group Corporate Assurance conducted the Enterprise Risk Assessment and Site Visit at TB Supply Base Sdn Bhd & Astral Far East Sdn Bhd located at TBSB in Pasir Puteh, Kelantan between July and September 2024.
- **22 JULY 2024**  
PDPA Awareness Training & Control Assessment conducted for TB Supply Base Sdn Bhd & Astral Far East Sdn Bhd at TBSB, Pasir Puteh, Kelantan.
- **23 JULY 2024**  
ABC Awareness Training conducted by the Senior Manager, Risk Management for TB Supply Base Sdn Bhd & Astral Far East Sdn Bhd at TBSB, Pasir Puteh, Kelantan.
- **4 SEPTEMBER 2024**  
PDPA Awareness Training & Control Assessment for Residence-Inn Cherating held at G5 Meeting Room, HQ, Menara AZRB and virtually for RIC personnel.
- **11 SEPTEMBER 2024**  
Mini Workshop on JDE System organised by Group IT & ERP held physically and virtually at G3 Meeting Room, HQ, Menara AZRB.
- **8 OCTOBER 2024**  
AZRB Group Personal Data Protection Framework, Policy & Disclosure Training conducted physically and virtually at Seminar Room, HQ, Menara AZRB.
- **20 SEPTEMBER 2025**  
Audit for ISO 9001:2015 Certification conducted at Peninsular Precast Sdn Bhd ("PPSB") at PPSB.
- **30 OCTOBER 2025**  
Training Superstar Leadership: The Future of Work organised physically and virtually by Training-Human Resource Department at Seminar Room, HQ, Menara AZRB.
- **31 OCTOBER 2025**  
Training Strengthening Integrity: Anti-Bribery & Corruption: Awareness for AZRB Group Human Resource & Administration at Seminar Room, HQ, Menara AZRB.
- **24 NOVEMBER & 01 DECEMBER 2025**  
Welcome On Board Training for EKVE:  
1. Risk Management Process  
2. Anti-Bribery & Corruption  
3. PDPA  
(organised by Training-Human Resource Department) at Meeting Room EKVE.
- **09 DECEMBER & 10 DECEMBER 2025**  
Awareness Training for Group A & Group B:  
1. Anti-Bribery & Corruption  
2. PDPA  
at Seminar Room, HQ, Menara AZRB.
- **16 DECEMBER 2025**  
Welcome On Board for AZRB  
1. Risk Management Process  
2. Anti-Bribery & Corruption  
3. PDPA  
(organised by Training-Human Resource Department) at Seminar Room, HQ, Menara AZRB.

## LOOKING AHEAD

Looking ahead, AZRB will continue strengthening sustainability practices across its operations. Priorities include improving data collection and monitoring systems, enhancing resource efficiency and reinforcing health and safety management across project sites and operating facilities.

The Group will also continue developing workforce capability and strengthening supply chain governance while maintaining disciplined project execution. Preparatory work will continue to align sustainability disclosures with the IFRS S1 and S2 ahead of FYE 2026 reporting. Through these efforts, AZRB aims to enhance operational resilience and deliver sustainable value for stakeholders.



BURSA MALAYSIA PRESCRIBED TABLE

**Ahmad Zaki Resources Berhad**  
BMLR Transition Period

Date & Time: 2026-04-24\_16:49:18  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Management - Executive - Non-executive/Technical Staff	Percentage Percentage Percentage	1.07 21.46 21.46	—	Internal
Anti-corruption	Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	0.00	—	Internal
Anti-corruption	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	—	Internal
Community/Society	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	1,478,950.00	—	Internal
Community/Society	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	171	—	Internal

## BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-24\_16:49:18  
FYE 31/12/2025Ahmad Zaki Resources Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	
Diversity	Bursa C3(a) Percentage of employees by gender and age group by employee category			—	Internal	
	- Management - Under 30	Percentage	0.00			
	- Management - Between 30-50	Percentage	3.20			
	- Management - Above 50	Percentage	3.08			
	- Executive - Under 30	Percentage	9.23			
	- Executive Between 30-50	Percentage	23.31			
	- Executive Above 50	Percentage	5.80			
	- Non-executive/Technical Staff - Under 30	Percentage	18.22			
	- Non-executive/Technical Staff - Between 30-50	Percentage	32.90			
	- Non-executive/Technical Staff - Above 50	Percentage	4.26			
	Gender group by employee category					
	- Management - Male	Percentage	5.09			
	- Management - Female	Percentage	1.18			
- Executive - Male	Percentage	22.25				
- Executive - Female	Percentage	16.09				
- Non-executive/Technical Staff - Male	Percentage	46.63				
- Non-executive/Technical Staff - Female	Percentage	8.76				
Diversity	Bursa C3(b) Percentage of directors by gender and age group			—	Internal	
	- Male	Percentage	84.65			
	- Female	Percentage	15.15			
	- Under 30	Percentage	0.00			
- Between 30-50	Percentage	18.18				
- Above 50	Percentage	81.82				
Energy Management	Bursa C4 (a) (i) Total electricity consumption	Megawatt	6,407.59	—	Internal	
	Bursa C4 (a) (ii) Total energy consumption	Megawatt	27,478.03			

BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-24\_16:49:18  
FYE 31/12/2025

Ahmad Zaki Resources Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Health & Safety	Bursa C5(a) Number of work-related fatalities	Number	0	—	Internal
	Bursa C5(b) Lost Time Incident Rate ("LTIR")	Rate	0.00	—	Internal
	Bursa C5(c) Number of employees trained on health and safety standards	Number	684	—	Internal
Labour practices and standards	Bursa C6(a) Total hours of training by employee category			—	Internal
	Management	Hours	135		
	Executive	Hours	556		
	Non-executive/Technical Staff	Hours	266		
Labour practices and standards	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	0.00	—	Internal
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category			—	Internal
	- Management	Number	28		
	- Executive	Number	251		
	- Non-executive/Technical Staff	Number	239		
Labour practices and standards	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	—	Internal
Supply Chain Management	Bursa C7(a) Proportion of spending on local suppliers	Percentage	99.20	—	Internal
Data Privacy and Security	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy or losses of customer data	Number	0	—	Internal

## BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-24\_16:49:18  
FYE 31/12/2025

Ahmad Zaki Resources Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Water	Bursa C9(a) Total volume of water used	Megalitres	179,984.00	—	Internal
Waste Management	Bursa C10(a) Total waste generated	Metric tonnes	5,04773	—	Internal
	Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	0.00	—	Internal
	Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	5,04773	—	Internal
Emission Management	Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	4,771.88	—	Internal
	Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	4,856.95	—	Internal
	Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for business travel and employee commuting)	Metric tonnes	4,185.71	—	Internal

## STATEMENT OF ASSURANCE

Based on our Internal Audit assessment and verification, we conclude that the sustainability information and data presented in the Ahmad Zaki Resources Berhad (“AZRB”) Annual Report for the financial period ended (FPE) 31 December 2025, is reliable, in all material respects.

The information is in-line with the GRI Standards and Bursa Malaysia Sustainability Guidelines, and it reflects AZRB’s commitment to sustainability, covering key areas such as:

- **Environmental Performance:** AZRB has taken concrete steps to reduce its environmental footprint, with clear reporting on energy efficiency, waste management, and efforts to minimize greenhouse gas emissions.
- **Social Responsibility:** The report adequately highlights AZRB’s initiatives in supporting employee welfare, promoting health and safety, and fostering community development.
- **Governance and Integrity:** The company has demonstrated strong governance practices, particularly in the implementation of anti-corruption measures and compliance with MACC Act Section 17A, code of conduct and Personal Data Protection Act (PDPA).

### Opportunities for Improvement

The sustainability reporting of AZRB demonstrates compliance with statutory requirements; nevertheless, there is a need to improve the quality of data gathering techniques even more, especially with regard to quantifying long-term effects and increasing transparency about sustainability goals.

Continuous improvement in these areas will strengthen AZRB’s sustainability performance and reporting transparency.

### Assurance Limitations

This assurance statement does not apply to financial or other non-sustainability-related statistics; rather, it is restricted to AZRB’s sustainability disclosures within the conditions that are given.

### Statement of Independence

Our assurance process has been carried out independently of the AZRB’s management and operations. Throughout the assurance process, there hasn’t been any conflict of interest.

### ROZMAN BIN SHARIFF

Assistant General Manager, Group Corporate Assurance

### AHMAD ZAKI RESOURCES BERHAD

24 April 2026

## PERFORMANCE DATA 2025

INDICATOR	MEASUREMENT UNIT	2024	2025
<b>Bursa (Anti-corruption)</b>			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Management	Percentage	1.09	1.07
Executive	Percentage	10.04	21.46
Non-executive/Technical Staff	Percentage	0.00	21.46
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	0.00	0.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
<b>Bursa (Community/Society)</b>			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	144,233.00	1,478,950.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	56	171
<b>Bursa (Diversity)</b>			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
<b>Age Group by Employee Category</b>			
Management Under 30	Percentage	0.00	0.00
Management Between 30-50	Percentage	2.98	3.20
Management Above 50	Percentage	3.60	3.08
Executive Under 30	Percentage	3.35	9.23
Executive Between 30-50	Percentage	29.16	23.31
Executive Above 50	Percentage	6.08	5.80
Non-executive/Technical Staff Under 30	Percentage	16.75	18.22
Non-executive/Technical Staff Between 30-50	Percentage	33.75	32.90
Non-executive/Technical Staff Above 50	Percentage	4.34	4.26
<b>Gender Group by Employee Category</b>			
Management Male	Percentage	5.21	5.09
Management Female	Percentage	1.36	1.18
Executive Male	Percentage	24.57	22.25
Executive Female	Percentage	14.02	16.09
Non-executive/Technical Staff Male	Percentage	45.66	46.63
Non-executive/Technical Staff Female	Percentage	9.18	8.76
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	87.50	84.65
Female	Percentage	12.50	15.15
Under 30	Percentage	0.00	0.00
Between 30-50	Percentage	12.50	18.18
Above 50	Percentage	87.50	81.82
<b>Bursa (Energy management)</b>			
Bursa C4(a) Total energy consumption	Megawatt	8,486.64	27,478.03

## PERFORMANCE DATA 2025

INDICATOR	MEASUREMENT UNIT	2024	2025
<b>Bursa (Health and safety)</b>			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	87	684
<b>Bursa (Labour practices and standards)</b>			
Bursa C6(a) Total hours of training by employee category			
Management	Hours	26	135
Executive	Hours	69	556
Non-executive/Technical Staff	Hours	7	266
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	0.00	0.00
Bursa C6(c) Total number of employee turnover by employee category			
Management	Number	17	28
Executive	Number	138	251
Non-executive/Technical Staff	Number	151	239
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
<b>Bursa (Supply chain management)</b>			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	99.20	99.20
<b>Bursa (Data privacy and security)</b>			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer	Percentage	0	0
<b>Bursa (Water)</b>			
Bursa C9(a) Total volume of water used	Megalitres	88,680.000000	179,984.000000
<b>Bursa (Waste management)</b>			
Bursa C10(a) Total waste generated	Metric tonnes	3,996.61	5,047.73
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	0.02	0.00
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	1,896.07	5,047.73
<b>Bursa (Emissions management)</b>			
Bursa C11(a) Scope 1 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	990.11	4,771.88
Bursa C11(b) Scope 2 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	3,075.58	4,856.95
Bursa C11(c) Scope 3 emissions in tonnes of CO <sub>2</sub> e (at least for the categories of business travel and employee commuting)	Metric tonnes	399.30	4,185.71

## GRI CONTENTS INDEX FPE 2025

Page indications in this Index refer to AZRB Annual Report 2025 ("the Report") unless otherwise noted. The Sustainability Statement is contained in the Report on pages 48 to 98.

AZRB's 2025 Annual Report has been prepared with reference to the GRI Universal Standards: 2016, 2018 and 2021, which refer to standards issue date, not the date of the information presented in this Report.

GRI STANDARD/OTHER SOURCE	DISCLOSURE	SDG	PAGE NUMBER	REMARKS	
<b>GENERAL DISCLOSURES</b>					
<b>GRI 2:</b> General Disclosures 2021	<b>2-1</b>	Organisational details	-	2	About AZRB
				50-51	About the Sustainability Statement
	<b>2-2</b>	Entities included in the organisation's sustainability reporting	-	2	About AZRB
				5	Corporate Structure
				50-51	About the Sustainability Statement
	<b>2-3</b>	Reporting period, frequency and contact point	-	50-51	About the Sustainability Statement
				50	Contact Us
	<b>2-4</b>	Restatements of information	-	-	None
	<b>2-5</b>	External assurance	-	103	AZRB has internally conduct Internal Assurance of Statement
	<b>2-6</b>	Activities, value chain and other business relationships	-	2	About AZRB
				4	Corporate Information
				6-17	Management Discussion and Analysis
				67-70	EESG Strategic Areas: Economic
	<b>2-7</b>	Employees	8; 10	81-88	EESG Strategic Areas: Social
	<b>2-8</b>	Workers who are not employees	5; 8; 16	82	AZRB has Protege and Interns
	<b>2-9</b>	Governance structure and composition	5; 16	56	Governance Structure
				113-124	Corporate Governance Overview Statement
	<b>2-10</b>	Nomination and selection of the highest governance body	5; 6; 16	4	Corporate Information
				113-124	Corporate Governance Overview Statement
<b>2-11</b>	Chair of the highest governance body	16	4	Corporate Information	
			113-124	Corporate Governance Overview Statement	
<b>2-12</b>	Role of the highest governance body in overseeing the management of impacts	16	56	Governance Structure	
<b>2-13</b>	Delegation of responsibility for managing impacts	-	56	Governance Structure	
			58-66	Materiality Matters & Key Performance Indicators	
			129-137	Statement on Risk Management and Internal Control	
<b>2-14</b>	Role of the highest governance body in sustainability reporting	-	56	Governance Structure	
<b>2-15</b>	Conflicts of interest	16	113-124	Corporate Governance Overview Statement	
			129-137	Statement on Risk Management and Internal Control	
<b>2-16</b>	Communication of critical concerns	-	13	Managing Risks and Opportunities	
			58-66	Materiality Matters & Key Performance Indicators	
			52-53	Stakeholder Engagement	
			113-124	Corporate Governance Overview Statement	
			125-128	Audit and Risk Committee Report	
			129-137	Statement on Risk Management and Internal Control	
<b>2-17</b>	Collective knowledge of the highest governance body	-	20-28	Board of Directors and Profile	
<b>2-18</b>	Evaluation of the performance of the highest governance body	-	-	Board Charter, Directors' Fit & Proper Policy at <a href="https://www.azrb.com/corporate-governance">https://www.azrb.com/corporate-governance</a>	
			113-124	Corporate Governance Overview Statement	
<b>2-19</b>	Remuneration policies	-	-	Remuneration Policy at <a href="https://www.azrb.com/corporate-governance">https://www.azrb.com/corporate-governance</a>	
			113-124	Corporate Governance Overview Statement	
			125-128	Audit and Risk Committee Report	
			129-137	Statement on Risk Management and Internal Control	

## GRI CONTENTS INDEX FYE 2025

GRI STANDARD/OTHER SOURCE	DISCLOSURE	SDG	PAGE NUMBER	REMARKS	
<b>GENERAL DISCLOSURES (continued)</b>					
<b>GRI 2:</b> General Disclosures 2021	<b>2-20</b>	Process to determine remuneration	-	113-124	Corporate Governance Overview Statement
			-	125-128	Audit and Risk Committee Report
			-	129-137	Statement on Risk Management and Internal Control
	<b>2-22</b>	Statement on sustainable development strategy	-	6-17	Management Discussion and Analysis
			-	49	Strengthening Discipline in Our Sustainability Journey
			-	113-124	Corporate Governance Overview Statement
	<b>2-23</b>	Policy commitments	16	56-58	Sustainability Policy
			-	-	AZRB Code of Ethic and Conduct, Anti-Bribery & Corruption Policy and Whistleblowing Policy at <a href="https://www.azrb.com/corporate-governance">https://www.azrb.com/corporate-governance</a>
	<b>2-24</b>	Embedding policy commitments	-	56-58	Sustainability Policy
			-	-	AZRB Code of Ethic and Conduct, Anti-Bribery & Corruption Policy and Whistleblowing Policy at <a href="https://www.azrb.com/corporate-governance">https://www.azrb.com/corporate-governance</a>
	<b>2-25</b>	Processes to remediate negative impacts	-	6-17	Management Discussion and Analysis
			-	129-137	Statement on Risk Management and Control
	<b>2-26</b>	Mechanisms for seeking advice and raising concerns	16	-	Investor Relations at <a href="http://www.azrb.com/">www.azrb.com/</a>
			-	50	Contact Us
	<b>2-27</b>	Compliance with laws and regulations	-	58-60	Materiality Matters
			-	71	EESG Strategic Areas: Environmental Ensuring Compliance with Environmental Legislation
			-	81	EESG Strategic Areas: Social Upholding Responsible Labour Practices
-			95-97	EESG Strategic Areas: Governance	
-			113-124	Corporate Governance Overview Statement	
<b>2-28</b>	Membership of associations	-	-	Statement on Risk Management and Internal Control	
		-	143-294	Financial Statements	
<b>2-28</b>	Membership of associations	-	-	AZRB is a member of various industry associations	
<b>2-29</b>	Approach to stakeholder engagement	-	52-53	Stakeholder Engagement	
<b>2-30</b>	Collective bargaining agreements	8	-	AZRB does not subscribe to collective bargaining in employment. Nevertheless, we are open to discussions with employees on various matters such as remuneration, benefits, workplace conditions and pertinent matters.	
<b>MATERIAL TOPICS</b>					
<b>GRI 3:</b> Material Topics 2021	<b>3-1</b>	Process to determine material topics	-	58-60	Materiality Matters
			-	58-60	Materiality Matters
			-	-	Throughout the Annual Report and Sustainability Statement
<b>ECONOMIC PERFORMANCE</b>					
<b>GRI 201:</b> Economic Performance 2016	<b>201-1</b>	Direct economic value generated and distributed	8; 9	38	5-Year Financial Highlights
			8	6-17	Management Discussion and Analysis
			-	67-70	EESG Strategic Areas: Economic
			-	143-294	Financial Statements
	<b>201-2</b>	Financial implications and other risks and opportunities due to climate change	13	6-17	Management Discussion and Analysis
			-	49	Strengthening Discipline in Our Sustainability Journey
			-	96	EESG Strategic Areas: Governance Climate-Related Financial Risk and Opportunities
<b>201-3</b>	Defined benefit plan obligations and other retirement plans	-	-	AZRB abides by all relevant laws of the countries where we operate.	
<b>201-4</b>	Financial assistance received from government	-	143-294	Financial Statements	

## GRI CONTENTS INDEX FYE 2025

GRI STANDARD/OTHER SOURCE	DISCLOSURE	SDG	PAGE NUMBER	REMARKS	
<b>GENERAL DISCLOSURES (continued)</b>					
<b>MARKET PRESENCE</b>					
<b>GRI 202:</b> Market Presence 2016	<b>202-1</b>	Ratios of standard entry level wage by gender compared to local minimum wage	1; 5; 8	-	The compensation we offer is based on the minimum wage and internal equity of the respective positions as well as the employee's skill set and/ or experience. As far as possible, we strive to offer all our employees comparable compensation structures and monitor compliance with minimum standards.
	<b>202-2</b>	Proportion of senior management hired from the local community	1; 5; 8	82	EESG Strategic Areas: Social Providing Employment Opportunities
<b>INDIRECT ECONOMIC IMPACTS</b>					
<b>GRI 203:</b> Indirect Economic Impacts 2016	<b>203-1</b>	Infrastructure investments and services supported	5; 6; 8; 9; 11	2 67-70	About AZRB EESG Strategic Areas: Economic Management Discussion and Analysis
	<b>203-2</b>	Significant indirect economic impacts	1; 3; 6; 8	2 67-70 6-17	About AZRB EESG Strategic Areas: Economic Management Discussion and Analysis
<b>PROCUREMENT PRACTICES</b>					
<b>GRI 3:</b> Material Topics 2021	<b>3-3</b>	Management of material topics	-	58-66 69	Materiality Matters & Key Performance Indicators EESG Strategic Areas: Economic Procurement Practices
<b>GRI 204:</b> Procurement Practices 2016	<b>204-1</b>	Proportion of spending local suppliers	-	105	99.20%
<b>ANTI-CORRUPTION</b>					
<b>GRI 3:</b> Material Topic	<b>205-1</b>	Operations assessed for risks related to corruption	16	129-137	Statement on Risk Management and Internal Control
<b>GRI 205:</b> Anti-corruption 2016	<b>205-2</b>	Communication and training about anti-corruption policies and procedures	16	104 87	Performance Data 2025 EESG Strategic Areas: Social Specific Training Comparison: FYE 2024 - FPE 2025
	<b>205-3</b>	Confirmed incidents of corruption and actions taken	16	104	None
<b>ANTI-COMPETITIVE BEHAVIOUR</b>					
<b>GRI 3:</b> Material Topics 2021	<b>3-3</b>	Management of material topics	-	-	-
<b>GRI 206:</b> Anti-competitive Behaviour 2016	<b>206-1</b>	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	16	-	-
<b>TAX</b>					
<b>GRI 207:</b>	<b>207-1</b>	Approach to tax	1; 10; 17	143-294	Financial Statements
	<b>207-2</b>	Tax governance, control, and risk management	1; 10; 17	125-128 129-137	Audit and Risk Committee Report Statement on Risk Management and Internal Control
	<b>207-3</b>	Stakeholder engagement and management of concerns related to tax	1; 10; 17	6-17 52-53 143-294	Management Discussion and Analysis Stakeholder Engagement Financial Statements
	<b>207-4</b>	Country-by-country reporting	-	-	Not Applicable
<b>MATERIALS</b>					
<b>GRI 301:</b> Materials 2016	<b>301-1</b>	Materials used by weight or volume	8; 12	71	EESG Strategic Areas: Environmental Managing Resource Efficiency and Climate Impact
	<b>301-2</b>	Recycled input materials used	-	-	Not Applicable
	<b>301-3</b>	Reclaimed products and their packaging materials	-	-	Not Applicable
<b>ENERGY</b>					
<b>GRI 3:</b> Material Topic	<b>302-1</b>	Energy consumption within the organisation	6; 7; 8; 9; 11; 12; 13; 14; 15; 17	58-66 72-73	Materiality Matters & Key Performance Indicators EESG Strategic Areas: Environmental Energy Consumption
<b>GRI 302:</b> Energy 2016	<b>302-2</b>	Energy consumption outside of the organisation	7; 8; 12; 13	-	Establishing Groundwork
	<b>302-3</b>	Energy intensity	6; 7; 8; 9; 11; 12; 13; 14; 15; 17	73	EESG Strategic Areas: Environmental Energy Intensity

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<b>GENERAL DISCLOSURES (continued)</b>				
<b>ENERGY (continued)</b>				
<b>GRI 302:</b> Energy 2016	<b>302-4</b> Reduction of energy consumption	6; 7; 8; 12; 13	71-73	EESG Strategic Areas: Environmental Managing Resource Efficiency and Climate Impact
	<b>302-5</b> Reductions in energy requirements of products and services	7; 8; 12; 13	71-73	EESG Strategic Areas: Environmental Managing Resource Efficiency and Climate Impact
<b>WATER AND EFFLUENTS</b>				
<b>GRI 3:</b> Material Topic	<b>303-1</b> Interactions with water as a shared resource	3; 6; 12	74-75	EESG Strategic Areas: Environmental Safeguarding Biodiversity and Natural Habitats
<b>GRI 303:</b> Water and Effluents 2018	<b>303-2</b> Management of water discharge-related impacts	3; 6; 12	75-76	EESG Strategic Areas: Environmental Managing Pollution and Waste
	<b>303-3</b> Water withdrawal	6; 12	-	Not Applicable
	<b>303-4</b> Water discharge	3; 6; 12	75-76	EESG Strategic Areas: Environmental Managing Pollution and Waste
	<b>303-5</b> Water consumption	6	74	EESG Strategic Areas: Environmental Water Consumption
<b>BIODIVERSITY</b>				
<b>GRI 3:</b> Material Topic	<b>3-3</b> Management of material topics	14; 15	63 74-75	Materiality Matters & Key Performance Indicators EESG Strategic Areas: Environmental Safeguarding Biodiversity and Natural Habitats
<b>GRI 304:</b> Biodiversity 2016	<b>304-1</b> Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	3; 6; 13; 14; 15	63 74-75	Materiality Matters & Key Performance Indicators EESG Strategic Areas: Environmental Safeguarding Biodiversity and Natural Habitats
	<b>304-2</b> Significant impacts of activities, products and services on biodiversity	3; 6; 13; 14; 15	63 74-75	Materiality Matters & Key Performance Indicators EESG Strategic Areas: Environmental Safeguarding Biodiversity and Natural Habitats
	<b>304-3</b> Habitats protected or restored	6; 13; 14; 15	63 74-75	Materiality Matters & Key Performance Indicators EESG Strategic Areas: Environmental Safeguarding Biodiversity and Natural Habitats
	<b>304-4</b> IUCN Red List species and national conservation list species with habitats in areas affected by operations	6; 13; 14; 15	-	-
<b>EMISSIONS</b>				
<b>GRI 3:</b> Material Topic	<b>3-3</b> Management of material topics	7; 13	76-78	EESG Strategic Areas: Environmental Addressing Climate Impact through Emissions Management
<b>GRI 305:</b> Emissions 2016	<b>305-1</b> Direct (Scope 1) GHG emissions	3; 12; 13; 14; 15	77	EESG Strategic Areas: Environmental GHG Emissions
	<b>305-2</b> Energy indirect (Scope 2) GHG emissions	3; 12; 13; 14; 15	77	EESG Strategic Areas: Environmental GHG Emissions
	<b>305-3</b> Other indirect (Scope 3) GHG emissions	3; 12; 13; 14; 15	77	EESG Strategic Areas: Environmental GHG Emissions
	<b>305-4</b> GHG emissions intensity	3; 13; 14; 15	78	EESG Strategic Areas: Environmental GHG Emissions Intensity
	<b>305-5</b> Reduction of GHG emissions	3; 12; 13; 14; 15	76-78	EESG Strategic Areas: Environmental Addressing Climate Impact through Emissions Management
	<b>305-6</b> Emissions of ozone-depleting substances ("ODS")	3; 12; 13; 14; 15	-	-
	<b>305-7</b> Nitrogen oxides ("NOx"), sulfur oxides ("SOx"), and other significant air emissions	3; 12; 13; 14; 15	-	-
<b>WASTE</b>				
<b>GRI 3:</b> Material Topic	<b>3-3</b> Management of material topics	12; 14; 15	75-76	EESG Strategic Areas: Environmental Managing Pollution and Waste
<b>GRI 306:</b> Waste 2020	<b>306-1</b> Waste generation and significant waste-related impacts	3; 6; 11; 12	75-76	EESG Strategic Areas: Environmental Managing Pollution and Waste
	<b>306-2</b> Management of significant waste-related impacts	3; 8; 11; 12	75-76	EESG Strategic Areas: Environmental Managing Pollution and Waste
	<b>306-3</b> Waste generated	3; 6; 11; 12; 15	75	EESG Strategic Areas: Environmental Waste Generated
	<b>306-5</b> Waste directed to disposal	3; 6; 11; 12; 15	76	EESG Strategic Areas: Environmental Solid Waste Disposal

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<b>GENERAL DISCLOSURES (continued)</b>				
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>				
<b>GRI 3:</b> Material Topic	<b>3-3</b> Management of material topics	7; 12; 13; 17	78	EESG Strategic Areas: Environmental Integrating Environmental Responsibility into the Supply Chain
<b>GRI 308:</b> Supplier 2016	<b>308-1</b> New suppliers that were screened using environmental criteria	-	69	EESG Strategic Areas: Economic Procurement Practices
	<b>308-2</b> Negative environmental impacts in the supply chain and actions taken	-	-	-
<b>EMPLOYMENT</b>				
<b>GRI 3:</b> Material Topic	<b>3-3</b> Management of material topics	5; 8; 10	63	Materiality Matters & Key Performance Indicators
<b>GRI 401:</b> Employment 2016	<b>401-1</b> New employee hires and employee turnover	5; 8; 10	83-84	EESG Strategic Areas: Social Providing Employment Opportunities
	<b>401-2</b> Benefits provided to full-time employees that are not provided to temporary or part-time employees	3; 5; 8	84	EESG Strategic Areas: Social Ensuring Fair and Competitive Remuneration
	<b>401-3</b> Parental leave	3; 5; 8	84	EESG Strategic Areas: Social Ensuring Fair and Competitive Remuneration
<b>LABOUR/MANAGEMENT RELATIONS</b>				
<b>GRI 402:</b> Labour/Management Relations 2016	<b>402-1</b> Minimum notice periods regarding operational changes	8	-	-
<b>OCCUPATIONAL HEALTH AND SAFETY</b>				
<b>GRI 403:</b> Occupational Health and Safety 2018	<b>403-1</b> Occupational health and safety management system	3; 8	62 86	Materiality Matters & Key Performance Indicators EESG Strategic Areas: Social Ensuring Health and Safety in the Work Place
	<b>403-2</b> Hazard identification, risk assessment, and incident investigation	3; 8	86	EESG Strategic Areas: Social Ensuring Health and Safety in the Work Place
	<b>403-3</b> Occupational health services	3; 8	86	EESG Strategic Areas: Social Ensuring Health and Safety in the Work Place
	<b>403-4</b> Worker participation, consultation, and communication on occupational health and safety	3; 8; 16	52-53 86	Stakeholder Engagement EESG Strategic Areas: Social Ensuring Health and Safety in the Work Place
	<b>403-5</b> Worker training on occupational health and safety	3; 8	52 86	Stakeholder Engagement EESG Strategic Areas: Social Ensuring Health and Safety in the Work Place
	<b>403-6</b> Promotion of worker health	3; 8	87 52-53 86	EESG Strategic Areas: Social Specific Training Comparison: FYE 2024 - FPE 2025 Stakeholder Engagement EESG Strategic Areas: Social Ensuring Health and Safety in the Work Place
	<b>403-7</b> Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	3; 8	86	EESG Strategic Areas: Social Ensuring Health and Safety in the Work Place
	<b>403-8</b> Workers covered by an occupational health and safety management system	3; 8	86	EESG Strategic Areas: Social Ensuring Health and Safety in the Work Place
	<b>403-9</b> Work-related injuries	3; 5; 8	86	EESG Strategic Areas: Social Ensuring Health and Safety in the Work Place
	<b>403-10</b> Work-related ill health	3; 8; 16	86	EESG Strategic Areas: Social Ensuring Health and Safety in the Work Place
<b>TRAINING AND EDUCATION</b>				
<b>GRI 3:</b> Material Topic	<b>3-3</b> Management of material topics	4; 5; 8	61-63 86-88	Materiality Matters & Key Performance Indicators EESG Strategic Areas: Social Building Workforce Capabilities
<b>GRI 404:</b> Training and Education 2016	<b>404-1</b> Average hours of training per year per employee	4; 5; 8	87	EESG Strategic Areas: Social Building Workforce Capabilities
	<b>404-2</b> Programmes for upgrading employee skills and transition assistance programmes	4; 5; 8	86-87	EESG Strategic Areas: Social Building Workforce Capabilities
	<b>404-3</b> Percentage of employees receiving regular performance and career development reviews	5; 8; 10	88	EESG Strategic Areas: Social Building Workforce Capabilities

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GRI STANDARD/OTHER SOURCE	DISCLOSURE	SDG	PAGE NUMBER	REMARKS
<b>GENERAL DISCLOSURES (continued)</b>				
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>				
<b>GRI 3:</b> Material Topic	<b>3-3</b> Management of material topics	4; 5; 8	63 85	Materiality Matters & Key Performance Indicators EESG Strategic Areas: Social Promoting Diversity, Equity and Inclusion
<b>GRI 405:</b> Diversity and Equal Opportunity 2016	<b>405-1</b> Diversity of governance bodies and employees	5; 8	20-28 30-37 81-83 85	Board of Directors and Profiles Senior Management and Profiles EESG Strategic Areas: Social Providing Employment Opportunities EESG Strategic Areas: Social Promoting Diversity, Equity and Inclusion
	<b>405-2</b> Ratio of basic salary and remuneration of women to men	5; 8; 10	-	The basic salary and remuneration we offer is based on the market rate and internal equity of the respective positions as well as the employee's skill set and experience. As far as possible, we strive to offer all our employees comparable compensation structures and monitor compliance with minimum standards.
<b>NON-DISCRIMINATION</b>				
<b>GRI 406:</b> Non-discrimination 2016	<b>406-1</b> Incidents of discrimination and corrective actions taken	5; 8	-	No occurrences of discrimination of any type was reported during FY2025.
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>				
<b>GRI 407:</b> Freedom of Association and Collective Bargaining 2016	<b>407-1</b> Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	8	-	AZRB does not use collective bargaining but engages in discussions with employees on various matters, including compensation, benefits, workplace conditions, and relevant issues.
<b>CHILD LABOUR</b>				
<b>GRI 408:</b> Child Labour 2016	<b>408-1</b> Operations and suppliers at significant risk for incidents of child labour	5; 8; 16	-	AZRB opposes to child labour or other forms of exploitation that also includes our vendors and suppliers.
<b>FORCED OR COMPULSORY LABOUR</b>				
<b>GRI 409:</b> Forced or Compulsory Labour 2016	<b>409-1</b> Operations and suppliers at significant risk for incidents of forced or compulsory labour	5; 8; 16	-	AZRB opposes to forced or compulsory labour or other forms of exploitation that also includes our vendors and suppliers.
<b>SECURITY PRACTICES</b>				
<b>GRI 410:</b> Security Practices 2016	<b>410-1</b> Security personnel trained in human rights policies or procedures	16	-	We outsource security to providers under service agreements, ensuring SOP compliance.
<b>RIGHTS OF INDIGENOUS PEOPLES</b>				
<b>GRI 411:</b> Rights of Indigenous Peoples 2016	<b>411-1</b> Incidents of violations involving rights of indigenous peoples	2; 16	-	No Incidents reported during FPE 2025
<b>LOCAL COMMUNITIES</b>				
<b>GRI 3:</b> Material Topic	<b>3-3</b> Management of material topics	11	53 63 88-94	Stakeholder Engagement Materiality Matters & Key Performance Indicators EESG Strategic Areas: Social Enhancing Community Well-Being
<b>GRI 413:</b> Local Communities 2016	<b>413-1</b> Operations with local community engagement, impact assessments, and development programmes	1; 2; 3, 4, 8, 9, 11, 16, 17	53 63 88-94	Stakeholder Engagement Materiality Matters & Key Performance Indicators EESG Strategic Areas: Social Enhancing Community Well-Being
	<b>413-2</b> Operations with significant actual and potential negative impacts on local communities	1; 2; 3, 4, 8, 9, 11, 16, 17	53 88-94	Stakeholder Engagement EESG Strategic Areas: Social Enhancing Community Well-Being
<b>SUPPLIER SOCIAL ASSESSMENT</b>				
<b>GRI 414:</b> Supplier Assessment 2016	<b>414-1</b> New suppliers that were screened using social criteria	5; 8; 16	-	Establishing Groundwork
	<b>414-2</b> Negative social impacts in the supply chain and actions taken	5; 8; 16	-	Establishing Groundwork
<b>PUBLIC POLICY</b>				
<b>GRI 415:</b> Public Policy 2016	<b>415-1</b> Political contributions	16	-	None

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GRI STANDARD/OTHER SOURCE	DISCLOSURE	SDG	PAGE NUMBER	REMARKS
<b>GENERAL DISCLOSURES (continued)</b>				
<b>CUSTOMER HEALTH AND SAFETY</b>				
<b>GRI 416:</b> Customer Health and Safety 2016	<b>416-1</b> Assessment of the health and safety impacts of product and service categories	3; 16	52	Stakeholder Engagement
	<b>416-2</b> Incidents of non-compliance concerning the health and safety impacts of products and services	3; 16	-	No incidents reported during FPE 2025
<b>MARKETING AND LABELLING</b>				
<b>GRI 417:</b> Marketing and Labelling 2016	<b>417-1</b> Requirements for product and service information and labeling	12	-	AZRB abides by policies and guidelines under the Housing Development Act ("HDA") and the Strata Management Act.
	<b>417-2</b> Incidents of non-compliance concerning product and service information and labeling	16	-	AZRB has not been notified through the available channels of any significant sanction for non-compliance concerning product and service information and labeling
	<b>417-3</b> Incidents of non-compliance concerning marketing communications	16	-	AZRB has not been notified through the available channels of any significant sanction for non-compliance concerning product and service information and labeling
<b>CUSTOMER PRIVACY</b>				
<b>GRI 3:</b> Material Topic	<b>3-3</b> Management of material topics	11	113-124 129-137	Corporate Governance Overview Statement Statement on Risk Management and Internal Control
<b>GRI 418:</b> Customer Privacy 2016	<b>418-1</b> Substantiated complaints concerning breaches of customer privacy and losses of customer data	16	-	None

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

This Corporate Governance Overview Statement sets out the extent to which the Company has applied the practices encapsulated in the Principles of the Malaysian Code on Corporate Governance (“MCCG”) and Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad except where stated otherwise.

Details of the Group’s application of each practice set out in the MCCG are disclosed in the Corporate Governance Report, which is available on the Group’s website at [www.azrb.com](http://www.azrb.com).

### **PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS**

#### **Practice 1.1 - Board Duties and Responsibilities**

The Board is responsible and accountable to the Company’s shareholders and various stakeholders in order to achieve sustainability and long-term success through its effective leadership and management of the Company’s business. Hence, the Board is responsible for the long-term performance of the Company and its subsidiaries (“the Group”), overseeing the Group’s strategy and monitoring its operation.

The Board’s principal function is to address all significant matters as it is accountable under the applicable laws and regulations for the Group’s activities, strategies, financial position and performance. The Board delegates certain functions to the Board Committees, Executive Directors, Chief Executive Officer and the Management, for implementing the Group’s strategic direction and for managing its day-to-day operations. The Board has delegated specific responsibilities to the committees to assist the Board in corporate governance and operation of the Group.

The functions and the Terms of Reference of the committees have been defined by the Board in the Terms of Reference of the respective committees. The Key Matters reserved for the Board’s approval are specified in the Board Charter.

The Board adheres to the Code of Conduct and Ethics for Directors which highlights the criteria that directors should observe in the performance of their duties. The following are the roles and responsibilities of the Board in discharging its fiduciary functions:

- Leads, controls, provides strategic direction and the overall responsibility for corporate governance.
- Formulates key policies, overseeing investments and businesses for the Group.
- Ensures that the Company has appropriate corporate disclosure policies and procedures.
- Establishes succession planning and ensures that all candidates appointed to Senior Management are of sufficient calibre.
- Identifies principal risks and ensures the implementation of appropriate internal controls.

#### **Practice 1.2 - Chairman**

The Chairman of the Board is a non-Executive Chairman. The Chairman is capable of leading the Board based on her leadership skill, education level and extensive working experience. As the Chairman plays an important role in the Board, the Chairman is able to provide effective leadership to the Board and guide the vision, strategic direction and business development of the Company, and at the same time be guided by the independent advice and views from the Independent Directors, who offer the necessary checks and balances in the decision making process of the Board.

The Chairman is responsible for promoting and overseeing the standards of Corporate Governance with the Board and the Company.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Chairman ensures that the Board members receive accurate, timely and clear information to enable them to monitor performance, make sound decisions and give appropriate advice to promote the success of the Company. The Chairman takes a leading role in determining the composition and structure of the Board. This will involve regular reviews of the overall size of the board, the balance between executive and non-executive directors and the balance of age, experience and qualification of the directors.

The Chairman, whose primary role is to preside over board meetings, has the significant role of ensuring that all directors' views are heard, to ensure sufficient time for discussion of each agenda, as well as to provide a fair opportunity to all directors to participate actively and constructively during the meetings.

### **Practice 1.3 - Separation of the roles of Chairman and Chief Executive Officer**

The roles of Chairman and Chief Executive Officer ("CEO") are exercised by different individuals. A clear segregation of their responsibilities and powers are stated and defined in the Company's Board Charter. It is made available for reference on the Company's website.

The Chairman is responsible for managing the conduct of the Board and ensuring its effectiveness including all directors to receive sufficient relevant information on all financial, business, operations and corporate matters to enable each of them to participate actively and effectively in Board Decisions. The CEO is responsible for efficient and effective management of the business operations and strategic direction of the Company.

### **Practice 1.4 - Separation of the Chairman from the Board Committees**

To ensure the Company is in compliance with Practice 1.4 of the Malaysian Code on Corporate Governance ("MCCG"), the Chairman of the Board is not a member of Audit & Risk Committee ("ARC"), Nomination Committee ("NC") and the Remuneration Committee ("RC"). Each Committee sought to ensure that there is a check and balance practice by the Group and all the objectives are reviewed by the Board.

### **Practice 1.5 - Company Secretary**

The Board is supported by a qualified and competent Company Secretary under the Companies Act 2016. The Company Secretary is responsible for advising and regularly updating the Board on good governance, policies and procedures and corporate compliance from time to time.

The Company Secretary also ensures that the Board is kept well informed on any regulatory requirements and updates on the developments in the areas of corporate governance that affect the duties and responsibilities of the Directors as well as the Company being a public listed company.

The Company Secretary advises and circulates relevant guidelines on new and amended statutory and regulatory requirements from time to time for the Board's reference and briefs the Board on these updates at Board meetings. The Company Secretary ensures that the Company and its Directors operate within the law.

**CORPORATE GOVERNANCE OVERVIEW STATEMENT**

The Company Secretary also attends all Board and Board Committee meetings and ensures that the meetings are properly convened and the discussions on key issues and decisions thereon are properly recorded. The Company Secretary is directly accountable to the Board on all matters in relation to the proper functioning of the Board, maintenance of the statutory and corporate documents of the Board, facilitating the Board's communication and monitoring the implementation of the Board's decisions, where appropriate.

All Directors have full and unrestricted access to the advice and services of the Company Secretaries.

**Practice 1.6 - Information and support for Directors**

The Board of Directors' Meeting is held on a quarterly basis to deliberate and approve the quarterly results and at other times as required. There were ten (10) Board meetings held during the financial period ended 31 December 2025.

Board meeting is a platform for exchange of views, with Directors bringing their experience and independent judgement to discuss the issues at hand. During these meetings, the Board discusses, amongst other matters, the Company's financial position, company policies, risks management, as well as management's performance based on the corporate targets and budget.

Each Board member is supplied in advance with an agenda, which include minutes of previous meetings, financial reports and other reports relevant to the meeting, to allow sufficient time for the directors to review and to deliberate at the Board meetings and to facilitate informed decision making by the directors. All meeting materials are reviewed by the Management to ensure the accuracy and completeness of the information contained before being presented to the Board.

Management representatives are also present to provide additional insight on matters to be discussed during the Board meetings.

In between Board meetings, matters requiring Board's approval were sanctioned by way of written resolutions where relevant information on the subject matter was enclosed.

All the Directors have the right of access to all relevant Company information, access to management and may obtain independent professional advice at the Company's expense that are deemed necessary to carry out their duties, subject to prior consultation with the Chairman. To enable them to effectively exercise their duties and responsibilities, Board meetings regularly included sessions on recent key developments in governance and other corporate matters affecting the Company's business.

The number of meetings attended by each Director during the financial period are set out as follows:

Name	Attendance
Tan Sri Dr Madinah Binti Mohamad	10/10
Dato' Sri Wan Zakariah Bin Haji Wan Muda	10/10
Dato' Ir. W Zulkifli Bin Haji W Muda	8/10
Dato' Roslan Bin Tan Sri Jaffar	10/10
Tan Sri Dato' Lau Yin Pin @ Lau Yen Beng	10/10
Dato' Ir. Haji Che Noor Azeman Bin Yusoff	10/10
Dato' Hj. Wan Mohd Hilmi Bin Wan Kamal	10/10
Mr Lee Chee Khoon	10/10

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### Practice 2.1 - Board Charter

The Board Charter sets out the roles and responsibilities, composition and processes of the Board. It provides an overview of how the Board leads and provides direction to the Management of the Company. It also sets out the delegations of authority by the Board to various Committees to ensure the Board members in performing their responsibilities on behalf of the Company would act in the best interest of all shareholders. In addition, this Board Charter also outlines the core principles of Corporate Governance to which the Company subscribes.

The Board has established three (3) Board Committees, namely Audit & Risk Committee, Nomination Committee and Remuneration Committee that are delegated with specific responsibilities and authorities to assist the Board in executing its duties and to provide the Board with recommendations and advice. The delegation of authority to the Committees enables the Board to achieve operational efficiency, by empowering each Committee to review, report and make recommendations to the Board on matters relevant to their roles and responsibilities.

Each committee is governed by its own Terms of Reference which sets out its functions and duties, compositions, rights and meetings procedures. The Board Charter is reviewed and revised periodically to meet changing business, operational and regulatory requirements. The Board Charter is available on the Company's website at [www.azrb.com](http://www.azrb.com).

### Practice 3.1 - Code of Conduct and Ethics

The Company has adopted the Code of Conduct and Ethics ("Code") to provide guidance to every member of the Board of Directors. Each Director is responsible for reading, understanding and using the Code as a framework in performing their duties and responsibilities as Director.

The Board is committed to establish a corporate culture that promotes ethical conduct throughout the Company and ensures that its business is conducted with integrity, transparency and fairness. In discharging its fiduciary duties, the Board must at all times act in good faith and in the best interests of the Company and at the same time ensure that its obligation to shareholders and stakeholders are met. All Directors are responsible for fostering a sense of commitment to this Code among themselves and for promoting a culture of fairness, honesty, and accountability within the Company.

The Board and all employees are guided by the Company's core values and policies, as well as relevant regulatory requirements and standards which regulate appropriate conduct and ethics within the Company. The Company has established the following policies and procedures to provide direction and guidance to all Directors, Senior Management, employees and external parties in discharging their duties and responsibilities in the best interest of the Company, which are available on AZRB's website at [www.azrb.com](http://www.azrb.com):

- a) Code of Conduct and Ethics;
- b) Whistleblowing Policy; and
- c) Anti-Bribery and Anti-Corruption Policy.
- d) Personal Data Protection Policy.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### Practice 3.2 - Whistleblowing Policy

The Board is committed to the highest standards of integrity, openness and accountability in the conduct of its businesses and operations. The Board has established the Whistleblowing Policy that provides a channel to enable employees and other stakeholders to report any suspected breaches of law or regulations or any illegal acts observed in the Group, including financial malpractice or fraud, non-compliance with regulatory requirements, danger to health, safety or the environment, criminal activity and corruption.

A whistleblower is not responsible for investigating the activity or for determining fault or corrective measures. Appointed management officials are charged with these responsibilities. This policy is to provide an avenue for all employees of the Group and members of the public to disclose any improper conduct in accordance with the procedures as provided for under this policy and to provide protection for employees and members of the public who report such allegations.

The whistleblower will be accorded with protection of confidentiality of identity to the extent reasonably practicable. In addition, an employee who raises any issues internally will also be protected against any adverse and detrimental actions for disclosing any improper conduct committees or about to be committed with the Group, to the extent reasonably practicable, provided that the disclosure is made in good faith. Such protection is accorded even if the investigation later reveals that the whistleblower is mistaken as to the facts and the rules and procedures involved.

It outlines the procedures for reporting a genuine concern on any breach of conduct that is taking place, has taken place or may take place in the future. The Group treats all reports in a confidential manner and at the same time provides protection to anyone who reports such concerns in good faith. The Whistleblowing Policy is reviewed as and when deemed necessary and is available on the Company's website.

### Practice 4 - Sustainability

The Board acknowledges the significance of sustainability and its impact to the business of the Group. Sustainability Department is responsible for creating the sustainability framework to address material sustainability risks, monitor sustainability related matters and recommend strategies that incorporate the Environmental, Social and Governance ("ESG") elements into the business process.

An update on our approach towards sustainability is presented in the Sustainability Statement section of this Annual Report.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### Practice 5.1, 5.2, 5.3 and Step Up 5.4 - Independent Directors

The Board recognises the importance of having a diverse Board in terms of age, qualification and gender to provide the necessary range of perspectives, experience and expertise in bringing value to the Group.

During the financial period ended 31 December 2025, the Board has eight (8) Directors comprising one (1) Independent Non-Executive Chairman, one (1) Executive Vice Chairman, two (2) Executive Directors, one (1) Non-Independent Non-Executive Director and three (3) Independent Non-Executive Directors. Consequently, the constitution of the Independent Directors of the Company is more than half (50%) and in line with the MCCG Practice 5.2 requirement.

There is a balance of power and authority in the Board as the Executive Vice Chairman and Executive Directors are responsible for making the day-to-day business and operational decisions and implementation of Board policies while the Independent Non-Executive Directors ensure that the Board practices good governance in discharging its duties. There is a clear division of duties and responsibilities between them in order to maintain a balance of control, power and authority within the Board. As the views of the Independent Directors are crucial, the Board constantly discussed and deliberated all matters thoroughly before making any decisions.

The Independent Non-Executive Directors have a crucial role in ensuring that the Board is an effective Board and through which good corporate governance can be promoted throughout the entire Company. They expect to provide a balanced and independent view. It calls for persons of calibre, integrity, with requisite business acumen and the credibility, skills and experience to bring independent judgement on issues of strategy, performance and resources, including key appointments and standards of conduct. Independent Directors must be given free access to the records and information of the Company as well as independent legal advice and the services of the Company Secretary if they find this to be necessary to fulfil their duties. The Board reviews and assesses the independence of Directors annually based on the criteria set by the Nomination Committee. One of the assessment criteria is the ability of the individual Director to exercise objectivity in the discharge of his or her responsibilities in the interest of the Company.

The Board is of the view that all the Independent Directors remain independent.

The Board is of the view that throughout their tenure, the Independent Directors have demonstrated independence in character and judgement, and have always looked out for the best interest of the Company. The Independent Directors have provided independent views based on their experience and knowledge that allow for diverse and objective perspectives on the Group's business and direction.

In line with the recommendation of the Code, the Board limits the tenure of its Independent Directors to nine (9) years. Upon completion of the nine (9) years, an Independent Director may continue to serve on the Board subject to the Director's re-designation as a Non-Independent Director. In the event the Board intends to retain the Independent Director as an Independent Director after serving a cumulative term of nine (9) years, shareholders' appropriate approval will be sought.

As at the date of this Annual Report, none of the Independent Directors of the Company served beyond nine (9) years.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### Practices 5.5 and 5.6 - Diversity of Board of Directors and Senior Management

The Board reviews from time to time the composition of the Board and considers new appointments when the need arises. The Nomination Committee is responsible for assessing and making recommendations to the Board of Directors based on the recruitment criteria established by the Board.

In considering potential candidates for appointment, the Nomination Committee would refer to the Terms of Reference of the Nomination Committee and Board's Fit and Proper Policy.

The Nomination Committee has the responsibility of ensuring that the composition of the Board represents a good mix of knowledge, skills and experience to ensure that the Group is competitive within its industry. In considering potential candidates for appointment, the Nomination Committee undertakes a thorough review of the candidate's criteria, amongst others; qualifications, skills, knowledge, expertise, experience, personal attributes and the capability to devote the necessary time and commitment to the role.

Seminars and conferences organised by Bursa Malaysia, relevant regulatory bodies and professional bodies on areas pertinent to the Directors are communicated to the Board for their participation. The Board has identified training needs amongst the Directors and enrolled themselves for the training programmes as and when required. Directors may also request to attend additional training to keep abreast of their individual requirements.

All directors are also provided with updates from time to time by the Company Secretary on matters relating to Directors' duties and responsibilities, as well as on relevant regulations such as the Companies Act 2016 and Bursa Malaysia Securities Berhad Main Market Listing Requirements. The Company Secretary ensures all appointments are properly made and all necessary information required by the new Directors for the proper discharge of their duties is obtained.

When considering nomination or re-election of Directors, the Nomination Committee also takes into account the Director's ability to devote sufficient time and attention to properly fulfil his/her responsibilities. Besides attending all meetings of the Board and Board Committees on which he or she serves, each member is expected to be present in all shareholders' meetings, major Company events and to participate in continuous training programmes. The proposed date for Annual General Meeting ("AGM") is also notified to all Board members in advance, to enable all Directors to be present at the AGM and engage with the shareholders.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### Practice 5.7 - Appointment and Reappointment of Directors

According to the Clause 95 and 96 of Company's Constitution respectively, at the Annual General Meeting in every subsequent year, one-third (1/3) of the Directors for the time being or Directors who have been longest in office since the Directors' last election, shall retire from office at the conclusion of the Annual General Meeting in every year.

The information for the Directors standing for re-election is disclosed in the Explanatory Notes to the Notice of the AGM. The details of the Directors including their interest, position, experience and relationship are set out in the Directors' profile in the Annual Report 2025.

Shareholders are kept well-informed of the changes to the Board as well as the Committees through the Company's announcements to Bursa Malaysia. The details of the Directors including their interest, position, experience and relationship are set out in the Directors' profile in the Annual Report 2025 and are also made available on the Company's website at [www.azrb.com](http://www.azrb.com).

### Practice 5.8 - Nomination Committee

The Board has established a Nomination Committee to provide advice and assistance to the Board in matters relating to appointment of new Directors, board composition, training programmes and performance evaluation on effectiveness of the Board, Board Committees, Independent Directors and Key Officers of the Company.

During the financial period, the Nomination Committee is chaired by the Senior Independent Non-Executive Director. The Chairperson leads the Committee to discuss and deliberates on the strategies and policies proposed by the Management. Upon obtaining the majority votes, the Nomination Committee will make recommendations to the Board for consideration.

### Practice 5.9 and 5.10 - Gender Diversity

The Board through the Nomination Committee will consider appropriate candidates for appointment as Board members in terms of gender, ethnicity and age and will require measures to meet those targets from time to time if deemed necessary to enhance the effectiveness of the Board. The Board consists of members with a broad range of skills, well-rounded experience and knowledge in different fields relevant to oversee the business. The Board ensures that each member has a proper understanding of the Group's business and competence to deal with current and emerging issues of the Group.

The Board acknowledges the importance of gender diversity as an important element of a well-functioning Board. The Company has one (1) female Director out of eight (8) Directors representing approximately 12.5% of the Board composition during the financial year. Although the Board is satisfied with the current Board composition which reflects a good mix of knowledge, skills and experience, the Board recognised the importance of gender diversity towards providing opinions from diverse perspectives for decision making and thus the Company strives to achieve 30% of women representation in the Board and Management level.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### Practice 6.1 - Evaluation for Board, Board Committees and Individual Directors

The Nomination Committee performs annual assessments and evaluation to evaluate the performance of the Board, Board Committees and Individual Directors, in order to verify that the Board is operating effectively and efficiently as a whole. The evaluation of each Board Committee conducted by assessing the structure, roles and responsibilities, performance of the respective Chairman, as well as the Committee's overall performance as outlined in the Terms of Reference.

The Company Secretary compiled the completed assessment forms and table the outcome results to the Nomination Committee for deliberation before making recommendation to the Board.

Based on the assessment carried out, the Nomination Committee has concluded the Board was competent and had a dynamic and balanced mix of skills and experience wherein the Directors were able to contribute effectively to the Board's decision-making process. The current structure, size and composition of the Board, which comprises people who possess a wide range of expertise and experience in various fields with diverse backgrounds and specialisations, would enable the Board to lead and manage the Company effectively. The Directors have discharged their responsibilities in a commendable manner, acted competently, contributed effectively to the Board and demonstrated full commitment to their duties as Directors. The performances of the Board Committees were found to be effective.

The Board recognises the importance of continuous training to remain abreast of the latest developments in related industries and changes to the regulatory environment. The assessment on individuals provided the Board with valuable insights into training and development needs of each Director, to ensure that each Board member's contribution to the Board remains relevant.

Particulars of the seminars and courses attended by the Directors are as follows:

- Mandatory Accreditation Programme Part II: Leading for Impact (LIP) by Institute of Corporate Directors Malaysia
- The Journey into the AI Age Game Changer for your Digital Transformation by Bursa Malaysia
- Bursa Malaysia - Board Simulation - Balancing Risks & Opportunity in Sustainability Leadership by Institute of Corporate Directors Malaysia
- Board Ethics: Growing Concerns from New Technology, Stakeholder Interests & Conflict of Interest by Bursa Malaysia
- Audit Oversight Board's Conversation with Audit Committees by Securities Commission Malaysia

### Practices 7 - Remuneration Policy

The Directors' remuneration is reviewed periodically to ensure it is set at levels that enables AZRB Group to attract and retain Directors with the relevant experience and expertise needed to manage the Group effectively. The Company has its own Remuneration Policy for Non-Executive Directors, aimed at strengthening the Company's commitment to attracting and retaining talented and well qualified candidates while being financially cautious. For transparency purposes, the Remuneration Policy is published on the Company's website. In addition, all Senior Management and Directors are indemnified under a Directors' and Officers' Liability Insurance against any liability incurred by them in discharging their duties. A copy of the Remuneration Policy is available on the Company's website at [www.azrb.com](http://www.azrb.com).

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## Practice 8.1 - Remuneration of Directors

Details of the Directors' remuneration of each Director during the financial period ended 31 December 2025 are as follows:

Name of Director	Received from the Company (RM'000)			Received from the Group (RM'000)		
	Fees and Meeting Allowance	Salary <sup>1</sup> and other Emoluments	Benefits-in-kind	Fees and Meeting Allowance	Salary <sup>1</sup> and other Emoluments	Benefits-in-kind
<b>Executive Directors</b>						
Dato' Sri Wan Zakariah Bin Haji Wan Muda	10.0	-	-	261.0	2,097.0	115.1
Dato' Ir. W Zulkifli Bin Haji W Muda	6.0	-	-	30.5	1,899.9	52.9
Dato' Roslan Bin Tan Sri Jaffar	10.0	-	-	100.0	1,488.8	55.3
<b>Non-Executive Directors</b>						
Tan Sri Dr Madinah Binti Mohamad	372.0	-	46.7	372.0	-	46.7
Dato' Ir. Haji Che Noor Azeman Bin Yusoff	21.0	8.0	-	298.0	8.0	25.7
Tan Sri Dato' Lau Yin Pin @ Lau Yen Beng	247.0	-	-	346.0	-	6.0
Mr Lee Chee Khoon	202.0	-	-	298.0	-	-
Dato' Haji Wan Mohd Hilmi Bin Wan Kamal	153.0	-	-	153.0	-	-

Notes:

<sup>1</sup> Excludes Employees Provident Fund ("EPF") and other statutory contributions.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### Practices 9 - Audit & Risk Committee ("ARC")

The ARC assists the Board in overseeing the financial reporting of the Group by reviewing the quarterly financial results and annual audited financial statements to ensure that they are drawn up in accordance with the applicable financial reporting standards and the requirements of the Companies Act, 2016 prior to recommending them for approval by the Board and subsequent issuance to the shareholders.

During the financial year under review, the ARC comprises four (4) members, all of whom are Non-Executive Directors, with a majority of them being independent directors. One of the ARC is a member of Malaysian Institute of Accountants. The ARC have undertaken, and will continue to undertake, continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules as and when required.

The ToR of the ARC are contained in the Board Charter, which is available on the Company's website at [www.azrb.com](http://www.azrb.com). The membership of the ARC, meeting & attendance, training, summary of work and summary work of the internal audit function are set out in the Audit and Risk Committee Report section of this Annual Report.

The Directors are satisfied that in preparing the financial statements of the Company and the Group, the Group has applied the appropriate accounting standards and policies with consistency in the preparation of these financial statements. The Statement of Directors' Responsibility is given in the Statement of Directors' section of this Annual Report.

### Practices 10 - Risk Management And Internal Controls

The Board acknowledges its overall responsibility of the Group's system of internal control as well as risk management to safeguard shareholders' investment and the Group's assets. The effectiveness of the Group's internal control is reviewed by the ARC during its quarterly meetings. This review covers the governance, risk and compliance controls as well as the process for the identification, evaluation and management of the significant risks faced by the Group.

Details on internal control and risk management framework are set out in the Statement on Risk Management and Internal Control section in this Annual Report.

### Practices 11 - Internal Audit and Risk Management Function

The Group Corporate Assurance Department ("GCAD") serves as the internal audit and risk management function of AZRB Group. Independent of the external audit function, GCAD provides independent, regular and systematic reviews of the internal control, risk management and governance processes within the Group. In preserving independence, the Head of GCAD functionally reports to the ARC Chairman and administratively to the Executive Director.

A comprehensive view of the Internal Audit function is provided in the ARC Report section of this Annual Report and the Group's risk management and internal control framework is available in the Statement on Risk Management and Internal Control section of this Annual Report.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### Practice 12.1 - Communication with Stakeholders

The Board acknowledges the importance of timely and equal dissemination of all material business, corporate and financial developments affecting the Group to shareholders and other stakeholders. Whilst the Group endeavours to provide as much information as possible to its stakeholders, it is mindful of the legal and regulatory framework governing the release of material and price-sensitive information.

The Board ensures that continuous disclosures made are effective and transparent whilst regular communication with its stakeholders is conveyed through a variety of communication channels such as annual reports, circulars to shareholders, press releases, announcements made through Bursa Securities; including quarterly result and annual financial results which provide shareholders with an overview of the Group's business and financial performances.

The Company maintains a corporate website at [www.azrb.com](http://www.azrb.com) which provides corporate and financial information of the Group. Shareholders and the public can also direct their queries through the email contacts at [azrb@azrb.com](mailto:azrb@azrb.com).

### Practices 13 - Conduct of General Meeting

The Company recognises the importance of shareholder participation in general meetings and supports and encourages shareholders' participation. The Company has poll voting arrangements in place.

The Company's 27<sup>th</sup> AGM was conducted entirely through live streaming on 12 December 2024 at Level 7 of Menara AZRB, Kuala Lumpur as the Broadcast Venue. The Notice of AGM was circulated to shareholders on 30 October 2024, at least 28 days before the AGM as per the MCCG Practice 13.1 requirement.

To encourage shareholders' participation, clear guidance notes on the administrative matters were also provided to shareholders. Shareholders were also invited to send in questions before and during the AGM.

During the AGM, the Board presents the financial performance of the Group. Shareholders are given the opportunity to seek and clarify any pertinent and relevant issues in relation to the operations and performance of the Group.

All the Board Members were present at the AGM. Besides the Directors, the Company Secretary, Senior Management and External Auditors were also in attendance.

The AGM Minutes together with the Question & Answer ("Q&A") from the 27<sup>th</sup> AGM are published on the Company's website at [www.azrb.com](http://www.azrb.com).

This Corporate Governance Overview Statement was approved by the Board of Directors of the Company on 20 April 2026.



## AUDIT AND RISK COMMITTEE REPORT

The Executive Vice Chairman (“EVC”), Executive Directors (“ED”), Chief Executive Officer (“CEO”), Chief Operating Officer (“COO”), Chief Strategy Officer (“CSO”) and Chief Financial Officer (“CFO”) were invited to attend all ARC meetings to facilitate direct communications as well as to provide clarification on audit issues, and the Group’s operations, if any. The relevant person in charge of the respective division/project was duly invited to brief the ARC on specific issues arising from the audit reports or any matters of interest, if required. The Head of Group Corporate Assurance Department also attended the ARC meetings by invitation to present the reports on internal audit, risk management, sustainability, integrity and any other compliance or governance related matters.

The external auditors were also invited to attend the ARC meetings to present their reports on the audited financial statements. For each financial year period, a private meeting between the ARC and the external auditors without the presence of the Executive Directors and the Senior Management was conducted to discuss any and all audit feedback.

Beyond the formally scheduled or organised meetings, the ARC has unrestricted access to both the internal and external auditors, who report functionally and directly to the ARC. The ARC has established a transparent framework to maintain an appropriate relationship with the Company’s external auditors. During the financial period under review, the external auditors have provided the necessary assurances that its personnel are, and have been independent, throughout the conduct of the audit in accordance to the terms of all relevant professional and regulatory requirements.

### SUMMARY OF ACTIVITIES UNDERTAKEN BY ARC

The following activities were carried out by the ARC during the financial period ended 31 December 2025 in discharging its functions and duties:

#### **Financial Reporting**

- (i) Reviewed the unaudited quarterly financial results of the Group including the announcements pertaining thereto presented by the Management before recommendations were made to the Board for approval.
- (ii) Reviewed the consolidated audited financial statements of the Company and the Group which were drawn up in accordance with the applicable Malaysian Financial Reporting Standards and International Financial Reporting Standards, and the requirements of the Companies Act 2016, for recommendation to the Board for approval.

#### **External Audit**

- (i) Reviewed and approved the audit planning memorandum covering the engagement team, materiality, audit scope, audit methodology and timing of audits, audit focus areas, significant accounting policies/disclosures, risk of false and misleading financial statements, directors’ responsibilities, auditors’ responsibilities and auditors’ independence.
- (ii) Reviewed the External Auditors’ status of the audit.
- (iii) Reviewed the audit fees of the External Auditors for the ensuing year prior to recommendations made to the Board for approval.
- (iv) Reviewed the non-audit services rendered by the External Auditors to the Group for the financial period under review prior to engagement. The External Auditors also reported to the ARC their policies and measures taken to ensure independence and objectivity were maintained.
- (v) Met with the External Auditors without the presence of Executive Directors and management team of the Company to discuss any issues of concern to the External Auditors arising from the annual audit. There was no major issue raised during the meetings.

**AUDIT AND RISK COMMITTEE REPORT****Internal Audit (“IA”)**

- (i) Deliberated and approved the annual IA plan and budget for the IA function for 2025.
- (ii) Reviewed and discussed the IA reports which consist of the findings, recommendations and the management responses to ensure that all key risks were addressed and adequate controls were put in place on a timely basis.
- (iii) Reviewed the IA's follow up reports on outstanding audit issues to monitor the effectiveness of corrective actions taken by Management.
- (iv) Reviewed the effectiveness of the internal control and governance processes within the Group.
- (v) Assessed the IA's proficiency, resources and independence to ensure adequate discharge of the duties and responsibilities of the IA function.

**Risk Management**

- (i) Reviewed and discussed the Risk Management Plan of the Company and its subsidiaries for the financial period ended 31 December 2025.
- (ii) Reviewed and approved the Quarterly Risk Management reports of the Company and its subsidiaries.

**Governance**

- (i) Reviewed the recurrent related party transactions (“RRPT”) entered into by the Group on a quarterly basis. Reviewed any related party transactions and conflict of interest situations that may arise within the Company and the Group.
- (ii) Reviewed the draft Circular to Shareholders with regard to the proposed renewal of shareholders' mandate for existing RRPT of a revenue or trading nature of the Group including the adequacy and appropriateness of the procedures for RRPT and the Audit Committee Statement stated therein.
- (iii) Reviewed and recommended the following Corporate Statements for inclusion in the Company's Annual Report for the Board's approval:
  - ▶ Statement of Risk Management and Internal Controls which was supported by an independent review by our External Auditors;
  - ▶ Audit and Risk Committee Report; and
  - ▶ Directors' Responsibility Statement for the financial period ended 31 December 2025.

## AUDIT AND RISK COMMITTEE REPORT

### Internal Audit Function

The Group's IA function is performed in-house and is independent from the main activities and operations of the AZRB Group. The IA reports functionally to the ARC and administratively to the ED. The main role of the IA function is to undertake regular reviews of the Group's systems of internal controls, procedures, and operations so as to provide a risk-based, and objective assurance, to the ARC regarding the adequacy and effectiveness of governance, risk management and control process.

The IA activities during the financial period are summarized below:

- ▶ Prepared the annual IA plan for deliberation and approval by the ARC;
- ▶ Performed 11 audit reviews on business divisions and projects to ascertain the adequacy and compliance of their system of governance, risk management and internal control; and
- ▶ Conducted 4 follow-up audit to determine the adequacy, effectiveness and timeliness of actions taken by Management on the audit recommendations while providing updates on their status to the ARC.

The results of the audit reviews were discussed with Management and subsequently, the audit findings, including the recommendations for improvement, were presented to the ARC at scheduled meetings. In addition, the IA function carried out follow-up reviews to ensure that corrective actions had been implemented in a timely manner by Management and the results of such reviews were also periodically reported to the ARC. Although there were a few internal control witnesses identified, none of the weaknesses have resulted in any material breaches that would require a separate disclosure in this Annual Report.

It gives us great pleasure to acknowledge the leadership of our Group Internal Audit Department Head, En Rozman Shariff ("En Rozman"), who is also the Head of Group Corporate Assurance Department. With an outstanding experience in enterprise risk management, compliance and integrity, business continuity management, and risk governance, En Rozman offers an extensive breadth of knowledge to the position. His broad background includes work in the engineering and defence sectors in addition to numerous prominent financial institutions.

En Rozman holds two certifications: the HRD Corp Certified Train-The-Trainer and the Ahmad Ibrahim Kulliyah of Laws, International Islamic University Malaysia ("IIUM"), Certified Compliance Officer Programme ("CCOP"). Being honoured by the Enterprise Risk Management Academy ("ERMA") as the 2018 ASEAN Risk Awards - Risk Manager of the Year further attests to his skill. The efficacy and integrity of our Internal Audit Department are greatly enhanced by his outstanding leadership and profound understanding of risk management.

Under En Rozman's direction, our Internal Audit Department keeps up its stellar reputation, guaranteeing strong risk control and compliance throughout the whole company.

There are 2 internal auditors in the Group. The IA personnel are free from any relationships, or conflict of interest, which could impair their objectivity and independence. The IA activities were conducted using a risk-based approach and were guided by the International Professional Practice Framework. The total cost incurred for the IA function for the financial period ended 31 December 2025 amounted to RM251,460.00

The Group's IA function is performed in-house and is independent from the main activities and operations of the Group. The IA reports functionally to the ARC and administratively to the ED. The main role of the IA function is to undertake regular reviews of the Group's systems of internal controls, procedures and operations so as to provide a risk-based, and objective assurance, to the ARC regarding the adequacy and effectiveness of governance, risk management and control process.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### INTRODUCTION

Pursuant to the Main Market Listing Requirements (“Listing Requirements”) of the Bursa Malaysia Securities Berhad (“Bursa Securities”) and the requirements of the Malaysian Code on Corporate Governance, the Board of Directors (“the Board”) is committed to maintaining a sound system of risk management and internal control within Ahmad Zaki Resources Berhad (“AZRB”) and its subsidiaries (“the Group”) to manage risk and to report on internal controls and regulatory compliance so as to safeguard shareholders’ investment and the Group’s assets.

Set out below is the Board’s Statement on Risk Management and Internal Control (“Statement” or “SORMIC”) for the financial period ended 31 December 2025 which was prepared in accordance with the Guidelines for Directors of Listed Issuers (“Guidelines”) issued by Bursa Securities and pursuant to Paragraph 15.26(b) of the Listing Requirements. This Statement outlines the nature and scope of risk management and internal control covering all of the Group’s operations except for associate companies and smaller investments.

### BOARD’S RESPONSIBILITY

The Board recognises the importance of maintaining a sound system of risk management and internal control within the Group and as such has reaffirmed its commitment and responsibility for the Group’s risk management and internal control systems covering not only financial controls but also operational, strategic and compliance controls, and for reviewing the adequacy of integrity in these systems.

The system of risk management and internal control is designed to identify and manage the Group’s risk within the acceptable risk tolerance, rather than to eliminate the risk of failure in achieving the Group’s business objectives in accordance with the Group’s strategy. Accordingly, it can only provide reasonable assurance but not absolute assurance against material misstatement, financial loss or fraud. The Group’s concept of reasonable assurance also recognises that the cost of control procedures should not exceed the expected benefits.

### KEY INTERNAL CONTROL FEATURES

The Group has a structure which outlines accountability, authority and responsibility to the Board, its committees and Management. Key processes have been established in reviewing the adequacy and effectiveness of the risk management and internal control that include the following:

#### 1. AUTHORITY AND RESPONSIBILITY

##### a. Board of Directors

The Board is the pillar of the Group’s risk management and internal control practices. The Board is committed to maintaining a sound system of internal control and the overall responsibility for risk oversight, mirroring its overall responsibility for strategy.

The Board meetings are held on a quarterly basis during the period to review and evaluate the Group’s operations and performance and to address key issues. However, additional meetings may be convened as Special Board Meetings when required.

##### b. Audit and Risk Committee

The Audit and Risk Committee (“ARC”) is responsible for ensuring the effectiveness of the organization’s integrated risk management function, reviewing the internal audit plan and the results of internal audit activity, and ensuring that appropriate action is taken in response to internal audit recommendations. The ARC also assists the Board in overseeing ethics and integrity, ensuring that a culture of ethics and integrity is promoted within the Group, in line with the Group’s core values; appropriate policies and procedures to address bribery and corruption risks are established, maintained, and periodically reviewed.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The ARC composition comprises of three Independent Non-Executive Directors. The ARC has full access to both Internal Auditors and External Auditors and has the right to convene meetings with auditors without the presence of Executive Directors and Management.

### 2. PLANNING, MONITORING, AND REPORTING

For the current period's business plan and budget, the Group has prepared an annual business plan and budget for all business divisions and subsidiaries. The annual business plan and budget were deliberated and approved by their respective Boards. The performance of each business division and subsidiary is assessed against budget by the Chief Financial Officer, with explanations on significant variances presented to the Board on a quarterly basis.

### 3. POLICIES AND PROCEDURES

Clearly documented policies and procedures of business processes have been set out in a series of Standard Operating Procedures ("SOPs") under the Integrated Management System ("IMS") and implemented throughout the Group. These policies and procedures are periodically reviewed and updated to reflect the changes in business structure, processes as well as changes in the external environment.

### 4. INTERNAL AUDIT

The internal audit function of the Group, through the Internal Audit Department ("IAD"), serves to offer an independent assurance provided by business operations and oversight functions. Through internal audit reviews, IAD's principal roles are to evaluate and improve the effectiveness of internal control within the Group.

Regular reviews by IAD are carried out based on the annual internal audit plan which encompasses the management of risk and governance, and the effectiveness and adequacy of the internal control procedures across the various business divisions within the Group. The corrective actions taken by Management with regard to the significant weakness in the internal control on audit recommendations are reported on a regular basis to the ARC for their update, consideration and approval.

### 5. RISK MANAGEMENT

#### a. Risk Management Governance

Risk management governance consists of a risk oversight structure that portrays the systematic approach that is being used by the Group to escalate risk reporting from the respective business units all the way to the Board level as depicted below:



## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

As depicted in the Group's risk management procedure, risks are broadly categorised into strategic, operational, financial, organisation capability & human resource, information & technology, customer and bribery & corruption. The identified individual risk events under the broad risk categories have undergone comprehensive reviews in line with the Group's risk management methodology.

During the period under review, the significant risks across divisions and subsidiaries were presented and deliberated in the meetings of the Divisional Exco, Board of Directors of subsidiaries and ARC. Each Division and subsidiaries is responsible for taking ownership and managing its risks. The Risk Management Unit ("RMU") facilitates each Division and subsidiaries in fulfilling risk management obligations. RMU contributes to the risk assessment process by guiding process owners in identifying risks and determining risk ratings. RMU also provides guidance and assistance in developing risk action plans, as well as monitoring the effectiveness and status of risk mitigation actions.

The Head of Divisions and subsidiaries are responsible for identifying, analysing and evaluating risks, as well as developing, implementing and monitoring risk action plans and reporting all risks to the Divisional Exco, Board of Directors of subsidiaries and ARC. The Divisional Exco, Board of Directors of subsidiaries and ARC have noted the key risks, the potential impact and likelihood of risks occurring, the effectiveness of existing controls and the risk action plans that have been or are being taken to manage the risks to the desired levels.

During the fiscal period, the Group is facing cash flow constraint and a potential delay in project completion. The Group continues to closely monitor cash flows through cost optimisation initiatives and balancing progress claims and receipts for all current construction projects. Furthermore, the Group maintains regular contact and an open communication channel with its important business partners to resolve any problem that develops.

### b. Risk Management Policy and Framework

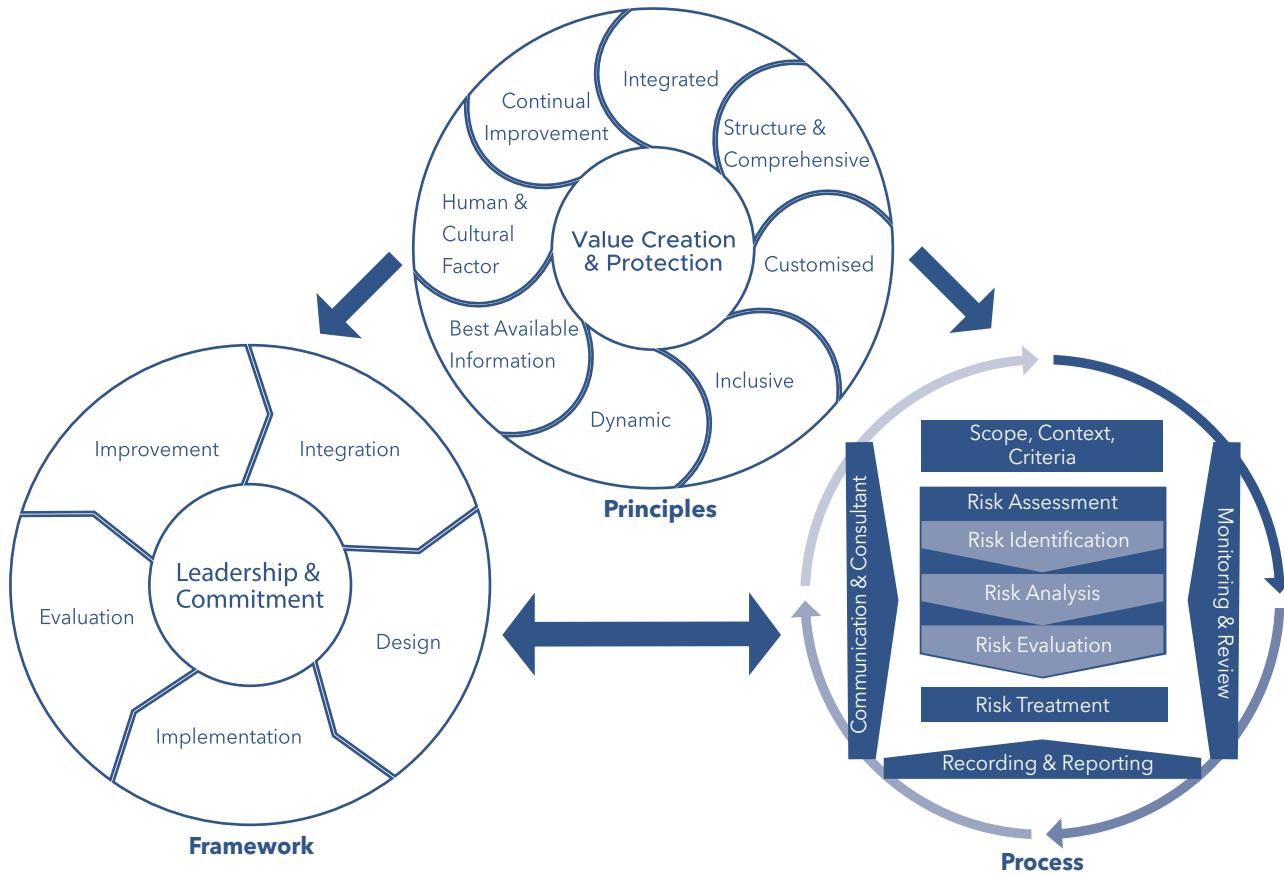
The Board recognises the existence of risks across the Group, presenting both threats and opportunities to its businesses. In order to achieve the Group's business objectives and strategies, the Board and Management would have to make decisions that will involve some degree of risk. The following risk management policy provides guidance as to the management of risks and its application across the Group:

- 01 Integrate risk management into AZRB culture, business activities and business decision making processes.
- 02 Inculcate risk management in every business process at every level.
- 03 Anticipate and respond to the changing operational, economic, social, environmental and regulatory requirements proactively.
- 04 Manage risks pragmatically, to an acceptable level given specific circumstances of each situation.
- 05 Ensure all approvals to strategy, key projects, major assets, significant initiatives or investment should include a detailed risk assessment report as and when required.
- 06 Implement a robust and sustainable risk management framework that is aligned with AZRB vision, mission and in accordance to best practices.

**STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL**

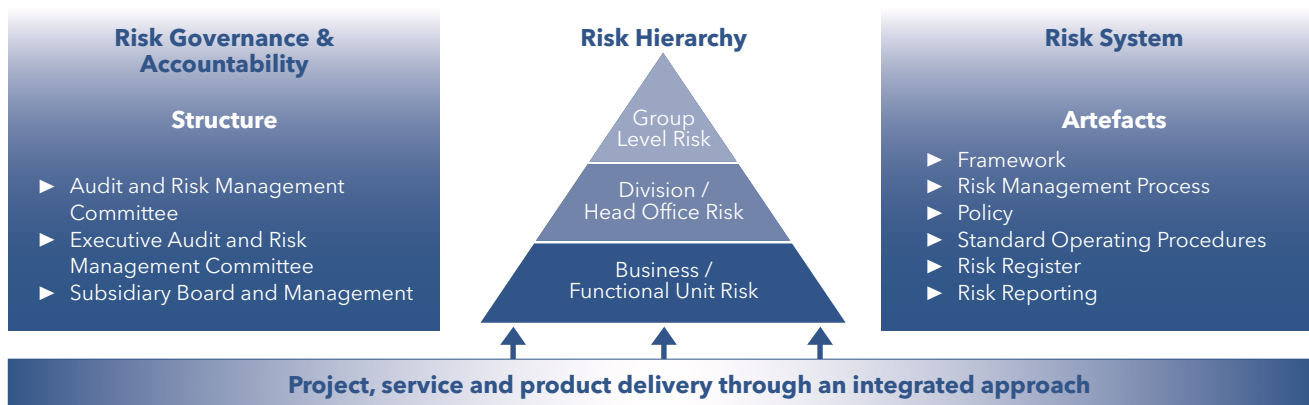
The Group is committed to ensuring that risk management processes are consistent with industry standards; therefore, the Enterprise Risk Management Framework has been revised and approved by the Board in December 2023.

AZRB has also adopted the risk management principles, framework, and process embedded in the MS ISO 31000:2018 in identifying, evaluating, and managing risks across the Group as depicted below:



**c. The AZRB Risk Management Framework**

Risk management will be implemented by ensuring that the risk management process is integrated into the practices and processes of all Division, Department, Business, and Functional Units within the AZRB Group. The relationship between and integration of risk hierarchy, risk governance and accountability, and risk system are depicted below.



## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### d. Implementing Risk Management Culture

#### Enterprise Risk Management

During the financial period, the RMU performed an independent risk review with business units and departments within the AZRB Group to analyse and enhance our organization's risk management framework. **Forty-six (46)** enterprise risk validation sessions were undertaken throughout the fiscal period including **two (2) risk workshops** which were initiated by the Risk Management Department as below:

- Risk Assessment for **TB Supply Base Sdn Bhd**, a subsidiary under Oil and Gas Division, which took place on **21 July 2024** at the Tok Bali Supply Base Main Office in Pasir Putih, Kelantan
- Risk Assessment for **Astral Far East Sdn Bhd**, a subsidiary under Oil and Gas Division, which took place on **22 July 2024** at the Tok Bali Supply Base Main Office in Pasir Putih, Kelantan

The review included a detailed evaluation of our risk identification, assessment, mitigation, and monitoring processes. The goal was to identify potential risks to our operations, financial performance, strategic objectives, and bribery & corruptions as well as emerging risks, and to provide recommendations for strengthening our risk management systems.

#### Project Risk Management

Effective project management necessitates a proactive approach to detecting, assessing, and reducing risks that could possibly derail project goals. We emphasise the importance of Project Risk Management Workshops in strengthening our project management capabilities.

Throughout the financial period, **fourteen (14) Project Risk Assessment were undertaken including five (5) risk workshops** which were held as below:

- Workshop on risk assessment for **Project Blok Pakar Hospital Port Dickson (HPPD)** in collaboration with Jabatan Kerja Raya (JKR). The JKR personnel, consultants, and members of the AZRB project team attended the workshop, which took place on **30 to 31 December 2024** at Pacific Regency Hotel, Port Dickson, Negeri Sembilan.
- Workshop on risk assessment for **Project Jalan Pintas Cameron Highland (CAM1)** in collaboration with Jabatan Kerja Raya (JKR). The JKR personnel, consultants, and members of the AZRB project team attended the workshop, which took place on **13 May 2025** at Avillion Hotel, Cameron Highlands, Pahang.
- A risk assessment for **Project Blok Pakar Hospital Port Dickson (HPPD)** in collaboration with Jabatan Kerja Raya on **21 May 2025** at JKR Site Office Port Dickson, Negeri Sembilan.
- A risk assessment for **Project Jalan Pintas Cameron Highland (CAM1)** in collaboration with Jabatan Kerja Raya on **30 September 2025** at JKR Site Office Cameron Highlands, Pahang.
- A risk assessment for Project Blok Pakar Hospital Port Dickson (HPPD) in collaboration with Jabatan Kerja Raya on **26 November 2025** at JKR Site Office Port Dickson, Negeri Sembilan.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Key personnel from various disciplines for the project attended these workshops, which served a variety of crucial purposes:

- **Proactive Risk Identification:** By bringing together project teams, stakeholders, and risk management specialists, these workshops enable the early detection of possible issues. This proactive approach enables the creation of risk-management measures before they become difficulties.
- **Enhanced Risk Assessment:** Workshops offer a controlled environment for thoroughly evaluating the likelihood and effect of identified hazards. This extensive evaluation aids in the prioritisation of risks and the optimal allocation of resources to manage them. The Group recognises that its projects are exposed to climate-related risks such as flooding, landslides, and extreme weather, which are identified, assessed, and recorded in each project's Risk Register throughout the project lifecycle.
- **Communication:** Workshop participants can use collaborative conversations to create and implement complete risk mitigation solutions. The combination of diverse skills and perspectives helps to produce more robust and innovative solutions to potential challenges.
- **Increased Stakeholder Confidence:** By demonstrating a disciplined approach to risk management through workshops, stakeholders are reassured that risks are actively addressed. This confidence can result in increased support and engagement from stakeholders throughout the project's lifecycle.
- **Continuous Improvement:** The insights gathered from these workshops help us to continuously enhance our risk management practices. The lessons learnt and best practices established throughout the workshops can be applied to future projects, increasing our overall project management maturity.

## 6. ANTI-BRIBERY AND ANTI-CORRUPTION MANAGEMENT

The Group is committed to combating bribery while also maintaining transparency and ethical business practices. The Group adheres to the major requirements outlined in ISO 37001: Anti-Bribery Management Systems ("ABMS"), as well as the TRUST principles outlined in Section 17A of the MACC Act 2009. The Compliance & Integrity Department oversees the process of integrating integrity's internal control measures into business and operational processes. The established internal control systems include the following:

### a. Anti-Bribery Management System ("ABMS") Manual

The Group has established an Anti-Bribery Management System ("ABMS") Manual to provide a structured framework for the implementation, maintenance and continual improvement of anti-bribery controls across the organisation. The Manual outlines the Group's policies, procedures and governance mechanisms in line with internationally recognised standards to prevent, detect and address bribery and corruption risks, while reinforcing a culture of integrity, transparency and accountability throughout the Group.

### b. Anti-Bribery and Corruption Policy

The Group has established an Anti-Bribery and Corruption Policy ("ABC Policy") as a commitment to prevent all forms of bribery and corruption in its daily business activities which are in line with the Group's core values to promote good governance. The ABC Policy applies to all directors and employees of AZRB Group and business associates who are performing works or services for or on behalf of the Group.

### c. Whistleblowing Policy

The Group has established a whistleblowing policy to provide a clear direction for whistle-blowers to raise concerns with regard to any suspected wrongdoing and bribery or corruption. The whistleblowing policy provides assurance to the whistle-blowers who are employees of the Group that they will be protected against reprisal and/or retaliation from their immediate superiors or head of departments/divisions, in line with the Whistle-blower Protection Act 2010. The whistleblowing channel provided can be used by both the employees of the Group as well as the general public who is also protected by the abovementioned act.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### d. Code of Ethics and Conduct

The Group has established a Code of Ethics and Conduct (“the Code”) in order to maintain a high standard of integrity and professionalism amongst its employees in all business dealings. The Code aims to ensure that the Group’s business interactions are being conducted fairly, impartially and should not in any circumstances, be tainted by malpractices. All employees are required to declare that they have read and understood the content of the Code entirely and agree to abide by it.

### e. Gifts and Entertainment Procedure

Gifts and entertainment procedure (“gifts procedure”) was established to provide procedures and general guidelines on giving, receiving, returning, recording and monitoring of gifts. The establishment of the gifts procedure demonstrates the Group’s commitment towards preventing conflict of interest in the Group’s business dealings and decision-making. The procedure applies to all directors and employees of AZRB Group.

### f. Donation and Corporate Social Responsibility Procedure

Donation and Corporate Social Responsibility (“CSR”) procedures were established to govern the administration of donations and CSR by the Group and its subsidiaries. The procedure outlines the step-by-step process of giving a donation or performing CSR. Supporting documents are needed for all proposals in order to close the door on bribery and corruption.

### g. Fostering Integrity Culture

The Group recognizes that integrity and a strong organizational culture are foundational to our success. To uphold these values, we are committed to continuous training on integrity and culture for all employees.

This ongoing training serves several vital purposes:

- Reinforcing Core Values: Continuous training ensures that our core values of integrity, honesty, and ethical behaviour are consistently communicated and ingrained in every aspect of our operations. It reinforces the importance of these values and how they translate into daily actions and decisions.
- Promoting Ethical Behaviour: Regular training sessions provide employees with the knowledge and tools they need to navigate ethical dilemmas and make decisions that align with our organizational standards. This helps in creating an environment where ethical behaviour is the norm.
- Strengthening Organizational Culture: By focusing on our culture, we foster a sense of belonging and commitment among employees. Training on cultural values encourages collaboration, respect, and a positive workplace atmosphere, which are essential for overall organizational effectiveness.
- Enhancing Awareness and Compliance: Continuous training keeps employees informed about relevant laws, regulations, and company policies. It ensures that everyone is aware of their responsibilities and the legal and ethical standards they are expected to uphold, reducing the risk of non-compliance.

During the financial period, Integrity and Anti-Bribery and Corruption (ABC) training sessions were conducted for AZRB staff, including project teams, to enhance awareness, ensure compliance with applicable anti-bribery requirements, and reinforce a culture of integrity and ethical conduct across the organisation.

- An Anti-Bribery and Corruption (ABC) Awareness Training was delivered by Malaysian Anti-Corruption Commission (SPRM) representative, from the Office of the Deputy Director of Investigation in **July 2024** aimed at enhancing employees’ understanding of anti-corruption laws, promoting compliance, and strengthening a culture of integrity within AZRB.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

- Anti-Bribery and Corruption (ABC) Awareness Training conducted by AZRB's Group Corporate Assurance for employees of TB Supply Base Sdn Bhd and Astral Far East Sdn Bhd in **July 2024** to enhance awareness on integrity and anti-bribery compliance.
- During the calendar year from July 2024 to December 2025, a series of Anti-Bribery and Corruption (ABC) Awareness sessions were conducted as part of the Welcome On Board (WOB) Training for newly joined staff of AZRB and its subsidiaries to enhance awareness of integrity standards and strengthen compliance with anti-bribery requirements. The sessions were delivered by the Compliance & Integrity Unit, Group Corporate Assurance.
- **In December 2025**, a series of Anti-Bribery and Corruption (ABC) awareness training sessions were held for employees of AZRB and AZSB at the Seminar Room, Menara AZRB to strengthen understanding of anti-corruption obligations and promote compliance with integrity standards across the organisation.
- Infographics on the Gifts and Entertainment Procedures (**January 2025**) and the Whistleblowing Policy (**November 2025**) were disseminated to all AZRB staff to promote ethical conduct, proper reporting, and compliance with AZRB's integrity standards. The initiatives were led by the Compliance & Integrity Unit, Group Corporate Assurance.

### 7. PERSONAL DATA PROTECTION ACT (PDPA)

AZRB remains committed to upholding the highest standards of personal data protection in compliance with the Personal Data Protection Act (PDPA). The Group continues to enhance its data protection framework through the implementation of robust governance practices, supported by ongoing risk assessments and awareness initiatives to ensure the secure and responsible handling of personal data. Key initiatives undertaken during the financial period are as follows:

- Established and maintained comprehensive policies, procedures, and internal controls to safeguard personal data against unauthorised access, disclosure, or misuse
- Performed periodic risk assessments to identify, evaluate, and mitigate data protection risks, ensuring that control measures remain effective and relevant
- Strengthened monitoring mechanisms to continuously review and enhance the effectiveness of data protection practices
- Conducted training programmes and awareness initiatives to reinforce employees' understanding of PDPA requirements and data protection responsibilities
- Promoted a culture of accountability and compliance among employees in managing personal data with integrity and due care.

### 8. CONTINUOUS RISK AWARENESS

During the Financial Period, the Risk Management Department conducted ten (10) Risk Management Process training and awareness sessions aimed at enhancing employees' understanding of risk management practices and strengthening risk awareness across the AZRB Group. These sessions were carried out with various departments and subsidiaries to ensure employees are equipped with the necessary knowledge to identify, assess and manage risks in their respective functions.

The training sessions covered key risk-related topics including the Personal Data Protection Act (PDPA), anti-bribery and corruption, cybercrime and commercial crime.

The awareness and training sessions conducted during the period include:

- Risk Management Process Training with TBSB Sdn Bhd and Astral Far East Sdn Bhd, conducted on 17 July 2024.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

- “Welcome on Board: Risk Introduction – AZRB Group”, a risk awareness session conducted at the Headquarters for new joiners in October 2025.
- Risk Refresher Training with Group Corporate Communication & Sustainability, conducted in September 2025.
- Risk Refresher Training with Group Corporate Secretary, conducted in September 2025.
- Risk Refresher Training with Group Human Resource & Administration, conducted in September 2025.
- Risk Refresher Training with Group Security & Safety, conducted in September 2025.
- “Welcome on Board: Risk Introduction – EKVE Sdn Bhd”, comprising four (4) training sessions conducted at the EKVE Headquarters for new joiners in November and December 2025.

This approach aims to provide AZRB employees with a comprehensive and well-rounded awareness of these significant topics, which is essential for reducing risks and fostering an integrity- and compliance-driven culture inside the AZRB Group.

### 9. PERFORMANCE MANAGEMENT

Performance appraisals are carried out annually in a Performance Management System (“PMS”) to assess the overall performance of each employee. The PMS aims to develop individual employees with the required commitment, skills and competencies for working towards shared meaningful objectives within the organisational framework. In order to nurture talent, training and development plans for employees are established by the Training Department.

### 10. ASSURANCE TO THE BOARD

The monitoring, review and reporting arrangements in place are to provide reasonable assurance that the internal control system is appropriate to the Group’s operations and that risks are at an acceptable level throughout the Group’s businesses. Such arrangements, however, do not eliminate the possibility of human error, deliberate circumvention of control procedures by employees and others, or the occurrence of unforeseeable circumstances.

In line with the Guidelines, the Board has received assurance from the Chief Executive Officer and the Chief Financial Officer that the risk management and internal control systems of the Group are operating adequately and effectively. The Board is of the view that the risk management and internal control systems in place during the period under review are sound and sufficient to safeguard shareholders’ investment, stakeholders’ interest and Group’s assets.

### 11. REVIEW OF STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the Bursa Securities’ Listing Requirements, this Statement has been reviewed by the external auditors, Grant Thornton, for inclusion in the Annual Report for the financial period ended 31 December 2025 and reported to the Board that nothing has come to their attention that causes them to believe that the Statement intended to be included in the Annual Report is not prepared, in all material respects, in accordance with the disclosures required to be set out by Section 7 of the *Statement on Risk Management and Internal Control 2025: Guidelines for Directors of Listed Issuers* to be set out, nor is the SORMIC factually inaccurate.

## CONCLUSION

For the financial period under review and up to the date of issuance of the Statement, the Board is pleased to state that the Group’s risk management and internal control were rated overall satisfactory, adequate and effective for the Group’s purpose and safeguard the shareholders’ investment and the interest of customers, employees and other stakeholders. There have been no material breaches, contingencies or uncertainties identified from the reviews.

This Statement was approved by the Board on 20 April 2026.

## STATEMENT OF DIRECTORS' RESPONSIBILITIES IN PREPARING THE FINANCIAL STATEMENTS

The Directors reaffirm that they are collectively responsible for ensuring that the annual financial statements of the Group and the Company are drawn up in accordance with the applicable approved accounting standards in Malaysia, the provisions of the Companies Act 2016 in Malaysia and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad; and that these financial statements give a true and fair view of the financial position, financial performance and cash flows of the Group and of the Company for the financial period ended 31 December 2025.

To ensure that financial statements are properly drawn up, the Directors have taken the following measures:

- ▶ applied the appropriate and relevant accounting policies on a consistent basis;
- ▶ made judgements and estimates that are prudent and reasonable; and
- ▶ prepared the financial statements on the going concern basis.

The Directors are responsible for ensuring that the Group and the Company keep proper accounting records which disclose with reasonable accuracy at any time the financial position of the Group and the Company and which enable them to ensure that the financial statements comply with the Companies Act 2016. The Directors have overall responsibility for taking such steps that are reasonably open to them to safeguard the assets of the Group and the Company as well as to prevent and detect fraud and other irregularities.

This statement is made in accordance with a resolution of the Board of Directors dated 28 April 2026.

## ADDITIONAL COMPLIANCE INFORMATION

### UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSAL

The Company did not raise funds through any corporate proposal during the period ended 31 December 2025.

### AUDIT FEES\*

A breakdown of fees for audit and non-audit services incurred by the Company and on group basis for the period ended 31 December 2025 is set out under Note 8 of the Financial Statements of this Annual Report.

### MATERIALS CONTRACTS OR LOANS WITH RELATED PARTIES

Save as those disclosed in the following recurrent related parties transaction of a revenue in nature, there were no other material contracts or loans entered into by the Company and its subsidiaries involving the interest of directors and major shareholders, either still subsisting at the end of financial year ended 30 June 2024 or entered into since the end of the previous financial year.

### RECURRENT RELATED PARTY TRANSACTIONS

The value of related party transactions entered into by the Company and its subsidiaries during the financial year which have obtained shareholder's mandate in the previous AGM are qualified as follows:

Nature of the transactions with related party		Entered by AZRB and its subsidiaries	Period covered from 1 July 2024 to 31 December 2025 (RM'000)
(a)	Purchases with subsidiaries of ZHSB:		
	(i) MIM Waste Services Sdn Bhd	AZSB	-
	(ii) Kemaman Quarry Sdn Bhd	AZSB	43
(b)	Sales with subsidiaries of ZHSB:		
	(i) MIM Waste Services Sdn Bhd	AZSB	1,206
	(ii) Kemaman Quarry Sdn Bhd	ICSB	-
(c)	Insurance premium charged by ZHSB	AZSB	67
		ICSB	32
		AMSB	2
		PPSB	12
(d)	Administrative services charged by ZHSB	ICSB	1,950
(e)	Security services charged by the following companies: ZHSB	AZSB	719
(f)	Rental of land charged by Tan Sri Dato' Sri Haji Wan Zaki bin Haji Wan Muda	PPSB	1,075
(g)	Management fee charged to associate: Palmacorp Sdn Bhd	KTIP	8,798
(h)	Disposal of motor vehicle to a Director of a subsidiary: Wan Azwan Shah Bin Tan Sri Dato' Sri Haji Wan Zaki	AZRB	_*

\*Less than 100

**ADDITIONAL COMPLIANCE INFORMATION****Relationship of the related parties:**

- (i) Zaki Holdings (M) Sdn Bhd - ZHSB, the holding company of Ahmad Zaki Resources Berhad ("AZRB")
- (ii) Ahmad Zaki Sdn Bhd - AZSB, a wholly-owned subsidiary of AZRB
- (iii) Inter-Century Sdn Bhd - ICSB, a wholly-owned subsidiary of AZRB
- (iv) Temala Development Sdn Bhd - TDSB, 70% owned subsidiary of AZRB
- (v) AZSB Machinerics Sdn Bhd - AMSB, a wholly-owned subsidiary of AZSB
- (vi) Peninsular Precast Sdn Bhd - PPSB, a wholly-owned subsidiary of AZSB
- (vii) Kemaman Technology & Industrial Park Sdn Bhd - KTIP, 60% owned subsidiary of AZRB
- (viii) MIM Waste Services Sdn Bhd - MWSSB, a wholly-owned subsidiary of ZHSB
- (ix) Palmacorp Sdn Bhd - PSB, 49.9% owned by AZRB

**EMPLOYEES' SHARE SCHEME ("ESS")**

The ESS was approved by the Company's shareholders at the Extraordinary General Meeting held on 17 March 2014 and ESS was implemented on 18 August 2014 for a period of 5 years which expired on 17 August 2019 and extended for 5 years. The ESS had expired on 17 August 2024.

## DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements, 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

	2025	Group 2024
	(RM)	(RM)
<b>Total Income</b>		
Revenue	1,045,950,596	495,470,198
Other income	20,196,390	452,345,130
Interest/Finance income	70,878,197	51,609,985
<b>Total</b>	<b>1,137,025,183</b>	<b>999,425,313</b>
<b>Total Assets</b>	<b>4,564,972,360</b>	<b>4,356,936,440</b>

### (b) Business Activities

	2025	Group 2024
	(RM)	(RM)
<b>Shariah Non-Compliant Activities</b>		
Interest income	286,775	930,470
<b>Total</b>	<b>286,775</b>	<b>930,470</b>

### (c) Component of Financial Position

#### (i) Cash Component

	2025	Group 2024
	(RM)	(RM)
<b>Islamic Account/Instruments</b>		
Cash and bank balances (exclude cash in hand)	132,897,555	235,539,184
Deposits with licensed bank	156,454,266	150,191,125
Cash held under Housing Development Accounts	-	2,096
Unit trust funds	32,193,434	15,390,017
<b>Total Cash</b>	<b>321,545,254</b>	<b>401,122,422</b>
<b>Conventional Account/Instruments</b>		
Cash and bank balances (exclude cash in hand)	8,000,445	38,491,806
Cash held under Housing Development Accounts	-	32,362
Deposits with licensed bank	1,674,734	10,887,881
<b>Total Cash</b>	<b>9,675,179</b>	<b>49,412,049</b>

## DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

## (c) Component of Financial Position (continued)

## (ii) Debt Component

Islamic Financing	Remarks	Group	
		2025 (RM)	2024 (RM)
<b>Current</b>			
Bank overdrafts		16,374,283	20,855,997
Revolving credit and loans		46,135,554	47,917,435
Term loans		109,195,719	31,500,000
Hire purchase payables		52,653	36,385
Other interest bearing debt	Sukuk	95,302,397	104,259,444
<b>Non-Current</b>			
Bank overdrafts		-	-
Term loans		451,627,347	311,827,719
Hire purchase payables		1,058,479	291,528
Other interest bearing debt	Sukuk	253,813,702	1,348,161,914
Other interest bearing debt	Murabahah	1,057,573,039	-
Other interest bearing debt	Reimbursable land cost	-	78,181,408
<b>Total Financing</b>		<b>2,031,133,173</b>	<b>1,943,031,829</b>

Conventional Borrowing	Remarks	Group	
		2025 (RM)	2024 (RM)
<b>Current</b>			
Bank overdrafts		25,309,717	58,721,798
Revolving credit and loans		75,920,446	63,800,027
Term loans		47,496,281	12,845,000
Hire purchase payables		687,347	1,570,463
Banker's acceptances		-	3,199,000
Other interest bearing debt	Invoice financing	-	737,000
Other interest bearing debt	Redeemable preference share	3,000,000	4,750,000
<b>Non-Current</b>			
Term loans		643,384,653	675,329,341
Hire purchase payables		550,521	545,292
Other interest bearing debt	Redeemable preference share	9,150,000	9,400,000
<b>Total Debt</b>		<b>805,498,965</b>	<b>830,897,922</b>

**DIRECTORS' INTERESTS IN SHARES**

AS AT 1 APRIL 2026

Issued and Fully Paid-up Share Capital : 657,741,147 #  
 Class of Shares : Ordinary Share  
 Voting Rights : One vote per share

# inclusive of 1,662,862 ordinary shares held as treasury shares as at 1 April 2026

**STATEMENT OF DIRECTOR'S SHAREHOLDINGS**

The Company	Ordinary Shares			
	Direct Interest	%	Deemed Interest*	%
<b>Ahmad Zaki Resources Berhad</b>				
Dato' Sri Wan Zakariah bin Haji Wan Muda	5,316,220	0.810	27,000	0.004
Dato' Ir. W Zulkifli bin Haji W Muda	9,503,789	1.449	906,125	0.138
Dato' Roslan bin Tan Sri Jaffar	1,061,262	0.162	492,187	0.075
Tan Sri Dato' Lau Yin Pin @ Lau Yen Beng	2,000,000	0.305	0	0
Tan Sri Dr Madinah binti Mohamad	0	0	0	0
Dato' Ir. Haji Che Noor Azeman bin Yusoff	0	0	0	0
Dato' Hj. Wan Mohd Hilmi bin Wan Kamal	0	0	0	0
Mr Lee Chee Khoon	0	0	0	0
<b>Ultimate Holding Company</b>				
Dato' Sri Wan Zakariah bin Haji Wan Muda	1,250,000	12.50	0	0
Dato' Ir. W Zulkifli bin Haji W Muda	1,250,000	12.50	0	0

\* securities held through person(s) connected with the Director

Other than as disclosed above, none of the Directors held any securities or have any interest in the Company and its related companies as at 1 April 2026.

## ANALYSIS OF SHAREHOLDINGS

AS AT 1 APRIL 2026

### DISTRIBUTION OF SHAREHOLDINGS

Category	No. of Shareholders		No. of Shareholdings		% of Shareholdings	
	Malaysian	Foreign	Malaysian	Foreign	Malaysian	Foreign
Less than 100 shares	821	13	31,931	548	0.00	0.00
100 to 1,000 shares	571	2	232,354	742	0.04	0.00
1,001 to 10,000 shares	1,986	16	11,298,428	95,732	1.72	0.01
10,001 to 100,000 shares	2,405	34	83,619,778	1,406,176	12.75	0.21
100,001 to less than 5% of issued shares	465	12	231,093,098	8,854,662	35.22	1.35
5% and above of issued shares	3	0	319,444,836	0	48.69	0.00
<b>Total</b>	<b>6,251</b>	<b>77</b>	<b>645,720,425</b>	<b>10,357,860</b>	<b>98.42</b>	<b>1.57</b>

### LIST OF SUBSTANTIAL SHAREHOLDERS

No.	Substantial shareholder	Ordinary Shares			
		Direct Interest	%	Deemed Interest *	%
1.	Zaki Holdings (M) Sdn Bhd	247,982,336	37.80	0	0
2.	AmSec Nominees (Tempatan) Sdn Bhd - Pledged securities account - AmBank (M) Berhad for Zaki Holdings (M) Sdn Bhd	71,462,500	10.89	0	0
3.	Datin Dr Wan Azfa Farahiah binti Tan Sri Dato' Sri Wan Zaki	492,187	0.08	319,444,836	48.69

\* ordinary shares held through persons connected with the substantial shareholder

## ANALYSIS OF SHAREHOLDINGS

AS AT 1 APRIL 2026

## LIST OF 30 LARGEST SHAREHOLDERS AS PER RECORD OF DEPOSITORS

No.	Shareholder	Ordinary Shares	%
1.	Zaki Holdings (M) Sdn Bhd	205,030,880	31.25
2.	AmSec Nominees (Tempatan) Sdn Bhd - Pledged securities account - AmBank (M) Berhad for Zaki Holdings (M) Sdn Bhd	71,462,500	10.89
3.	Zaki Holdings (M) Sdn Bhd	42,951,456	6.55
4.	Dato' Sri Ng Teck Long	18,787,000	2.86
5.	Ong Soh Hoon	8,209,800	1.25
6.	Datin Sri Wong Pui Yoong	8,129,600	1.24
7.	Multiglow Resources Sdn. Bhd.	8,074,800	1.23
8.	Lim Boon Liat	6,900,000	1.05
9.	Cgs International Nominees Malaysia (Tempatan) Sdn. Bhd. - Pledged securities account for Dato' W Zulkifli bin W Muda (MF00315)	6,218,750	0.95
10.	Alliancegroup Nominees (Tempatan) Sdn Bhd - Pledged securities account for Dato' Sri Wan Zakariah bin Wan Muda (7005790)	5,209,970	0.79
11.	Wan Zaki Bin Wan Muda	4,757,371	0.73
12.	Ioannis Koromilas	4,429,700	0.68
13.	Maybank Nominees (Tempatan) Sdn Bhd - Pledged securities account for Su Tiing Uh	3,305,537	0.50
14.	Public Nominees (Tempatan) Sdn Bhd - Pledged securities account for Lim Khek Keng (E-TAI)	3,243,700	0.49
15.	Kenanga Nominees (Tempatan) Sdn Bhd - Rakuten Trade Sdn Bhd for Teh Thian Siong	3,200,000	0.49
16.	Maybank Nominees (Tempatan) Sdn Bhd - Pledged securities account for Dato' W Zulkifli bin W Muda	3,168,750	0.48
17.	Public Nominees (Tempatan) Sdn Bhd - Pledged securities account for Leong Pok Seng (E-KTN)	2,922,400	0.45
18.	Maybank Nominees (Tempatan) Sdn Bhd - Pledged securities account for Chong Kee Soon	2,600,000	0.40
19.	Moomoo Nominees (Tempatan) Sdn. Bhd. - Pledged securities account for Yong Chin Chyuan	2,151,600	0.33
20.	Gan Lee Choo	2,058,200	0.31
21.	Monefield Holding Sdn Bhd	2,010,000	0.31
22.	Lau Yin Pin @ Lau Yen Beng	2,000,000	0.30
23.	Public Nominees (Tempatan) Sdn Bhd - Pledged securities account for Wong Ah Heng (E-TMI)	1,916,900	0.29
24.	Chong Yew Mun	1,850,000	0.28
25.	Public Nominees (Tempatan) Sdn Bhd - Pledged securities account for Tan Jit Teong (E-KBU)	1,819,400	0.28
26.	Lim Man Lih	1,711,200	0.26
27.	Amar Singh A/L Dalip Singh	1,701,200	0.26
28.	Wong Ngai Wai	1,700,600	0.26
29.	Maybank Nominees (Tempatan) Sdn Bhd - Waiko International Sdn Bhd	1,642,300	0.25
30.	Ng Kai Yau	1,583,000	0.24

## LIST OF PROPERTIES

No	Title & Location of Property	Date of Acquisition	Description of Properties (Existing Use)	Tenure (Age of Building)	Total Land Area / (Built-up Area)	NBV / Prepaid Lease Payment (RM'000)	Entity
1	EMR 873, Lot 826 Mukim Sungai Karang, Kuantan, Pahang Darul Makmur.	30.10.1993	Land and Hotel building	Freehold (24 years)	202,815 sq.ft./ 64,670 sq.ft.	14,761	AZSB
2	GM372 Lot 981 and GRN37357 Lot 985 Mukim Setapak, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur.	20.01.1994 & 16.02.1994	Menara AZRB	Freehold (6 years)	55,017 sq. ft.	43,742	AZSB
3	Lot PT2100, HSD 2278 Mukim Kuala Telemong, Daerah Hulu Terengganu, Terengganu Darul Iman.	15.07.2003	Vacant land for quarry operation	Leasehold expiring in year 2053	20 ha.	828	TGM
4	GM 1012 Lot 22050 Mukim Setapak, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur.	03.08.2007	Menara AZRB, Car Park	Freehold	12,066.34 sq. ft.	1,448	AZSB
5	GM 1754 Lot 167 Mukim Sabai, Daerah Bentong, Pahang Darul Makmur.	08.10.2010	Vacant land	Freehold	4.578 ha.	1,615	AZSB
6	PT 145020, PT 145021 & PT 145022 (Old title: HS (D) 29915, Lot PT 91677) Mukim Kuala Kuantan, Daerah Kuantan Pahang Darul Makmur.	18.07.2012	Land held for Development	Freehold	101,221 sq.m.	8,494	BPSB
7	GRN 11795, Lot 41184 Mukim Kuala Kuantan, Daerah Kuantan, Pahang Darul Makmur.	20.01.2015	Land held for Development	Freehold	2.529 ha.	4,741	TVD
8	GM 2413-GM2451 Lot 60011-Lot 60021, Lot 60023-Lot 60050, Mukim Kemasik, Tempat Kampung Semayor, Daerah Kemaman, Terengganu Darul Iman.	08.01.2015	Land held for Development	Freehold	18,152 sq. m.	3,028	TVD
9	Lot 8316, PT18854 - PT19458 Mukim Bukit Payung, Daerah Marang, Terengganu Darul Iman.	10.09.2015	Land held for development	Leasehold expiring in year 2115	58.55 acres	6,558	TMSB
10	NO.H.S.(D): 121118, No.P.T. : PT 50039 and Geran 26152, Lot 4812 Mukim Setapak, Daerah Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur.	28.07.2016	Land held for development	Freehold land	3,456.117 sq.m	12,108	AZSB

## NOTICE OF 28<sup>TH</sup> ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN THAT** the 28<sup>th</sup> Annual General Meeting (“28<sup>th</sup> AGM”) of the Company will be held at Banquet Hall, Level 1, Main Lobby, Kuala Lumpur Golf & Country Club, 10 Jalan 1/70D Off Jalan Bukit Kiara, 60000 Kuala Lumpur on Tuesday, 9 June 2026 at 10.30 a.m. for the following purposes:-

### AGENDA

#### Ordinary Business

1. To receive the Audited Financial Statements of the Company for the financial period ended 31 December 2025 together with the Reports of the Directors and Auditors thereon.
2. To approve the payment of Directors’ fees and benefits of up to RM1,500,000 (Ringgit Malaysia One Million Five Hundred Thousand only) for the period from the conclusion of the 28<sup>th</sup> AGM to the next Annual General Meeting (“AGM”) of the Company.
3. To re-elect the following Directors who shall retire by rotation in accordance with Clause 95 of the Constitution of the Company:
  - (i) Dato’ Ir. W Zulkifli Bin Hj W Muda
  - (ii) Dato’ Roslan Bin Tan Sri Jaffar
  - (iii) Tan Sri Dato’ Lau Yin Pin @ Lau Yen Beng
4. To re-appoint Grant Thornton Malaysia PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.

**Resolution 1**

**Resolution 2**

**Resolution 3**

**Resolution 4**

**Resolution 5**

#### Special Business

5. **AUTHORITY TO ISSUE AND ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016 AND WAIVER OF THE PRE-EMPTIVE RIGHTS**

“THAT pursuant to Sections 75 and 76 of the Companies Act, 2016 (“CA 2016”) and subject to the approvals of the relevant authorities, the Directors be and are hereby empowered to allot and issue new shares in the Company from time to time upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total issued share capital of the Company for the time being AND THAT the Directors be and are hereby also authorised to obtain the approval from Bursa Malaysia Securities Berhad (“Bursa Securities”) for the listing and quotation of the additional shares so allotted AND THAT such authority shall continue in force until the conclusion of the next AGM of the Company.

THAT pursuant to Section 85 of the CA 2016, to be read together with Clause 61 and Clause 62 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued shares of the Company arising from any issuance of new shares pursuant to Sections 75 & 76 of the CA 2016.”

**Resolution 6**

**NOTICE OF 28<sup>TH</sup> ANNUAL GENERAL MEETING****6. PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTION OF A REVENUE OR TRADING NATURE**

"THAT, subject always to the provisions of the CA 2016, the Constitution of the Company and the Main Market Listing Requirements ("Listing Requirements") of Bursa Securities, approval be and is hereby given to the Company, its subsidiaries or any of them to enter into any of the transactions falling within the types of the Recurrent Related Party Transactions, particularly of which are set out in the Circular to Shareholders dated 30 April 2026 with the Related Parties as described in the said Circular, provided that such transactions are of revenue or trading nature, which are necessary for the day-to-day operations of the Company and/or its subsidiaries, in the ordinary course of business and are on terms not more favourable to the related parties than those generally available to the public and not to the detriment of the minority shareholders and that such transactions are made on the arm's length basis and on normal commercial terms.

THAT such approval shall continue to be in force until:

- (i) the conclusion of the next AGM of the Company (being the 29<sup>th</sup> AGM of the Company), at which time the said authority will lapse, unless by a resolution passed at a general meeting whereby the authority is renewed;
- (ii) the expiration of the period within which the next AGM of the Company (being the 29<sup>th</sup> AGM of the Company) is required to be held pursuant to Section 340(2) of the CA 2016 (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the CA 2016); or
- (iii) revoked or varied by resolution passed by the shareholders in a general meeting,

whichever is the earliest.

AND THAT the Directors of the Company be authorised to complete and do all such acts and things as they may consider expedient or necessary to give fully effect to the transactions contemplated and/or authorised by this Ordinary Resolution."

**Resolution 7****7. PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY ("PROPOSED SHARE BUY-BACK")**

"THAT subject always to the provisions of the CA 2016, the Constitution of the Company, the Listing Requirements of Bursa Securities and other relevant statutory and/or regulatory requirements, the Company be authorised, to the fullest extent permitted by law, to buy-back such amount of ordinary shares ("Shares") in the Company as may be determined by the Directors of the Company from time to time, through Bursa Securities, upon such terms and conditions as the Directors may deem fit and expedient in the interests of the Company, provided that:

- (i) the aggregate number of Shares bought-back does not exceed 10% of the total issued and paid-up ordinary share capital of the Company at any time;
- (ii) the maximum amount of funds to be allocated for the Proposed Shares Buy-Back shall not exceed the Company's audited retained earnings at any point in time;

NOTICE OF 28<sup>TH</sup> ANNUAL GENERAL MEETING

- (iii) the Shares purchased shall be treated in following manner:
- (a) the purchased Shares shall be cancelled; or
  - (b) the purchased Shares shall be retained as treasury shares for distribution as dividend to the shareholders and/or resale on Bursa Securities in accordance with the relevant rules of Bursa Securities and/or cancellation subsequently; or
  - (c) part of the purchased Shares shall be retained as treasury shares and the remainder shall be cancelled; or
  - (d) in such other manner as Bursa Securities and other relevant authorities may allow from time to time; or
  - (e) any combination of (a), (b), (c) and (d) above.

AND THAT the authority conferred by this resolution shall commence upon the passing of this resolution until:

- (i) the conclusion of the next AGM of the Company following the general meeting at which such resolution was passed, at which time the authority will lapse unless renewed by ordinary resolution, either unconditionally or subject to conditions; or
- (ii) the expiration of the period within which the next AGM after that date is required by law to be held; or
- (iii) revoked or varied by resolution passed by the Company in general meeting;

whichever occurs first.

AND FURTHER THAT authority be and is hereby given to the Directors of the Company to take all such steps as may be necessary or expedient (including without limitation, the opening and maintaining of central depository account(s) under the Securities (Central Depository) Industry Act 1991, and the entering into and execution of all agreements, arrangements and guarantees with any party or parties) to implement, finalise and give full effect to the Proposed Share Buy-Back with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities and with full power to do all such acts and things thereafter (including without limitation, the cancellation or retention as treasury shares of all or any part of the Shares bought-back) in accordance with the provisions of the CA 2016, the Constitution of the Company, the Listing Requirements of Bursa Securities and all other relevant statutory and/or regulatory requirements."

**Resolution 8**

8. To transact any other business for which due notice shall have been given.

BY ORDER OF THE BOARD

**DATO' HAJI BAHARI BIN JOHARI** (LS 0008773/SSM PC No. 201908002206)

**SUZANA BINTI SANUDIN** (LS 0008028/SSM PC No. 201908002589)

Company Secretaries

Kuala Lumpur  
30 April 2026

## NOTICE OF 28<sup>TH</sup> ANNUAL GENERAL MEETING

### NOTES:

- (i) Only a Member whose name appear on the Records of Depositors as at 3 June 2026 shall be entitled to participate at the 28<sup>th</sup> AGM or appoint proxy(ies) on his /her behalf.
- (ii) A Member entitled to participate at the 28<sup>th</sup> AGM may appoint not more than 2 proxies to participate on his/her behalf. A proxy may but need not be a member of the Company.
- (iii) Where a Member appoints 2 proxies, the appointment shall not be valid unless he/she specifies his/her shareholdings to be represented by each proxy.

Where a Member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.

- (iv) The instrument in appointing a proxy shall be in writing under the hand of the appointer or of his/her attorney duly authorised in writing or, if the appointer is a corporation, either under its Common Seal or under the hand of its officer or attorney duly authorised by the corporation.
- (v) The instrument in appointing a proxy must be deposited at the office of the Share Registrar, Mega Corporate Services Sdn Bhd at Level 15-2, Bangunan Faber Imperial Court, Jalan Sultan Ismail, 50250 Kuala Lumpur of the Company or email : [mega-sharereg@megacorp.com.my](mailto:mega-sharereg@megacorp.com.my) not less than 48 hours before the time set for holding 28<sup>th</sup> AGM or no later than **7 June 2026 at 10.30 a.m.** or any adjourned meeting at which the person named in the instrument proposes to vote and in default, the instrument of proxy shall not be treated as valid.  
Or to submit proxy electronically at <https://www.equiti.my>
- (vi) The 2025 Annual Report and other relevant documents in relation to the 28<sup>th</sup> AGM can be accessible at the Company's website at <https://www.azrb.com/annual-general-meeting-2026>.

### EXPLANATORY NOTES ON ORDINARY BUSINESS:

#### 1. Agenda 1 - Audited Financial Statements of the Company for the financial period ended 31 December 2025

Agenda 1 is meant for discussion only as the provision of Sections 248(2) and 340(1) of the CA 2016 does not require a formal approval of the members and hence, is not put forward for voting.

#### 2. Ordinary Resolution 1 - Directors' Remuneration

Pursuant to Section 230(1) of the CA 2016, fees and benefits payable to the Directors of the Company shall be approved at a general meeting. The proposed Resolution 1 is to seek members' approval for the payment of Directors' fees and benefits for the period from the conclusion of the 28<sup>th</sup> AGM to the next AGM of the Company ("Period") up to an aggregate amount of RM1,500,000 (Ringgit Malaysia One Million Five Hundred Thousand only).

In determining the estimated total Directors' benefits for the Period, the size of the Board/Board Committees and the number of meetings estimated to be held during the Period were taken into consideration. The payment of Directors' fees will be made on a monthly basis or as and when incurred, after the Directors have discharged their responsibilities and rendered their services to the Company.

At the last AGM held on 12 December 2024, the members had approved the payment of fees and benefits payable to the Non-Executive Directors ("NEDs") up to an amount of RM1,500,000 (Ringgit Malaysia One Million Five Hundred Thousand only) ("Approved Amount") from 13 December 2024 until the conclusion of the next AGM. The total payment of remuneration to the NEDs for the said period did not exceed the Approved Amount. The details of the remuneration of Directors for financial period ended 31 December 2025 are disclosed in the 2025 Annual Report.

**NOTICE OF 28<sup>TH</sup> ANNUAL GENERAL MEETING**3. Ordinary Resolution 2 to Resolution 4(i) **Re-election of Director who retires in accordance with Clause 95 of the Constitution of the Company.**

Clause 95 of the Company's Constitution states that at each AGM, one-third (1/3) of the Directors for the time being, or if their number is not a multiple of three (3), the number nearest to one-third (1/3) with a minimum of one (1) shall retire from office. In addition, each Director shall retire at least once in every three (3) years but shall be eligible for re-election. Clause 96 of the Company's Constitution provides that the Directors to retire, shall be the one that has been longest in office since his/her last election or appointment, but as between persons who became or were last re-elected Directors on the same day, those to retire shall (unless they otherwise agree among themselves) be determined by lot.

The following Directors shall stand for re-election as Directors and being eligible, have offered themselves for re-election at the 28<sup>th</sup> AGM of the Company:

- (a) Dato' Ir. W Zulkifli Bin Hj W Muda;
- (b) Dato' Roslan Bin Tan Sri Jaffar; and
- (c) Tan Sri Dato' Lau Yin Pin @ Lau Yen Beng

The Board and the Nomination Committee have considered the performance and contribution of each Director and as such, the Board recommended for their re-election on the Board of the Company.

The profiles of the abovenamed Directors are stated in the Director' Profile of the 2025 Annual Report.

4. Ordinary Resolution 5 - Re-appointment of Auditors

Grant Thornton Malaysia PLT have expressed their willingness to continue in office as auditors of the Company. Upon recommendation by the Audit & Risk Committee, the Board of Directors of the Company has approved for Grant Thornton Malaysia PLT to be retained based on their experience, performance and independence following a formal assessment conducted.

**EXPLANATORY NOTES ON SPECIAL BUSINESS:**1. Ordinary Resolution 6 - Authority to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016 and waiver of the pre-emptive rights

The proposed Ordinary Resolution 6, if passed, will renew the authority given to the Directors of the Company to issue and allot new shares in the Company pursuant to Sections 75 and 76 of the CA 2016 ("General Mandate"), without first offer to holders of existing issued shares of the Company, provided that the number of shares issued pursuant to this General Mandate, when aggregated with the number of any such shares issued during the preceding twelve (12) months, does not exceed 10% of the total number of issued shares of the Company at the time of issue and waive the statutory pre-emptive rights of shareholders of the Company ("Waiver"). This General Mandate, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company.

The purpose to seek the General Mandate is to enable the Company to raise funds expeditiously for the purpose of funding future project(s), working capital, repayment of borrowings and/or acquisition(s) without having to convene a general meeting to seek shareholders' approval when such opportunities or needs arise.

The Waiver will allow the Directors of the Company to issue new shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer the new shares to all existing shareholders of the Company prior to issuance of new shares in the Company under the General Mandate.

The Company had been granted a general mandate by its shareholders at the 27<sup>th</sup> AGM of the Company on 12 December 2024 ("Previous Mandate"). The previous mandate granted by the shareholders had not been utilized and hence, no proceed was raised therefrom.

2. Resolution 7 - Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transaction of a Revenue or Trading Nature

The proposed Resolution 7, if passed will enable the Company and its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature pursuant to Paragraph 10.09 of the Listing Requirements of Bursa Securities.

*Please refer to Part A of the Circular to Shareholders dated 30 April 2026 for further information.*

## NOTICE OF 28<sup>TH</sup> ANNUAL GENERAL MEETING

### 3. Resolution 8 - Proposed Renewal of Share Buy-Back Authority

The proposed Resolution 8, if passed, will empower the Company to purchase up to ten per centum (10%) of the total issued and paid-up share of the Company. This authority unless revoked or varied by the Company at a General Meeting will expire at the next AGM.

*Please refer to Part B of the Circular to Shareholders dated 30 April 2026 for further information.*

#### **Personal data privacy:**

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company:

- (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"),
- (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and
- (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

## ADMINISTRATIVE NOTES

FOR THE ANNUAL GENERAL MEETING (AGM" OR "MEETING") OF **AHMAD ZAKI RESOURCES BERHAD** ("AZRB" OR "THE COMPANY"):

**Day/Date** : Tuesday, 9 June 2026  
**Time** : 10.30 a.m.  
**Broadcast Venue** : Banquet Hall, Level 1, Main Lobby, Kuala Lumpur Golf & Country Club,  
10 Jalan 1/70D Off Jalan Bukit Kiara, 60000 Kuala Lumpur

### REGISTRATION OF THE DAY OF AGM

- Registration will commence at **9:00 a.m.** on **9 June 2026** and will remain open until the conclusion of the AGM or such time as may be determined by the Chairman of the meeting.
- Please present your original National Registration Identity Card (NRIC) or Passport (for non-Malaysian) to the registration staff for verification.
- Upon verification, an identification wristband will be given to you for voting purpose thereafter. No one will be allowed to enter the meeting hall without an identification wristband. There will be no replacement for the identification wristband if it is lost or misplaced.
- Registration must be done in person. No person is allowed to register on behalf of another even with the original NRIC or Passport of the other person.
- The registration counter will handle verification of identify, registration and revocation of proxy/proxies.

### GENERAL MEETING RECORD OF DEPOSITORS

- Only a member whose name appears on the ROD as at **3 June 2026** shall be entitled to attend, speak and vote (collectively "participate") at the AGM or appoint proxy(ies) to participate on his/her/its behalf.

### CORPORATE MEMBERS

- Corporate members who wish to appoint corporate representatives instead of proxy(ies), must deposit their original certificate of appointment of corporate representative to Mega Corporate Services Sdn. Bhd. ("Mega") before the AGM or bring the original certificate of appointment of corporate representative to the AGM.
- Attorneys appointed by power of attorney are required to deposit their power of attorney with Mega not later than **7 June 2026 at 10:30 a.m.** to attend and vote at the AGM.

### PROXY

The appointment of proxy(ies) may be made in hard copy form or by electronic form 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 AGM or adjourned general meeting at which the person named in the appointment proposes to vote, otherwise the Proxy Form shall not be treated as valid:-

a. In hard copy form

In case of an appointment made in hard copy form, the proxy form must be deposited at the office of the Share Registrar of the Company, Mega Corporate Services Sdn. Bhd. at Level 15-2, Bangunan Faber Imperial Court, Jalan Sultan Ismail, 50250 Kuala Lumpur or alternatively, to email Share Registrar at [mega-sharereg@megacorp.com.my](mailto:mega-sharereg@megacorp.com.my)

OR

b. By electronic form

The proxy form can be electronically lodged at <https://www.equiti.my>

**ADMINISTRATIVE NOTES****ELECTRONIC LODGEMENT OF PROXY FORM**

The procedures to lodge your Form of Proxy electronically via The Portal website are summarised below:

Procedures	Action
<b>i. Steps for Individual Shareholders</b>	
Register as a User at The Portal	<ol style="list-style-type: none"> <li>1. Visit the website at <a href="https://www.equiti.my">https://www.equiti.my</a></li> <li>2. Click "Register" and select "individual Holder" and complete the New User Registration Form.</li> <li>3. Complete the registration form with your personal details.</li> <li>4. Once registration is completed, you will receive a verification code to your email to verify your registered email address.</li> <li>5. After verification, your registration will be reviewed and approved within one (1) working day. A confirmation email will be sent once approved.</li> <li>6. Once you receive the confirmation, activate your account by logging in with your email address and password.</li> </ol> <p><i>If you are an existing user with Equiti.my previously, you are not required to register again.</i></p>
Proceed with submission of proxy form	<ol style="list-style-type: none"> <li>1. After the release of the Notice of Meeting by the company, login with your email address and password.</li> <li>2. Select the corporate event: <b>"AHMAD ZAKI RESOURCES BERHAD AGM"</b>.</li> <li>3. Navigate to the <b>"SUBMISSION OF E PROXY FORM"</b>.</li> <li>4. Indicate the CDS account number (last 9 digit) and the total number of shares assigned to your proxy(ies) to vote on your behalf.</li> <li>5. Appoint your proxy(ies) and insert the required details of your proxy(ies) or appoint the Chairman as your proxy.</li> <li>6. Indicate your voting instructions - FOR or AGAINST or ABSTAIN.</li> <li>7. Read and agree to the Terms and Conditions and confirm the Declaration.</li> <li>8. Download the Proxy Form for your record at <b>"MY SUBMISSION"</b></li> </ol>
<b>ii. Steps for Corporation or Institutional Shareholders</b>	
Register as a User at The Portal	<ol style="list-style-type: none"> <li>1. Visit the website at <a href="https://www.equiti.my">https://www.equiti.my</a></li> <li>2. Click "Register" and select "Nominee/Corporate" and complete the New User Registration Form.</li> <li>3. Complete the registration form with your personal details.</li> <li>4. Once registration is completed, you will receive a verification code to your email to verify your registered email address.</li> <li>5. After verification, your registration will be reviewed and approved within two (2) working days. A confirmation email will be sent once approved.</li> <li>6. Once you receive the confirmation, activate your account by logging in with your email address and password.</li> </ol> <p><i>Note: The representative of a corporation or institutional shareholder must register as a user in accordance with the above steps before he/she can subscribe to this corporate holder electronic proxy submission. Please contact Mega if you need clarifications on the user registration.</i></p>
Proceed with submission of proxy form	<ol style="list-style-type: none"> <li>1. Login to <a href="https://www.equiti.my">https://www.equiti.my</a> with your email address and password.</li> <li>1. Select the corporate event: <b>"AHMAD ZAKI RESOURCES BERHAD AGM"</b>.</li> <li>2. Navigate to the <b>"SUBMISSION OF E PROXY FORM"</b>.</li> <li>3. Indicate the CDS account number (last 9 digit) and the total number of shares assigned to your proxy(ies) to vote on your behalf.</li> <li>4. Appoint your proxy(ies) and insert the required details of your proxy(ies) or appoint the Chairman as your proxy.</li> <li>5. Indicate your voting instructions - FOR or AGAINST or ABSTAIN.</li> <li>6. Read and agree to the Terms and Conditions and confirm the Declaration.</li> <li>7. Download the Proxy Form for your record at <b>"MY SUBMISSION"</b></li> </ol>

**POLL VOTING**

- The voting at the AGM will be conducted by poll in accordance with Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. The Company has appointed Mega Corporate Services as a Poll Administrator to conduct the poll.
- Upon completion of the voting session for the AGM, the Independent Scrutineers will verify the poll results followed by the Chairman's declaration whether the resolutions are duly passed.

**NO RECORDING OR PHOTOGRAPHY**

- Strictly NO recording and photography of the proceedings of the AGM is allowed.

**ENQUIRY**

If you have any enquiries on the above, please contact the Share Registrar during office hours on Monday to Friday from 9:00 a.m. to 6:00 p.m. (except on public holidays):

Mega Corporate Services Sdn Bhd

General Line : +603-2692 4271

Direct Line : +603-2694 8984

E-mail Address : [mega-sharereg@megacorp.com.my](mailto:mega-sharereg@megacorp.com.my)

No. of Shares held	Member's Contact No.	Email Address

\*I/We, \_\_\_\_\_ NRIC/Company No \_\_\_\_\_  
 (Full name as per NRIC/Certificate of Incorporation)

of \_\_\_\_\_  
 (Full address)

being a member of **AHMAD ZAKI RESOURCES BERHAD**, hereby appoint:

Proxy	Name	NRIC	Contact No.	Email address	% share
1					
2					
Total					

or failing \*him/her/both, the Chairman of the Meeting as \*my/our proxy to vote for \*me/us and on \*my/our behalf at the 28<sup>th</sup> Annual General Meeting ("28<sup>th</sup> AGM") of the Company to be held at Banquet Hall, Level 1, Main Lobby, Kuala Lumpur Golf & Country Club, 10 Jalan 1/70D Off Jalan Bukit Kiara, 60000 Kuala Lumpur on **Tuesday, 9 June 2026 at 10.30 a.m.** and at every adjournment thereof, on the following resolutions referred to in the Notice of AGM.

The proportion of \*my/our holding to be represented by \*my/our proxies are as follows:

(The above Table below should be completed only when 2 proxies are appointed)

\*My/our proxy is to vote as indicated below:

	RESOLUTIONS	FOR	AGAINST
<b>ORDINARY BUSINESS</b>			
Ordinary Resolution 1	To approve the payment of Directors' fees and benefits		
Ordinary Resolution 2	To re-elect Dato' Ir. W Zulkifli Bin Hj W Muda		
Ordinary Resolution 3	To re-elect Dato' Roslan Bin Tan Sri Jaffar		
Ordinary Resolution 4	To re-elect Tan Sri Dato' Lau Yin Pin @ Lau Yen Beng		
Ordinary Resolution 5	To re-appoint Grant Thornton Malaysia PLT as Auditors of the Company		
<b>SPECIAL BUSINESS</b>			
Ordinary Resolution 6	Authority to Allot and Issue Shares pursuant to the Companies Act 2016		
Ordinary Resolution 7	Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature		
Ordinary Resolution 8	Proposed Renewal of Share Buy-Back Authority		

Please indicate with an "X" in the appropriate spaces provided how you wish your vote to be cast. If you do not do so, the proxy will vote or abstain from voting at \*his/her discretion

Date: \_\_\_\_\_

\_\_\_\_\_  
 Signature(s) / Common Seal of Member (if applicable)

\* Delete where inapplicable.

**Notes:-**

1. For purpose of determining a member who shall be entitled to attend, speak and vote at the AGM, the Company shall be requesting Record of Depositors as at **3 June 2026**. Only a Depositor whose name appears on the Record of Depositors as at **3 June 2026** shall be entitled to attend the said meeting or appoint proxies to attend, speak and vote on his/her behalf.
2. A member may appoint up to two (2) proxies who need not be members of the Company to attend, speak and vote at the same meeting. Where a member appoints two (2) proxies, the appointment shall be invalid unless he/she specifies the proportion of his/her holdings to be represented by each proxy.
3. Where a member is an authorised nominee as defined under the Central Depositories Act 1991, it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
4. Where a member of the company is an exempt authorised nominee which holds ordinary shares in the company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorized nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy, in the case of an individual, shall be signed by the appointer or by his attorney duly authorised in writing, and in the case of a corporation, shall be executed under its Common Seal or under the hand of an officer or attorney of the corporation duly authorised.
6. The Form of Proxy or the instrument appointing a proxy and the power of attorney (if any) under which it is signed or authorised certified copy thereof must be deposited to the Share Registrar, Mega Corporate Services Sdn Bhd at Level 15-2, Bangunan Faber Imperial Court, Jalan Sultan Ismail, 50250 Kuala Lumpur of the Company or email : [mega-shareg@megacorp.com.my](mailto:mega-shareg@megacorp.com.my) not less than forty-eight (48) hours before the time set for holding 28<sup>th</sup> AGM or no later than **7 June 2026 at 10.30 a.m.** or any adjourned meeting at which the person named in the instrument proposes to vote and in default, the instrument of proxy shall not be treated as valid, or to submit proxy electronically at <https://www.equiti.my> . For further information on the submission of proxy form, kindly refer to the Administrative Notes.
7. By submitting the duly executed proxy form, a member and his/her proxy consent to the Company (and/or its agents/service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010 for this meeting and any adjournment thereof.

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**MEGA CORPORATE SERVICES SDN BHD**  
**Level 15-2, Bangunan Faber Imperial Court**  
**Jalan Sultan Ismail**  
**50250 Kuala Lumpur**

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## **AHMAD ZAKI RESOURCES BERHAD**

Menara AZRB

No. 71, Persiaran Gurney, 54000 Kuala Lumpur

☎ +603-2698 7171

📠 +603-2694 8181

✉ azrb@azrb.com

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

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