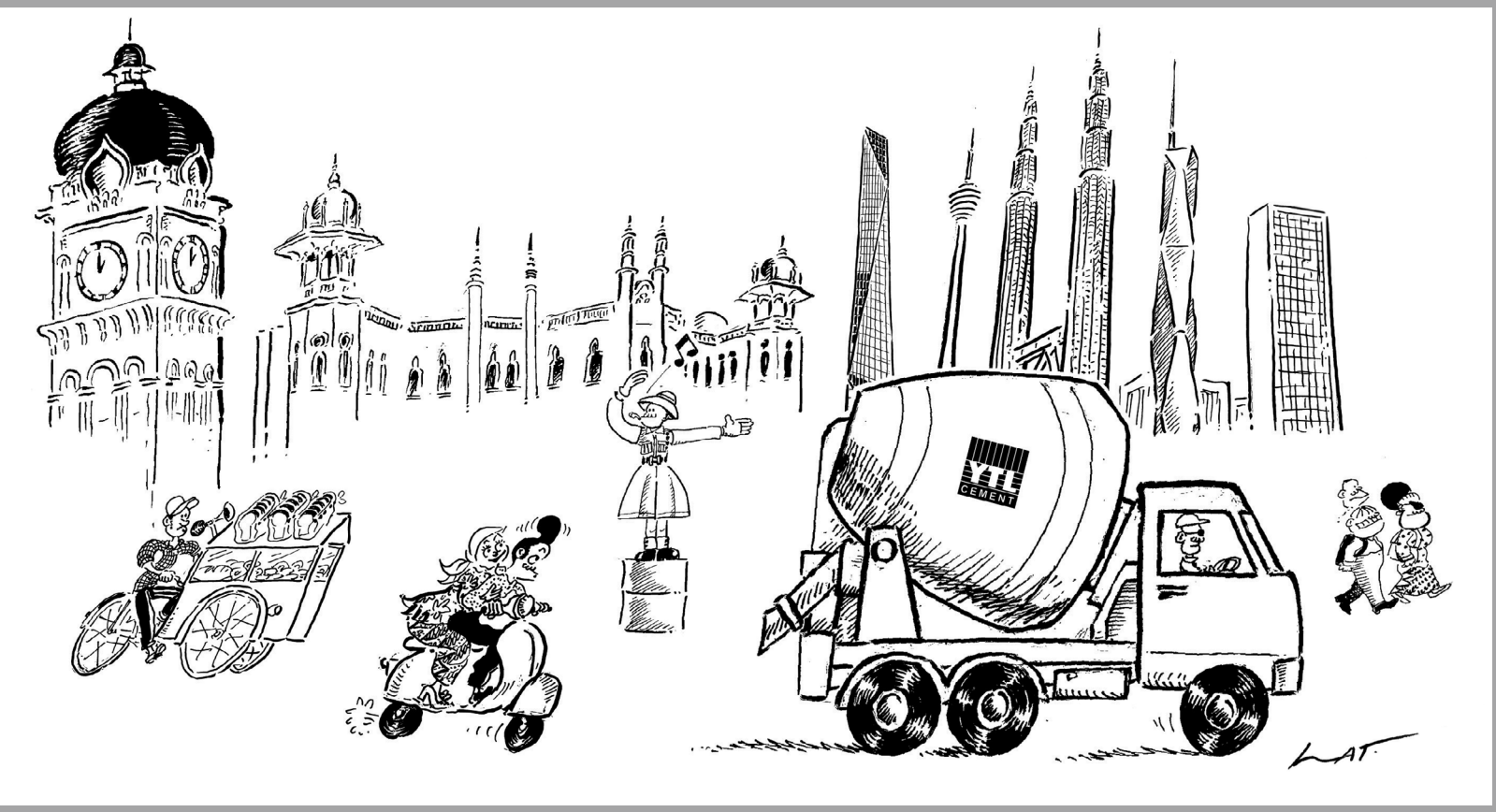
Malayan Cement Berhad
Annual Report 2026

BUILDING TOGETHER

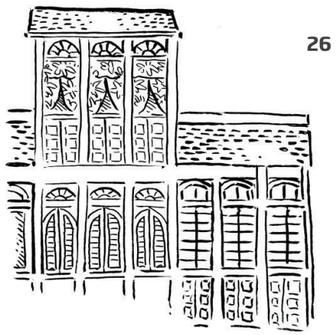


YTL CEMENT

INSIDE THIS REPORT

01
OVERVIEW

4 Corporate Profile
5 Corporate Information



02
STRATEGIC & PERFORMANCE REVIEW

8 Executive Chairman's Statement
10 Group Managing Director's Review
12 Management Discussion & Analysis
26 Managing Sustainability



03
GOVERNANCE

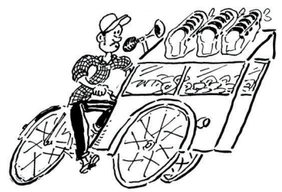
36 Profile of the Board of Directors
45 Profile of Key Senior Management
46 Corporate Governance Overview Statement
57 Statement on Risk Management & Internal Control
60 Audit and Risk Management Committee Report
64 Remuneration and Nomination Committee Statement
69 Statement of Directors' Responsibilities



04
ADDITIONAL INFORMATION



72 Disclosure of Recurrent Related Party Transactions of a Revenue or Trading Nature
74 Analysis of Share/Irredeemable Convertible Preference Share (ICPS) Holdings
77 Statement of Directors' Interests
80 List of Properties



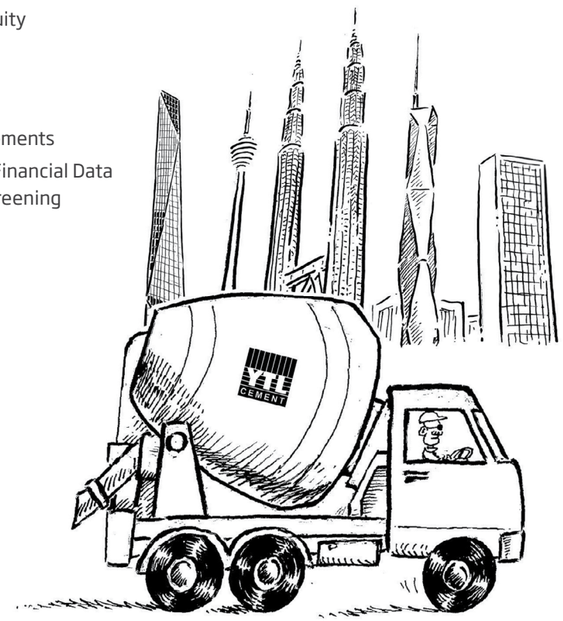
05
FINANCIALS

84 Directors' Report
95 Statement by Directors
95 Statutory Declaration
96 Independent Auditors' Report
102 Income Statements
103 Statements of Comprehensive Income
104 Statements of Financial Position
106 Statements of Changes in Equity
108 Statements of Cash Flows
112 Notes to the Financial Statements
204 Disclosure of Financial Data for Shariah Screening

06
INFORMATION ON ANNUAL GENERAL MEETING

208 Notice of Annual General Meeting
213 Statement Accompanying Notice of Annual General Meeting

- Form of Proxy



The cover features a commemorative artwork by Datuk Mohd Nor Khalid, widely known as Lat, Malaysia's celebrated cartoonist and cultural icon. Created in conjunction with YTL's 70th anniversary, the artwork traces the Group's journey from its beginnings in 1955 through familiar scenes and landmarks, reflecting its growth alongside Malaysia's progress.

Rendered in Lat's distinctive style, the artwork pays tribute to YTL's founder, the late Tan Sri Dato' Seri Yeoh Tiong Lay, alongside Puan Sri Datin Seri Tan Kai Yong, while reflecting the perseverance, humility and strong foundations that have shaped YTL's journey. Its inclusion on the cover continues YTL Cement's commitment to celebrating Malaysian artists and our cultural heritage.

SECTION 1

Overview

4 Corporate Profile
5 Corporate Information



Corporate Profile

Malayan Cement Berhad (MCB) is a leading building materials group with a strong presence in Malaysia and Singapore, serving the evolving construction needs of both countries. The Group manufactures and supplies a comprehensive portfolio of high-performance and sustainable building materials, including cement, ready-mixed concrete, drymix products and quarry materials, that support projects ranging from residential and commercial developments to large-scale infrastructure.

Listed on Bursa Malaysia since 1961, MCB operates integrated cement plants across five locations in Peninsular Malaysia. Its operations are underpinned by internationally recognised management systems and laboratory accreditations, including MS ISO 9001:2015 for quality management, MS ISO 14001:2015 for environmental management, MS ISO 45001:2018 for occupational health and safety, MS ISO 50001:2018 for energy management, and MS ISO/IEC 17025:2017 for laboratory competency. These certifications reflect the Group's commitment to operational excellence, product quality, environmental stewardship and workplace safety.

The Group's extensive network includes four grinding plants, three cement terminals, two depots, a broad network of ready-mixed concrete batching plants, two drymix plants and an aggregate quarry. In Singapore, MCB maintains a strong footprint through its cement terminals and batching facilities, ensuring a reliable and uninterrupted supply to support the nation's development.

Complementing its building materials business, MCB also provides environmental services that support sustainable construction and the transition towards a circular economy. Through its waste management business, the Group is a leader in co-processing in Malaysia, converting various waste streams into alternative fuels and raw materials for cement production, while helping customers manage waste responsibly and reduce their environmental impact.

Backed by decades of experience, MCB is recognised for its reliability, technical expertise and ability to support complex and demanding projects. The Group's extensive logistics network, connected by road, rail and sea, includes a fleet of more than 1,000 trucks that collectively travel over 120,000 kilometres daily, ensuring efficient and reliable distribution across Malaysia and Singapore. MCB collaborates with YTL Cement Group's Construction Development Lab (CDL) on research and development, drawing on its technical expertise and capabilities to develop and enhance cement and concrete solutions that meet evolving construction and sustainability requirements.

BUSINESS SEGMENTS


Cement


Concrete


Aggregates

KEY FINANCIAL HIGHLIGHTS

REVENUE
RM4,994.3 million
FY2026

PROFIT BEFORE TAX
RM1,328.9 million
FY2026

TOTAL ASSETS
RM11,377.2 million
As at 30 June 2026

MARKET CAPITALISATION
RM9,164.7 million
As at 30 September 2026

Corporate Information

BOARD OF DIRECTORS

Executive Chairman

Tan Sri (Sir) Yeoh Sock Ping
PSM, KBE, CBE, FICE, SIMP, DPMS, DPMP, JMN, JP
Hon LLD (Nottingham), Hon DEng (Kingston), BSc (Hons) Civil Engineering
FFB, F Inst D, MBIM, RIM

Managing Director

Dato' Sri Yeoh Sock Siong
DIMP, SSAP
BEng (Hons) Civil & Structural Engineering, FFB

Directors

Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah Binti Tapsir
PJN, JSM, DPMS
PhD Civil Engineering, Hon FAFEO, FIEM, PEng, PTech (Eng), FASc

Yap Seng Chong
BA (Hons) Accounting, MIA, MICPA

Fong Yee Mei
MSc Property Investment, BSc (Hons) Surveying (Property Management)

Dato' Yeoh Seok Kian
DSSA
BSc (Hons) Bldg, MCIOB, FFB, (Hon) D.Univ

Dato' Seri Yeoh Seok Hong
SPMS, SSAP, DSPN, JP
BEng (Hons) Civil & Structural Engineering, HonDSc, FFB

Dato' Yeoh Soo Keng
DIMP
BSc (Hons) Civil Engineering

Yeoh Keong Junn
(Alternate Director to Tan Sri (Sir) Yeoh Sock Ping)
MEng, MA

Yeoh Pei Yen
(Alternate Director to Dato' Sri Yeoh Sock Siong)
MFA, LLB (Hons)

Yeoh Keong Wei
(Alternate Director to Dato' Yeoh Seok Kian)
BSc (Hons) in International Management

Yeoh Keong Yuan
(Alternate Director to Dato' Seri Yeoh Seok Hong)
MEng Civil Engineering

Choy Yuin Quan
(Alternate Director to Dato' Yeoh Soo Keng)
BSc Technology and Business Management

COMPANY SECRETARY

Ho Say Keng

REGISTERED OFFICE

33rd Floor, Menara YTL
205 Jalan Bukit Bintang
55100 Kuala Lumpur
Tel : 603 2038 0888
Fax : 603 2038 0388
Email : corpsecretariat@ytl.com

BUSINESS OFFICE

28th Floor, Menara YTL
205 Jalan Bukit Bintang
55100 Kuala Lumpur
Tel : 603 2038 0800

REGISTRAR

33rd Floor, Menara YTL
205 Jalan Bukit Bintang
55100 Kuala Lumpur
Tel : 603 2038 0888
Fax : 603 2038 0388
Email : shares@ytl.com

AUDIT AND RISK MANAGEMENT COMMITTEE

Yap Seng Chong
(Chairman, Independent Non-Executive Director)

Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah Binti Tapsir
(Independent Non-Executive Director)

Fong Yee Mei
(Independent Non-Executive Director)

REMUNERATION AND NOMINATION COMMITTEE

Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah Binti Tapsir
(Chairman, Independent Non-Executive Director)

Yap Seng Chong
(Independent Non-Executive Director)

Fong Yee Mei
(Independent Non-Executive Director)

AUDITORS

HLB Ler Lum Chew PLT
(201906002362 & AF 0276)
Chartered Accountants
(A member of HLB International)

STOCK EXCHANGE LISTING

Bursa Malaysia Securities Berhad
Main Market (17.3.1961)

SECTION 2

Strategic & Performance Review

8 Executive Chairman's Statement
10 Group Managing Director's Review
12 Management Discussion & Analysis
26 Managing Sustainability



Executive Chairman's Statement



GROUP REVENUE

RM4,994.3 million

TOTAL ASSETS

RM11,377.2 million

Malayan Cement Berhad ("MCB") is privileged to contribute to the development of Malaysia through the provision of the essential materials and solutions that help build homes, businesses and critical infrastructure. The Group delivered another year of strong performance for the financial year under review, reflecting the resilience of our business, prudent management and the dedication of our people.

In recognition of this performance, the Board has declared total dividends of 15 sen per ordinary share for the financial year, comprising an interim dividend of 6 sen paid on 27 March 2026 and a second interim dividend of 9 sen paid on 2 October 2026. This reflects our commitment to delivering sustainable returns to shareholders while maintaining the financial strength required to invest in future growth.

The year also marked the YTL Group's 70th anniversary. From its beginnings as a local construction company, YTL has grown into a diversified international group while remaining guided by the principles of integrity, quality and long-term stewardship. MCB is proud to be part of this enduring legacy, contributing to the development of the communities and economies we serve through the provision of essential building materials and construction solutions.

Executive Chairman's Statement

Malaysia continues to be our principal market, while our established operations in Singapore complement our presence by broadening our market reach and enabling us to serve customers across both countries. Continued investments in infrastructure, industrial expansion, logistics, advanced manufacturing and digital infrastructure in these markets provide encouraging long-term opportunities for our business.

As expectations around sustainability continue to evolve, the construction industry has an increasingly important role to play in supporting a lower-carbon future. This extends beyond developing new products. It requires innovation across materials, manufacturing processes, resource efficiency and technical expertise. Together with the wider capabilities of YTL Cement Group, MCB is well positioned to support this transition by delivering solutions that meet the evolving needs of our customers while contributing to more sustainable construction practices.

We also recognise that the long-term success of our industry depends on investing in people. Across YTL Cement Group, initiatives such as the YTL Cement Scholarship, the University Industry Research Consortium and CDL Academy continue to nurture future engineers, advance research and strengthen collaboration between academia and industry. As one of the Group's principal operating companies, MCB benefits from these initiatives through access to technical expertise, research capabilities and a strong pipeline of future talent. We believe these investments are essential to building a more innovative, productive and competitive construction industry.

Our contribution extends beyond our business operations. Through the Simen Rahmah initiative, undertaken together with the Cement and Concrete Association (C&CA), we will supply up to one million tonnes of cement at special rates over five years for approved affordable housing projects, supporting the Government's efforts to improve access to quality housing for Malaysians.

During the year, the Penyu Shell-ter Project demonstrated the positive impact that can be achieved through collaboration. Bringing together Malaysian artists, public figures, corporate partners and members of the public, the initiative successfully raised RM1.255 million for turtle conservation efforts and charitable causes, including RM255,000 contributed by MCB. It serves as a meaningful example of how businesses can create value beyond their commercial responsibilities.

Looking ahead, we remain confident in the long-term prospects of our core markets despite continuing geopolitical uncertainty, inflationary pressures and market volatility. Our confidence is founded on disciplined financial management, a resilient business model and our commitment to continuous improvement. We will continue investing responsibly, strengthening our capabilities and delivering solutions that create lasting value for our shareholders, customers and communities.

As we reflect on the YTL Group's 70-year journey, we are reminded that enduring organisations are built through consistency, resilience and an unwavering commitment to doing the right things over the long term. Guided by these principles, Malayan Cement Berhad will continue supporting sustainable development, contributing positively to society and creating value for generations to come.

ECONOMIC REVIEW

The Malaysian economy recorded gross domestic product (GDP) growth of 5.2% in 2025, supported by resilient domestic demand that helped cushion the effects of a highly challenging global environment. GDP growth remained resilient in 2026, rising to 5.4% and 6.0% in the first and second quarters, respectively.

The construction sector registered double-digit growth of 12.2% in 2025, underpinned by the non-residential and special trade subsectors. In particular, the non-residential subsector experienced stronger expansion, driven by industrial and commercial projects, including the construction of data centres.

(sources: Bank Negara Malaysia updates & reports)

TAN SRI (SIR) YEOH SOCK PING
PSM, KBE
Executive Chairman

Group Managing Director's Review



PROFIT BEFORE TAX **RM1,328.9 million**

PROFIT AFTER TAXATION **RM904.2 million**

Financial year 2026 (FY2026) was another year of solid progress for Malayan Cement Berhad ("MCB"). We delivered strong financial and operational performance while continuing to invest in our business and reinforce our position as one of Malaysia's leading integrated building materials companies, complemented by our presence in Singapore.

For the year under review, the Group recorded revenue of RM4.99 billion, representing a 10% increase year-on-year, while profit before tax rose to RM1.33 billion, an increase of 35% compared with the previous financial year. These results reflected robust demand across our core businesses, disciplined cost management and continued improvements in operational efficiency. During the year, MCB was also recognised at The Edge Billion Ringgit Club Awards, receiving the award in the Industrial Products and Services category for Highest Growth in Profit After Tax over Three Years.

While demand remained healthy, the cost environment continued to be challenging. Geopolitical developments, evolving trade policies and higher energy and transportation costs added to uncertainty and cost pressures globally. These conditions have also underscored the importance of strong domestic industries and local supply chains in supporting the economy while reducing exposure to external disruptions and foreign exchange volatility. Construction activity in Malaysia remained steady, supported by public and private sector investment, while Singapore continued to invest in infrastructure renewal and sustainable urban development.

Group Managing Director's Review



Our vertically integrated business model and extensive network continued to serve us well. Our businesses span cement, ready-mixed concrete, aggregates and drymix products, supported by an extensive logistics network connected by road, rail and sea. This gives us greater control across the value chain, allowing us to optimise efficiencies, maintain consistent quality and reliable supply, and respond effectively to changing customer requirements. Together with our established operations in Singapore, these capabilities have enabled us to navigate external pressures while continuing to serve our customers effectively.

As construction projects become more sophisticated, customers increasingly require bespoke solutions that meet exacting technical and performance requirements. Our vast experience and technical expertise position us well to meet these needs. Backed by internationally recognised ISO-certified plants and laboratories, our teams work closely with customers to develop solutions for complex projects, particularly industrial facilities, logistics hubs and data centres.

Lower-carbon building materials are fast becoming the norm. YTL Cement Group recognised this shift early and invested in research and development capabilities to develop more sustainable construction materials. Its Construction Development Laboratory (CDL) was established years ago to advance research in this area, and MCB continues to tap into these capabilities to enhance our lower-carbon offerings. Today, our ECO product portfolio, comprising ECOCem®, ECOConcrete™, ECODrymix™ and ECOSand™, provides customers with lower-carbon solutions without compromising performance, durability or workability.

Our ECOCem® and ECOConcrete™ ranges are supported by Environmental Product Declarations (EPDs), providing independently verified information on their environmental impact and enabling customers to make more informed material choices. Similar efforts are progressing in Singapore. Beyond our products, we continue to reduce the environmental impact of our operations through alternative fuels, renewable energy and waste heat recovery systems, while tapping into YTL Cement Group's environmental services capabilities to improve resource efficiency.

Our new state-of-the-art drymix plant in Rawang commenced operations, increasing production capacity, automation and efficiency. We also introduced seven additional Quickmix® products and expanded product availability in East Malaysia and Singapore, broadening the range of solutions available to our customers.

We are positive about the industry's long-term prospects. While global economic uncertainty and cost pressures require us to remain disciplined and agile, the fundamentals of our business remain strong. The breadth of our operations, extensive network, technical expertise and growing portfolio of lower-carbon solutions provide a solid foundation for the future. MCB will continue improving efficiency, investing in our business and responding to the evolving needs of our customers. We remain focused on building on the progress achieved and delivering strong and consistent performance in the years ahead.

DATO' SRI YEOH SOCK SIONG
Group Managing Director

Management Discussion & Analysis
Group Overview



OVERVIEW

The principal activities of Malayan Cement Berhad ("MCB" or "Company") are those of an investment holding company. Through its subsidiaries, MCB is involved in the production, manufacturing and trading of cement, clinker, ready-mixed concrete, other building materials and related products.

The key reporting segments of MCB and its subsidiaries ("Group" or "MCB Group") are Cement, encompassing its cement business, drymix, and environmental services business, and aggregates & concrete, which comprises its aggregates and ready-mixed concrete business.

OBJECTIVES & STRATEGIES

The MCB Group, a member of the YTL Cement Berhad ("YTL Cement") group of companies, is committed to contributing towards the development of Southeast Asia's construction landscape. YTL Cement is a leading building materials group with presence in Malaysia, Singapore, Vietnam, Dubai and Finland.

The principal components of the MCB Group's strategy comprise:

Building Together to fulfil Southeast Asia's development needs

The Group has the capability and experience to deliver end-to-end bespoke building solutions that support the construction and infrastructure needs of Southeast Asia. It is equally committed to sustainability through its innovative ECO product range: ECOCem®, ECOConcrete™, ECOSand™ and ECODrymix™, designed to reduce embodied carbon without compromising quality. Drawing on decades of expertise and industry leadership, the Group tailors solutions to diverse project requirements, with a key strategy of expanding the ECO product range across the region to make low-carbon alternatives widely accessible to the construction sector.

Prudent financial management and execution of strategic growth and expansion plans

The MCB Group maintains a balanced financial structure by optimising the use of debt and equity financing and ensuring the availability of internally generated funds and external financing to fund its capital expenditure requirements, research and development (R&D) capabilities and capitalise on growth opportunities.

Management Discussion & Analysis
Group Overview

At Malayan Cement Berhad, building together means delivering innovative solutions, strengthening our capabilities and growing sustainably.

Strong customer-centric operations and marketing to serve and further develop deep and loyal customer base

The Group is committed to providing consistent, high-quality products and services, ensuring competitive product pricing to meet the needs of its customers.

Continuous innovation to provide effective solutions to customers

The MCB Group undertakes continuous R&D efforts to provide innovative and bespoke products to meet customer requirements.



Enhancement of operational efficiencies to maximise returns

The Group believes that its assets consistently operate at high productivity levels, with further efficiencies driven by new technologies, advanced production techniques, and the use of AI. These are complemented by streamlined logistics and distribution networks that provide optimal geographical coverage.

Prudent development of export markets and international operations to ensure sustainability

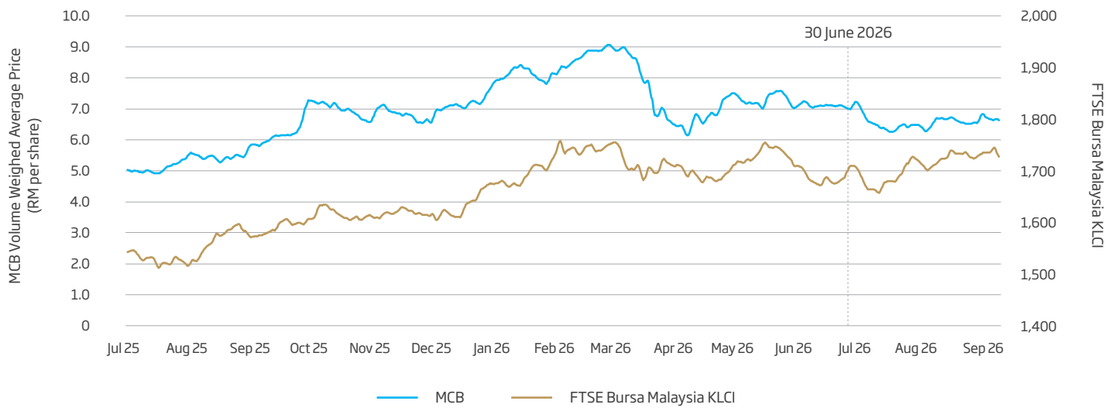
The Group undertakes extensive market research and due diligence in developing its export markets and international operations to ensure the long-term viability of these endeavours. The Group has the added advantage of its dedicated Langkawi facility which offers direct sea access and is strategically located to supply the region, particularly the West and South Asian, and East African markets.

PERFORMANCE INDICATORS

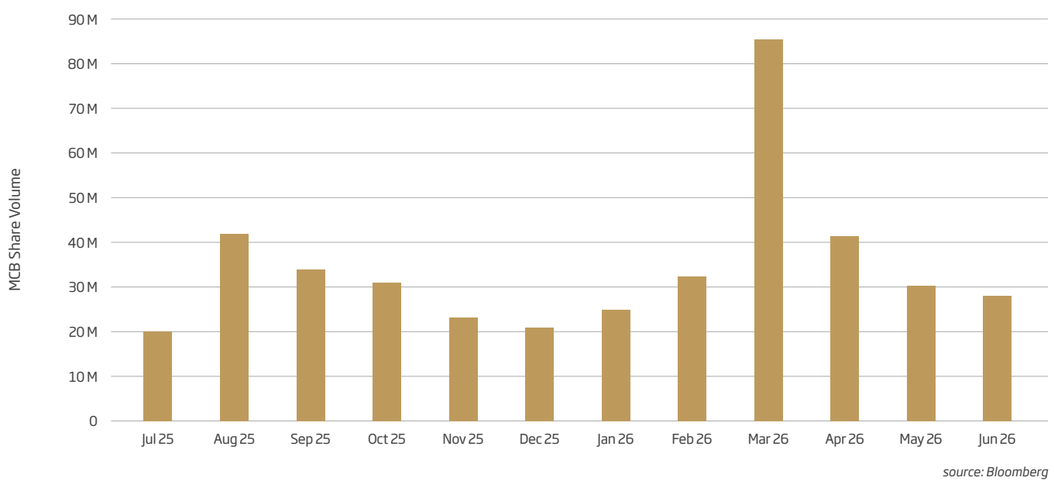
MCB has been listed on Bursa Malaysia Securities Berhad ("Bursa Securities") since 17 March 1961. MCB is listed on the Main Market of the exchange under the Building Materials sub-sector of the Industrial Products & Services sector.

The graph below illustrates the performance of MCB's share price compared with the FTSE Bursa Malaysia KLCI, the key component benchmark of Bursa Securities, during the financial year ended 30 June 2026.

Performance of MCB's Share Price vs FTSE Bursa Malaysia KLCI



Volume of MCB Shares Traded on Bursa Securities

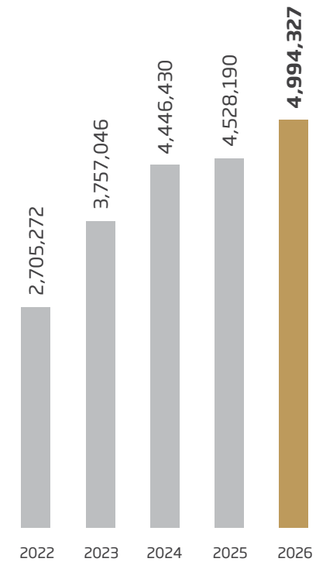


source: Bloomberg

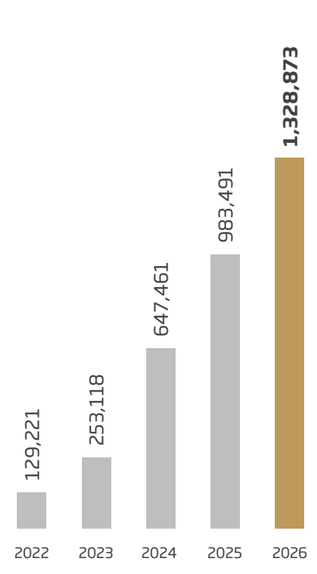
FINANCIAL HIGHLIGHTS

	Financial year ended 30 June				
	2026	**2025**	**2024**	**2023**	**2022**
Revenue (RM'000)	**4,994,327**	4,528,190	4,446,430	3,757,046	2,705,272
Profit Before Taxation (RM'000)	**1,328,873**	983,491	647,461	253,118	129,221
Profit After Taxation (RM'000)	**904,199**	672,809	428,988	159,200	82,085
Profit Attributable to Owners of the Parent (RM'000)	**903,172**	672,385	428,701	159,035	83,545
Total Equity Attributable to Owners of the Parent (RM'000)	**7,568,823**	6,814,531	6,307,661	5,950,557	5,775,134
Basic Earnings per Share (Sen)	**65.35**	50.11	32.61	12.14	6.82
Dividend per Share (Sen)	**15.0**	12.0	10.0	6.0	-
Total Assets (RM'000)	**11,377,235**	10,717,194	10,690,072	10,971,238	10,685,302
Net Assets per Share (RM)	**5.41**	5.04	4.73	4.54	4.41

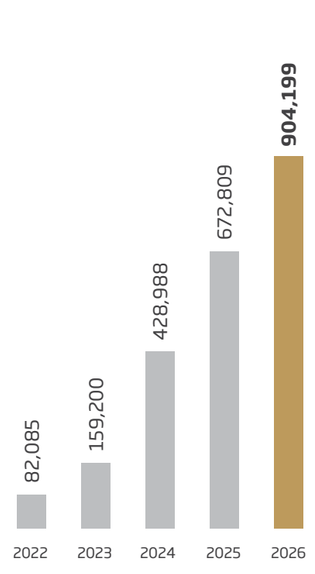
Revenue
(RM'000)



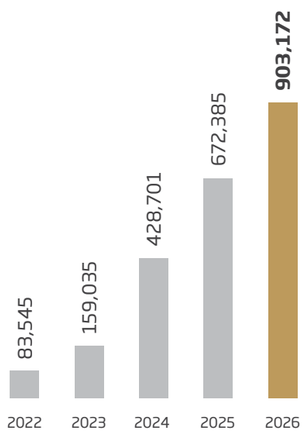
Profit Before Taxation
(RM'000)



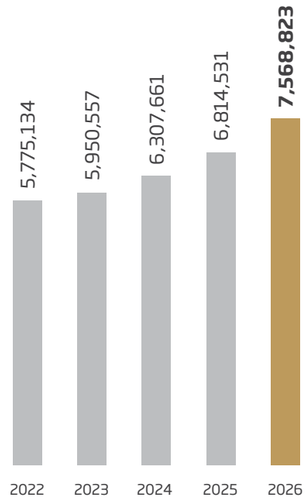
Profit After Taxation
(RM'000)



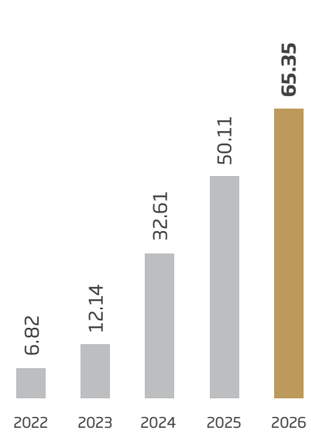
Profit Attributable to Owners of the Parent
(RM'000)



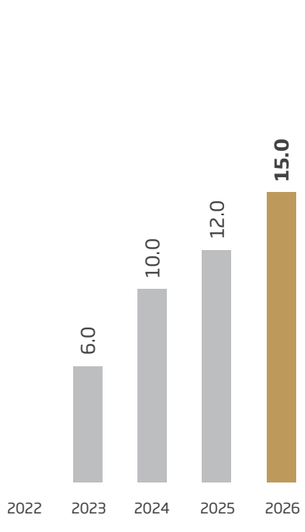
Total Equity Attributable to Owners of the Parent
(RM'000)



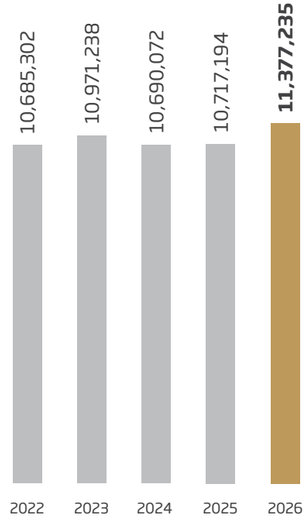
Basic Earnings per Share
(Sen)



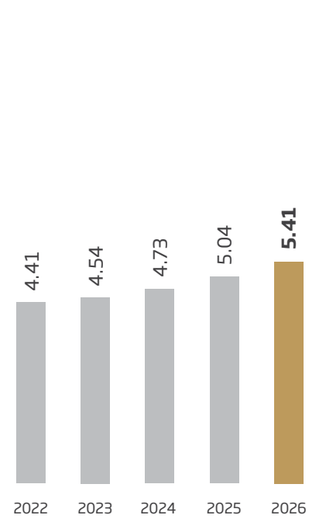
Dividend per Share
(Sen)



Total Assets
(RM'000)



Net Assets per Share
(RM)



Management Discussion & Analysis
Financial Review

REVIEW OF FINANCIAL PERFORMANCE

Group Financial Performance

For the financial year ended 30 June 2026, the Group achieved a revenue of RM4,994.3 million, an increase of 10% as compared to RM4,528.2 million in the preceding financial year ended 30 June 2025. Group profit before taxation at RM1,328.9 million grew by 35% from RM983.5 million in the preceding financial year ended 30 June 2025.

Both the Cement and Aggregates & Concrete segments continued to record satisfactory results.

Segmental Financial Performance

An analysis of the Group's segmental financial performance is set out in the following table:

	Segment Revenue		Segment Profit before Taxation	
	2026 RM '000	**2025 RM '000**	**2026 RM '000**	**2025 RM '000**
Cement*	**3,212,236**	3,116,997	**1,080,097**	826,850
Aggregates & Concrete	**1,782,091**	1,411,193	**248,776**	156,641
	4,994,327	4,528,190	**1,328,873**	983,491

* Included under the cement segment are the Group's drymix and waste management business. Please refer to page 21 for an overview of their operations.

(a) Cement

The Cement segment recorded revenue of RM3,212.2 million for the financial year ended 30 June 2026, which remained broadly consistent with the previous year, with an increase of 3% from RM3,117.0 million recorded for the preceding financial year ended 30 June 2025.

On the back of broadly consistent revenue, the Cement segment posted a profit before taxation of RM1,080.1 million, up from RM826.9 million in the previous year. This improvement was driven by continued rigorous cost management and operational efficiencies, including the increased adoption of renewable energy and waste heat recovery, optimisation of advanced technological systems, and lower operating costs and finance costs, despite higher transportation costs arising from statutory legislation.

The segment also includes the Group's drymix and waste management solutions businesses, both of which recorded encouraging growth in revenue and significant increases in profit. Collectively, drymix and waste management solutions make relatively modest contribution to the Group's overall results.

(b) Aggregates & Concrete

The Aggregates & Concrete segment recorded revenue of RM1,782.1 million for the financial year ended 30 June 2026, an increase of 26% compared to RM1,411.2 million in the preceding year. The improved revenue was mainly driven by the Concrete division, supported by higher ready-mixed concrete sales volumes and improved selling prices which was mainly attributable to stronger demand for high-grade, bespoke ready-mixed concrete products.

In line with the revenue growth, the segment's profit before taxation increased to RM248.8 million, representing an increase of 59% from RM156.6 million in the previous year. The improved performance was also supported by continued gains in operational efficiencies, partially offset by higher transportation costs due to the same reason mentioned in subsection (a) (Cement) above and higher material cost.

DIVIDENDS

The dividend paid by the Company since the end of the last financial year is as follows:

	RM'000
In respect of the financial year ended 30 June 2025:-	
Second interim dividend of 7.0 sen per ordinary share paid on 2 October 2025	96,004
Second interim dividend of 7.0 sen per irredeemable convertible preference share paid on 2 October 2025	32,667
	128,671
In respect of the financial year ended 30 June 2026:-	
First interim dividend of 6.0 sen per ordinary share paid on 27 March 2026	83,675
First interim dividend of 6.0 sen per irredeemable convertible preference share paid on 27 March 2026	28,000
	111,675
Total	240,346

On 20 August 2026, the Board of Directors of MCB ("Board") declared a second interim dividend of 9.0 sen per ordinary share and 9.0 sen per irredeemable convertible preference share for the financial year ended 30 June 2026. The book closure and payment dates in respect of the aforesaid dividend are 11 September 2026 and 2 October 2026, respectively.

The Board does not recommend a final dividend for the financial year ended 30 June 2026.

Dividend Policy

The Board has not adopted or proposed a set dividend policy. However, it is the intention of the Directors to propose the payment of cash dividends on an annual basis, where possible, subject to future earnings and the financial condition of MCB and other factors, including the profit and cash flow position of the MCB Group, restrictions imposed by law or under credit facilities on the payment of dividends by members of MCB Group and the availability of funds.

CAPITAL MANAGEMENT & LIQUIDITY

The primary objective of the Group's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximise its shareholders' value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. There were no changes in the Group's approach to capital management during the year.

The Group monitors capital using a debt-to-capital ratio, which is net debts divided by total capital plus net debts. The Group includes within net debts, total borrowings less cash and cash equivalents. Capital includes equity attributable to the owners of the parent.

	Group	
	2026 RM'000	**2025 RM'000**
Borrowings	**2,440,500**	2,585,402
Less: Cash and cash equivalents	**(1,507,110)**	(848,293)
Net debts	**933,390**	1,737,109
Equity attributable to owners of the parent	**7,568,823**	6,814,531
Capital and net debts	**8,502,213**	8,551,640
Debt-to-capital ratio	**11%**	20%

Gearing ratio as at 30 June 2026 has reduced to 11% from 20% as at 30 June 2025 following the better performance of the Group in the current financial year.

The Group maintains a level of cash reserves and bank facilities deemed adequate by management to ensure, as far as possible, that it will have sufficient liquidity to fund its business requirements and pay dividends to its shareholders. As at 30 June 2026, the Group's cash reserves stood at RM1,507.1 million (2025: RM848.3 million).



CEMENT

Segment Overview

MCB operates integrated cement plants in five locations and has a network of facilities, including four grinding stations, three cement terminal facilities, and two cement depots, with a total cement capacity of 22.3 million tons of cement. These strategically located assets ensure that MCB can provide comprehensive coverage and efficient supply to customers in Malaysia and the Southeast Asian region.

In addition to its strong presence in Malaysia, MCB also operates cement terminals in Singapore, and is a leading supplier of cementitious products. This cross-border presence strengthens the Group's ability to meet the construction demands of the region while maintaining a reliable supply chain for its customers.

Operational Review

Cement demand continues to be fuelled by major civil and residential developments, infrastructure projects, as well as the construction of logistics hubs, data centres, and industrial facilities. In response, MCB remains focused on strengthening plant performance and efficiency, while streamlining its assets, operations, and distribution network to drive cost optimisation. Concurrently, the Group is advancing its sustainability agenda by investing in cleaner production technologies, including alternative fuels, renewable energy sources, and waste heat recovery systems to reduce environmental impact and build long-term resilience.

To meet the growing demand for sustainable construction materials, MCB has developed the ECOCem® range of low-carbon cement. These products contain at least 25% recycled materials and deliver 20–50% lower CO_2 emissions compared to conventional Portland Cement (OPC). The range includes notable offerings such as Castle, which is certified under the Singapore Green Label, and the MASCRETE® series, recognised with the SIRIM Eco-Label.

MCB cement plants and their laboratories adhere to world-class standards and hold the following ISO certifications:

- MS ISO 9001:2015 Quality Management System
- MS ISO 14001:2015 Environmental Management System
- MS ISO 45001:2018 OH&S Management System
- MS ISO 50001:2018 Energy Management System
- MS ISO/IEC 17025:2017 Lab Accreditation

These certifications underscore the Group's commitment to operational excellence, environmental stewardship, and continuous improvement across all facets of its business.

Management Discussion & Analysis
Segmental Review

DRYMIX AND WASTE MANAGEMENT SOLUTIONS

Segment Overview

The MCB Group's drymix division, Quickmix Solutions is an industry pioneer with 25 years of experience, is a leader in floor and wall mortar products. It has two plants in Rawang and Pasir Gudang.

Geo Alam Environmental Sdn. Bhd. (Geo Alam) helps industries transition from the traditional take-make-waste model toward the circular cradle-to-cradle model. Through this industrial symbiosis, cement plants and industries reduce carbon footprint and disposal to landfills, while conserving natural resources. Geo Alam operates in both scheduled waste and non-scheduled waste segments.

Operational Review

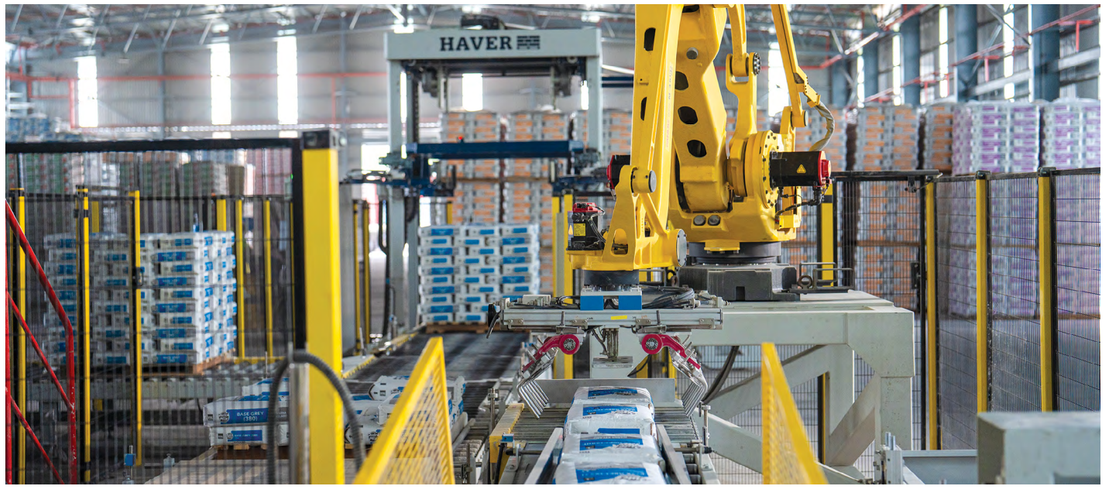
Quickmix Solutions continued to strengthen its position as a leading drymix solutions provider in Malaysia and Singapore.

In the year under review, seven new products were introduced under the ECODrymix™ portfolio, further expanding its range of sustainable building solutions. Formulated with less than 5% volatile organic compounds (VOC), ECODrymix™ products contribute to improved indoor air quality, while all QUICKMIX® products are certified under the SIRIM Eco-Label scheme, reinforcing the company's commitment to environmentally responsible solutions.

To support future growth, the company invested in a new state-of-the-art, fully automated central plant in Rawang to replace its existing facility. Equipped with advanced automation technologies, the plant will enhance production efficiency, workplace safety and manufacturing capacity, with daily production reaching up to 900 metric tonnes. Sustainability features, including solar panels, electric vehicle forklifts and dust control systems, have also been incorporated into the facility's design.

Geo Alam also delivered improved performance during the financial year, with higher waste handling volumes translating into growth in revenue. The business made further progress in supporting the Group's alternative fuels and raw materials (AFR) programme by increasing the recovery and processing of suitable waste streams for use in cement manufacturing. This strengthens the integration between the Group's waste management and cement businesses while contributing to greater resource efficiency.

Demand for sustainable waste management solutions is expected to remain positive. Geo Alam will continue to focus on expanding the group's resource recovery capabilities and supporting the Group's decarbonisation efforts through a reliable supply of quality AFR, while pursuing sustainable growth in its environmental services business.





AGGREGATES & CONCRETE

Segment Overview

MCB Group operates an extensive network of ready-mixed concrete batching plants throughout Peninsular Malaysia and Singapore, and a quarry in Kota Tinggi, Johor. The Group's concrete division has earned its reputation as the preferred supplier for large-scale, complex infrastructure projects. Renowned for delivering technically advanced, high-performance concrete solutions, MCB is committed to meeting the evolving demands of the construction industry in the region.

Operational Review

The concrete division's extensive network across Peninsular Malaysia, together with operations in Singapore, has enabled the Group to capitalise on development opportunities while supporting industry needs. ECOConcrete™ and ECOSand™ have been supplied to numerous landmark projects in both countries. In Malaysia, the portfolio includes Merdeka 118, Signature Tower 106, MRT2, LRT3, the Rapid Transit Link (RTS), various data centres, as well as a wide range of commercial, residential, and infrastructure developments. In Singapore, contributions include the East Coast Integrated Depot, Sentosa Integrated Resort, and the Deep Tunnel Sewerage System Phase 2.

ECOConcrete™ represents a range of environmentally friendly concrete solutions developed to lower the carbon footprint of construction. Containing 30% to 70% recycled materials, these products are engineered to achieve 20–60% lower embodied carbon, with bespoke formulations available to meet diverse application requirements and provide durability of up to 100 years. Supporting the Group's digital transformation, e-ordering and e-delivery systems have also been introduced, offering customers real-time visibility of orders while reducing paper usage and advancing sustainable practices.

Risk Management

The overall risk management objective of the MCB Group is to ensure that adequate resources are available to create value for its shareholders. The Group focuses on the unpredictability of financial and operational markets and seeks to minimise potential adverse effects on its performance. Risk management is carried out through regular risk review analysis, internal control systems and adherence to Group's risk management practices. The Board regularly reviews these risks and approves the appropriate control environment frameworks.

FINANCIAL RISK MANAGEMENT

The operations of the Group are subject to various financial risks which include market risk (including foreign currency risk, interest rate risk, commodity price risk and other price risk), credit risk, liquidity risk and cash flow risk in connection with its use or holding of financial instruments. The Group has adopted a financial risk management framework with the principal objective of effectively managing these risks and minimising any potential adverse effects on the financial performance of the Group, further details of which can be found in Note 30 of the Notes to the Financial Statements in this Annual report.

OPERATIONAL RISK MANAGEMENT

Economic, Political, Environmental and Regulatory Risks

Like all other businesses, adverse developments in political, economic and regulatory conditions (including changes in environmental legislation and regulations) in Malaysia, Singapore and other overseas markets in which the Group from time to time has operations/activities could materially and adversely affect the financial and business prospects of the Group and the markets for its products which may result in a loss or reduction in revenue to the Group.

Whilst it is not possible to prevent the occurrence of these events, the Group attempts to mitigate the effects of these risks through thorough due diligence assessments prior to the commitment to any project or new market, ensuring compliance with applicable laws and regulations (including all required licences and permits) and remaining vigilant in monitoring events and conducting ongoing assessments of any operational and financial impacts of such external developments.

Description of MCB's governance of climate-related risks and opportunities can be found in Sustainability Report pages 36 - 53.

Business and Industry Risks

The Group's businesses are subject to inherent risks in the building materials sector such as shortages of labour and raw materials, increases in the cost of labour, raw materials, equipment and electricity tariffs, changes in the general economic, business, credit and interest rate conditions, fluctuations in exchange rates, inflation, taxation and changes in the legal and environmental framework within which the industry operates.

The industry is subject to the risk of fluctuations in demand for its output products (such as clinker and cement). The cement industry is closely tied to the construction sector which consists of two cyclical segments – civil engineering (largely infrastructural development) and building construction (residential, commercial and industrial buildings).

These fluctuations in demand levels can have favourable or adverse impacts on the performance and profitability of all cement producers and the Group's cement operations would be similarly affected. In addition, to a large extent, these activities are subject to the cyclical nature of the industry. Such fluctuations in demand and the cyclical nature of the industry may affect the financial performance of the Group's businesses.

Whilst the construction industry is exposed to external factors including changes in local economic conditions, expenditure of infrastructure development remains a necessary component of Malaysia's economic development thereby significantly mitigating this risk factor. As a developing nation with positive annual population growth, a relatively young population and increasing urbanisation, Malaysia's cement consumption requirements, driven primarily by its infrastructure needs, augur well for the continued growth and development of the domestic building materials industry.

Management Discussion & Analysis
Risk Management



Price Risk

The Malaysian cement market was liberalised on 5 June 2008 by the Ministry of Domestic Trade and Consumer Affairs after numerous dialogue sessions with industry participants and other stakeholders. With this liberalisation, cement is no longer classified as a strategic industry and the cement selling price is now determined by market forces and regulated by Anti-Profiteering Act and Competition Act (MyCC) to prevent collusion.

Input Price Risks

The cement industry is subject to a number of risks, including the risk of fluctuations in the prices of its main input materials (eg., electricity and coal). These principal raw material inputs constitute a significant part of the total raw material costs in the production of cement.

The price of electricity is determined by the Malaysian Government. Any increases in prices and/or further policy changes may materially affect the Group's cement business, operating results and financial condition. The other potential risk in relation to operational costs is the cost of coal, which is imported. As with any other commodity, the price of coal and oil are dependent on global demand and supply conditions.

Competition Risk

The Group's cement, aggregates and concrete businesses operate in a market characterized by strong competition. There are a number of established market participants and new entrants in this industry. These players compete on the basis of product quality, product range, pricing and marketing.

The Group will continue to focus on differentiation through its product offerings, solutions and services for the building and infrastructure segments to meet customer needs.

Dependence on Key Management

The continued success of MCB is, to a significant extent, dependent on the abilities and continued efforts of the Board and senior management of MCB. The loss of any key member of the Board or senior management personnel could affect MCB's ability to compete in the sectors in which it operates. The future success of MCB and the Group will also depend on its ability to attract and develop skilled personnel for smooth business operations of the Group to continue without undue disruption.

Therefore, appropriate measures are taken which include the provision of training programmes, the offering of attractive incentives such as employees' share option schemes and competitive remuneration packages, and efforts to ensure smooth succession in the management team. Please refer to Sustainability Report pages 84 - 87 for more information.

Management Discussion & Analysis
Outlook

Malaysia's economy is projected to grow between 4.0% and 5.0% in 2026, supported by resilient domestic demand and continued private sector spending. Investment activity is expected to remain supportive, driven by the continued realisation of approved investments and ongoing multi-year projects. While external headwinds from geopolitical and trade uncertainties remain, the domestic economic outlook continues to provide a supportive backdrop for investment and construction activity.[1]

The outlook for the construction sector remains positive. The value of construction work done increased by 8.7% in the first half of 2026, with growth across all major sub-sectors.[2] Non-residential buildings and specialised construction activities were among the strongest contributors, reflecting continued investment in industrial, commercial and other major developments. Johor and Selangor remain key centres of construction activity, together accounting for a significant share of work done nationwide.[2]

Demand for cement and building materials is expected to remain healthy, supported by ongoing infrastructure projects and investments in industrial developments, advanced manufacturing, data centres and other large-scale projects. Johor is expected to remain an important growth market, supported by its expanding industrial base and closer economic integration with Singapore.

Singapore's economic outlook has also strengthened, with the Ministry of Trade and Industry upgrading its 2026 GDP growth forecast to between 4.5% and 5.5%.[3] Construction demand is projected at between S$47 billion and S$53 billion in 2026, with an annual average of S$39 billion to S$46 billion expected from 2027 to 2030.[4] Major developments including Changi Airport Terminal 5, public housing, healthcare facilities and rail network extensions are expected to sustain construction activity over the medium term.[4]

With our integrated business and extensive network across Malaysia, complemented by our business in Singapore, the Group is well positioned to respond to these opportunities. While cost pressures and global economic uncertainties remain, we will continue to focus on operational efficiency, productivity and financial discipline while investing in capabilities that strengthen our competitiveness. We will also continue advancing lower-carbon products and improving the environmental performance of our manufacturing processes to meet the evolving requirements of our customers and the construction industry.



Sources
1 Bank Negara Malaysia, Economic and Monetary Review 2025 - Outlook and Policy in 2026.
2 Department of Statistics Malaysia, Construction Statistics, Second Quarter 2026, 13 August 2026.
3 Singapore Ministry of Trade and Industry, MTI Upgrades 2026 GDP Growth Forecast to "4.5 to 5.5 Per Cent", 11 August 2026.
4 Building and Construction Authority Singapore, Steady Construction Demand in 2026 as Singapore Steps Up Support for Built Environment Firms through Collaboration and Innovation, 22 January 2026.

Managing Sustainability



This Sustainability Statement provides an overview of the Group's approach to managing material sustainability-related risks and opportunities. Further details, including the Group's sustainability performance during FY2026 and climate-related disclosures, are provided in the MCB Sustainability Report 2026, which is published separately alongside this Annual Report.

BOARD STATEMENT ON SUSTAINABILITY

The Board of Directors recognises that sustainability is fundamental to MCB's long-term resilience, competitiveness and value creation. The Board is committed to ensuring sustainability-related risks and opportunities are appropriately considered in the Group's strategy, governance, risk management and capital allocation decisions.

During FY2026, the Board reviewed the Group's material sustainability matters, monitored progress against key sustainability initiatives and approved this Sustainability Report, including disclosures prepared in accordance with Bursa Malaysia listing requirements.

The Board remains committed to strengthening MCB's sustainability performance and governance while supporting long-term value creation for shareholders and other stakeholders.

SUSTAINABILITY GOVERNANCE

MCB has established a sustainability governance framework that provides clear accountability across all levels of the organisation for the oversight, management and implementation of sustainability-related and climate-related matters. The framework supports the effective identification, assessment and management of material sustainability-related and climate-related risks and opportunities, while embedding sustainability considerations into the Group's strategy, enterprise risk management processes and business operations.

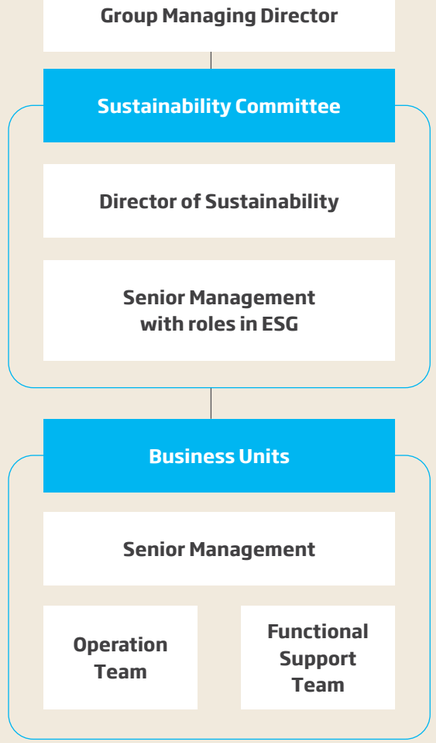
The Board of Directors maintains overall oversight of the Group's sustainability strategy, performance and sustainability-related and climate-related risks and opportunities. The Board considers these matters in the Group's strategy, enterprise risk management and key business decisions, and oversees progress against sustainability objectives and targets and the integrity of related disclosures. The Board is supported by the Sustainability Committee and, where relevant, the Audit and Risk Management Committee in its oversight of sustainability and climate-related matters.

Chaired by the Group Managing Director, the Sustainability Committee supports the implementation of the Board-approved sustainability strategy across the Group. The Committee oversees the identification and management of material sustainability-related and climate-related risks and opportunities, monitors progress against sustainability objectives and targets, and reports significant matters to the Board.

Managing Sustainability

Management and business units are responsible for implementing sustainability initiatives within their respective operations and integrating sustainability considerations into operational planning, investment decisions and day-to-day activities. They are also responsible for managing material sustainability-related and climate-related risks and opportunities, monitoring performance and maintaining processes for accurate and timely sustainability data and reporting.

MCB Sustainability Governance Structure



MATERIALITY ASSESSMENT

MCB conducts an annual materiality assessment to identify and prioritise sustainability-related risks and opportunities that are most relevant to the Group's long-term success. The assessment considers matters that could reasonably be expected to affect the Group's prospects, including its cash flows, access to finance and cost of capital over the short, medium and long term. Stakeholder perspectives are also considered to ensure that the assessment reflects the expectations of our key stakeholder groups and supports informed decision-making. The outcomes of the assessment guide the Group's sustainability strategy, governance, risk management and reporting priorities.

In FY2026, we reviewed and updated our list of potential sustainability-related topics in response to changes in the Group's operating environment, stakeholder expectations, emerging sustainability issues and evolving reporting requirements.

To assess the relative significance of each topic, we conducted a materiality survey. The survey received 113 responses, with the results evaluated alongside management's assessment of each topic's potential impact on the Group's strategy, business model, financial performance, financial position and long-term resilience.

The identified materials matters are organised into four Sustainability Pillars to guide the Group's priorities, management approach and disclosures.

Sustainability Pillars

Helping Nations Build Greener

Material Matters

- Product responsibility
- Product innovation
- Customer relationship management

Sustainability Pillars

Operating Responsibly

Material Matters

- Compliance
- Anti-bribery and anti-corruption
- Competition law
- Data privacy and information security

Matters of Emerging Importance

- Supplier's social practices

Sustainability Pillars

Operating Sustainably

Material Matters

- Scope 1 GHG emissions
- Scope 2 GHG emissions
- Climate related-risks management
- Waste management
- Use of recycled materials
- Water conservation

Matters of Emerging Importance

- Suppliers' environmental management
- Scope 3 GHG emissions
- Biodiversity management

Sustainability Pillars

Building Capacity & The Community

Material Matters

- Human rights at work
- Occupational health & safety
- Talent attraction and retention
- Human resources development
- Community investment

Managing Sustainability

CLIMATE-RELATED RISKS AND OPPORTUNITIES

MCB recognises that climate change may give rise to both risks and opportunities that could affect the Group's business model, operations, assets, supply chains and markets over the short, medium and long term. The Group integrates climate-related risks and opportunities into its enterprise risk management framework, where they are considered alongside other strategic, operational, financial and compliance risks. Climate-related considerations are also incorporated into business planning, operational decision-making and capital investment decisions.

During FY2026, MCB conducted a climate-related scenario analysis to assess the potential implications of climate change on its business and operations under different climate scenarios and time horizons. The assessment considered both physical and transition risks, including the potential implications of evolving carbon pricing mechanisms, changes in energy and technology, market developments and physical climate hazards. The findings support the Group's climate strategy, transition planning and resilience planning.

Based on the Group's current assessment, no material business activities or assets were identified as vulnerable to transition risks over the short term. Physical climate risks are already considered within operational risk management and site-level controls, with adaptation and preventive measures implemented where relevant. Over the medium and long term, the potential impact of transition risks will depend, among other factors, on the development of carbon pricing mechanisms and the pace of the transition towards a lower-carbon economy.

MCB's 2050 Carbon Neutrality Roadmap provides a framework for prioritising climate-related initiatives and informs the Group's investment and operational planning. The Group continues to advance initiatives across its value chain, including improving energy and process efficiency, increasing the use of alternative fuels and materials, developing lower-carbon products, strengthening operational resilience and evaluating emerging decarbonisation technologies. Climate-related investments are incorporated within the Group's broader capital expenditure programme and are evaluated based on financial, operational and sustainability considerations.

MCB considers its business model to be adaptable to evolving climate-related risks and opportunities. The Group's diversified building materials operations, technical capabilities, ongoing asset improvement programmes and access to financial resources provide flexibility to respond to changing regulatory, technological, market and physical climate conditions.

Further information on MCB's climate-related governance, scenario analysis, strategy, transition plan, risk management, resilience, financial effects, metrics and targets is provided in the MCB Sustainability Report 2026.

HIGHLIGHTS OF THE YEAR

September 2025



MCB led the annual BUILDS Recycling Campaign, a YTL Cement initiative held from April to September 2025. The campaign encouraged employees, business partners and local communities to recycle paper, plastics, e-waste and other recyclable materials, promoting environmental awareness and reinforcing the principles of a circular economy. The campaign collected more than 105,000 kg of recyclable materials.

October 2025

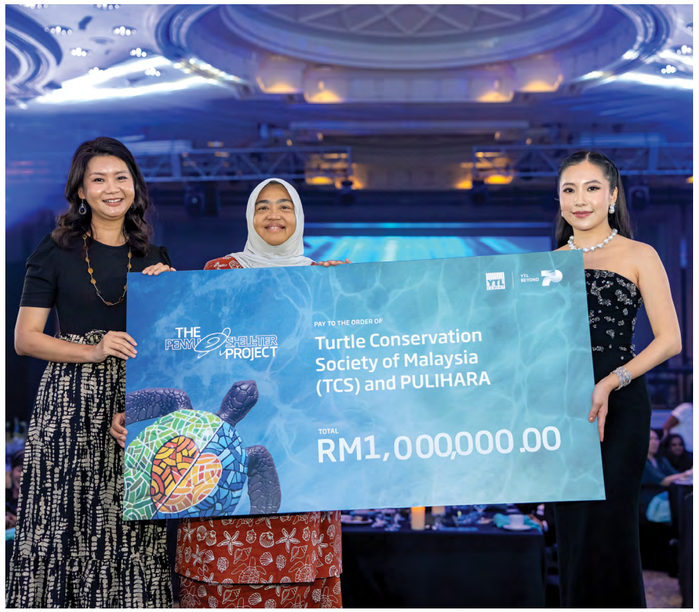


MCB was recognised at **The Edge Billion Ringgit Club Awards** in the Industrial Products and Services: Highest Growth in Profit After Tax over Three Years category. The assessment also considered MCB's ESG management, including governance, identification and management of material matters, and corporate social responsibility programmes, reflecting the Group's continued focus on creating long-term value.

November 2025



In FY2026, MCB obtained **Environmental Product Declarations (EPDs)** for several of its ECOConcrete™ and ECOCem® products, marking a new milestone in our ECO products journey. The EPDs provide independently verified environmental information to support customers pursuing green building certifications and sustainable construction requirements, complementing the existing **SIRIM Eco-Labelling Scheme**, **Singapore Green Label Scheme (SGLS) and Singapore Green Building Product (SGBP)** certifications of the Group's ECO products.



RM1 Million Raised for Turtle Conservation. MCB brought together 51 Malaysian artists and public figures through its Penyu Shell-Ter Project. The initiative featured 70 turtle sculptures handcrafted using MCB's ECOCem® cement, which were transformed into one-of-a-kind artworks by participating artists. A charity auction in November 2025 raised RM1 million, with 100% of the proceeds donated to the Turtle Conservation Society of Malaysia and PULIHARA to support turtle conservation, habitat protection, research, education and community programmes. In addition, RM255,000 was contributed by MCB to NGOs and social enterprises selected by participating artists.

April 2026



Taking Sustainable Construction Dialogue Beyond Malaysia. MCB expanded its Sustainable Construction Symposium to Singapore for the first time, in collaboration with The Edge Singapore. The inaugural event brought together more than 250 built environment professionals, including representatives from the Building and Construction Authority (BCA), Singapore Green Building Council and Singapore Contractors Association Limited, alongside developers, architects, engineers, contractors and material suppliers. As the event partner, MCB shared its technical and sustainability expertise, while fostering dialogue on sustainable building materials, building performance and the green transition.

June 2026



Advancing Circularity at Scale. MCB recovered **1.2 million tonnes of waste and by-products** in FY2026, putting materials that might otherwise require disposal to productive use. The achievement reflects our continued efforts to support the nation in reducing reliance on conventional waste disposal while contributing to resource conservation.

Our activities are supported by robust environmental controls, process monitoring and management systems. Our cement plants are certified to ISO 9001 and ISO 14001, with laboratories accredited to ISO/IEC 17025. We continue to invest in technology and people to safely recover suitable materials while ensuring consistent product quality.



Building Industry Capability Through Knowledge Sharing. Through the CDL Academy, MCB continued to support knowledge sharing and industry upskilling, organising 18 seminars for 1,317 participants in FY2026. The programmes were delivered in collaboration with professional and industry organisations including the Construction Industry Development Board (CIDB), the Institution of Engineers, Malaysia (IEM), Pertubuhan Akitek Malaysia (PAM), American Concrete Institute (ACI) Malaysia Chapter, as well as local universities. Since its inception, the CDL Academy has supported 126 sessions, reaching more than 12,023 industry professionals and students.

SECTION 3

Governance

36 Profile of the Board of Directors
45 Profile of Key Senior Management
46 Corporate Governance Overview Statement
57 Statement on Risk Management & Internal Control
60 Audit and Risk Management Committee Report
64 Remuneration and Nomination Committee Statement
69 Statement of Directors' Responsibilities



Profile of the Board of Directors

TAN SRI (SIR) YEOH SOCK PING

Executive Chairman

Age: 72

Gender: Male

Nationality: Malaysian

Date of Appointment as Executive Director:
17 May 2019

Date of Redesignation as Executive Chairman:
19 June 2019

Tan Sri (Sir) Yeoh Sock Ping holds a Bachelor of Science (Hons) in Civil Engineering from Kingston University, United Kingdom, and was conferred an Honorary Doctorate of Engineering by the same institution in 2004. In July 2014, he received an Honorary Doctor of Laws from the University of Nottingham. Since his appointment as the Managing Director of YTL Corporation Berhad Group in 1988, he led the transformation from a single listed company into a global integrated infrastructure developer, encompassing multiple listed entities ie. YTL Corporation Berhad, YTL Power International Berhad, YTL Hospitality REIT, Malayan Cement Berhad, Ranhill Utilities Berhad, Concrete Engineering Products Berhad, all of which are listed on the Main Market of Bursa Malaysia Securities Berhad and NSL Ltd, Starhill Global Real Estate Investment Trust, both listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST).

His strategic foresight and commitment to sustainable development have earned him international acclaim. Tan Sri Yeoh is widely respected for integrating ethical governance, innovation, and long-term value creation across the YTL Group's operations in Asia, Europe, and Australia.

He was the Managing Director of YTL Corporation Berhad, YTL Power International Berhad and YTL Land & Development Berhad until 29 June 2018 when he was redesignated as Executive Chairman of these companies. He serves on the Board of NSL Ltd and is also the Chairman of YTL Starhill Global REIT Management Limited, the manager of Starhill Global Real Estate Investment Trust. He is the Executive Chairman and Managing Director of YTL e-Solutions Sdn Bhd and also a director of YTL Industries Berhad. He is the Executive Chairman of YTL Cement Berhad and Pintar Projek Sdn Bhd, the manager of YTL Hospitality REIT. He is the Chairman of private utilities corporations, Wessex Water Services Limited in England and Wales, and YTL PowerSeraya Pte Limited in Singapore. He sits on the board of trustees of YTL Foundation.

He is a Founding Member of the Malaysian Business Council and The Capital Markets Advisory Council, member of The Nature Conservancy Asia Pacific Council and Global Council member of the Asia Society. He is the first non-Italian board member of the historic Rome Opera House and helped fund its restoration to keep it from closing. He served as a member of the Barclays Asia-Pacific Advisory Committee from 2005 to 2012. He served as an Independent Non-Executive Director of The Hong Kong and Shanghai Banking Corporation Limited for a period of 10 years from July 2012 to June 2022. He was made a board member of Global Child Forum by His Majesty King Carl XVI Gustaf in May 2016.

He was ranked by both Fortune and Businessweek magazines as Asia's 25 Most Powerful and Influential Business Personalities and one of Asia's Top Executives by Asiamoney. He won the inaugural Ernst & Young's Master Entrepreneur in Malaysia in 2002 and was named as Malaysia's CEO of the Year by CNBC Asia Pacific in 2005.

In 2006, he was awarded the Commander of the Most Excellent Order of the British Empire (CBE) by Her Majesty Queen Elizabeth II, and in 2019, received the Knight Commander of the Order of the British Empire (KBE). Tan Sri Yeoh received a prestigious professional accolade when made a Fellow of the Institute of Civil Engineers in London in 2008. He was the Primus Inter Pares Honouree of the 2010 Oslo Business for Peace Award, for his advocacy of socially responsible business ethics and practices. The Award was conferred by a panel of Nobel Laureates in Oslo, home of the Nobel Peace Prize. He also received the Corporate Social Responsibility Award at CNBC's 9th Asia Business Leaders Awards 2010. He received the Lifetime Achievement Award for Leadership in Regulated Industries at the 7th World Chinese Economic Summit held in London in 2015. He was also awarded the prestigious Muhammad Ali Celebrity Fight Night Award at the 2016 Celebrity Fight Night in Arizona. In 2017, he was honoured with the Kuala Lumpur Mayor's Award for Outstanding Contribution at the Kuala Lumpur Mayor Tourism Awards. This was in recognition of his efforts in the transformation of Kuala Lumpur into one of the top shopping and tourist destinations in the world. He was named CEO of the Year at the Asian Power Awards in 2017. The Japanese Government bestowed upon him the Order of the Rising Sun, Gold Rays with Rosette, in 2018 and in the same year the Italian government conferred upon him the honour of Grande Officiale of the Order of the Star of Italy. In 2022, he was awarded the PropertyGuru Real Estate Personality of the Year for Malaysia. The award is given to individuals who have made a significant impact in the Asian real estate sector. He was named ASEAN Personality of the Year 2025 – Lifetime Achievement Award, at the 26th Asian Business Awards in London and in 2026, he received the World Outstanding Entrepreneur Lifetime Achievement Award at the London School of Economics (LSE).

Profile of the Board of Directors

DATO' SRI YEOH SOCK SIONG

Managing Director

Age: 66

Gender: Male

Nationality: Malaysian

Date of Appointment as Executive Director:
17 May 2019

Date of Redesignation as Managing Director:
30 May 2019

Dato' Sri Yeoh Sock Siong graduated from University of Bradford, United Kingdom in 1983 with a Bachelor of Engineering (Hons) Civil & Structural Engineering Degree. Dato' Sri Yeoh is primarily responsible for the YTL Group Manufacturing Division which activities involve cement manufacturing and other building material industries. He serves as Managing Director of Concrete Engineering Products Berhad, and Executive Director of YTL Corporation Berhad and YTL Power International Berhad, all of which are listed on the Main Market of Bursa Malaysia Securities Berhad and Managing Director of YTL Cement Berhad and NSL Ltd, which is listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST). He also serves on the boards of public companies such as YTL Land & Development Berhad, YTL Industries Berhad and a private utilities corporation, YTL PowerSeraya Pte Limited in Singapore.

He was on the board of Global Cement and Concrete Association (GCCA) in 2021 till July 2023. He was a director of The World Cement Association from 22 January 2020 to 22 October 2021.

PROFESSOR EMERITUS DATUK TS. IR. DR. SITI HAMISAH BINTI TAPSIR

Independent Non-Executive Director

Age: 65

Gender: Female

Nationality: Malaysian

Date of Appointment:
30 May 2023

Professor Emeritus Datuk Dr. Siti is the Chairman of the Remuneration and Nomination Committee, and a member of the Audit and Risk Management Committee.

Professor Emeritus Datuk Dr. Siti graduated from Institut Teknologi MARA (now known as Universiti Teknologi MARA) with a Diploma in Civil Engineering in 1982 and completed her Bachelor of Science in Civil Engineering from New England College, New Hampshire, United States of America in 1984. Subsequently in 1987, she obtained her Master of Science in Civil Engineering from University of Lowell (now known as University of Massachusetts Lowell), United States of America and later obtained her Doctor of Philosophy from University of Leeds, United Kingdom in 1994. Thereafter, she completed an Advanced Management Program from Harvard Business School in 2014.

She is a registered professional engineer with the Board of Engineers, Malaysia since 2001, a Fellow member of the Institution of Engineers, Malaysia since 2007 and a Professional Technologist of the Malaysia Board of Technologists since 2017. She is also a former President of the Malaysia Board of Technologists since 2021 until March 2026. In 2022, she became the fellow member of the Academy of Sciences, Malaysia.

She started her career as a Civil Engineer in 1984 at the Public Works Department in Kuala Lumpur and at Bethel Duncan Associates in Burlington, Massachusetts, USA, before joining Universiti Teknologi Malaysia ("UTM") as a lecturer, where she was responsible for conducting lectures, research, consultancy and management. During her tenure with UTM, she held various positions which include, among others, Head of Laboratory, Associate Professor, Assistant Director, Programme Director, Dean and Deputy Vice-Chancellor.

She left UTM as Campus Director of UTM International Campus in 2009 to join Ministry of Higher Education as Deputy Director General and was promoted to Director General of Higher Education in 2017, where she was responsible for overseeing the implementation of higher education policies at both public and private universities.

Professor Emeritus Datuk Dr. Siti left the Ministry of Higher Education and was appointed as Secretary General of Ministry of Energy, Science, Technology, Environment and Climate Change (now known as the Ministry of Science, Technology and Innovation ("MOSTI")) in 2019, where she was responsible for developing and overseeing the rollout of national policy on energy, science, technology, innovation and climate change in Malaysia. Following the restructuring of the said ministry by the Government in March 2020, she continued to hold the position of Secretary General until March 2021.

In January 2020, she was also appointed as Adjunct Professor of UTM until her departure in January 2021. In March 2021, she was re-appointed as the Secretary General of MOSTI on a 6-month contract basis, where she was responsible for developing and overseeing the national agenda of science, technology and innovation cutting across all ministries. In addition, she was assigned to lead the roll-out of the COVID-19 Vaccination Plan under the COVID-19 Immunisation Task Force in Malaysia before her retirement in September 2021.

Upon her retirement from MOSTI, she joined UCSI University and presently holds positions as the President and Vice-Chancellor.

Professor Emeritus Datuk Dr. Siti also serves on the boards of Sime Darby Berhad and Oppstar Berhad, which are listed on the Main Market and ACE Market of Bursa Malaysia Securities Berhad respectively. She was recently appointed as director of Securities Industry Development Corporation on 3 October 2025.

Profile of the Board of Directors

YAP SENG CHONG

Independent Non-Executive Director

Age: 65

Gender: Male

Nationality: Malaysian

Date of Appointment:
30 May 2023

Mr Yap Seng Chong is the Chairman of the Audit and Risk Management Committee, and a member of the Remuneration and Nomination Committee. He graduated with Bachelor of Accounting from University of Malaya. He is a member of the Malaysian Institute of Accountants (MIA) and Malaysian Institute of Certified Public Accountants (MICPA).

Mr Yap Seng Chong had his entire career with Ernst & Young ("EY"), which spanned 35 years, two of which were with EY London office, providing various types of assurance and business advisory services.

As an assurance partner, his client portfolio included major banks and other financial institutions, conglomerates and corporate entities engaged in manufacturing and trading, retail, power, oil and gas, construction, property and real estates, plantations, transportation, telecommunications and technology, hospitality and healthcare industries.

He had previously held positions in EY as Head of Assurance practice, Professional Practice Director and ASEAN Regional and Country Independence Leader. During his term as MIA Council member, he was the Chairman of the Disciplinary Committee, Member of the Accounting and Auditing Standards Board, Chairman of the Audit and Risk Committee and Member of the Public Practice Committee. Mr Yap was also a member of the Interpretation Committee of the Malaysian Accounting Standards Board.

Mr Yap Seng Chong currently serves on the boards of Malaysia Smelting Corporation Berhad, United Plantations Berhad and Hartalega Holdings Berhad, all of which are listed on the Main Market of Bursa Malaysia Securities Berhad. He also serves as a member of the board of trustees of Yayasan Hartalega and Yayasan Nanyang Press.

FONG YEE MEI

Independent Non-Executive Director

Age: 70

Gender: Female

Nationality: Malaysian

Date of Appointment:
30 May 2023

Ms Fong Yee Mei is a member of Audit and Risk Management Committee, and Remuneration and Nomination Committee. She graduated from the University of Technology, Malaysia with a Bachelor of Surveying (Property Management). Subsequently, she obtained her Master of Science in Property Investment from City University, United Kingdom.

Ms Fong Yee Mei is registered with the Board of Valuers, Appraisers, Estate Agents, and Property Managers, a fellow of the Royal Institution of Chartered Surveyors (RICS), as well as the Royal Institution of Surveyors Malaysia (RISM).

She has extensive experience in the asset valuation industry and was the Head of Asset Valuation Audit Department at Securities Commission Malaysia ("SC") before her retirement in 2013. She set up and directed the Asset Valuation Audit Department in 1995, was involved in regulatory oversight, formulation of various guidelines/policies, disclosure and compliance requirements relating to asset valuations. During her tenure with SC, she was actively involved in the development of the property valuation profession. She was conferred the Darjah Setia Negeri Sembilan (D.N.S.) in 2007.

Prior to joining SC, she has served in various capacities as Valuation Officer, District Valuer, Senior Researcher, Deputy State Director (Wilayah Persekutuan) and lastly, as the Head of the Capital Issues Valuation Unit at the Valuation and Property Services Department, Ministry of Finance Malaysia.

Ms Fong Yee Mei is currently a property valuation and advisory consultant and an entrepreneur in the health and wellness industry.

DATO' YEOH SEOK KIAN

Executive Director

Age: 69

Gender: Male

Nationality: Malaysian

Date of Appointment:
17 May 2019

Dato' Yeoh Seok Kian graduated from Heriot-Watt University, Edinburgh, United Kingdom in 1981 with a Bachelor of Science (Hons) Degree in Building and was conferred an Honorary Degree of Doctor of the University in 2017. He attended the Advance Management Programme conducted by Wharton Business School, University of Pennsylvania in 1984. He is a Fellow of the Faculty of Building, United Kingdom as well as a Member of the Chartered Institute of Building (UK).

He served as Deputy Managing Director of YTL Corporation Berhad and YTL Power International Berhad, both listed on Main Market of Bursa Malaysia Securities Berhad, and Executive Director of YTL Land & Development Berhad until 29 June 2018 when he was redesignated as Managing Director of YTL Corporation Berhad and YTL Land & Development Berhad, and Executive Director of YTL Power International Berhad. He is also an Executive Director of Concrete Engineering Products Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad and Pintar Projek Sdn Bhd, the manager of YTL Hospitality REIT as well as YTL Starhill Global REIT Management Limited, the manager of Starhill Global Real Estate Investment Trust and NSL Ltd, both of which are listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST). Dato' Yeoh Seok Kian also serves on the boards of other public companies such as YTL Cement Berhad, YTL Industries Berhad, Sentul Raya Golf Club Berhad and The Kuala Lumpur Performing Arts Centre, and private utilities corporations, Wessex Water Limited in England and Wales, YTL PowerSeraya Pte Limited in Singapore.

DATO' SERI YEOH SEOK HONG

Executive Director

Age: 67

Gender: Male

Nationality: Malaysian

Date of Appointment:
17 May 2019

Dato' Seri Yeoh Seok Hong serves as Managing Director of YTL Power International Berhad and Executive Director of YTL Corporation Berhad, both listed on the Main Market of Bursa Malaysia Securities Berhad. He also serves on the board of NSL Ltd, which is listed on the Main Board of Singapore Exchange Securities Trading Limited (SGX-ST). He obtained his Bachelor of Engineering (Hons) Civil & Structural Engineering Degree from the University of Bradford, United Kingdom in 1982. He is a member of the Faculty of Building, United Kingdom and a Fellow of the Chartered of Institute of Building (CIOB), United Kingdom. In 2010, he was conferred an Honorary Doctor of Science degree by Aston University in the United Kingdom.

Dato' Seri Yeoh Seok Hong has vast experience in the construction industry and serves as the Managing Director of Syarikat Pembenaan Yeoh Tiong Lay Sdn Bhd, the YTL Group's flagship construction arm.

Dato' Seri Yeoh Seok Hong is responsible for developing the power and utility businesses of the YTL Power International Berhad ("YTL Power") Group which include the development of AI data centres.

Under his leadership, YTL Power has developed a strategic partnership with NVDIA, a global leader in accelerated computing. The Group's solar-powered Data Centre Park in Johor is home to the AI cloud infrastructure that provides AI computing services to Malaysia and the region.

He also serves as the Managing Director of YTL Communications Sdn Bhd where he was responsible for the building of the fourth generation (4G) network and which, in 2021, became the first telco in Malaysia to offer 5G services.

Dato' Seri Yeoh Seok Hong sits on the boards of other public companies such as YTL Cement Berhad, YTL Land & Development Berhad, YTL Industries Berhad, YTL Digital Bank Berhad and Digital Nasional Berhad, and private utilities corporations, Wessex Water Limited and Wessex Water Services Limited in England and Wales and YTL PowerSeraya Pte Limited in Singapore. He also sits on the board of trustees of YTL Foundation, the philanthropic arm of the YTL Group.

Profile of the Board of Directors

DATO' YEOH SOO KENG

Executive Director

Age: 63

Gender: Female

Nationality: Malaysian

Date of Appointment:
17 May 2019

Dato' Yeoh Soo Keng started her career with YTL Group in 1985. She has held key executive positions across various industries within the group over a distinguished 41-year career including heading a car rental and air travel ticketing agency, leading major construction and infrastructure projects of strategic and national importance. First woman in Malaysia to build a building on a turnkey basis, she headed the group's procurement division and later the construction of The Integrated Cement Plant and Slag Grinding Plants as well as the sales and marketing of YTL Cement Berhad upon its entry into the industry in 1992. In 2012, she was appointed Executive Director in charge of overseeing the group's mobile communications division.

She is the Chief Executive Officer of YTL Cement Marketing Sdn Bhd. In 2013, she was the First Malaysian Lady to be appointed as Chairman of The Cement and Concrete Association Malaysia (C&CA). She spearheaded the national industry governance across three terms and reappointed as current Chairman in August 2026. She is also the immediate Past President of the ASEAN Federation of Cement Manufacturers (AFCM) where she led the regional cement industry as its First female President.

She serves on the boards of YTL Corporation Berhad and YTL Power International Berhad, both listed on the Main Market of Bursa Malaysia Securities Berhad, and NSL Ltd, which is listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST).

Honored by the Malaysian Government's Construction Industry Development Board (CIDB) with the "CONSTRUCTION LEADING LADY AWARD" in 2018 and in 2026, honored "WOMEN OF THE YEAR" by the Chartered Institute of Building (CIOB).

Dato' Yeoh is actively involved in community work at national and international levels. She serves on the Board of Trustees of YTL Foundation. She is the Chief Commissioner and leads the 110-year-old Girl Guides Association Malaysia (GGAM) and serve as President of its Federal Territory of Kuala Lumpur Branch. She pioneered youth leadership by securing the 1st MALAYSIA BOOK of RECORDS, ASEAN and ASIA RECORDS for GGAM.

Globally, she is the First Asian Lady to sit on the Board of the World Scout Foundation (WSF) appointed to the board in 2012, currently chaired by HRH Grand Duke Guillaume of Luxembourg. Inducted into the prestigious Regal Circle by HM King Carl XVI Gustaf of Sweden in 2026 for her sustained global youth advocacy.

YEOH KEONG JUNN

Alternate Director to Tan Sri (Sir) Yeoh Sock Ping, the Executive Chairman

Age: 37

Gender: Male

Nationality: Malaysian

Date of Appointment:
24 September 2026

Mr Yeoh Keong Junn graduated with a Master of Engineering and a Master of Arts from the University of Cambridge, United Kingdom. He is currently an Executive Director in the Cement division of YTL Group.

He began his career in year 2011 as an Investment Banking Analyst at UBS AG, specialising in corporate finance. He joined YTL Group in year 2012 and has since been involved in overseeing corporate finance, project management, and operational functions within Cement division.

He serves as an Executive Director in Concrete Engineering Products Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad.

He currently also serves as the General Director of Fico Tay Ninh Cement Joint Stock Company in Vietnam, where he plays an active role in driving the division's regional expansion and sustainability initiatives, including sustainable construction, low-carbon building materials and strategic developments relating to green cement, infrastructure investment and regional industrial growth across Southeast Asia.

YEOH PEI YEN

Alternate Director to Dato' Sri Yeoh Sock Siong, the Managing Director

Age: 29

Gender: Female

Nationality: Malaysian

Date of Appointment:
24 September 2026

Ms Yeoh Pei Yen holds a Master of Fine Art from Parsons School of Design, The New School and a Bachelor of Politics, Philosophy & Law from the King's College London.

She is an Executive Director of the YTL Cement Group, where she has been instrumental in strengthening the Group's position as a leader in building materials, and ESG within the construction industry. She plays a key role in driving strategic, stakeholder engagement and creating platforms for industry dialogue, knowledge sharing and collaboration on sustainable construction practices.

She founded BUILDS, the CSR arm of the YTL Cement Group which focuses on community development, environmental initiatives and educations. Under her leadership, BUILDS has undertaken numerous impactful programs benefiting local communities and advancing critical environmental awareness.

Among the Group's notable initiatives is the Penyu Shell-Ter Project which raised more than RM1.2 million for the turtle conservation efforts in Malaysia whilst also supporting and showcasing in Malaysia artists. The project reflects her commitment towards creating meaningful collaboration that amalgamate environmental conservation, community engagement and the arts.

She also sits on the Board of Concrete Engineering Products Berhad, which is listed on the Main Board of Bursa Malaysia Securities Berhad and YTL Industries Berhad.

YEOH KEONG WEI

Alternate Director to Dato' Yeoh Seok Kian, the Executive Director

Age: 31

Gender: Male

Nationality: Malaysian

Date of Appointment:
24 September 2026

Mr Yeoh Keong Wei graduated from King's College London in 2020 with a First Class Honours degree in International Management and further broadened his global perspective through a year abroad at the University of Toronto.

He is an Executive Director of YTL Land & Development Berhad ("YTL Land"), where he is involved in advancing the company's next generation of distinctive property developments and placemaking initiatives.

He joined YTL Land in 2021 and has since played a key role in the evolution of the company's property portfolio and investment strategy, with a focus on identifying opportunities, unlocking asset potential and creating sustainable long-term value. His responsibilities encompass land bank planning, strategic acquisitions and selective disposals, as well as master planning and project execution.

A key focus of his work has been the master planning of Sentul, where he is helping to realise a long-term vision for the precinct that brings together its historical assets, railway heritage, mature greenery and a new generation of living, working and cultural spaces. Central to this vision is the transformation of Sentul's former railway depots into a distinctive mixed-use destination, connecting the character of its past with the needs of a contemporary city.

He also plays a role in YTL Land's marketing, sales and brand positioning, applying market intelligence, data and digital innovation to strengthen market traction and differentiate its developments. Working closely across projects, he brings together commercial objectives, consumer insights and brand strategy to develop compelling propositions aligned with market demand.

His experience spans investment, development, placemaking and commercial strategy, reflecting an integrated approach to creating distinctive destinations and enhancing long-term value across YTL Land's portfolio.

He also serves as an Alternate Director to Dato' Yeoh Seok Kian in YTL Corporation Berhad, where Dato' Yeoh Seok Kian is the Managing Director, and in YTL Power International Berhad and Concrete Engineering Products Berhad, where Dato' Yeoh Seok Kian is an Executive Director, all of which are listed on the Main Market of Bursa Malaysia Securities Berhad.

Profile of the Board of Directors

YEOH KEONG YUAN

Alternate Director to Dato' Seri Yeoh Seok Hong, the Executive Director

Age: 37

Gender: Male

Nationality: Malaysian

Date of Appointment:
24 September 2026

Mr Yeoh Keong Yuan graduated with a Master of Engineering in Civil Engineering from the University of Oxford, United Kingdom.

He is an Executive Director of YTL Construction. His responsibilities span major infrastructure, property developments, power generation and digital infrastructure.

He served as Project Director of the 192km Gemas-Johor Bahru Electrified Double Track Project, overseeing the delivery of a major national railway undertaking. His portfolio also includes landmark developments in Malaysia and Singapore, including The Fennel at Sentul East, 3 Orchard By-The-Park and Menara YTL, the YTL Group's headquarters.

Beyond construction, he serves as an Executive Director in Ranhill Utilities Berhad and Concrete Engineering Products Berhad, both listed on the Main Market of Bursa Malaysia Securities Berhad. He is also the Director of YTL Power Services Sdn Bhd, which oversees the operations and maintenance of YTL Power International Berhad's portfolio of power generation assets.

He is currently a Vice President in the Master Builders Association of Malaysia (MBAM).

CHOY YUIN QUAN

Alternate Director to Dato' Yeoh Soo Keng, the Executive Director

Age: 26

Gender: Female

Nationality: Malaysian

Date of Appointment:
24 September 2026

Ms Choy Yuin Quan graduated with a First Class Honours in Bachelor of Science in Technology and Business Management from the University College London.

She has experience spanning business strategy, software engineering, creative industries and entrepreneurship across Malaysia and international markets.

She most recently served as Strategy & Projects Lead at Grab, leading initiatives across product incubation, business growth, performance optimisation and strategic partnerships, including the zero-to-one development and scaling of new mobility solutions across Southeast Asia. Prior to joining Grab, she gained international experience in London with Wavemaker Global, working across global accounts and multi-market strategic initiatives.

She has since transitioned to building her own independent creative practice, working with a portfolio of clients across Southeast Asia, Europe and America on creative, brand and experiential projects.

DETAILS OF ATTENDANCE OF DIRECTORS AT BOARD MEETINGS

During the financial year, a total of 5 Board meetings were held and the details of attendance are as follows:-

	Attendance
Tan Sri (Sir) Yeoh Sock Ping	5/5
Dato' Sri Yeoh Sock Siong	5/5
Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah Binti Tapsir	5/5
Yap Seng Chong	5/5
Fong Yee Mei	5/5
Dato' Yeoh Seok Kian	4/5
Dato' Seri Yeoh Seok Hong	4/5
Dato' Yeoh Soo Keng	5/5

Notes:

1. ***Family Relationship with Director and/or Major Shareholder***

   Tan Sri (Sir) Yeoh Sock Ping, Dato' Yeoh Seok Kian, Dato' Seri Yeoh Seok Hong, Dato' Sri Yeoh Sock Siong and Dato' Yeoh Soo Keng are siblings. They are the children of Puan Sri Datin Seri Tan Kai Yong @ Tan Kay Neong who is a deemed major shareholder of the Company. Mr Yeoh Keong Junn, Mr Yeoh Keong Wei, Mr Yeoh Keong Yuan, Ms Yeoh Pei Yen and Ms Choy Yuin Quan are the respective children of Tan Sri (Sir) Yeoh Sock Ping, Dato' Yeoh Seok Kian, Dato' Seri Yeoh Seok Hong, Dato' Sri Yeoh Sock Siong and Dato' Yeoh Soo Keng. Save as disclosed herein, none of the Directors has any family relationship with any director and/or major shareholder of the Company.

2. ***Conflict of Interest or Potential Conflict of Interest***

   None of the Directors of the Company has any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.

3. ***Conviction of Offences (other than traffic offences)***

   None of the Directors has been convicted of any offences within the past five (5) years.

4. ***Public Sanction or Penalty imposed***

   None of the Directors has been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year.

The management team is headed by the Executive Chairman, Tan Sri (Sir) Yeoh Sock Ping and the Managing Director, Dato' Sri Yeoh Sock Siong. They are the Key Senior Management and their profiles are as set out in the Profile of the Board of Directors on pages 36 and 37, respectively of this Annual Report.

Corporate Governance Overview Statement

for the financial year ended 30 June 2026

The Board of Directors ("Board") of Malayan Cement Berhad ("MCB" or "Company") remains firmly committed to ensuring an appropriate and sound system of corporate governance throughout the Company and its subsidiaries ("MCB Group" or "Group"). The MCB Group has a long-standing commitment to corporate governance and protection of stakeholder value that has been integral to the MCB Group's achievements and strong financial profile to date.

The MCB Group's corporate governance structure is a fundamental part of the Board's responsibility to protect and enhance long-term shareholder value and the financial performance of the MCB Group, whilst taking into account the interests of all stakeholders.

In implementing its governance system and ensuring compliance with the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities"), the Board has been guided by the principles and practices set out in the Malaysian Code on Corporate Governance ("Code") issued by the Securities Commission Malaysia ("SC").

An overview of the Board's compliance with the Code during the financial year ended 30 June 2026 is detailed in this statement.

The Company's Corporate Governance Report ("CG Report") for the financial year ended 30 June 2026 is available at the Company's website at www.ytlcement.my and has been released via the website of Bursa Securities at www.bursamalaysia.com in conjunction with the Annual Report.

PRINCIPLE A: BOARD LEADERSHIP & EFFECTIVENESS

Responsibilities of the Board

MCB is led and managed by an experienced Board with a wide and varied range of expertise to address and manage the complexity and scale of the MCB Group's operations. This broad spectrum of skills and experience ensures the MCB Group is under the guidance of an accountable and competent Board. The Directors recognise the key role they play in charting the strategic direction, development and control of the MCB Group.

Key elements of the Board's stewardship responsibilities include:

- Ensuring that the strategic plans for the MCB Group support long-term value creation for the benefit of its stakeholders and include strategies on economic, environmental and social considerations underpinning sustainability;
- Promoting good corporate governance culture within the MCB Group which reinforces ethical, prudent and professional behaviour;
- Overseeing the conduct of the MCB Group's businesses to evaluate and assess management performance to determine whether businesses are being properly managed;
- Ensuring there is a framework of prudent and effective internal control and risk management systems which enable risks to be identified, assessed and managed;
- Succession planning for the Board and senior management;
- Overseeing the development and implementation of a shareholder/stakeholder communications policy;
- Reviewing the adequacy and integrity of the MCB Group's management information and internal control systems; and
- Ensuring the integrity of the MCB Group's financial and non-financial reporting.

Corporate Governance Overview Statement

for the financial year ended 30 June 2026

The Board is led by the Executive Chairman who is responsible for instilling good corporate governance practices, leadership and effectiveness of the Board.

There is a clear balance of power, authority and accountability between the Executive Chairman, Tan Sri (Sir) Yeoh Sock Ping, and the Managing Director, Dato' Sri Yeoh Sock Siong, between the running of the Board and the Company's business, respectively. The positions of Executive Chairman and Managing Director are separate and clearly defined, and are held by different members of the Board.

The Executive Chairman is responsible for leadership of the Board in ensuring the effectiveness of all aspects of its role, and is primarily responsible for leading the Board in setting the values and standards of the Company, including good corporate governance practices, the orderly and effective conduct of the meetings of the Board and shareholders, leading discussions, encouraging active and open participation, managing the interface and encouraging constructive relations between the Board and management, ensuring the provision of accurate, timely and clear information to Directors and effective communications with stakeholders and facilitating the effective contribution of Non-Executive Directors.

The Managing Director is responsible for, amongst others, overseeing the day-to-day running of the business, developing and implementing Board policies and strategies, making operational decisions, serving as the conduit between the Board and management in ensuring the success of the Company's governance and management functions, ensuring effective communication with shareholders and relevant stakeholders, providing strong leadership, i.e., effectively communicating the vision, management philosophy and business strategy to employees, and keeping the Board informed of salient aspects and issues concerning the Group's operations.

The Managing Director and Executive Directors are accountable to the Board for the profitability and development of the MCB Group, consistent with the primary aim of enhancing long-term shareholder value. The Independent Non-Executive Directors have the experience and business acumen necessary to carry sufficient weight in the Board's decisions and the presence of these Independent Non-Executive Directors brings an additional element of balance to the Board as they do not participate in the day-to-day running of the MCB Group.

The roles of Executive and Non-Executive Directors are differentiated, both having fiduciary duties towards shareholders. Executive Directors have a direct responsibility for business operations whereas Non-Executive Directors have the necessary skill and experience to bring an independent judgment to bear on issues of strategy, performance and resources brought before the Board. The Executive Directors are collectively accountable for the running and management of the MCB Group's operations and for ensuring that strategies are fully discussed and examined, and take account of the long-term interests of shareholders, employees, customers, suppliers and the many communities in which the MCB Group conducts its business.

In accordance with the Code, the Executive Chairman is not a member of the Audit and Risk Management Committee ("ARMC") or Remuneration and Nomination Committee ("RNC"), all of which are chaired by and comprise Independent Non-Executive Directors. This promotes objectivity in the Board's deliberations and ensures there are effective checks and balances, as well as objective review by the Board of recommendations put forth by the committees.

In the discharge of their responsibilities, the Directors have established functions which are reserved for the Board and those which are delegated to management. Key matters reserved for the Board's approval include overall strategic direction, business expansion and restructuring plans, material acquisitions and disposals, expenditure over certain limits, issuance of new securities, payments of dividends and capital alteration plans. Further information on authorisation procedures, authority levels and other key processes can also be found in the *Statement on Risk Management and Internal Control* set out in this Annual Report.

Board Meetings & Procedures

Board meetings are scheduled with due notice in advance at least 5 times in a year in order to review and approve the annual and interim financial results. Additional meetings may also be convened on an ad-hoc basis when significant issues arise relating to the MCB Group and when necessary to review the progress of its operating subsidiaries in achieving their strategic goals. Meetings of the Board committees are conducted separately from those of the main Board to enable objective and independent discussions. The Board met 5 times during the financial year ended 30 June 2026.

Corporate Governance Overview Statement
for the financial year ended 30 June 2026

The Directors are fully apprised of the need to determine and disclose potential or actual conflicts of interest which may arise in relation to transactions or matters which come before the Board. In accordance with applicable laws and regulations, the Directors formally disclose any direct or indirect interests or conflicts of interests in such transactions or matters as and when they arise and abstain from deliberations and voting at Board meetings as required.

The Directors have full and unrestricted access to all information pertaining to the MCB Group's business and affairs to enable them to discharge their duties. At least one week prior to each Board meeting, all Directors receive the agenda together with a comprehensive set of Board papers encompassing qualitative and quantitative information relevant to the business of the meeting. This allows the Directors to obtain further explanations or clarifications, where necessary, in order to be properly briefed before each meeting.

Board papers are presented in a consistent, concise and comprehensive format, and include, where relevant to the proposal put forward for the Board's deliberation, approval or knowledge, progress reports on the MCB Group's operations and detailed information on corporate proposals, major fund-raising exercises and significant acquisitions and disposals. Where necessary or prudent, professional advisers may be on hand to provide further information and respond directly to Directors' queries. In order to maintain confidentiality, Board papers on issues that are deemed to be price-sensitive may be handed out to Directors during the Board meeting.

The minutes of the Board and Board committee meetings are circulated and confirmed at the next meeting. Once confirmed, the minutes of the Board committee meetings are subsequently presented to the Board for notation.

Company Secretary

The Board is supported by a professionally qualified and competent Company Secretary. The Company Secretary, Ms Ho Say Keng, is a Fellow of the Association of Chartered Certified Accountants, a registered member of the Malaysian Institute of Accountants and an affiliate member of the Chartered Governance Institute of Malaysia, and is qualified to act as Company Secretary under Section 235(2)(a) of the Companies Act 2016.

The Company Secretary ensures that Board procedures are adhered to at all times during meetings and advises the Board on matters including corporate governance issues and the Directors' responsibilities in complying with relevant legislation and regulations. The Company Secretary works very closely with management for timely and appropriate information, which will then be passed on to the Directors. In accordance with the Board's procedures, deliberations and conclusions in Board meetings are recorded by the Company Secretary, who ensures that accurate and proper records of the proceedings of Board meetings and resolutions passed are recorded and kept in the statutory register at the registered office of the Company.

During the financial year under review, the Company Secretary attended training, seminars and regulatory updates relevant for the effective discharge of her duties. The Company Secretary carries out ongoing reviews of existing practices in comparison with any new measures introduced in the Listing Requirements and/or legislation, regulations and codes applicable to the governance of the Company and updates the Board accordingly.

Board Charter

The Board's functions are governed and regulated by the Constitution of the Company, and the laws, rules and regulations governing companies in Malaysia, including the Companies Act 2016 and the Listing Requirements. The Board has a Board Charter, a copy of which can be found under the "*Corporate Governance*" section on the Company's website at www.ytlcement.my.

The Board Charter serves several important functions, including as a primary reference to the Board of its role, fiduciary duties and responsibilities, its governance processes and legal framework within which it operates and as an induction tool for new Directors. The Board Charter clearly identifies the respective roles and responsibilities of the Board, Board committees, Directors and management and the issues and decisions reserved for the Board.

The Board Charter sets out, amongst others, the applicability to the Board of the Conflict of Interest Policy, the Anti-Bribery & Anti-Corruption Policy, the Code of Conduct & Business Ethics for the MCB Group ("MCB Group Code of Conduct & Business Ethics"), the Fit and Proper Policy for Directors and a policy limiting the tenure of the Independent Non-Executive Directors to nine years without further extension.

Corporate Governance Overview Statement
for the financial year ended 30 June 2026

The Board Charter is reviewed as and when changes arise and updated in accordance with the needs of the Company and any new regulations that impact the discharge of the Board's responsibilities.

Business Conduct, Ethics & Whistleblowing

The Directors observe and adhere to the MCB Group Code of Conduct & Business Ethics.

MCB has an established track record for good governance and ethical conduct. Key guidance is contained in the MCB Group Code of Conduct & Business Ethics, which also sets out the whistleblowing policy and procedures, and the MCB Group's Anti-Bribery & Anti-Corruption Policy, as detailed in the following section. A copy of the MCB Group Code of Conduct & Business Ethics can be found on the Company's website at www.ytlcement.my.

The MCB Group Code of Conduct & Business Ethics sets out the acceptable general practices and ethics for the MCB Group and includes policies and measures to address conflicts of interest, abuse of power, corruption, insider trading, money laundering and data protection. The MCB Group Code of Conduct & Business Ethics also codifies existing environmental and social policies and general practices that apply across the MCB Group.

Training modules and other methods of communication are employed on an ongoing basis to familiarise employees with their duties and obligations in this area. Training carried out during the financial year under review focused on areas including anti-bribery and corruption.

Conflicts of Interest ("COI")

The Board has in place a COI Policy which is intended to ensure that any actual or potential COI that a Director or key senior management may have is appropriately dealt with or managed. The policy applies to the Directors and key senior management of the MCB Group and sets out guidance in identifying COI situations, disclosure and recusal requirements and the measures to be taken to resolve, eliminate or mitigate conflicts. The policy also expands the scope of the ARMC's review of COI situations and the measures taken to resolve, eliminate or mitigate any such conflicts, while the RNC oversees COI matters relating to the appointment and re-election of Directors, and assesses COI declarations made by the Directors as part of the annual Board performance appraisal exercise.

To assist the ARMC in discharging its duties in this area, a 'COI Declaration Form' has been adopted together with the COI Policy, requiring all Directors and key senior management to submit an annual declaration, or as and when conflict arise. These declarations will be tabled at ARMC meetings on a quarterly basis for the purpose of identifying, evaluating, disclosure/reporting, monitoring, maintenance and management of COI situations. Updates on matters reviewed by the ARMC, including its findings and recommendations, if any, are reported to the Board.

Anti-Bribery & Anti-Corruption Policy ("ABC Policy")

The objective of the ABC Policy is to further enforce the MCB Group Code of Conduct & Business Ethics in order to ensure that all Directors and employees understand their responsibilities in compliance with the MCB Group's zero tolerance for bribery and corruption within the organisation. This is in line with the corporate liability provision in Section 17A of the Malaysian Anti-Corruption Commission Act 2009 ("MACC Act") which came into force on 1 June 2020. A copy of the ABC Policy can be found on the Company's website at www.ytlcement.my.

The ABC Policy outlines the MCB Group's strategies in identifying, preventing and managing bribery and corruption issues. The policies and procedures put in place are guided by the Guidelines on Adequate Procedures issued pursuant to Section 17A(5) of the MACC Act. The ABC Policy applies to all Directors, managers and employees of the Company in dealing with external parties in the commercial context. The policy is reviewed at least once every three years and amended as needed to ensure that it continues to remain relevant, appropriate and effective to enforce the principles highlighted therein and to ensure continued compliance with the prevailing law.

A comprehensive implementation plan has been established to communicate and disseminate the ABC Policy on an ongoing basis throughout the MCB Group through online training modules and other communication methods, and has been a highly effective component of the overall anti-bribery and anti-corruption risk management process.

Corporate Governance Overview Statement
for the financial year ended 30 June 2026

Directors and employees of the MCB Group in Malaysia are required to read and understand the ABC Policy and the MCB Group Code of Conduct & Business Ethics, successfully complete the online training modules to reinforce their understanding of the policy and sign the Integrity Pledge for the YTL Corporation Berhad ("YTL Corp") group of companies ("YTL Group") in acknowledgement of their obligations and responsibilities.

Compliance with the ABC Policy continues to be monitored closely on an ongoing basis. The annual risk assessment is carried out to identify the corruption risks to which the Group is exposed and the appropriateness of the mitigation measures established to minimise the exposure to these risks.

Sustainability Governance

The MCB Group has a long-standing commitment to ensuring that its businesses are viable and sustainable on a long-term basis. The Board oversees governance of the MCB Group's sustainability matters which includes setting its environmental, social and governance ("ESG") strategies, priorities and targets, overseeing the progress of ESG strategy and performance and reviewing and addressing the MCB Group's material ESG risks and opportunities. Further information can be found in the *Sustainability Report 2026* and the section entitled "*Reports*" on the Company's website at www.ytlcement.my.

MCB's Sustainability Committee is chaired by the Group Managing Director, Dato' Sri Yeoh Sock Siong, supported by the Head of Sustainability and senior management with responsibility for ESG matters. The Sustainability Committee supports the Board to set the high-level ESG direction and strategic focus, oversees the implementation of ESG strategies and related matters and reviews, and monitors and provides the MCB Group's ESG strategic plans and initiatives across its value chain. The Sustainability Committee reports to the Board on an annual basis or more frequently, as and when needed.

The Board is ultimately responsible for MCB's sustainability matters. The Board ensures MCB performance and long-term strategy include consideration for ESG issues to ensure MCB remains resilient and able to deliver sustainable value for its stakeholders.

The Company's key methods for communicating its sustainability strategies, priorities and targets as well as performance against these targets to internal and external stakeholders include the Annual Report, Sustainability Report and the "*Sustainability*" section on the Company's website at www.ytlcement.my. As part of the YTL Group, information on the MCB's Group's ESG performance is also included in the YTL Group Sustainability Report, which is issued annually and can be accessed from the YTL Group's Sustainability website at www.ytl.com/sustainability.

The Directors are kept apprised of the key ESG issues relevant and specific to the MCB Group through briefings from the Sustainability Committee and management on performance, targets and operational updates, and also stay abreast with more general developments in the ESG arena through training programmes, further details of which are disclosed in the *Remuneration and Nomination Committee Statement* in this Annual Report.

The Board's evaluation process includes criteria for addressing and managing significant risks that may have a considerable impact on the Company, and ESG risks are incorporated into this process as they form part of the overall risk management framework. Further details are set out in the section below on *Evaluation of the Board* and in the *Remuneration and Nomination Committee Statement* in this Annual Report.

Composition of the Board

The Board currently has 8 Directors (excluding Alternate Directors), comprising 5 executive members and 3 independent non-executive members. The Independent Directors comprise 37.5% of the Board, providing an effective check and balance in the functioning of the Board, and in compliance with the Listing Requirements, which require one-third of the Board to be independent.

Corporate Governance Overview Statement
for the financial year ended 30 June 2026

On 24 September 2026, the following Alternate Directors were appointed:

- Mr Yeoh Keong Junn, Alternate Director to Tan Sri (Sir) Yeoh Sock Ping
- Ms Yeoh Pei Yen, Alternate Director to Dato' Sri Yeoh Sock Siong
- Mr Yeoh Keong Wei, Alternate Director to Dato' Yeoh Seok Kian
- Mr Yeoh Keong Yuan, Alternate Director to Dato' Seri Yeoh Seok Hong
- Ms Choy Yuin Quan, Alternate Director to Dato' Yeoh Soo Keng

The Directors are cognisant of the recommendation in the Code for the Board to comprise a majority of independent directors, and will assess the composition and size of the Board on an ongoing basis to ensure the needs of the Company are met.

MCB is 58.71%-owned by YTL Cement Berhad, which is in turn 97.93%-owned by YTL Corp (as at 30 June 2026). The Executive Directors are appointed by the major shareholder in accordance with its rights under the Companies Act 2016 and the Constitution of the Company.

MCB is majority-owned by a single shareholder, unlike other listed companies that may have a dispersed shareholder base which enables a shareholder to exercise control despite holding a minority stake. The interests of the major shareholder are fully aligned with those of all shareholders of the Company.

The expertise and experience in both the day-to-day running of the Group's businesses and the determination and setting of its broader strategy lies with the Executive Directors in order to ensure the ongoing ability to fulfil their roles and responsibilities as stewards of the Group's businesses.

Nevertheless, the Company has in place appropriate and rigorous governance structures and internal controls necessary to safeguard the assets of the Group and protect shareholder value. There is robust oversight in the form of the Board's ARMC and RNC, both of which are chaired by and comprise solely Independent Non-Executive Directors.

The Board is of the view that the current Independent Non-Executive Directors have the experience and business acumen necessary to carry sufficient weight in the Board's decisions, and act in the best interests of the shareholders.

None of the Independent Non-Executive Directors have served on the Board for a period exceeding the nine-year term limit recommended in the Code.

In accordance with the Company's Constitution, at least one-third of the Directors are required to retire from office at each Annual General Meeting ("AGM") and may offer themselves for re-election by rotation. Directors who are appointed by the Board during the financial year are subject to re-election by shareholders at the next AGM held following their appointments.

The names of Directors seeking re-election at the forthcoming AGM are disclosed in the *Notice of Annual General Meeting* in this Annual Report, whilst the review of Directors proposed for re-election and their profiles can be found in the *Remuneration and Nomination Committee Statement* and the *Profile of the Board of Directors*, respectively. This information is also available under the "*Corporate Governance*" section on the Company's website at www.ytlcement.my.

Board & Senior Management Appointments

The RNC is responsible for assessing suitable candidates for appointment to the Board, with due regard for diversity, taking into account the required mix of skills, experience, age, gender, ethnicity, time and commitment, background and perspective of members of the Board, including any actual or potential conflicts of interest before submitting its recommendation to the Board for decision.

The RNC is chaired by and comprises solely Independent Non-Executive Directors. The Chairman of the RNC is Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah Binti Tapsir. This complies with the recommendation under the Code that the chairman of the RNC should not be the chairman of the Board.

Whilst it has, to date, not been necessary to do so given the expertise of the Independent Non-Executive Directors, the Board will also endeavour to utilise independent sources including external human resources consultants and specialised databases, as appropriate.

Meanwhile, members of senior management are selected based on relevant industry experience, with due regard for diversity in skills, experience, age, gender, ethnicity, background and perspective, and are appointed by the Executive Chairman and/or the Managing Director following recommendation by the Executive Director in charge of the relevant division. As the Board's overriding aim is to maintain a strong and effective Board, it seeks to ensure that all appointments are made on merit, taking into account the collective balance of elements such as skills, experience, age, gender, ethnicity, background and perspective.

The Board recognises the importance of encouraging and developing female talent at all levels. Currently, there are three female Directors on the Board comprising 37.5% of the Board which meets the target of 30% women directors set out in the Code.

Evaluation of the Board

Annual evaluation of the Board as a whole, Board committees and individual Directors is carried out by the RNC. The evaluation carried out during the financial year under review involved an annual assessment of the effectiveness of each individual Director, the Board's committees and the Board as a whole with the objectives of assessing whether the Board, its committees and the Directors had effectively performed its/their roles and fulfilled its/their responsibilities, and devoted sufficient time and commitment to the Company's affairs, in addition to recommending areas for improvement.

The assessment exercise was facilitated by the Company Secretary and involved the completion of questionnaires/evaluation forms comprising a Board and Board Committees Effectiveness Evaluation Form, Director's Performance Evaluation Form, Director's Confirmation of Independence Form, ARMC Effectiveness Evaluation Form and ARMC Members Evaluation by RNC Form.

The results of the annual evaluation carried out form the basis of the RNC's recommendations to the Board for the re-election of Directors. As recommended in the Code, the Board will endeavour to utilise independent experts to facilitate the evaluation process, as and when appropriate. Further information on the activities of the RNC can be found in the *Remuneration and Nomination Committee Statement* set out in this Annual Report. This information is also available under the "*Corporate Governance*" section on the Company's website at www.ytlcement.my.

Remuneration

Directors' remuneration is decided in line with the objective recommended by the Code to determine the remuneration for Directors so as to attract, retain, motivate and incentivise Directors of the necessary calibre to lead the MCB Group successfully. In general, the remuneration of the Directors is reviewed against the performance of the individual and the MCB Group. Where applicable, the Executive Directors' remuneration consists of basic salary, other emoluments and other customary benefits as appropriate to a senior management member, whilst the Non-Executive Directors' remuneration comprises Directors' fees and other benefits. The component parts of remuneration are structured so as to link rewards to performance. Directors do not participate in decisions regarding their own remuneration packages. Directors' fees and other benefits must be approved by shareholders at the AGM.

The RNC is chaired by and comprises solely Independent Non-Executive Directors, in compliance with the Code. The RNC assists in the implementation of the remuneration policy and procedures, including reviewing and recommending matters relating to the remuneration of the Directors and senior management to the Board, further information on which can be found in the *Remuneration and Nomination Committee Statement* set out in this Annual Report. The *Remuneration Policy and Procedures for Directors and Senior Management* and the terms of reference of the RNC can also be found under the "*Corporate Governance*" section on the Company's website at www.ytlcement.my.

Details of the Directors' remuneration categorised into appropriate components can be found in *Note 6* of the *Financial Statements* in this Annual Report.

The Executive Chairman and Managing Director who are members of the Board also comprise the senior management of the Company and the details of their remuneration are disclosed as set out above.

Board Commitment

In accordance with the Listing Requirements, members of the Board do not hold more than five directorships in public listed companies. This ensures that their commitment, resources and time are focused on the affairs of the MCB Group thereby enabling them to discharge their duties effectively.

Corporate Governance Overview Statement
for the financial year ended 30 June 2026

Presently, each Board member is required to assess (via the annual assessment process) whether he/she devotes the necessary time and energy to fulfilling his/her commitments to the Company. The Board recognises that an individual's capacity for work varies depending on various factors that weigh very much on his/her own assessment. Hence, having rigid protocols in place before any new directorships may be accepted is not practical. Each Board member is also expected to inform the Board whenever he/she is appointed as an officer of a corporation. In accordance with the Board Charter and guidance in the Code, none of the Directors are active politicians.

The details of each Director's attendance of Board meetings can be found in the *Profile of the Board of Directors* whilst details of the training programmes attended during the year under review are disclosed in the *Remuneration and Nomination Committee Statement* in this Annual Report. This information is also available under the "*Corporate Governance*" section on the Company's website at www.ytlcement.my.

PRINCIPLE B: EFFECTIVE AUDIT & RISK MANAGEMENT

Integrity in Financial Reporting

The Directors are responsible for ensuring that financial statements are drawn up in accordance with the Listing Requirements, Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The *Statement of Directors' Responsibilities* made pursuant to Section 248-249 of the Companies Act 2016 is set out in this Annual Report.

In presenting the financial statements, the Company has used appropriate accounting policies, consistently applied and supported by reasonable and prudent judgments and estimates, to present a true and fair assessment of the Company's position and prospects. Interim financial reports were reviewed by the ARMC and approved by the Board prior to release to Bursa Securities.

ARMC

The Company has in place an ARMC which comprises solely Independent Non-Executive Directors, in compliance with the Listing Requirements and the Code, namely Mr Yap Seng Chong, Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah Binti Tapsir and Ms Fong Yee Mei. The Chairman of the ARMC is Mr Yap Seng Chong, in accordance with the recommendation under the Code that the chairman of the audit committee should not be the chairman of the Board.

The members of the ARMC possess a wide range of necessary skills to discharge their duties, and are financially literate and able to understand matters under the purview of the ARMC including the financial reporting process. The members of the ARMC also intend to continue to undertake professional development by attending training to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

The ARMC holds quarterly meetings to review matters including the MCB Group's financial reporting, the audit plans for the financial year and recurrent related party transactions, as well as to deliberate the findings of the internal and external auditors.

The ARMC met 5 times during the financial year ended 30 June 2026. Full details of the composition and a summary of the work carried out by the ARMC during the financial year can be found in the *Audit and Risk Management Committee Report* set out in this Annual Report. This information and the terms of reference of the ARMC are available under the "*Corporate Governance*" section on the Company's website at www.ytlcement.my.

The ARMC has established formal and professional arrangements for maintaining an appropriate relationship with the Company's external auditors, HLB Ler Lum Chew PLT ("HLB"). The external auditors also attend each AGM in order to address clarifications sought pertaining to the audited financial statements by shareholders.

The ARMC's *Auditor Independence Policy* guides its assessment of the suitability, objectivity and independence of the external auditors. The policy includes, amongst others, a cooling off period of at least three years before a former audit partner of the external audit firm may be appointed as a member of the ARMC and additional assessment criteria based on information presented in the Annual Transparency Report of the external auditors, in line with the Code. None of the ARMC members were formerly partners of MCB's external auditors.

Details of the audit and non-audit fees paid/payable to HLB for the financial year ended 30 June 2026 are as follows:-

	Company RM '000	Group RM '000
Statutory audit fees paid/payable to:-		
- HLB	130	898
- Affiliates of HLB	-	-
Total	**130**	**898**
Non-audit fees paid/payable to:-		
- HLB	8	8
- Affiliates of HLB	4	152
Total	**12**	**160**

Risk Management & Internal Control

The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal control to safeguard the investment of its shareholders and the MCB Group's assets, and that these controls are designed to provide reasonable, but not absolute, assurance against the risk of occurrence of material errors, fraud or losses.

Details of the MCB Group's system of risk management and internal control are contained in the *Statement on Risk Management and Internal Control* and the *Audit and Risk Management Committee Report* as set out in this Annual Report.

Internal Audit

MCB's internal audit function is carried out by the Internal Audit department within the YTL Group ("YTLIA"), which reports directly to the ARMC. The Chief Audit Executive, Encik Syalleh Karimyee Bin Ab Rahman, holds a bachelor's degree in Accounting and Finance from the Universiti Utara Malaysia. He is a Chartered Accountant (CA) with the Malaysian Institute of Accountants (MIA), a Certified Internal Auditor (CIA), and has Certification in Control Self-Assessment (CCSA) from the Institute of Internal Auditors (IIA). In addition, he is an IATA Operational Safety Auditor (IOSA), certified by the International Air Transport Association (IATA). He has over 30 years of experience in internal audit, IT risk and corporate assurance across diverse industries including utilities, aviation, telecommunications and financial services.

During the financial year ended 30 June 2026, YTLIA comprised 9 full-time personnel. The personnel of YTLIA are free from any relationships or conflicts of interest which could impair their objectivity and independence.

YTLIA continues to implement the recommendations from the Global Internal Audit Standards Gap Assessment to further strengthen its internal audit practices and achieve alignment with the Standards.

Corporate Governance Overview Statement
for the financial year ended 30 June 2026

The activities of the internal audit function during the year under review included:-

- Developing the annual internal audit plan and proposing this plan to the ARMC;
- Conducting scheduled internal audit engagements, focusing primarily on the adequacy and effectiveness of internal controls and recommending improvements where necessary;
- Conducting follow-up reviews to assess if appropriate action has been taken to address issues highlighted in previous audit reports;
- Presenting significant audit findings to the ARMC for consideration;
- Conducting review of recurrent related party transactions;
- Conducting discussions with management in identifying significant concerns and risk areas perceived by management for inclusion in the internal audit plan;
- Conducting discussions with management to identify, analyse, assess and prioritise the internal and external corruption risks, for the purpose of establishing appropriate processes, systems and controls to mitigate the specific corruption risks exposure; and
- Conducting review and verification of the effectiveness in the implementation of the Group's ESG policies and operations for the purpose of providing independent assurance on whether data being reported is accurate, relevant, complete and timely.

Further details of the MCB Group's internal audit function are contained in the *Statement on Risk Management and Internal Control* and the *Audit and Risk Management Committee Report* as set out in this Annual Report.

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

Communication with Shareholders & Other Stakeholders

The MCB Group values dialogue with its stakeholders and constantly strives to improve transparency by maintaining channels of communication that enable the Board to convey information about performance, corporate strategy and other matters affecting stakeholders' interests. The Board believes that a constructive and effective investor relationship is essential in enhancing stakeholder value and recognises the importance of timely dissemination of information to stakeholders.

The Board ensures that shareholders are kept well-informed of any major development of the MCB Group. Such information is communicated through the Annual Report, the various disclosures and announcements to Bursa Securities, including quarterly and annual results, and corporate websites. Corporate information, annual financial results, governance information, business reviews and future plans are disseminated through the Annual Report, whilst current corporate developments are communicated via the Company's corporate website at www.ytlcement.my and the YTL Group's community website at www.ytlcommunity.com, in addition to prescribed information, including its interim financial results, announcements, circulars, prospectuses and notices, which is released through the official website of Bursa Securities.

The Executive Chairman and/or Managing Director meet with analysts, institutional shareholders and investors throughout the year not only to promote the dissemination of the MCB Group's financial results but to provide updates on strategies and new developments to ensure better understanding of the MCB Group's operations and activities. Presentations based on permissible disclosures are made to explain the MCB Group's performance and major development programs.

Corporate Governance Overview Statement

for the financial year ended 30 June 2026

Whilst efforts are made to provide as much information as possible to its shareholders and stakeholders, the Directors are cognisant of the legal and regulatory framework governing the release of material and sensitive information so as to not mislead its shareholders. Therefore, the information that is price-sensitive or that may be regarded as undisclosed material information about the MCB Group is not disclosed to any party until after the prescribed announcement to Bursa Securities has been made.

Conduct of General Meetings

The AGM is the principal forum for dialogue with shareholders. The Board provides opportunities for shareholders to raise questions pertaining to issues in the Annual Report, corporate developments in the MCB Group, the resolutions being proposed and the business of the MCB Group in general at every general meeting of the Company.

The Notice of the AGM and a statement/circular to shareholders in relation to the renewal of the Company's share buy-back authority and shareholder mandate for recurrent related party transactions mandate, if applicable, are sent to shareholders at least 28 days prior to the AGM in accordance with the Code, which also meets the criteria of the Listing Requirements and Companies Act 2016, which require the Notice of AGM to be sent 21 days prior to the AGM. This provides shareholders with sufficient time to review the MCB Group's financial and operational performance for the financial year and to fully evaluate new resolutions being proposed to make informed voting decisions at the AGM.

The Executive Chairman, Managing Director and Executive Directors provide appropriate answers in response to shareholders' questions during the meeting, thereby ensuring a high level of accountability, transparency and identification with the MCB Group's business operations, strategy and goals.

The Directors are mindful of the recommendation under the Code that all directors must attend general meetings and fully appreciate the need for their attendance at all such meetings. All Directors attended the Company's 75th AGM held on 4 December 2025.

Extraordinary general meetings are held as and when required to seek shareholders' approval. The Executive Chairman, Managing Director and Executive Directors take the opportunity to fully explain the rationale for proposals put forth for approval and the implications of such proposals for the Company, and to reply to shareholders' questions.

Where applicable, each item of special business included in the notice of the meeting is accompanied by an explanatory statement for the proposed resolution to facilitate full understanding and evaluation of the issues involved. All resolutions are put to vote by electronic poll voting and an independent scrutineer is appointed to verify poll results. The results of the electronic poll voting are announced in a timely manner, usually within half an hour of the voting process to enable sufficient time for the results to be tabulated and verified by the independent scrutineer.

The rights of shareholders, including the right to demand a poll, are found in the Constitution of the Company. At the 75th AGM of the Company, held on 4 December 2025, the resolutions put forth for shareholders' approval were voted on by way of a poll.

For general meetings conducted on a physical basis, the Board reserves centrally located venues in Kuala Lumpur to enhance accessibility. Shareholders who are unable to attend the meeting may appoint up to two proxies to attend, speak and vote on their behalf, in accordance with the timelines prescribed under the Companies Act 2016 and the Constitution of the Company. The Executive Chairman, Managing Director and Executive Directors attend in person to respond to the questions raised by shareholders and facilitate meaningful engagement.

The Company engages professional service providers to manage and administer its general meetings who have in place the necessary data privacy and protection and cybersecurity policies and procedures to safeguard the information of the Company and its shareholders.

Minutes of general meetings are posted on the Company's website under the "*Meetings*" page, which can be accessed at the link below, no later than 30 business days after the general meeting:

- https://www.ytlcement.my/investor-relations/meetings

The forthcoming 76th AGM will be held on a physical basis, the details of which can be found in the *Notice of Annual General Meeting* in this Annual Report.

Statement on Risk Management and Internal Control

for the financial year ended 30 June 2026

The Board of Directors ("Board") of Malayan Cement Berhad ("MCB" or "Company") is pleased to present the Statement on Risk Management and Internal Control for the financial year ended 30 June 2026, issued in compliance with Paragraph 15.26(b) of the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") (including applicable guidance) and Principle B of the Malaysian Code on Corporate Governance ("Code").

BOARD RESPONSIBILITY

The Board acknowledges its responsibility for maintaining a sound system of risk management and internal control which includes the establishment of an appropriate control environment framework to safeguard shareholders' investments and the assets of MCB and its subsidiaries ("MCB Group"). The Board reviews the adequacy and integrity of the system of internal control which covers not only financial controls but operational and compliance controls and risk management.

Due to inherent limitations in any system of internal control and risk management, the Board recognises that such systems are designed to manage rather than to eliminate all the risks that may hinder the Group from achieving its business objectives, and as such, can only provide reasonable but not absolute assurance against material misstatement, loss or fraud.

The Board believes that the MCB Group's system of risk management and internal control, financial or otherwise, in place for the financial year under review, should provide reasonable assurance regarding the achievement of the objectives of ensuring effectiveness and efficiency of operations, reliability and transparency of financial information and compliance with laws and regulations.

PRINCIPAL FEATURES OF THE MCB GROUP'S SYSTEM OF INTERNAL CONTROL

The principal features of the MCB Group's system of internal control can be summarised as follows:-

- **Authorisation Procedures:** The MCB Group has a clear definition of authorisation procedures and a clear line of accountability, with strict authorisation, approval and control procedures within the Board and senior management. Responsibility levels are communicated throughout the MCB Group which set out, among others, authorisation levels, segregation of duties and other control procedures to promote effective and independent stewardship in the best interests of shareholders.

- **Authority Levels:** The MCB Group has delegated authority levels for tenders, capital expenditure projects, acquisitions and disposals of businesses and other significant transactions to the Executive Chairman, Managing Director and Executive Directors. The approval of capital and revenue proposals including financing of corporate and investment funding requirements above certain limits is reserved for decision by the Board. Other investment decisions are delegated for approval in accordance with authority limits. Comprehensive appraisal and monitoring procedures are applied to all major investment decisions.

- **Financial Performance:** Interim financial results are reviewed by the Audit and Risk Management Committee ("ARMC") and approved by the Board upon the recommendation of the ARMC before release to Bursa Securities. The full year audited financial statements and analyses of the MCB Group's financial performance are released to shareholders.

- **Internal Compliance:** The MCB Group monitors compliance with its internal financial controls through management reviews. Financial reports are reviewed by key personnel to enable them to gauge achievement of annual targets. Updates of internal policies and procedures are undertaken to resolve operational deficiencies and to reflect changing risks, as well as changes to legal and regulatory compliance requirements relevant to the MCB Group. Internal audit visits are systematically arranged to monitor and scrutinise compliance with procedures and assess the integrity of financial information provided.

KEY PROCESSES OF THE MCB GROUP'S SYSTEM OF INTERNAL CONTROL

The key processes that the Board has established to review the adequacy and integrity of the system of internal control are as follows:-

- **Internal Audit Function and ARMC Oversight:** The MCB Group's internal audit function is carried out by the Internal Audit department within the YTL Corporation Berhad Group ("YTLIA"), which evaluates the efficiency and effectiveness of the internal control systems implemented by management, and reports directly to the ARMC. A description of the work of the internal audit function can be found in the *Audit and Risk Management Committee Report*, whilst additional details about the personnel and resources of YTLIA are contained in the *Corporate Governance Overview Statement* set out in this Annual Report. This information is also available under the "*Corporate Governance*" section on the Company's website at www.ytlcement.my.

YTLIA operates independently of the business or service units it audits and reports to the ARMC on the results of the audits, highlighting the efficiency and effectiveness of the system of internal control and significant risks. The ARMC reviews and evaluates the key concerns and issues raised and ensures that appropriate and prompt remedial action is taken by management.

There were no material weaknesses or issues identified during the review for the financial year that would require disclosure in this Annual Report.

The system of internal control is constantly reviewed, enhanced and updated in line with changes in the operating environment. The Board is of the view that the current system of internal control in place throughout the MCB Group is effective to safeguard its interests.

- **Executive Board and Senior Management Meetings:** The MCB Group conducts regular executive board and senior management meetings comprising the Managing Director, Executive Director overseeing operational matters, divisional heads and senior managers. These meetings are convened to deliberate and decide on urgent matters and to identify, review, discuss and resolve significant financial and treasury matters and to monitor the financial standing of the MCB Group. They also serve to ensure that any new financial developments and areas of concern are highlighted early and can be dealt with promptly. Decisions can then be effectively communicated to all relevant staff levels in a timely manner. From these meetings, the executive board and management are able to identify significant operational and financial risks of the business units concerned.

- **Site Visits:** The Managing Director and Executive Director overseeing operational matters undertake site visits to production and operating units and communicate with various levels of staff to gauge first-hand the effectiveness of strategies discussed and implemented. This is to ensure that management and the respective Executive members of the Board maintain a transparent and open channel of communication for effective operation.

KEY FEATURES & PROCESSES OF THE MCB GROUP'S RISK MANAGEMENT PRACTICES

The Board acknowledges that all areas of the MCB Group's business activities involve some degree of risk. The MCB Group is committed to ensuring that these risks are managed in order to protect shareholder value.

The Board assumes overall responsibility for the MCB Group's risk management practices. Identifying, evaluating and managing significant risks faced by the MCB Group is an ongoing process which is undertaken by senior management at each level of operations. During the financial year under review, the Board's functions within the risk management practices were exercised primarily by the Managing Director and Executive Director overseeing operational matters through their participation in management meetings to ensure the adequacy and integrity of the system of internal control. Emphasis is placed on reviewing and updating the process for identifying and evaluating the significant risks affecting the business, and policies and procedures by which these risks are managed.

The MCB Group's activities expose it to a variety of financial risks, including market risk (comprising foreign currency exchange risk, interest rate risk and price risk), credit risk, liquidity risk and capital risk. The MCB Group's overall financial risk management objective is to ensure that the MCB Group creates value for its shareholders. The MCB Group focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on its financial performance. Financial risk management is carried out through risk review analysis and internal control systems. The Board reviews these risks and approves the appropriate control environment practices. Further discussion and details on the MCB Group's risk management are contained in the *Management Discussion & Analysis* in this Annual Report.

Management is responsible for creating a risk-aware culture within the MCB Group and for the identification and evaluation of significant risks applicable to their areas of business, together with the design and operation of suitable internal controls. These risks are assessed on a continual basis and may be associated with a variety of internal and external sources including control breakdowns, disruption in information systems, competition, natural catastrophe and regulatory requirements. Changes in the business and the external environment which may give rise to significant risks are reported by management to the Managing Director/ Executive Directors in developing appropriate risk mitigation measures.

The Executive Directors will pursue the ongoing process of (i) identifying, assessing and managing key business, operational and financial risks faced by its business units as well as (ii) regularly reviewing planned strategies to determine whether risks are mitigated and well-managed, and to ensure compliance with the guidelines issued by the relevant authorities. This is to ensure the MCB Group is able to respond effectively to the constantly changing business environment in order to protect and enhance stakeholders' interests and shareholder value.

Statement on Risk Management and Internal Control
for the financial year ended 30 June 2026

REVIEW BY EXTERNAL AUDITORS

As required under Paragraph 15.23 of the Listing Requirements, the external auditors, HLB Ler Lum Chew PLT, have reviewed this Statement on Risk Management and Internal Control. Their review was performed in accordance with Audit and Assurance Practice Guide ("AAPG") 3 issued by the Malaysian Institute of Accountants. Based on their review, they have reported to the Board that nothing has come to their attention that causes them to believe that this Statement is inconsistent with their understanding of the process the Board has adopted in reviewing the adequacy and integrity of internal control and risk management of the MCB Group. AAPG 3 does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the MCB Group.

CONCLUSION

The Board is of the view that the system of risk management and internal control being instituted throughout the MCB Group is sound and effective. The monitoring, review and reporting arrangements in place give reasonable assurance that the structure and operation of controls are appropriate for the MCB Group's operations and that risks are at an acceptable level throughout its businesses. The Managing Director is primarily responsible for the financial management of MCB and has provided assurance to the Board that the MCB Group's risk management and internal control system is operating adequately and effectively. Reviews of all the control procedures will be continuously carried out to ensure the ongoing effectiveness and adequacy of the system of risk management and internal control, so as to safeguard shareholders' investments and the MCB Group's assets.

Audit and Risk Management Committee Report

COMPOSITION

Yap Seng Chong
(Chairman/Independent Non-Executive Director)

Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah Binti Tapsir
(Member/Independent Non-Executive Director)

Fong Yee Mei
(Member/Independent Non-Executive Director)

TERMS OF REFERENCE

The terms of reference can be found under the 'Corporate Governance' section on the Company's website at www.ytlcement.my.

NUMBER OF MEETINGS HELD AND DETAILS OF ATTENDANCE

During the financial year, a total of 5 Audit and Risk Management Committee ("ARMC") Meetings were held and the details of attendance are as follows:-

	Attendance
Yap Seng Chong	5/5
Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah Binti Tapsir	5/5
Fong Yee Mei	5/5

SUMMARY OF WORK CARRIED OUT FOR THE FINANCIAL YEAR

The ARMC carried out the following work for the financial year ended 30 June 2026 in the discharge of its functions and duties:-

1. Financial Reporting

(a) Reviewed the unaudited quarterly financial reports and audited financial statements ("Financial Reports") prior to its recommendation to the Board of Directors for approval.

(b) In respect of the Financial Reports, the following matters were reviewed and discussed with management, with clarifications and/or additional information provided wherever required:

- Appropriate accounting policies had been adopted and applied consistently, and other statutory and regulatory requirements had been complied with;
- The Company has adequate resources to continue in operation for the foreseeable future and that there are no material uncertainties that could lead to significant doubt as to the Group's ability to continue as a going concern;
- Significant judgements made by management in respect of matters such as impairment assessment of goodwill, derecognition of deferred tax assets, provision for site restoration costs, impairment assessment of property, plant and equipment and the underlying assumptions and/or estimates used were reasonable and appropriate in accordance with the requirements of the Malaysian Financial Reporting Standards ("MFRS");
- Adequate processes and controls were in place for effective and efficient financial reporting and disclosures under the MFRS and Bursa Malaysia Securities Berhad Main Market Listing Requirements ("Listing Requirements");
- The Financial Reports were fairly presented in conformity with the relevant accounting standards in all material aspects.

Audit and Risk Management Committee Report

2. External Audit

(a) Reviewed with the external auditors, HLB Ler Lum Chew PLT ("HLB"):

- the audit plan for the financial year ended 30 June 2026 outlining, amongst others, their scope of work, audit approach, areas of audit emphasis and development in laws and regulations affecting financial reporting and the roles and responsibilities of directors/ ARMC members and auditors;
- their status report, and final report on the audit of the financial year ended 30 June 2026 setting out their comments and conclusions on the significant audit and accounting matters highlighted, including management's judgements, estimates and/or assessment made, and adequacy of disclosures in the financial statements.

(b) Reviewed the audit fees proposed by HLB together with management and recommended the fees agreed with HLB to the Board of Directors for approval.

(c) Had discussions with HLB without the presence of management twice on 18 August 2026 and 22 September 2026, to apprise on matters in regard to the audit and financial statements. No issues were highlighted by HLB.

(d) Reviewed the profiles of the audit engagement team from HLB which enables the ARMC to assess their qualifications, expertise, resources, and independence, as well as the effectiveness of the audit process.

(e) Reviewed on a quarterly basis, the nature and extent of the non-audit services provided by HLB and its affiliates and was satisfied with the suitability, performance, independence and objectivity of HLB.

(f) Obtained written assurance from HLB that they have complied with the independence requirements and that their objectivity has not been compromised in accordance with regulatory and professional requirements.

(g) Confirmed verbally by the ARMC members that they had no knowledge of any actual, suspected or alleged fraud and non-compliance or suspected non-compliance with laws or regulations affecting the Group in response to an enquiry by the external auditors.

(h) Assessed the performance of HLB for the financial year ended 30 June 2026 and recommended to the Board of Directors for re-appointment at the forthcoming annual general meeting.

(i) Received the Condensed Transparency Report prepared by HLB, which contains the audit partner workload, auditor independence, professional capacity and competency, and investment in audit quality.

3. Internal Audit / Internal Control

(a) Reviewed with the internal auditors the internal audit reports (including follow-up review reports), the audit findings and recommendations, management's responses and/or actions taken thereto and ensured that material findings were satisfactorily addressed by management.

(b) Reviewed and adopted the internal audit plan for the financial year ending 30 June 2027 to ensure sufficient scope and coverage of activities of the Group.

(c) Reviewed internal audit resourcing, with focus on ensuring that the function has sufficient resources together with the right caliber of personnel to perform effectively and that the Chief Audit Executive has adequate authority to discharge his roles and responsibilities objectively and independently.

(d) Noted the outcomes of the internal audit department within the YTL Corporation Berhad Group ("YTLIA")'s review and verification of the Group's ESG data reporting with reference to the disclosure requirements under Bursa Securities' Sustainability Reporting Guide (3rd Edition), IFRS S2, and the National Sustainability Reporting Framework (NSRF).

4. Related Party Transactions

(a) Reviewed, on a quarterly basis, the recurrent related party transactions of a revenue or trading nature ("RRPTs") entered into by the Company and/or its subsidiaries with related parties to ensure that the Group's internal policies and procedures governing RRPTs are adhered to, the terms of the shareholder mandate are not contravened, and disclosure requirements of the Listing Requirements are observed.

(b) Reviewed the circulars to shareholders in relation to the renewal of shareholder mandate for RRPTs and new shareholder mandate for additional RRPTs prior to its recommendation to the Board of Directors for approval.

5. Annual Report

Reviewed this ARMC Report and the Statement on Risk Management and Internal Control before recommending these to the Board of Directors for approval for inclusion in 2026 Annual Report.

6. Conflict of Interest ("COI")

Reviewed the disclosure of actual or potential COI, including interest in any competing business, submitted by the Directors and key senior management of the Company and its subsidiaries via the 'COI Declaration Form' to the Secretary, who then escalated the same to the ARMC for assessment, conflict management and/or mitigation on a quarterly basis.

In addition, all Directors and key senior management were required to make an annual declaration to ensure that any COI or potential COI had been appropriately disclosed during the financial year under review.

There were no COI identified based on the review undertaken and this was subsequently reported to the Board of Directors.

7. Environmental, Social & Governance ("ESG") Reporting

Received updates regarding developments in ESG reporting requirements, the implementation timeline applicable to the Group and management's ongoing preparations for compliance with the IFRS Sustainability Disclosure Standards.

INTERNAL AUDIT FUNCTION

The Group's internal audit function is carried out by the YTLIA, which provides assurance on the efficiency and effectiveness of the internal control systems implemented by management, and reports functionally to the ARMC of the Company.

Every YTLIA team member has confirmed that they are free from conflict of interest or any relationship that could impair their objectivity and independence as internal auditors.

The ARMC reviews annually the adequacy of the scope, function, competency and resources of YTLIA to ensure that it is able to fully discharge its responsibilities. Details of the resources and the qualifications of the Chief Audit Executive are set out in the Corporate Governance Report.

During the year, the YTLIA evaluated the adequacy and effectiveness of key controls in responding to risks within the organisation's governance, operations and information systems regarding:-

- reliability and integrity of financial and operational information;
- effectiveness and efficiency of operations;
- safeguarding of assets; and
- compliance with relevant laws, regulations and contractual obligations.

The work of the internal audit function for the year under review include the following:-

1. Developed the annual internal audit plan and proposed the plan to the ARMC.
2. Conducted scheduled internal audit engagements, focusing primarily on the adequacy and effectiveness of internal controls and recommending improvements where necessary.
3. Conducted follow-up reviews to assess if appropriate action has been taken to address issues highlighted in previous audit reports.
4. Presented significant audit findings and areas for improvements to the ARMC for consideration on the recommended corrective measures together with the management's response.
5. Conducted RRPTs reviews to assess accuracy and completeness of reporting for presentation to the ARMC, and ensure compliance with the Listing Requirements.
6. Conducted discussions with management in identifying significant concerns and risk areas perceived by management for inclusion in the internal audit plan.
7. Conducted discussions with management to identify, analyse, assess and prioritise the internal and external corruption risks, for the purpose of establishing appropriate processes, systems and controls to mitigate the specific corruption risks exposure.
8. The Internal Audit Department has performed verification procedures over quantitative ESG data, including but not limited to energy and fuel consumption, water management and consumption, waste management (including scheduled and general waste), health and safety data (including employee health surveillance and training hours), and employee volunteering hours as part of community investment activities. The verification procedures were conducted at selected plants covering both the Cement and Aggregates & Concrete divisions. Any findings arising from the verification procedures have been duly addressed and amended, where appropriate, to reduce the risk of inaccuracies in the reported ESG data.

Costs amounting to RM596,702 were incurred in relation to the internal audit function for the financial year ended 30 June 2026.

Remuneration and Nomination Committee Statement

REMUNERATION AND NOMINATION COMMITTEE ("RNC")

The RNC assists the Board of Directors ("Board") of Malayan Cement Berhad (the "Company") in discharging its responsibilities, mainly,

- by overseeing the selection and assessment of Directors to ensure that the composition of the Board meets the needs of the Company; and
- establishing, reviewing and making recommendations to the Board on the remuneration policy and procedures, and ensuring that the Directors and senior management are appropriately remunerated to ensure the long-term sustainable success of the Company and its subsidiaries ("MCB Group").

The terms of reference of the RNC can be found under the "Corporate Governance" section on the Company's website at www.ytlcement.my.

During the financial year ended 30 June 2026, three (3) meetings were held and the details of attendance are as follows:

Members of the RNC	Attendance
Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah binti Tapsir (Chairman)	3/3
Yap Seng Chong	3/3
Fong Yee Mei	3/3

POLICY ON BOARD COMPOSITION

As the Board's overriding aim is to maintain a strong and effective Board, it seeks to ensure that all appointments are made on merit, taking into account the collective balance of elements such as skills, experience, age, gender, ethnicity, background and perspective. The Board recognises the importance of encouraging and developing female talent at all levels. There are currently three female directors on the Board comprising 37.5% of the Board, exceeding the 30% recommended under the Malaysian Code on Corporate Governance ("Code"). The Board intends to continue its current approach to diversity in all aspects while at the same time seeking Board members of the highest caliber, and with the necessary strength, experience and skills to meet the needs of the Company.

BOARD NOMINATION AND ELECTION PROCESS AND CRITERIA USED

The RNC is responsible for considering and making recommendations to the Board, candidates for directorship when the need arises such as to fill a vacancy arising from resignation or retirement or to close any skills, competencies, experience or diversity gap that has been identified or to strengthen Board composition. Candidates may be proposed by the Managing Director or any Director or shareholder and must fulfil the requirements prescribed under the relevant laws and regulations for appointment as director. A candidate's suitability for appointment will be based primarily on the individual's merits, fitness and propriety in line with the *Fit and Proper Policy* adopted by the Board, as well as the strategic aim for the appointment.

ACTIVITIES OF THE RNC FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

(i) Annual evaluation

In May 2026, the annual evaluation of the effectiveness of the Board, Board Committees and individual directors was carried out. The evaluation exercise was facilitated by the Company Secretary and involved the completion of evaluation forms.

Besides composition and diversity, Board effectiveness evaluation covered the areas of quality of governance and decision making, including ability in addressing the Company's material sustainability risk and opportunities, while Board Committees were assessed on their composition, expertise, and whether their functions and responsibilities were effectively discharged in accordance with their respective terms of reference.

Remuneration and Nomination Committee Statement

Individual Directors were evaluated on their fit and properness, caliber, character and integrity, contribution and performance; whether they devote necessary time and commitment, and have shown the will and ability to deliberate constructively, ask the right questions and confidence to stand up for a point of view. The assessment also took into consideration any potential conflict of interest situations involving the Directors concerned, and no conflict of interest situations were identified in the course of the assessment. With regards to the Independent Directors, their independence was also assessed.

Results of the evaluations indicated no evident weaknesses or shortcomings which require mitigating measure. The Board and the Board Committees continue to perform effectively and the Directors demonstrated satisfactory performance and commitment in discharging their responsibilities for the financial year ended 30 June 2026.

The RNC with the concurrence of the Board was of the view that the Board is of the right size and has an appropriate mix of skills, experience, perspective, independence and diversity, including gender diversity needed to meet the needs of the Company.

(ii) Review of Directors standing for re-election

In June 2026, based on the schedule of retirement by rotation and in conjunction with the annual evaluation exercise, the RNC (save for Mr Yap Seng Chong and Ms Fong Yee Mei who abstained from deliberations in respect of his/her own re-election) evaluated and recommended to the Board that Dato' Seri Yeoh Seok Hong, Mr Yap Seng Chong and Ms Fong Yee Mei who are due to retire by rotation pursuant to Article 85 of the Company's Constitution at the Seventy-Sixth Annual General Meeting of the Company ("76th AGM"), stand for re-election.

The RNC was satisfied that the executive director, namely, Dato' Seri Yeoh Seok Hong who has a wealth of experience, knowledge and insights of the business, operations and growth strategies of the MCB Group, performed and contributed effectively as indicated by the performance evaluation results. The RNC also considered his fitness and propriety, in particular his character and integrity, experience and competence, as well as his time and commitment to his roles and responsibilities.

As for the Independent Non-Executive Directors, namely, Mr Yap Seng Chong and Ms Fong Yee Mei, the RNC (save for Mr Yap Seng Chong and Ms Fong Yee Mei who abstained from deliberations in respect of his/her own re-election) was satisfied that they continue to meet the fit and proper criteria as stated in *Fit and Proper Policy* and exercise objective and independent judgement in discharging their roles and responsibilities, and fulfil the independence criteria set out in the Bursa Malaysia Securities Berhad Main Market Listing Requirements ("Listing Requirements").

(iii) Review of the evaluation forms

The RNC reviewed the evaluation forms and revisions were made where relevant, subsequently recommending to the Board the adoption of these forms to align with the Company's practices and remain consistent with the Code and Listing Requirements.

(iv) Review of candidates nominated for appointment as alternate directors to the respective Executive Directors

The RNC evaluated and recommended to the Board to consider the appointment of the following persons as alternate directors to the respective Executive Directors:

Alternate Directors	Executive Directors
Yeoh Keong Junn	Tan Sri (Sir) Yeoh Sock Ping
Yeoh Keong Wei	Dato' Yeoh Seok Kian
Yeoh Keong Yuan	Dato' Seri Yeoh Seok Hong
Yeoh Pei Yen	Dato' Sri Yeoh Sock Siong
Choy Yuin Quan	Dato' Yeoh Soo Keng

The RNC evaluated the candidates in accordance with the *Fit and Proper Policy* adopted by the Board, taking into consideration, amongst others, their backgrounds, knowledge, experience, skills, external appointments and the time commitment expected of the role. In assessing the candidates' suitability for appointment as Alternate Directors, the RNC reviewed their executive profiles, résumé highlights and declarations of fitness and propriety. The RNC was satisfied that their collective qualifications and experience offered complementary strengths across law, leadership, investments, infrastructure, technology, strategy, hospitality, creative communications and international exposure, and that they were suitable for the respective roles.

The RNC further recognised that the proposed appointments formed part of the Company's succession planning to ensure Board continuity and develop the next generation of Board leadership. The appointments would also provide the Alternate Directors with appropriate exposure to the Board's deliberations, decision-making processes and governance responsibilities.

(v) Review of the RNC Statement for the financial year ended 30 June 2026

The RNC reviewed this RNC Statement prior to its recommendation to the Board for inclusion in the 2026 Annual Report.

(vi) Review of Directors' remuneration

The RNC assessed the remuneration of the Directors and senior management who are also Executive Directors of the Company, as well as fees and meeting attendance allowance (benefits) proposed for the Independent Non-Executive Directors ("INED Remuneration"), guided by the framework set out in the *Remuneration Policy and Procedures for Directors and Senior Management*. The remuneration of the Directors and the INED Remuneration were benchmarked against comparable listed companies in Malaysia in terms of industry and size/market capitalisation. Taking into account the Company's market capitalisation, equitability and market competitiveness, as well as the MCB Group's overall performance, the RNC considered the remuneration of the Executive Directors to be comparable or within the range of industry benchmarks. It also considered the performance of the Independent Non-Executive Directors as indicated by the evaluations conducted, the responsibilities assumed and their contributions, as well as the overall performance of the MCB Group. Based on its review of the INED Remuneration, the meeting allowance was revised. The RNC was satisfied that it was reasonable, competitive and aligned with market practices and the MCB Group's overall remuneration. The RNC also ensured that none of the INEDs was involved in the decision regarding his/her own remuneration outcome and recommended to the Board for shareholders' approval the INED Remuneration.

INDUCTION, TRAINING AND DEVELOPMENT OF DIRECTORS

Upon joining the Board, a newly appointed Director will be given an induction pack containing the Company's annual report, various policies adopted by the Company, terms of references of the Board Committees, Constitution, and schedule of meetings of the Board and Board Committees (if the Director is also a Committee member) which will serve as an initial introduction to MCB Group as well as an ongoing reference. This is followed by familiarisation visits to the MCB Group's operational sites and meetings with senior management where practicable and appropriate.

The Board, through the RNC, assesses the training needs of its Directors on an ongoing basis by determining areas that would best strengthen their contributions to the Board.

Besides the findings from the annual performance evaluation of Directors, which provide the RNC with useful insights into the training needs of the Directors, each Director is requested to identify appropriate training that he/she believes will enhance his/her contribution to the Board.

The Board has taken steps to ensure that its members have access to appropriate continuing education programmes. The Company Secretary facilitates the organisation of in-house development programmes and keeps Directors informed of relevant external training programmes.

During the financial year ended 30 June 2026, the following in-house training programmes were organised for the Directors:

- Navigating the ESG Risk in the Trump Era: Challenges and Opportunities;
- YTL LEAD Conference 2025;
- Anti-Bribery & Corruption (ABC) Refresher Course 2025;
- Risk Without Borders: The New Reality of Third Party Exposure.

Remuneration and Nomination Committee Statement

All the Directors have undergone training programmes during the financial year ended 30 June 2026. The conferences, seminars and training programmes attended by one or more of the Directors covered the following areas:

Seminars/Conferences/Training	Attended by
* **Corporate Governance/ Compliance/ Legal/ Sustainability**	
• Navigating the ESG Risk in the Trump Era: Challenges and Opportunities	Tan Sri (Sir) Yeoh Sock Ping Yap Seng Chong
• The Edge Sustainable Construction Symposium 2025: Building Trends Redefined: The Next Level	Dato' Sri Yeoh Sock Siong Dato' Yeoh Soo Keng
• UCSI University's International Institute of Science Diplomacy and Sustainability ("UCSI-IISDS") Malaysian Technical Cooperation Programme ("MTCP") 2025: "Science Diplomacy in Action" (Lecturer)	Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah binti Tapsir
• Sunway Medical Centre: Our Right to Thrive: Spotlight on Plastics in Healthcare	Yap Seng Chong
• EY Global: Navigating anti-corruption: insights on the US Foreign Corrupt Practices Act (FCPA) and the impact on Asean businesses	Yap Seng Chong
• IFRS Foundation-Governance of sustainability-related risks and opportunities	Yap Seng Chong
• PwC Global-International audit insights webcast: Strengthening Governance in the second line: Internal audit's role in compliance, operations and responsible AI	Yap Seng Chong
• Institute of Corporate Directors of Malaysia (ICDM): Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	Dato' Seri Yeoh Seok Hong Fong Yee Mei
• Anti-Bribery & Corruption (ABC) Refresher Course 2025	Dato' Yeoh Seok Kian Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah binti Tapsir Yap Seng Chong Fong Yee Mei
• KPMG IFRS Institute: Understanding IFRS 18 – Enhancing financial statement presentation and disclosure	Yap Seng Chong
• Securities Commission Malaysia's Audit Oversight Board: Conversation with Audit Committees – Governance, Accountability, and the Cost of Silence	Fong Yee Mei
• The Edge Sustainable Construction Symposium 2026: Towards Sustainable Construction in Singapore	Dato' Sri Yeoh Sock Siong
• UCSI-IISDS: MTCP 2026: Science Diplomacy for the Global South: Covid-19 Pandemics: Science Diplomacy in Action (Lecturer)	Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah binti Tapsir
• International Symposium: Futureproofing One Health Action for Regional and Global Health Security: Challenges and Response Strategies for the Indo-Pacific in the Context of Climate Change (Speaker)	Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah binti Tapsir

Remuneration and Nomination Committee Statement

Seminars/Conferences/Training	Attended by
*** Leadership/ Strategy/ Finance/ Economic Development**	
• YTL LEAD Conference 2025	Tan Sri (Sir) Yeoh Sock Ping Dato' Yeoh Seok Kian Dato' Seri Yeoh Seok Hong Dato' Sri Yeoh Sock Siong Dato' Yeoh Soo Keng Fong Yee Mei
• The IET Prestige Lecture and Award Dinner 2025 (PLAD 2025) (Prestige Lecturer)	Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah binti Tapsir
• Eagles Leadership Convention 2025: Education Reimagined: The UCSI Model of Entrepreneurial Growth	Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah binti Tapsir
• PwC Global: 2025 Year-end Audit Committee Webcast	Yap Seng Chong
• Empowering Educators: Transformational Leadership for 21st-Century Teaching	Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah binti Tapsir
• IFRS Webcast: Climate resilience and climate-related scenario analysis requirements in IFRS S2	Yap Seng Chong
• KPMG IFRS Institute: 2025 Year-end Accounting Update	Yap Seng Chong
• EY Webinar – From conflict to continuity: building long-term business resilience	Yap Seng Chong
• Malaysian Economy Association: BNM Address on the Malaysian Economy & Panel Discussion	Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah binti Tapsir
• Land Valuation	Fong Yee Mei
• Private Higher Education Leadership Development Program: Empowering Leaders for Malaysia's Private Higher Education Sector	Professor Emeritus Datuk Ts. Ir. Dr. Siti Hamisah binti Tapsir
*** Risk/Technology/Innovation**	
• Board Risk Management Training – Cybersecurity Trends	Dato' Seri Yeoh Seok Hong
• Risk Without Borders: The New Reality of Third Party Exposure	Tan Sri (Sir) Yeoh Sock Ping Dato' Seri Yeoh Seok Hong Dato' Yeoh Soo Keng Yap Seng Chong Fong Yee Mei

Statement Of Directors' Responsibilities

The Directors are required to prepare financial statements for each financial year which give a true and fair view of the financial position of the Group and of the Company as at the end of the financial year and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

In preparing the financial statements for the financial year ended 30 June 2026, the Directors have:

- considered the applicable approved accounting standards in Malaysia;
- used appropriate accounting policies and applied them consistently;
- made judgements and estimates that are reasonable and prudent; and
- prepared the financial statements on a going concern basis.

The Directors are responsible for ensuring that the Group and the Company keep accounting records which disclose with reasonable accuracy the financial position of the Group and of the Company which enable them to ensure that the financial statements comply with the Companies Act 2016, Bursa Malaysia Securities Berhad Main Market Listing Requirements, Malaysian Financial Reporting Standards and International Financial Reporting Standards.

The Directors are responsible for taking such steps as are reasonably open to them to safeguard the assets of the Group and the Company, and to detect and prevent fraud and other irregularities.

SECTION 4

Additional Information

72 Disclosure of Recurrent Related Party Transactions of a Revenue or Trading Nature

74 Analysis of Share/Irredeemable Convertible Preference Share (ICPS) Holdings

77 Statement of Directors' Interests

80 List of Properties



Disclosure of Recurrent Related Party Transactions of a Revenue or Trading Nature

for the financial year ended 30 June 2026

In accordance with Paragraph 10.09(2)(b) of Bursa Malaysia Securities Berhad Main Market Listing Requirements ("Listing Requirements"), details of the Recurrent Related Party Transactions ("RRPT") conducted during the financial year ended 30 June 2026 pursuant to shareholder mandates obtained are as follows:

Related Party	Corporations in the MCB Group involved in the RRPT	Interested Related Party	Nature of Transactions	Value of Transactions RM'000
YTL Corporation Group	Subsidiaries of MCB	YTLSFH[1][2][3] YTLSH[1][2][3]	Sales and purchases of cement, clinker, drymix and cementitious materials	167,918
		YTL Corporation[1][2][3]	Sales and purchases of aggregates, sand and concrete products	337,798
		YTL Cement[1][2][3]	• Rental of office premise at 58, Pulau Damar Laut, 618297 Singapore	7,573
		YTLSTC[1][2]	• Rental of office premises at Menara YTL, 205 Jalan Bukit Bintang, 55100 Kuala Lumpur, and procurement of related services	
		Puan Sri Tan Kai Yong[1][2][3][4]		
		Yeoh Siblings[3][5]	• Rental of land at No. Hakmilik 10023, Lot 45609 Mukim Kuala Lumpur, Daerah Kuala Lumpur, Wilayah Persekutuan	
			• Rental of land at Lot 6016 and part of Lot 6017, Jalan Kukuh, Larkin Industrial Estate, Johor Bahru, Johor Darul Takzim	
			• Rental of land at No. Hakmilik 532, Lot 1556, Mukim Batu, Daerah Gombak, Selangor Darul Ehsan	
			• Silo storage charges	52,528
			• Provision and/or procurement of software, software support/maintenance and other related services	
			• Procurement of event management, technical support and equipment rental services	
			• Fees for support function and packing of cementitious products services	
			• Hotel related services	
			Purchase of supplies and spare parts and/or freight, handling and maintenance services	45,868
			Procurement of waste handling, operation and maintenance services	12,870
			Purchase of mobile and heavy equipment	72,978
TOTAL				**697,533**

Disclosure of Recurrent Related Party Transactions of a Revenue or Trading Nature

for the financial year ended 30 June 2026

Definitions:

MCB	-	Malayan Cement Berhad
MCB Group	-	MCB and its subsidiaries
Major Shareholder	-	As defined in Paragraph 1.01 of the Listing Requirements and for purpose of the RRPT, meaning set out in Chapter 10 of the Listing Requirements
Person Connected	-	As defined in Paragraph 1.01 of the Listing Requirements
Puan Sri Tan Kai Yong	-	Puan Sri Datin Seri Tan Kai Yong @ Tan Kay Neong, a Major Shareholder (by virtue of her beneficial interests (held through YTLSTC as trustee) in the shares of YTLSFH) of MCB Group and YTL Corporation Group
YTLSFH	-	Yeoh Tiong Lay & Sons Family Holdings Limited, the ultimate holding company of MCB and YTL Corporation
YTLSH	-	Yeoh Tiong Lay & Sons Holdings Sdn Bhd, the penultimate holding company of MCB and YTL Corporation
YTL Corporation	-	YTL Corporation Berhad, the pre-penultimate holding company of MCB
YTL Corporation Group	-	YTL Corporation and its subsidiaries (excluding listed subsidiaries and their subsidiaries, joint ventures and associated companies), joint ventures and associated companies
YTL Cement	-	YTL Cement Berhad, the immediate holding company of MCB and subsidiary of YTL Corporation
YTLSTC	-	Yeoh Tiong Lay & Sons Trust Company Limited which holds, in its capacity as trustee, the entire issued shares in YTLSFH
Yeoh Siblings	-	Tan Sri (Sir) Yeoh Sock Ping, Dato' Sri Yeoh Sock Siong, Dato' Yeoh Seok Kian, Dato' Seri Yeoh Seok Hong and Dato' Yeoh Soo Keng, collectively

Footnotes:

(1) Puan Sri Tan Kai Yong, YTLSTC, YTLSFH, YTLSH and YTL Corporation and YTL Cement are Major Shareholders of MCB Group.

(2) Puan Sri Tan Kai Yong, YTLSTC, YTLSFH and YTLSH are also Major Shareholders of YTL Corporation Group while YTL Corporation is a Major Shareholder of its subsidiaries (including YTL Cement), joint ventures and associated companies.

(3) YTLSFH, YTLSH, YTL Corporation and YTL Cement are Persons Connected with Puan Sri Tan Kai Yong and the Yeoh Siblings.

(4) Puan Sri Tan Kai Yong is also a Director of YTLSH, YTLSFH and YTLSTC.

(5) The Yeoh Siblings are the children of Puan Sri Tan Kai Yong. They are also Directors of YTL Corporation, YTL Cement and YTLSH. Except for Dato' Yeoh Soo Keng, the Yeoh Siblings are also Directors of YTLSFH and YTLSTC.

Analysis of Share/Irredeemable Convertible Preference Share (ICPS) Holdings

as at 18 September 2026

Class of shares : Ordinary Shares
Voting rights : One vote per shareholder on a show of hands or one vote per ordinary share on a poll

DISTRIBUTION OF SHAREHOLDINGS

Size of holding	No. of Shareholders	%	No. of Shares	%
Less than 100	408	4.49	7,123	0.00
100 - 1,000	3,416	37.58	1,976,120	0.12
1,001 - 10,000	3,785	41.64	14,709,991	0.88
10,001 - 100,000	1,163	12.80	35,464,909	2.13
100,001 to less than 5% of issued shares	316	3.48	526,290,685	31.59
5% and above of issued shares	1	0.01	1,087,785,169	65.28
Total	**9,089**	**100.00**	**1,666,233,997**	**100.00**

THIRTY LARGEST SHAREHOLDERS

(without aggregating securities from different securities accounts belonging to the same person)

	Name	No. of Shares	%
1	YTL Cement Berhad	1,087,785,169	65.28
2	Citigroup Nominees (Tempatan) Sdn Bhd - Exempt An for AIA Bhd	55,914,800	3.36
3	Cartaban Nominees (Tempatan) Sdn Bhd - PAMB for Prulink Equity Fund	35,760,900	2.15
4	Yeoh Tiong Lay & Sons Holdings Sdn Bhd	23,000,000	1.38
5	Cartaban Nominees (Tempatan) Sdn Bhd - Prudential Assurance Malaysia Berhad for Prulink Strategic Fund	20,984,300	1.26
6	Amanahraya Trustees Berhad - Amanah Saham Bumiputera	20,000,000	1.20
7	Citigroup Nominees (Tempatan) Sdn Bhd - Employees Provident Fund Board (Nomura)	18,049,860	1.08
8	Amanahraya Trustees Berhad - Amanah Saham Malaysia 2 - Wawasan	13,154,000	0.79
9	CGS International Nominees Malaysia (Tempatan) Sdn Bhd - Pledged Securities Account for Yeoh Soo Keng (YTL-ESOS)	13,000,000	0.78
10	Amanahraya Trustees Berhad - Amanah Saham Bumiputra 3 - Didik	11,748,300	0.71
11	Cartaban Nominees (Tempatan) Sdn Bhd - PBTB for Takafulink Dana Ekuiti	10,687,100	0.64
12	Cartaban Nominees (Tempatan) Sdn Bhd - PAMB for Prulink Equity Focus Fund	9,745,800	0.58
13	Cartaban Nominees (Tempatan) Sdn Bhd - PAMB for Prulink Equity Income Fund	9,287,900	0.56
14	Amanahraya Trustees Berhad - Public Islamic Dividend Fund	9,212,000	0.55
15	Citigroup Nominees (Tempatan) Sdn Bhd - Employees Provident Fund Board (AHAM AM)	8,234,482	0.49
16	Amanahraya Trustees Berhad - Public Islamic Mixed Asset Fund	8,039,100	0.48
17	HSBC Nominees (Asing) Sdn Bhd - JPMCB NA for Vanguard Total International Stock Index Fund	7,680,000	0.46
18	HSBC Nominees (Asing) Sdn Bhd - JPMCB NA for Vanguard Emerging Markets Stock Index Fund	7,210,200	0.43
19	Cartaban Nominees (Tempatan) Sdn Bhd - PAMB for Participating Fund	6,937,300	0.42
20	Amanahraya Trustees Berhad - Public Islamic Select Enterprises Fund	6,191,300	0.37
21	Citigroup Nominees (Tempatan) Sdn Bhd - Great Eastern Life Assurance (Malaysia) Berhad (LSF)	6,159,800	0.37
22	Amanahraya Trustees Berhad - Amanah Saham Malaysia 3	6,000,000	0.36
23	Amanahraya Trustees Berhad - Amanah Saham Bumiputera 2	6,000,000	0.36
24	Citigroup Nominees (Tempatan) Sdn Bhd - Great Eastern Life Assurance (Malaysia) Berhad (LEEF)	5,476,700	0.33
25	Cartaban Nominees (Tempatan) Sdn Bhd - Prudential Assurance Malaysia Berhad for Prulink Strategic Fund 2	5,107,300	0.31
26	Cartaban Nominees (Tempatan) Sdn Bhd - PAMB for Prulink Dana Unggul	4,905,500	0.29
27	Maybank Nominees (Tempatan) Sdn Bhd - Etiqa Family Takaful Berhad (FAMILY)	4,719,400	0.28
28	Maybank Nominees (Tempatan) Sdn Bhd - Etiqa Life Insurance Berhad (GROWTH)	4,512,300	0.27
29	Citigroup Nominees (Asing) Sdn Bhd - CBNY for Ishares Core MSCI Emerging Markets ETF	4,249,800	0.26
30	Permodalan Nasional Berhad	4,022,200	0.24
	Total	**1,433,775,511**	**86.04**

Analysis of Share/Irredeemable Convertible Preference Share (ICPS) Holdings
as at 18 September 2026

Analysis of Share/Irredeemable Convertible Preference Share (ICPS) Holdings

as at 18 September 2026

SUBSTANTIAL SHAREHOLDERS

(as per register of substantial shareholders)

Name	No. of Shares Held			
	Direct	%	Indirect	%
YTL Cement Berhad	1,087,785,169	65.28	-	-
YTL Corporation Berhad	-	-	1,087,785,169 (1)	65.28
Yeoh Tiong Lay & Sons Holdings Sdn Bhd	23,000,000	1.38	1,087,785,169 (1)	65.28
Yeoh Tiong Lay & Sons Family Holdings Limited	-	-	1,110,785,169 (2)	66.66
Yeoh Tiong Lay & Sons Trust Company Limited	-	-	1,110,785,169 (3)	66.66
Puan Sri Datin Seri Tan Kai Yong @ Tan Kay Neong	-	-	1,110,785,169 (4)	66.66
Eastspring Investment Berhad	94,419,800	5.67	-	-
Prudential Assurance Malaysia Berhad	92,770,000	5.57	-	-
Prudential PLC	-	-	110,012,400 (5)	6.60

(1) *Deemed interests by virtue of interests held through YTL Cement Berhad pursuant to Section 8 of the Companies Act, 2016.*

(2) *Deemed interests by virtue of interests held through YTL Cement Berhad pursuant to Section 8 of the Companies Act, 2016 arising from its ownership of 100% of Yeoh Tiong Lay & Sons Holdings Sdn Bhd.*

(3) *Deemed interests by virtue of interests held through YTL Cement Berhad pursuant to Section 8 of the Companies Act, 2016 arising from its ownership of 100% of Yeoh Tiong Lay & Sons Family Holdings Limited in its capacity as trustee.*

(4) *Deemed interests by virtue of interests held through YTL Cement Berhad pursuant to Section 8 of the Companies Act, 2016 arising from her beneficial interest (held through Yeoh Tiong Lay & Sons Trust Company Limited in its capacity as trustee) in Yeoh Tiong Lay & Sons Family Holdings Limited.*

(5) *Deemed interests pursuant to Section 8 of the Companies Act, 2016.*

Class of shares : Irredeemable Convertible Preference Shares (ICPS)

Voting rights : One vote per ICPS holder on a show of hands or one vote per ICPS on a poll in respect of meeting of ICPS holders

LIST OF ICPS HOLDER

(As per the Register of ICPS Holder)

Name	No. of ICPS	%
YTL Cement Berhad	200,000,000	100.00

Statement of Directors' Interests

in the Company and Related Corporations as at 18 September 2026

THE COMPANY

Malayan Cement Berhad

Name	No. of Shares Held			
	Direct	%	Indirect	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	-	-	400,000(1)	0.02
Dato' Sri Yeoh Sock Siong	-	-	2,100(1)	*
Dato' Yeoh Seok Kian	3,000,000	0.18	-	-
Dato' Yeoh Soo Keng	13,000,000	0.78	-	-
Yeoh Keong Junn *(Alternate Director to Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE)*	100,000	0.01	-	-

Name	No. of Share Options	
	Direct	Indirect
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	6,000,000	-
Dato' Sri Yeoh Sock Siong	12,000,000	-
Dato' Yeoh Seok Kian	6,000,000	-
Dato' Seri Yeoh Seok Hong	12,000,000	-

PRE-PENULTIMATE HOLDING COMPANY

YTL Corporation Berhad

Name	No. of Shares Held			
	Direct	%	Indirect	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	140,594,946	1.21	3,813,332(1)	0.03
Dato' Sri Yeoh Sock Siong	15,000,000	0.13	71,446,047(1) (2)	0.61
Dato' Yeoh Seok Kian	49,508,722	0.42	21,339,616(1)	0.18
Dato' Seri Yeoh Seok Hong	51,973,305	0.45	49,740,377(1)	0.43
Dato' Yeoh Soo Keng	75,000,065	0.64	799,157(1)	0.01
Yeoh Keong Junn *(Alternate Director to Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE)*	203,333	*	-	-
Yeoh Keong Wei *(Alternate Director to Dato' Yeoh Seok Kian)*	4,556,200	0.04	-	-
Yeoh Keong Yuan *(Alternate Director to Dato' Seri Yeoh Seok Hong)*	3,281,065	0.03	-	-

Name	No. of Warrants 2025/2028 Held			
	Direct	%	Indirect	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	30,688,889	1.77	162,664(1)	0.01
Dato' Sri Yeoh Sock Siong	-	-	4,209,209(1) (2)	0.24
Dato' Yeoh Seok Kian	9,901,744	0.57	4,507,922(1)	0.26
Dato' Seri Yeoh Seok Hong	10,994,660	0.63	9,948,074(1)	0.57
Dato' Yeoh Soo Keng	15,000,013	0.87	159,831(1)	0.01

Statement of Directors' Interests

in the Company and Related Corporations as at 18 September 2026

Name	No. of Warrants 2025/2028 Held			
	Direct	%	Indirect	%
Yeoh Keong Junn *(Alternate Director to Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE)*	40,666	*	-	-
Yeoh Keong Wei *(Alternate Director to Dato' Yeoh Seok Kian)*	911,240	0.05	-	-
Yeoh Keong Yuan *(Alternate Director to Dato' Seri Yeoh Seok Hong)*	656,213	0.04	-	-

Name	No. of Share Options	
	Direct	Indirect
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	6,000,000	9,000,000(1)
Dato' Yeoh Seok Kian	6,000,000	7,200,000(1)
Dato' Seri Yeoh Seok Hong	-	2,000,000(1)
Yeoh Keong Junn *(Alternate Director to Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE)*	3,000,000	-
Yeoh Keong Wei *(Alternate Director to Dato' Yeoh Seok Kian)*	2,400,000	-
Yeoh Keong Yuan *(Alternate Director to Dato' Seri Yeoh Seok Hong)*	2,000,000	-

RELATED COMPANIES

YTL Power International Berhad

Name	No. of Shares Held			
	Direct	%	Indirect	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	25,603,966	0.29	728,318(1)	0.01
Dato' Sri Yeoh Sock Siong	5,000,000	0.06	12,880,663(1) (2)	0.15
Dato' Yeoh Seok Kian	7,276,298	0.08	14,564,176(1)	0.17
Dato' Seri Yeoh Seok Hong	141,238,169	1.63	29,675,694(1)	0.34
Dato' Yeoh Soo Keng	37,300,049	0.43	710,534(1)	0.01
Yeoh Keong Junn *(Alternate Director to Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE)*	153,125	*	-	-
Yeoh Keong Wei *(Alternate Director to Dato' Yeoh Seok Kian)*	3,852,250	0.04	50,000(1)	*
Yeoh Keong Yuan *(Alternate Director to Dato' Seri Yeoh Seok Hong)*	1,121,541	0.01	-	-
Choy Yuin Quan *(Alternate Director to Dato' Yeoh Soo Keng)*	120,000	*	-	-

Name	No. of Warrants 2025/2028 Held			
	Direct	%	Indirect	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	4,240,866	0.35	122,515(1)	0.01
Dato' Sri Yeoh Sock Siong	1,000,000	0.08	3,176,132(1) (2)	0.26
Dato' Yeoh Seok Kian	2,255,259	0.18	2,312,835(1)	0.19
Dato' Seri Yeoh Seok Hong	16,847,633	1.37	5,902,737(1)	0.48

Statement of Directors' Interests

in the Company and Related Corporations as at 18 September 2026

Name	No. of Warrants 2025/2028 Held			
	Direct	%	Indirect	%
Dato' Yeoh Soo Keng	7,460,009	0.61	30,382(1)	*
Yeoh Keong Junn *(Alternate Director to Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE)*	30,625	-	-	-
Yeoh Keong Wei *(Alternate Director to Dato' Yeoh Seok Kian)*	570,450	0.05	10,000(1)	*
Yeoh Keong Yuan *(Alternate Director to Dato' Seri Yeoh Seok Hong)*	224,308	0.02	-	-

Name	No. of Share Options	
	Direct	Indirect
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	6,000,000	-
Dato' Sri Yeoh Sock Siong	10,000,000	-
Dato' Yeoh Seok Kian	6,000,000	-
Dato' Seri Yeoh Seok Hong	-	2,000,000 (1)

YTL Corporation (UK) PLC

Name	No. of Shares Held	
	Direct	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	*

YTL Construction (Thailand) Limited

Name	No. of Shares Held	
	Direct	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	0.01
Dato' Sri Yeoh Sock Siong	1	0.01
Dato' Yeoh Seok Kian	1	0.01
Dato' Seri Yeoh Seok Hong	1	0.01

Samui Hotel 2 Co. Ltd

Name	No. of Shares Held	
	Direct	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	*

* *Negligible*

(1) *Deemed interests by virtue of interests held by spouse and/or children pursuant to Section 59(11)(c) of the Companies Act, 2016.*

(2) *Deemed interests by virtue of interests held by Hasil Mayang Sdn Bhd pursuant to Section 8 of the Companies Act, 2016.*

Other than as disclosed above, none of the other Directors held any interest in shares of the company or its related corporations.

List of Properties

As of 30 June 2026

	Location	Tenure	Land Area	Description and existing use	Built up Area (sq.m.)	Approximate Age of Buildings (Years)	Lease Expiry Date	Net Book Value as at 30 June 2026 RM'000	Date of Acquisition/ Date of Last Revaluation
1	PN 212664, Lot 4064#	Leasehold	59.75 acres	Cement plant	-	-	Year 2087	364,822	19.5.2022
	PN 395004, Lot 15445#	Leasehold	0.56 acres	Cement plant	-	-	Year 2087		19.5.2022
	HS (D) 2675, PT 1327#	Leasehold	22.21 acres	Cement plant	-	-	Year 2095		19.5.2022
	PN 369360, Lot 4067#	Leasehold	1.45 acres	Warehouse & depot -Megazine store	-	-	Year 2096		19.5.2022
	PN 212336, Lot 4529#	Leasehold	14.59 acres	Cement plant	-	-	Year 2096		19.5.2022
	HS (D) 2676, PT 1328#	Leasehold	8.20 acres	Cement plant - Safety Zone	-	-	Year 2095		19.5.2022
	HS (D) 2677, PT 1329#	Leasehold	30.25 acres	Cement plant - Safety Zone	-	-	Year 2095		19.5.2022
	HS (D) 2678, PT 1330#	Leasehold	102.33 acres	Cement plant - Safety Zone	-	-	Year 2095		19.5.2022
	HS (D) 2679, PT 1331#	Leasehold	130.97 acres	Cement plant - Clay Quarry Area	-	-	Year 2056		19.5.2022
	HS (D) 2680, PT 1332#	Leasehold	14.41 acres	Cement plant - Clay Quarry Area	-	-	Year 2056		19.5.2022
	PN 313351, Lot 4322#	Leasehold	28.24 acres	Staff quarter building	-	-	Year 2095		19.5.2022
	PN 344194, Lot 4405#	Leasehold	28.17 acres	Cement plant	-	-	Year 2095		19.5.2022
	HS (D) 2681, PT 1333#	Leasehold	278.24 acres	Cement plant - Limestone Hill/ Quarry	-	-	Year 2056		19.5.2022
	PN 278198, Lot 4533#	Leasehold	28.12 acres	Cement plant	-	-	Year 2097		19.5.2022
	PN 278203, Lot 4534#	Leasehold	4.80 acres	Cement plant	-	-	Year 2097		19.5.2022
	PN 278204, Lot 4535#	Leasehold	13.37 acres	Cement plant	-	-	Year 2102		19.5.2022
	PN 00108181, Lot 2764#	Leasehold	210.06 acres	Cement plant	-	-	Year 2886		19.5.2022
#	Mukim Kampung Buaya, Daerah Kuala Kangsar, Negeri Perak Darul Ridzuan								
2	PN 7848, Lot 1188 Mukim Ulu Kuantan, Pahang Darul Makmur	Leasehold	121.5 hectares	Cement plant	767,880	29	Year 2061	62,390	23.5.2022
	HS (D) 00015539, PT 000991 Mukim Ulu Kuantan, Pahang Darul Makmur	Leasehold	8.09 hectares	Cement plant		29	Year 2062		23.5.2022
	HS (D) 00011079, PT 000980 Mukim Ulu Kuantan, Pahang Darul Makmur	Leasehold	81 hectares	Cement plant		9 - 29	Year 2060		23.5.2022

List of Properties

As of 30 June 2026

	Location	Tenure	Land Area	Description and existing use	Built up Area (sq.m.)	Approximate Age of Buildings (Years)	Lease Expiry Date	Net Book Value as at 30 June 2026 RM'000	Date of Acquisition/ Date of Last Revaluation
3	Sublease interest in the land held under title HS (D) 238629, PTD 119739 & HS (D) 238630, PTD 119740, Mukim of Plentong, District Johor Bahru, Johor Darul Takzim	Leasehold	14.834 acres	Cement Grinding Station, Drymix plant, warehouse and admin building	-	7 - 28	Year 2050 & 2053	27,895	20.1.1997 & 27.9.1997
4	Plot C, HS (D) 7/1983 Telok Ewa, Langkawi Kedah Darul Aman	Leasehold	196.4 acres	Cement factory complex and ancillary buildings	-	41	Year 2043	26,477	15.6.1999
5	HSD 306839 PTD 3006 Mukim Tanjung Kupang Johor Darul Takzim	Freehold	3.531 acres	Batching plant	-	-	-	20,137	31.10.2025
6	Lot No. 1956 Rawang, Selangor Darul Ehsan	Leasehold	45 acres	Cement factory complex and ancillary buildings	-	26 - 50	Year 2056	19,583	31.12.1998
7	Sublease interest in the land held under title HS (D) 346447, PTD 163135, Mukim of Plentong, District Johor Bahru, Johor Darul Takzim.	Leasehold	8.7 acres	Cement Grinding Plant & ancillary buildings	-	28	Year 2052	14,461	31.12.1998
8	No. 2, Jalan Kilang 51/206, Petaling Jaya 46050 Selangor Darul Ehsan	Leasehold	6 acres	Office complex	-	40	Year 2068	13,346	31.12.1998
9	Sublease interest in the land held under title HS (D) 346448 - HS (D) 346450, PTD 163136 - PTD 163138, Mukim Plentong, District of Johor Bahru, Johor Darul Takzim	Leasehold	35,813 sq.m.	Slag cement plant	7,796	29	Year 2052	12,603	1.10.1997
10	Lot No. 46497 & 15 Kanthan, Perak Darul Ridzuan	Leasehold	393 acres	Limestone quarry and ancillary buildings	3,686	34	Year 2050	10,165	31.12.1998

SECTION 5

Financials

84 Directors' Report
95 Statement by Directors
95 Statutory Declaration
96 Independent Auditors' Report
102 Income Statements
103 Statements of Comprehensive Income
104 Statements of Financial Position
106 Statements of Changes in Equity
108 Statements of Cash Flows
112 Notes to the Financial Statements

204 Disclosure of Financial Data for Shariah Screening



Directors' Report

The Directors have pleasure in submitting their Report together with the audited financial statements of the Group and of the Company for the financial year ended 30 June 2026.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding.

The principal activities of the subsidiaries are set out in Note 12 to the financial statements.

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

FINANCIAL RESULTS

	Group RM'000	Company RM'000
Profit for the financial year	**904,199**	**241,584**
Attributable to:-		
Owners of the parent	**903,172**	**241,584**
Non-controlling interests	**1,027**	**-**
	904,199	**241,584**

DIVIDENDS

The following dividend payments were made during the financial year ended 30 June 2026:

	RM'000
In respect of the financial year ended 30 June 2025:-	
Second interim dividend of 7.0 sen per ordinary share paid on 2 October 2025	**96,004**
Second interim dividend of 7.0 sen per irredeemable convertible preference share paid on 2 October 2025	**32,667**
	128,671
In respect of the financial year ended 30 June 2026:-	
First interim dividend of 6.0 sen per ordinary share paid on 27 March 2026	**83,675**
First interim dividend of 6.0 sen per irredeemable convertible preference share paid on 27 March 2026	**28,000**
	111,675

Directors' Report

DIVIDENDS (CONT'D.)

On 20 August 2026, the Board of Directors declared a second interim dividend of 9 sen per ordinary share and 9 sen per irredeemable convertible preference share for the financial year ended 30 June 2026. The book closure and payment dates in respect of the aforesaid dividend are 11 September 2026 and 2 October 2026, respectively.

The Board of Directors does not recommend a final dividend for the financial year ended 30 June 2026.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves and provisions during the financial year except as disclosed in the financial statements.

ISSUE OF SHARES

During the financial year, 45,680,800 ordinary shares at an exercise price of RM2.29 and 70,000 ordinary shares at an exercise price of RM2.25 were issued pursuant to the exercise of employees' share options granted under the Company's Employees Share Option Scheme as disclosed in Note 22(b) to the financial statements.

EMPLOYEES' SHARE OPTION SCHEME

The Employees' Share Option Scheme ("ESOS 2022") for employees and Directors of the Company and its subsidiaries who meet the criteria of eligibility for participation is governed by the By-Laws approved by the shareholders at an Extraordinary General Meeting held on 18 March 2022. The scheme which is valid for a period of 10 years was implemented on 30 March 2022 and will expire on 29 March 2032. The salient features and terms of the ESOS 2022 are set out in Note 22(b) to the financial statements.

The aggregate maximum allocation of the options to Directors and senior management of the Company and/or subsidiaries shall not be more than seventy per cent (70%) of the fifteen per cent (15%) of the total number of issued shares of the Company (excluding treasury shares, if any) from time to time throughout the duration of the scheme.

As at 30 June 2026, options for 20.19% of the shares available under the ESOS 2022 were granted to Directors and senior management.

Details of the movement in the options granted to the Directors of the Company are set out herein under Directors' Interests.

DIRECTORS

The Directors who served on the Board of the Company during the financial year until the date of this Report are:-

Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE
Dato' Sri Yeoh Sock Siong
Dato' Yeoh Seok Kian
Dato' Seri Yeoh Seok Hong
Dato' Yeoh Soo Keng
Professor Emeritus Datuk Ts. Ir. Dr Siti Hamisah Binti Tapsir
Yap Seng Chong
Fong Yee Mei
Yeoh Keong Junn (Alternate Director to Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE) (Appointed on 24 September 2026)
Yeoh Pei Yen (Alternate Director to Dato' Sri Yeoh Sock Siong) (Appointed on 24 September 2026)
Yeoh Keong Wei (Alternate Director to Dato' Yeoh Seok Kian) (Appointed on 24 September 2026)
Yeoh Keong Yuan (Alternate Director to Dato' Seri Yeoh Seok Hong) (Appointed on 24 September 2026)
Choi Yuin Quan (Alternate Director to Dato' Yeoh Soo Keng) (Appointed on 24 September 2026)

DIRECTORS OF SUBSIDIARIES

The following is a list of directors of the subsidiaries (excluding Directors who are also Directors of the Company) in office during the financial year until the date of this Report:-

Dato' Hamidah Binti Maktar
Patrick James Pereira
Yeoh Keong Junn
Tan Thong Guan
Lim Chee Kiong
Yeap Kian Bin
Joseph Benjamin Seaton
Kelvin Liew Tze Fah
Kenneth Liew Joon Fah
Loh Siew Yee
Soh Puay Wee
Juliana Goh Hong Gaik
Tan Check Hong
Yeoh Pei Yen
Masaharu Sansui
Chong Fatt San
Syed Muhammad Bin Syed Nadzir
Michio Matsuoka
Ang Swee Kuang (Appointed on 20 July 2026)
Liew Jit Siong (Appointed on 20 July 2026)
Dato' Halimah binti Hassan (Appointed on 1 August 2026)
Mohamad Zaid Bin Mohamed Zainal Abidin (Resigned on 8 January 2026)
Dato' Hj Mohamed Zainal Abidin Bin Hj Abdul Kadir (Resigned on 11 June 2026)

DIRECTORS' INTERESTS

The Directors of the Company who held office at the end of the financial year had, according to the register required to be kept under Section 59 of the Companies Act 2016, interests in the shares of the Company and related corporations as follows:-

	Number of ordinary shares			
The Company	**As at 1.7.2025**	**Acquired**	**Disposed**	**As at 30.6.2026**
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	3,000,000	3,000,000	(6,000,000)	**-**
Dato' Sri Yeoh Sock Siong	-	3,000,000	(3,000,000)	**-**
Dato' Yeoh Seok Kian	-	9,000,000	(6,000,000)	**3,000,000**
Dato' Seri Yeoh Seok Hong	3,000,000	-	(3,000,000)	**-**
Dato' Yeoh Soo Keng	1,000,000	12,000,000	-	**13,000,000**
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	500,000[1]	-	-	**500,000[1]**
Dato' Sri Yeoh Sock Siong	2,100[1]	-	-	**2,100[1]**

	Number of share options over ordinary shares			
The Company	**As at 1.7.2025**	**Granted**	**Exercised**	**As at 30.6.2026**
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	9,000,000	-	(3,000,000)	**6,000,000**
Dato' Sri Yeoh Sock Siong	15,000,000	-	(3,000,000)	**12,000,000**
Dato' Yeoh Seok Kian	15,000,000	-	(9,000,000)	**6,000,000**
Dato' Seri Yeoh Seok Hong	12,000,000	-	-	**12,000,000**
Dato' Yeoh Soo Keng	12,000,000	-	(12,000,000)	**-**

DIRECTORS' INTERESTS (CONT'D.)

Pre-penultimate holding company - YTL Corporation Berhad	Number of ordinary shares			
	As at 1.7.2025	Acquired	Disposed	As at 30.6.2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	153,344,946	3,000,000	(15,750,000)	**140,594,946**
Dato' Sri Yeoh Sock Siong	-	15,000,000	-	**15,000,000**
Dato' Yeoh Seok Kian	49,508,722	3,000,000	(6,000,000)	**46,508,722**
Dato' Seri Yeoh Seok Hong	54,973,305	-	(3,000,000)	**51,973,305**
Dato' Yeoh Soo Keng	75,000,065	-	-	**75,000,065**
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1,016,665[1]	-	-	**1,016,665[1]**
Dato' Sri Yeoh Sock Siong	68,046,047[1][2]	9,400,000	(6,000,000)	**71,446,047[1][2]**
Dato' Yeoh Seok Kian	27,095,816[1]	-	(1,200,000)	**25,895,816[1]**
Dato' Seri Yeoh Seok Hong	53,021,442[1]	-	-	**53,021,442[1]**
Dato' Yeoh Soo Keng	799,157[1]	-	-	**799,157[1]**

Pre-penultimate holding company - YTL Corporation Berhad	Number of share options over ordinary shares			
	As at 1.7.2025	Granted	Exercised	As at 30.6.2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	9,000,000	-	(3,000,000)	**6,000,000**
Dato' Sri Yeoh Sock Siong	15,000,000	-	(15,000,000)	**-**
Dato' Yeoh Seok Kian	12,000,000	-	(3,000,000)	**9,000,000**
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	15,000,000[1]	-	-	**15,000,000[1]**
Dato' Yeoh Seok Kian	9,600,000[1]	-	-	**9,600,000[1]**
Dato' Seri Yeoh Seok Hong	4,000,000[1]	-	-	**4,000,000[1]**

DIRECTORS' INTERESTS (CONT'D.)

Pre-penultimate holding company - YTL Corporation Berhad	Number of Warrants 2025/2028			
	As at 1.7.2025	Allotted	Exercised	As at 30.6.2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	30,668,989	-	-	**30,668,989**
Dato' Yeoh Seok Kian	9,901,744	-	-	**9,901,744**
Dato' Seri Yeoh Seok Hong	10,994,660	-	-	**10,994,660**
Dato' Yeoh Soo Keng	15,000,013	-	-	**15,000,013**
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	203,330[1]	-	-	**203,330[1]**
Dato' Sri Yeoh Sock Siong	13,609,209[1][2]	-	(9,400,000)	**4,209,209[1]**
Dato' Yeoh Seok Kian	5,419,162[1]	-	-	**5,419,162[1]**
Dato' Seri Yeoh Seok Hong	10,604,287[1]	-	-	**10,604,287[1]**
Dato' Yeoh Soo Keng	159,831[1]	-	-	**159,831[1]**

Related company - YTL Power International Berhad	Number of ordinary shares			
	As at 1.7.2025	Acquired	Disposed	As at 30.6.2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	25,603,966	3,000,000	(3,000,000)	**25,603,966**
Dato' Sri Yeoh Sock Siong	5,000,000	-	-	**5,000,000**
Dato' Yeoh Seok Kian	11,276,298	6,000,000	(7,000,000)	**10,276,298**
Dato' Seri Yeoh Seok Hong	134,238,169	10,000,000	(3,000,000)	**141,238,169**
Dato' Yeoh Soo Keng	37,300,049	-	-	**37,300,049**
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	881,443[1]	-	-	**881,443[1]**
Dato' Sri Yeoh Sock Siong	15,880,663[1][2]	-	(3,000,000)	**12,880,663[1][2]**
Dato' Yeoh Seok Kian	14,416,426[1]	4,000,000	-	**18,416,426[1]**
Dato' Seri Yeoh Seok Hong	30,797,235[1]	-	-	**30,797,235[1]**
Dato' Yeoh Soo Keng	830,534[1]	-	-	**830,534[1]**

DIRECTORS' INTERESTS (CONT'D.)

Related company - YTL Power International Berhad	Number of share options over ordinary shares			
	As at 1.7.2025	Granted	Exercised	As at 30.6.2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	9,000,000	-	(3,000,000)	**6,000,000**
Dato' Sri Yeoh Sock Siong	10,000,000	-	-	**10,000,000**
Dato' Yeoh Seok Kian	12,000,000	-	(6,000,000)	**6,000,000**
Deemed interests				
Dato' Seri Yeoh Seok Hong	2,000,000(1)	-	-	**2,000,000(1)**

Related company - YTL Power International Berhad	Number of Warrants 2025/2028			
	As at 1.7.2025	Allotted	Exercised	As at 30.6.2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	4,240,866	-	-	**4,240,866**
Dato' Sri Yeoh Sock Siong	1,000,000	-	-	**1,000,000**
Dato' Yeoh Seok Kian	2,255,259	-	-	**2,255,259**
Dato' Seri Yeoh Seok Hong	26,847,633	-	(10,000,000)	**16,847,633**
Dato' Yeoh Soo Keng	7,460,009	-	-	**7,460,009**
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	153,140(1)	-	-	**153,140(1)**
Dato' Sri Yeoh Sock Siong	3,176,132(1)(2)	-	-	**3,176,132(1)(2)**
Dato' Yeoh Seok Kian	2,883,285(1)	-	-	**2,883,285(1)**
Dato' Seri Yeoh Seok Hong	6,127,045(1)	-	-	**6,127,045(1)**
Dato' Yeoh Soo Keng	30,382(1)	-	-	**30,382(1)**

Related corporation - YTL Corporation (UK) PLC*	Number of ordinary shares of £0.25 each			
	As at 1.7.2025	Acquired	Disposed	As at 30.6.2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	-	-	**1**

DIRECTORS' INTERESTS (CONT'D.)

Related corporation - YTL Construction (Thailand) Limited+	Number of ordinary shares THB100 each			
	As at 1.7.2025	Acquired	Disposed	As at 30.6.2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	-	-	**1**
Dato' Sri Yeoh Sock Siong	1	-	-	**1**
Dato' Yeoh Seok Kian	1	-	-	**1**
Dato' Seri Yeoh Seok Hong	1	-	-	**1**

Related corporation - Samui Hotel 2 Co., Ltd+	Number of ordinary shares THB10 each			
	As at 1.7.2025	Acquired	Disposed	As at 30.6.2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	-	-	**1**

(1) *Deemed interests by virtue of interests held by spouse and/or children pursuant to Section 59(11)(c) of the Companies Act 2016.*
(2) *Deemed interests by virtue of interests held by Hasil Mayang Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016.*
* *Incorporated in England and Wales.*
\+ *Incorporated in Thailand.*

Other than as disclosed above, the Directors who held office at the end of the financial year did not have interests in the shares of the Company or its related corporations during the financial year.

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

A Directors' and Officers' liability insurance against any legal liability incurred by the Directors and Officers in the discharge of their duties while holding office for the Group and the Company is maintained on a group basis under YTL Corporation Berhad, the pre-penultimate holding company of Malayan Cement Berhad. The Directors and Officers shall not be indemnified by such insurance for any negligence, fraud, intentional breach of law or breach of trust proven against them.

DIRECTORS' BENEFITS

During and at the end of the financial year, no arrangement subsisted to which the Company is a party, with the object or objects of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, other than those arising from the share options granted pursuant to the Company's ESOS 2022 and those granted under the Employee Share Option Scheme of YTL Corporation Berhad Group, the details of which are disclosed in the financial statements of YTL Corporation Berhad.

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than the benefits included in the aggregate amount of remuneration received or due and receivable by the Directors as shown below) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which he/she is a member, or with a company in which he/she has a substantial financial interest.

	Group RM'000	Company RM'000
Directors' remuneration		
Fees	**720**	**720**
Salaries	**7,138**	**-**
Bonus	**4,878**	**-**
Defined contribution plan	**1,442**	**-**
Estimated money value of benefits-in-kind	**41**	**-**
Others*	**46**	**42**
	14,265	**762**

* *Includes SOCSO, meeting allowance, etc*

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS

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

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

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

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS (CONT'D.)

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

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

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

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

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

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

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

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

OTHER STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS

The Directors state that:-

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

In their opinion,

(a) the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and

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

ULTIMATE HOLDING COMPANY

The Directors regard Yeoh Tiong Lay & Sons Family Holdings Limited, a company incorporated in Jersey, as the Company's ultimate holding company.

SUBSIDIARIES

The details of the Company's subsidiaries are disclosed in Note 12 to the financial statements.

AUDITORS' REMUNERATION

Auditors' remuneration is as follows:-

	Group RM'000	Company RM'000
HLB Ler Lum Chew PLT	**898**	**130**

AUDITORS

The auditors, HLB Ler Lum Chew PLT, have expressed their willingness to continue in office.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 24 September 2026.

Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE

Dato' Sri Yeoh Sock Siong

Statement by Directors

Pursuant to Section 251(2) of the Companies Act 2016

We, Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE and Dato' Sri Yeoh Sock Siong, being two of the Directors of Malayan Cement Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2026 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 24 September 2026.

Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE

Dato' Sri Yeoh Sock Siong

Statutory Declaration

Pursuant to Section 251(1) of the Companies Act 2016

I, Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE , being the Director primarily responsible for the financial management of Malayan Cement Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief the accompanying financial statements are correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE

Subscribed and solemnly declared by the abovenamed
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE
at Kuala Lumpur on 24 September 2026.

Before me,

Commissioner for Oaths

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Malayan Cement Berhad, which comprise the statements of financial position as at 30 June 2026 of the Group and of the Company, and the income statements, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 102 to 203.

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

Basis for Opinion

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

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with *the By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. We have determined that there are no key audit matters to communicate in our report in the financial statements of the Company. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Independent Auditors' Report
To the members of Malayan Cement Berhad

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

Key Audit Matters (Cont'd.)

1. Impairment assessment of goodwill

The risk

We refer to Notes 2(n)(i), 3(b) and 15(a) to the Financial Statements.

As at 30 June 2026, goodwill arising on consolidation amounted to RM5,552.3 million which represents 48.8% of the Group's total assets.

The recoverable amounts of the cash generating units ("CGU") are determined based on value-in-use ("VIU") calculation. The key assumptions and sensitivities are disclosed in Notes 15(a)(i) and 15(a)(ii) to the Financial Statements.

We focused on this area as the estimation of the recoverable amount is inherently uncertain and requires significant judgement on the future cash flows, terminal growth rate and the discount rate applied to the projected cash flows.

How our audit addressed the key audit matter:

Our audit procedures included the following:

- agreed the VIU cash flows of each CGU to the financial budgets approved by the Directors;
- discussed with management the key assumptions used in the respective VIU cash flows and compared the revenue growth rates to the historical performance of the respective CGUs;
- checked the reasonableness of the discount rates and terminal growth rates by benchmarking to the respective industries;
- checked the sensitivity analysis performed by management over discount rates, terminal growth rates, and revenue growth rates, used in deriving the respective VIU cash flows; and
- compared historical forecasting for the current financial year to actual results achieved to ascertain the reasonableness and reliability of management's estimates.

2. Derecognition of deferred tax assets relating to unutilised tax losses

The risk

We refer to Notes 2(i), 3(e) and 26 to the Financial Statements.

During the financial year, the Group reassessed the recoverability of deferred tax assets recognised by a significant subsidiary based on its latest five-year profit projections. Following the reassessment, deferred tax assets of RM115.8 million relating to unutilised tax losses were derecognised.

The assessment required significant judgement in estimating the timing and amount of future taxable profits available against which the unutilised tax losses could be utilised. The projections included assumptions on sales volumes and prices of major products, purchase costs of key production inputs and expected growth rates.

Given the material amount derecognised and the judgement involved in the assessment, we considered this to be a key audit matter.

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

Key Audit Matters (Cont'd.)

2. Derecognition of deferred tax assets relating to unutilised tax losses (cont'd)

How our audit addressed the key audit matter:

Our audit procedures included the following:

- assessed the five-year profit projections prepared by management and the availability of future taxable profits against which the unutilised tax losses could be utilised;
- evaluated the reasonableness of key assumptions used in the projections, including sales volumes and prices of major products, purchase costs of key production inputs and expected growth rates, by comparing them with historical performance, externally available market data and our knowledge of industry trends;
- compared actual financial performance against prior year forecasts to assess management's forecasting accuracy; and
- considered the utilisation periods and expiry dates of the unutilised tax losses in assessing the appropriateness of the derecognition.

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITORS' REPORT THEREON

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

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

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

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

Independent Auditors' Report
To the members of Malayan Cement Berhad

RESPONSIBILITIES OF THE DIRECTORS FOR THE FINANCIAL STATEMENTS

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

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

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

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

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

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

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D.)

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

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

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

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

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

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

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 12 to the financial statements.

Independent Auditors' Report
To the members of Malayan Cement Berhad

OTHER MATTERS

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

HLB LER LUM CHEW PLT
201906002362 & AF 0276
Chartered Accountants

TEH WEIL XUAN
03453/10/2027 J
Chartered Accountant

24 September 2026
Kuala Lumpur

Income Statements

For the financial year ended 30 June 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Revenue	4	**4,994,327**	4,528,190	**306,575**	399,181
Cost of sales		**(2,871,221)**	(2,809,912)	**-**	-
Gross profit		**2,123,106**	1,718,278	**306,575**	399,181
Other income		**152,718**	158,764	**30,525**	31,018
Selling and distribution costs		**(629,104)**	(513,632)	**-**	-
Administration expenses		**(181,621)**	(185,236)	**(2,129)**	(9,712)
Other expenses		**(45,824)**	(52,617)	**-**	(71,051)
Finance costs	5	**(117,477)**	(172,176)	**(93,387)**	(111,574)
Share of results of joint venture, net of tax		**27,075**	30,110	**-**	-
Profit before tax	6	**1,328,873**	983,491	**241,584**	237,862
Income tax expense	7	**(424,674)**	(310,682)	**-**	(418)
Profit for the financial year		**904,199**	672,809	**241,584**	237,444
Attributable to :-					
Owners of the parent		**903,172**	672,385	**241,584**	237,444
Non-controlling interests		**1,027**	424	**-**	-
		904,199	672,809	**241,584**	237,444
Earnings per share (sen)					
- Basic	8	**65.35**	50.11		
- Diluted	8	**47.67**	35.94		

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

Statements of Comprehensive Income

For the financial year ended 30 June 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Profit for the financial year		**904,199**	672,809	**241,584**	237,444
Other comprehensive loss:					
Items that will not be reclassified subsequently to income statements:					
- changes in the fair value of equity investments at fair value through other comprehensive income		**(410)**	(366)	**-**	-
Items that will be reclassified subsequently to income statements:					
- foreign currency translation differences		**(12,890)**	(12,048)	**-**	-
Other comprehensive loss for the financial year, net of tax		**(13,300)**	(12,414)	**-**	-
Total comprehensive income for the financial year		**890,899**	660,395	**241,584**	237,444
Total comprehensive income attributable to:-					
Owners of the parent		**889,872**	659,971	**241,584**	237,444
Non-controlling interests		**1,027**	424	**-**	-
		890,899	660,395	**241,584**	237,444

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

Statements of Financial Position

As at 30 June 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	9	**2,356,732**	2,327,860	**-**	-
Right-of-use assets	10	**360,193**	368,849	**-**	-
Investment properties	11	**3,106**	3,110	**-**	-
Investment in subsidiaries	12	**-**	-	**7,936,624**	7,736,624
Investment in joint venture	13	**93,366**	87,848	**-**	-
Investments	14	**2,021**	2,431	**-**	-
Intangible assets	15	**5,552,326**	5,552,326	**-**	-
Deferred tax assets	26	**22,848**	154,179	**-**	-
Trade and other receivables	17	**348**	1,072	**-**	-
		8,390,940	8,497,675	**7,936,624**	7,736,624
Current assets					
Inventories	16	**460,446**	498,030	**-**	-
Trade and other receivables	17	**854,488**	736,761	**171**	106
Other current assets	18	**56,531**	40,268	**148**	120
Income tax assets		**1,548**	13,225	**220**	62
Amount due from holding companies	19	**324**	31	**-**	-
Amount due from subsidiaries	12	**-**	-	**518,214**	813,805
Amount due from related companies	20	**81,036**	59,859	**-**	437
Amount due from joint venture	13	**24,812**	23,052	**-**	-
Deposits with licensed banks	21	**1,313,610**	685,549	**141,462**	46,599
Cash and bank balances	21	**193,500**	162,744	**710**	2,073
		2,986,295	2,219,519	**660,925**	863,202
Total assets		**11,377,235**	10,717,194	**8,597,549**	8,599,826

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

Statements of Financial Position

As at 30 June 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
EQUITY AND LIABILITIES					
Equity attributable to owners of the parent					
Share capital	22	**5,583,607**	5,460,540	**5,583,607**	5,460,540
Other reserves	23	**45,734**	77,455	**27,701**	46,122
Retained earnings		**1,939,482**	1,276,536	**902,881**	901,523
		7,568,823	6,814,531	**6,514,189**	6,408,185
Non-controlling interests		**4,758**	4,200	**-**	-
Total equity		**7,573,581**	6,818,731	**6,514,189**	6,408,185
Non-current liabilities					
Lease liabilities	24	**135,206**	137,640	**-**	-
Borrowings	25	**2,190,000**	2,157,402	**2,055,000**	1,969,902
Deferred tax liabilities	26	**309,552**	331,077	**-**	-
Post-employment benefit obligations	29	**20,914**	21,746	**-**	-
		2,655,672	2,647,865	**2,055,000**	1,969,902
Current liabilities					
Trade and other payables	27	**665,850**	668,641	**28,334**	36,671
Contract liabilities	28	**3,590**	2,880	**-**	-
Amount due to holding companies	19	**3,288**	2,974	**-**	-
Amount due to subsidiaries	12	**-**	-	**26**	67
Amount due to related companies	20	**122,973**	95,986	**-**	1
Lease liabilities	24	**15,945**	12,288	**-**	-
Borrowings	25	**250,500**	428,000	**-**	185,000
Post-employment benefit obligations	29	**4,739**	4,981	**-**	-
Income tax liabilities		**81,097**	34,848	**-**	-
		1,147,982	1,250,598	**28,360**	221,739
Total liabilities		**3,803,654**	3,898,463	**2,083,360**	2,191,641
Total equity and liabilities		**11,377,235**	10,717,194	**8,597,549**	8,599,826

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

Statements of Changes in Equity

For the financial year ended 30 June 2026

Group	Note	← Attributable to owners of the parent →					
		← Non-distributable →		← Distributable			
		Share capital (Note 22) RM'000	Other reserves (Note 23) RM'000	Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
2026							
At 1 July 2025		**5,460,540**	**77,455**	**1,276,536**	**6,814,531**	**4,200**	**6,818,731**
Profit for the financial year		**-**	**-**	**903,172**	**903,172**	**1,027**	**904,199**
Other comprehensive loss for the financial year		**-**	**(13,300)**	**-**	**(13,300)**	**-**	**(13,300)**
Total comprehensive (loss)/income for the financial year		**-**	**(13,300)**	**903,172**	**889,872**	**1,027**	**890,899**
Transactions with owners							
Dividend paid	36	**-**	**-**	**(240,346)**	**(240,346)**	**(469)**	**(240,815)**
Share option exercised		**123,067**	**(18,301)**	**-**	**104,766**	**-**	**104,766**
Share option forfeited		**-**	**(120)**	**120**	**-**	**-**	**-**
At 30 June 2026		**5,583,607**	**45,734**	**1,939,482**	**7,568,823**	**4,758**	**7,573,581**
2025							
At 1 July 2024		5,406,881	98,345	802,435	6,307,661	4,245	6,311,906
Profit for the financial year		-	-	672,385	672,385	424	672,809
Other comprehensive loss for the financial year		-	(12,414)	-	(12,414)	-	(12,414)
Total comprehensive (loss)/income for the financial year		-	(12,414)	672,385	659,971	424	660,395
Transactions with owners							
Dividend paid	36	-	-	(198,781)	(198,781)	(469)	(199,250)
Share option exercised		53,659	(7,979)	-	45,680	-	45,680
Share option forfeited		-	(497)	497	-	-	-
At 30 June 2025		5,460,540	77,455	1,276,536	6,814,531	4,200	6,818,731

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

Statements of Changes in Equity

For the financial year ended 30 June 2026

Company	Note	Share capital (Note 22) RM'000	Other reserves (Note 23) RM'000	Retained earnings RM'000	Total RM'000
2026					
At 1 July 2025		**5,460,540**	**46,122**	**901,523**	**6,408,185**
Profit for the financial year, representing total comprehensive income for the financial year		**-**	**-**	**241,584**	**241,584**
Transaction with owners					
Dividend paid	36	**-**	**-**	**(240,346)**	**(240,346)**
Share option exercised		**123,067**	**(18,301)**	**-**	**104,766**
Share option forfeited		**-**	**(120)**	**120**	**-**
At 30 June 2026		**5,583,607**	**27,701**	**902,881**	**6,514,189**
2025					
At 1 July 2024		5,406,881	54,598	862,363	6,323,842
Profit for the financial year, representing total comprehensive income for the financial year		-	-	237,444	237,444
Transaction with owners					
Dividend paid	36	-	-	(198,781)	(198,781)
Share option exercised		53,659	(7,979)	-	45,680
Share option forfeited		-	(497)	497	-
At 30 June 2025		5,460,540	46,122	901,523	6,408,185

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

Statements of Cash Flows

For the financial year ended 30 June 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Cash flows from operating activities					
Profit before tax		**1,328,873**	983,491	**241,584**	237,862
Adjustments for :-					
Amortisation of intangible assets		**-**	1,134	**-**	-
Bad debts written off		**649**	-	**-**	-
Compensation gain from compulsory disposal of land		**(11,291)**	(28,847)	**-**	-
Depreciation of investment properties		**4**	3	**-**	-
Depreciation of property, plant and equipment		**222,925**	240,087	**-**	-
Depreciation of right-of-use assets		**23,106**	20,498	**-**	-
Dividend income		**(65)**	(19)	**(306,575)**	(399,181)
Gain on disposal of property, plant and equipment (net)		**(3,792)**	(7,136)	**-**	-
Gain on termination of leases		**(14)**	-	**-**	-
Interest expense		**117,477**	172,176	**93,387**	111,574
Interest income		**(24,067)**	(32,399)	**(30,493)**	(30,352)
(Reversal of impairment losses)/ Impairment losses on receivables (net)		**(11,865)**	5,516	**-**	-
Impairment losses on intangible assets		**-**	5,407	**-**	-
Impairment losses on investment in subsidiaries		**-**	-	**-**	37,051
Impairment losses on amount due from subsidiaries		**-**	-	**-**	34,000
Impairment losses on property, plant and equipment (net)		**14,037**	20,648	**-**	-
Inventories written off		**5**	1,232	**-**	-
Other receivables written off		**1,570**	-	**-**	-
Property, plant and equipment written off		**144**	6,416	**-**	-
Provision for inventory obsolescence (net)		**1,642**	5,892	**-**	-
Provision for retirement benefits		**947**	947	**-**	-
Share of results of joint venture		**(27,075)**	(30,110)	**-**	-
Unrealised loss on foreign exchange (net)		**11,811**	3,591	**-**	-
Operating profit/(loss) before working capital changes		**1,645,021**	1,368,527	**(2,097)**	(9,046)

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

Statements of Cash Flows

For the financial year ended 30 June 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Cash flows from operating activities (cont'd.)					
Changes in working capital:-					
Inventories		**35,937**	12,193	**-**	-
Receivables		**(117,494)**	(72,678)	**14**	53
Other assets		**(16,263)**	6,836	**(29)**	187
Payables		**(12,782)**	(43,323)	**(6,588)**	5,956
Contract liabilities		**710**	(1,110)	**-**	-
Related parties balances		**4,071**	6,729	**290,384**	(331,868)
Cash generated from/(used in) operations		**1,539,200**	1,277,174	**281,684**	(334,718)
Interest paid		**(112,251)**	(122,098)	**(95,038)**	(72,390)
Interest received		**24,002**	32,252	**36,017**	28,287
Retirement benefits paid		**(1,779)**	(863)	**-**	-
Income tax paid		**(284,031)**	(248,946)	**(158)**	(446)
Income tax refunded		**27,143**	19,099	**-**	6
Net cash from/(used in) operating activities		**1,192,284**	956,618	**222,505**	(379,261)
Cash flows from investing activities					
Additional investment in subsidiaries		**-**	-	**(200,000)**	-
Dividend received		**26,103**	15,927	**306,575**	399,181
Proceeds from compensation on compulsory disposal of land		**11,325**	29,160	**-**	-
Proceeds from net investment in lease		**1,330**	2,951	**-**	-
Proceeds from disposal of property, plant and equipment		**9,110**	12,402	**-**	-
Purchase of property, plant and equipment	(a)	**(268,308)**	(178,386)	**-**	-
Purchase of right-of-use assets		**-**	(9,026)	**-**	-
Net cash (used in)/from investing activities		**(220,440)**	(126,972)	**106,575**	399,181

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

Statements of Cash Flows
For the financial year ended 30 June 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Cash flows from financing activities					
Dividend paid		**(240,346)**	(198,781)	**(240,346)**	(198,781)
Dividend paid to non-controlling interests by a subsidiary		**(469)**	(469)	**-**	-
Issuance of ordinary shares		**104,766**	45,680	**104,766**	45,680
Net decrease in restricted cash and cash equivalents		**1,322**	110,129	**-**	61,109
Proceeds from borrowings		**-**	1,315,000	**-**	1,300,000
Repayment of borrowings		**(145,000)**	(1,903,000)	**(100,000)**	(1,190,000)
Repayment of lease liabilities		**(20,265)**	(19,105)	**-**	-
Net cash (used in)/from financing activities		**(299,992)**	(650,546)	**(235,580)**	18,008
Net changes in cash and cash equivalents		**671,852**	179,100	**93,500**	37,928
Effects of exchange rate changes		**(11,713)**	(9,192)	**-**	-
Cash and cash equivalents at beginning of the financial year		**846,872**	676,964	**48,573**	10,645
Cash and cash equivalents at end of the financial year	21	**1,507,011**	846,872	**142,073**	48,573

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

Statements of Cash Flows
For the financial year ended 30 June 2026

NOTES TO THE STATEMENTS OF CASH FLOWS

(a) Analysis of acquisition of property, plant and equipment :-

	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Cash	**268,308**	178,386	**-**	-
Payables	**3,122**	4,522	**-**	-
	271,430	182,908	**-**	-

(b) Reconciliation of liabilities arising from financing activities :-

	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
At beginning of the financial year	**2,735,330**	3,181,629	**2,154,902**	2,024,610
Cash flows				
Proceeds from borrowings	**-**	1,315,000	**-**	1,300,000
Repayment of borrowings	**(145,000)**	(1,903,000)	**(100,000)**	(1,190,000)
Repayment of lease liabilities	**(20,265)**	(19,105)	**-**	-
Non-cash changes				
Amortisation of issuance cost	**98**	27,992	**98**	20,292
Addition of lease liabilities	**14,425**	125,761	**-**	-
Interest expense on lease liabilities	**6,973**	6,162	**-**	-
Reassessment and modification of leases	**677**	1,358	**-**	-
Termination of leases	**(111)**	-	**-**	-
Currency translation differences	**(476)**	(467)	**-**	-
At end of the financial year	**2,591,651**	2,735,330	**2,055,000**	2,154,902

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

1. GENERAL INFORMATION

The principal activity of the Company is investment holding.

The principal activities of the subsidiaries are set out in Note 12 to the financial statements.

The Company is a limited liability company, incorporated and domiciled in Malaysia and listed on the Main Market of Bursa Malaysia Securities Berhad.

The Company is a 58.71% (2025: 71.23%) owned subsidiary of YTL Cement Berhad. Its pre-penultimate and penultimate holding companies are YTL Corporation Berhad (a public listed company) and Yeoh Tiong Lay & Sons Holdings Sdn. Bhd. respectively, both of which are companies incorporated in Malaysia while its ultimate holding company is Yeoh Tiong Lay & Sons Family Holdings Limited, a company incorporated in Jersey.

The address of the registered office of the Company is as follows:-

33rd Floor, Menara YTL
205 Jalan Bukit Bintang
55100 Kuala Lumpur

The address of the principal place of business of the Company is as follows:-

28th Floor, Menara YTL
205 Jalan Bukit Bintang
55100 Kuala Lumpur

2. MATERIAL ACCOUNTING POLICY INFORMATION

(a) Basis of preparation

The financial statements of the Group and the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

The preparation of financial statements in conformity with MFRS requires the Directors to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reported period. It also requires the Directors to exercise their judgments in the process of applying the Group's accounting policies. Although these estimates and judgments are based on Directors' best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3 to the Financial Statements.

Notes to the Financial Statements

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(a) Basis of preparation (cont'd.)

The financial statements have been prepared under the historical cost convention, unless otherwise disclosed and are presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand (RM'000) except where otherwise indicated.

(b) Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except as follows:-

On 1 July 2025, the Group and the Company have adopted the following amendments to the MFRS which are mandatory for annual financial periods beginning on or after 1 July 2025.

Description
Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates - Lack of Exchangeability

The adoption of the above amendments to published standards have not given rise to any material impact on the financial statements of the Group and the Company.

(c) Standards issued but not yet effective

The published standards and amendments to published standards that are issued but not yet effective up to the date of issuance of the Group's and the Company's financial statements are disclosed below. The Group and the Company intend to adopt these published standards and amendments to published standards, if applicable, when they become effective.

Description	Effective date
Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - Amendments to the Classification and Measurement of Financial Instruments - Contracts Referencing Nature-dependent Electricity	1 January 2026
Annual Improvements to MFRS Accounting Standards - Volume 11 - Amendments to MFRS 1 First-time Adoption of Malaysian Financial Reporting Standards - Amendments to MFRS 7 Financial Instruments: Disclosures - Amendments to MFRS 9 Financial Instruments - Amendments to MFRS 10 Consolidated Financial Statements - Amendments to MFRS 107 Statement of Cash Flows	1 January 2026
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(c) Standards issued but not yet effective (cont'd.)

Description	Effective date
Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates - Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to MFRS 128 Investments in Associates and Joint Ventures - Amendments to the Fair Value Option for Investments in Associates and Joint Ventures	1 January 2027
MFRS 20 Regulatory Assets and Regulatory Liabilities	1 January 2029
Amendments to MFRS 10 Consolidated Financial Statements and MFRS 128 Investments in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be announced by the MASB Board

The Group and the Company have started a preliminary assessment on the effects of the above standards and amendments to MFRS and the impact is still being assessed.

(d) Revenue recognition

(i) Revenue from contracts with customers

Revenue from contracts with customers is recognised by reference to each distinct performance obligation promised in the contract with customer when or as the Group and the Company transfer control of the goods or services promised in a contract and the customer obtains control of the goods or services. Revenue from contracts with customers is measured at its transaction price, being the amount of consideration to which the Group and the Company expect to be entitled in exchange for transferring promised goods or services to a customer, net of goods and services tax, returns, rebates and discounts. The transaction price is allocated to each performance obligation on the basis of the relative stand-alone selling prices of each distinct good or service promised in the contract. Depending on the terms of the contract, revenue is recognised when the performance obligation is satisfied, which may be at a point in time or over time.

(a) Sale of cement and related products

Revenue from sale of cement and related products is recognised at a point in time when control of the goods is transferred to the customer.

In determining the transaction price for the sale of cement and related products, the Group and the Company consider the effects of variable consideration.

Notes to the Financial Statements

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(d) Revenue recognition (cont'd.)

(i) Revenue from contracts with customers (cont'd.)

(a) Sale of cement and related products (cont'd.)

If the consideration in a contract includes a variable amount, the Group and the Company estimate the amount of consideration to which they will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved. Some contracts for the sale of cement and related products provide customers with early payment rebates, prompt payment rebates and volume rebates. The early payment rebates, prompt payment rebates and volume rebates give rise to variable consideration.

(b) Rendering of services

Revenue from contracts with customers is recognised when control of the services is transferred to the customer at an amount that reflects the consideration to which the Group and the Company expect to be entitled in exchange for those services. The Group and the Company have generally concluded that it is the principal in its revenue arrangements because it typically controls the services before transferring them to the customer.

(ii) Other revenue

(a) Dividend income

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

(b) Hiring income

Hiring income is recognised on an accrual basis.

(c) Rental income

Rental income from operating leases (net of any incentives given to the lessees) is recognised on the straight-line basis over the lease term.

(d) Interest income

Revenue is recognised as the interest income accrues, taking into account the effective yield on the asset.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(e) Employee benefits

(i) Post-employment benefits

The Group and the Company have various post-employment benefit schemes in accordance with local conditions and practices in the industries in which they operate. These benefit plans are either defined contribution or defined benefits plan.

(a) Defined contribution plan

A defined contribution plan is a pension plan under which the Group and the Company pay fixed contributions into a separate entity (a fund) and will have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

The Group's and the Company's contributions to a defined contribution plan are charged to the profit or loss in the period to which they relate.

(b) Defined benefit plan

The Group operates an unfunded final salary defined benefit plan covering eligible employees. The retirement benefits accounting cost is assessed using the Projected Unit Credit Method.

The retirement benefits obligation is measured at the present value of the estimated future cash outflows using interest rates of government securities which have terms to maturity approximating the terms of the related liability.

(ii) Share-based compensation

The Company operates an equity-settled, share-based compensation plan for the employees of the Group. The fair value of the employee services received in exchange for the grant of the share options is recognised as an expense in the Income Statements over the vesting periods of the grant with a corresponding increase in equity.

The total amount to be expensed over the vesting period is determined by reference to the fair value of the share options granted and the number of share options to be vested by vesting date. At each reporting date, the Group revises its estimates of the number of share options that are expected to vest. It recognises the impact of the revision of original estimates, if any, in the Income Statements, with a corresponding adjustment to equity. For options granted by the Company to its subsidiaries' employees, the expense will be recognised in the subsidiaries' financial statements over the vesting periods of the grant.

The proceeds received net of any directly attributable transaction costs are credited to share capital when the options are exercised.

Notes to the Financial Statements

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(f) Borrowing costs

Borrowing costs are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that asset. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are substantially completed for their intended use or sale.

All other borrowing costs are recognised in profit or loss in the period they are incurred. Borrowing costs consist of interest and other costs that the Group and the Company incurred in connection with the borrowing of funds.

(g) Property, plant and equipment and depreciation

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the profit or loss during the financial year in which they are incurred.

Freehold land is not depreciated as it has an infinite life.

Assets under construction are stated at cost and are not depreciated. Upon completion, assets under construction are transferred to categories of property, plant and equipment depending on nature of assets and depreciation commences when they are ready for their intended use.

Depreciation on all other property, plant and equipment is calculated on the straight line basis at rates required to write off the cost of the property, plant and equipment over their estimated useful lives.

The principal annual rates of depreciation used are as follows:-

	%
Leasehold land	Remaining lease period
Buildings	2 - 10
Plant, machinery & equipment	3 1/3 - 20
Motor vehicles	10 - 20
Furniture, fixtures & equipment	10 - 100
Infrastructure & site facilities	10

Residual value, useful life and depreciation method of assets are reviewed at each financial year end to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of property, plant and equipment. plant and equipment.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(h) Investment properties

Investment properties, comprising principally land & buildings, are held for long term rental yield or for capital appreciation or both, and are not occupied by the Group.

Investment properties are stated at cost less accumulated depreciation and any impairment losses. Freehold land is not depreciated. Building is depreciated on a straight line basis to write off the cost over its estimated useful life at annual rate of 4%.

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

(i) Impairment of non-financial assets

The carrying amounts of assets, inventories and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated to determine the amount of impairment loss.

An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell and value-in-use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

An impairment loss is charged to the profit or loss immediately, unless the asset is carried at revalued amount. Any impairment loss of a revalued asset is treated as a revaluation decrease to the extent of previously recognised revaluation surplus for the same asset.

Impairment losses on goodwill are not reversed. In respect of other assets, any subsequent increase in the recoverable amount of an asset is treated as reversal of the previous impairment loss and is recognised to the extent of the carrying amount of the asset that would have been determined (net of amortisation and depreciation) had no impairment loss been recognised. The reversal is recognised in the profit or loss immediately, unless the asset is carried at revalued amount. A reversal of an impairment loss on a revalued asset is credited directly to revaluation surplus. However, to the extent that an impairment loss on the same revalued asset was previously recognised as an expense in the profit or loss, a reversal of that impairment loss is recognised as income in the profit or loss.

Notes to the Financial Statements

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(j) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

The Group controls an investee if and only if the Group has all the following:-

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its investment with the investee; and
- The ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting rights of an investee, the Group considers the following in assessing whether or not the Group's voting rights in an investee are sufficient to give it power over the investee:

- The contractual arrangement with the other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the statements of comprehensive income from the date the Group gains control until the date the Group ceases to control the subsidiary.

Income Statement and each component of OCI are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- derecognises the assets (including goodwill) and liabilities of the subsidiary;
- derecognises the carrying amount of any non-controlling interests;
- derecognises the cumulative translation differences recorded in equity;
- recognises the fair value of the consideration received;
- recognises the fair value of any investment retained;
- recognises any surplus or deficit in profit or loss;
- reclassifies the parent's share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate, as would be required if the Group had directly disposed of the related assets or liabilities.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(j) Basis of consolidation (cont'd.)

Acquisitions of subsidiaries are accounted for by applying the purchase method. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Adjustments to those fair values relating to previously held interests are treated as a revaluation and recognised in other comprehensive income.

The cost of a business combination is measured as the aggregate of the fair values, at the date of exchange, of the assets given, liabilities incurred or assumed, and equity instruments issued, plus any costs directly attributable to the business combination. Any excess of the cost of business combination over the Group's share in the net fair value of the acquired subsidiary's identifiable assets, liabilities and contingent liabilities is recorded as goodwill in the statements of financial position. The accounting policy for goodwill is set out in Note 2(n)(i) to the financial statements. Any excess of the Group's share in the net fair value of the acquired subsidiary's identifiable assets, liabilities and contingent liabilities over the cost of business combination is recognised as income in profit or loss on the date of acquisition. When the Group acquires a business, embedded derivatives separated from the host contract by the acquiree are reassessed on acquisition unless the business combination results in a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required under the contract.

(k) Transactions with non-controlling interest

The Group treats transactions with non-controlling interests as transactions with equity owners of the Group. For purchases from non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gain or loss on disposal to non-controlling interests is recognised directly in equity.

(l) Investment in subsidiaries

A subsidiary is an entity over which the Group has all the following:-

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its investment with the investee; and
- The ability to use its power over the investee to affect its returns.

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less accumulated impairment losses. On disposal of investments in subsidiaries, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

(m) Investment in joint venture

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

Notes to the Financial Statements

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(m) Investment in joint venture (cont'd.)

The Group's interests in a joint venture are accounted for by the equity method of accounting based on the audited financial statements of the joint venture made up to the end of the financial year.

Equity accounting involves recognising in the profit or loss the Group's share of the results of joint venture for the financial year. The Group's investment in joint venture is carried in the Statements of Financial Position at an amount that reflects its share of the net assets of the joint venture and includes goodwill on acquisition.

Unrealised gains on transactions between the Group and its joint venture are eliminated to the extent of the Group's interest in the joint venture; unrealised losses are also eliminated unless the transaction provides evidence on impairment of the asset transferred. Where necessary, in applying the equity method, adjustments are made to the financial statements of the joint venture to ensure consistency of accounting policies with those of the Group.

In the Company's separate financial statements, investment in joint venture is stated at cost less impairment losses.

On disposal of such investments, the difference between net disposal proceeds and their carrying amount is included in profit or loss.

(n) Intangible assets

(i) Goodwill

Goodwill is initially measured at cost. Following the initial recognition, goodwill is measured at cost less accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired is allocated, from the acquisition date, to each of the Group's cash-generating units (or groups of cash-generating units) that are expected to benefit from the synergies of the combination.

The cash-generating unit to which goodwill has been allocated is tested for impairment annually and whenever there is an indication that the cash-generating unit may be impaired, by comparing the carrying amount of the cash-generating unit, including the allocated goodwill, with the recoverable amount of the cash-generating unit. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment losses recognised for goodwill are not reversed in subsequent periods.

Where goodwill forms part of a cash-generating unit and part of the operation within that cash-generating unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative fair values of the operations disposed of and the portion of the cash-generating unit retained.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(n) Intangible assets (cont'd.)

(ii) Quarry rights

Quarry rights represent the consideration paid to obtain aggregates and is amortised on a straight-line basis to write off the cost over the lives of the quarry agreements less impairment losses.

The policy for the recognition and measurement of impairment losses is in accordance with Note 2(i) to the financial statements.

(o) Financial assets

(i) Initial recognition and measurement

Financial assets are classified, at initial recognition, and subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL").

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient, the Group and the Company initially measures a financial asset at its fair value plus, in the case of a financial asset not at FVTPL, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient are measured at the transaction price determined under MFRS 15.

In order for a financial asset to be classified and measured at amortised cost or FVOCI, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. This assessment is referred as the SPPI test and is performed at an instrument level.

The Group's and the Company's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group and the Company commit to purchase or sell the asset.

Notes to the Financial Statements

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(o) Financial assets (cont'd.)

(ii) Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments);
- Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments);
- Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments); and
- Financial assets at FVTPL.

(a) Financial assets at amortised cost (debt instruments)

The Group and the Company measure financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group's and the Company's financial assets at amortised cost include receivables and amount due from related parties and cash & cash equivalent.

(b) Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Group and the Company can elect to classify irrevocably its equity investments as equity instruments designated at FVOCI when they meet the definition of equity under MFRS 132 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in the Income Statements when the right of payment has been established, except when the Group and the Company benefit from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at FVOCI are not subject to impairment assessment.

The Group and the Company elected to classify irrevocably its non-listed equity investments under this category.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(o) Financial assets (cont'd.)

(ii) Subsequent measurement (cont'd.)

(c) Financial assets at FVTPL

Financial assets at FVTPL include financial assets held for trading, financial assets designated upon initial recognition at FVTPL, or financial assets mandatory required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at FVTPL, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at FVOCI, as described above, debt instruments may be designated at FVTPL on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at FVTPL are carried in the Statements of Financial Position at fair value with net changes in fair value recognised in the Income Statements.

This category includes derivative instruments and equity investments which the Group and the Company had not irrevocably elected to classify at FVOCI. Dividends on equity investments are also recognised as other income in the Income Statements when the right of payment has been established.

(iii) Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised when:

- the rights to receive cash flows from the asset have expired, or
- the Group and the Company have transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group and the Company have transferred substantially all the risks and rewards of the asset, or (b) the Group and the Company have neither transferred nor retained substantially all the risks and rewards of the asset, but have transferred control of the asset.

Notes to the Financial Statements

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(o) Financial assets (cont'd.)

(iii) Derecognition (cont'd.)

When the Group and the Company have transferred their rights to receive cash flows from an asset or have entered into a pass-through arrangement, they evaluate if and to what extent they have retained the risks and rewards of ownership. When they have neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the asset is recognised to the extent of the Group's and the Company's continuing involvement in the asset. In that case, the Group and the Company also recognise an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group and the Company have retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group and the Company could be required to repay.

(p) Impairment of financial assets

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss ("FVTPL"). ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months ("a 12-month ECL"). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default ("a lifetime ECL").

For trade receivables, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group and the Company have established a provision matrix that is based on their historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group and the Company consider a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group and the Company may also consider a financial asset to be in default when internal or external information indicates that the Group and the Company are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group and the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(q) Inventories

Inventories are stated at the lower of cost and net realisable value.

Cost is determined on the weighted average method and includes the cost of purchase and other costs incurred in bringing the inventories to their present location and condition.

The cost of finished goods comprises raw materials, direct labour, other direct costs and an appropriate proportion of production overheads (based on normal operating capacity).

Net realisable value is the estimated selling price in the ordinary course of business, less the costs of completion and applicable variable selling expenses.

Provision for inventory obsolescence is made when an item has been identified as obsolete or excess inventory. The identification of an item as obsolete is done on an item by item basis after proper analysis has been conducted.

(r) Irredeemable Convertible Preference shares ("ICPS")

Preference share capital is classified as equity if it is non-redeemable, or is redeemable but only at the Company's option, and any dividends are discretionary. Dividends thereon are recognised as distributions within equity.

The preference shares are recorded at the proceeds received, net of directly attributable transaction costs.

(s) Leases

(i) Accounting as lessee

Leases are recognised as right-of-use ('ROU') assets and a corresponding liability at the date on which the leased asset is available for use by the Group and the Company (i.e. the commencement date).

Contracts may contain both lease and non-lease components. The Group and the Company allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of properties for which the Group and the Company are a lessee, it has elected the practical expedient provided in MFRS 16 not to separate lease and non-lease components. Both components are accounted for as a single lease component and payments for both components are included in the measurement of lease liability.

(a) Lease term

In determining the lease term, the Group and the Company consider all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not to be terminated).

Notes to the Financial Statements

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(s) Leases (cont'd.)

(i) Accounting as lessee (cont'd.)

(a) Lease term (cont'd.)

The Group and the Company reassess the lease term upon the occurrence of a significant event or change in circumstances that is within the control of the Group and the Company and affects whether the Group and the Company are reasonably certain to exercise an option not previously included in the determination of lease term, or not to exercise an option previously included in the determination of lease term. A revision in lease term results in remeasurement of the lease liabilities.

(b) ROU assets

ROU assets are initially measured at cost comprising the following:-

- The amount of the initial measurement of lease liability;
- Any lease payments made at or before the commencement date less any lease incentive received;
- Any initial direct costs; and
- Decommissioning or restoration costs.

ROU assets that are not investment properties are subsequently measured at cost, less accumulated depreciation and impairment loss (if any). The ROU assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight line basis. If the Group and the Company are reasonably certain to exercise a purchase option, the ROU assets are depreciated over the underlying asset's useful life. In addition, the ROU assets are adjusted for certain measurement of the lease liabilities.

The Group and the Company present ROU assets within which the corresponding underlying assets would be presented if they were owned, those assets are presented in the Statements of Financial Position as property, plant and equipment. ROU assets are presented as a separate line item in the Statements of Financial Position except for above.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(s) Leases (cont'd.)

(i) Accounting as lessee (cont'd.)

(c) Lease liabilities

Lease liabilities are initially measured at the present value of the payments that are not paid at that date. The lease payments include the following:-

- Fixed payments (including in-substance fixed payments), less any lease incentive receivable;
- Variable lease payments that are based on an index or a rate, initially measured using the index or rate at the commencement date;
- The exercise price of a purchase and extension option if the Group and the Company are reasonably certain to exercise that options; and
- Payments of penalties for terminating the lease, if the lease term reflects the Group and the Company exercising that option.

Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group and the Company, the lessee's incremental borrowing is used. This is the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the ROU in a similar economic environment with similar term security and conditions.

Lease payments are allocated between principal and finance cost. The finance cost is charged to Income Statements over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Variable lease payment that depend on sales are recognised in the statement of comprehensive income in the period in which the condition that triggers those payments occurs.

The Group and the Company present lease liabilities as a separate line item in the statement of financial position. Interest expense on the lease liability is presented within the finance cost in the Income Statement.

(d) Reassessment of lease liabilities

The Group and the Company are also exposed to potential future increases in variable lease payments that depend on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is remeasured and adjusted against the ROU assets.

Notes to the Financial Statements

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(s) Leases (cont'd.)

(i) Accounting as lessee (cont'd.)

(d) Reassessment of lease liabilities (cont'd.)

Lease liabilities is also remeasured if there is a change in the Group's and the Company's assessment of whether it will exercise an extension option and there are modifications in the scope or the consideration of the lease that was not part of the original term.

(e) Short-term leases and leases of low-value assets

Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise IT equipment and small items of office furniture. Payments associated with short-term leases of equipment and all leases of low-value assets are recognised on a straight line bases as an expense in Income Statements.

(ii) Accounting by lessor

As a lessor, the Group and the Company determine at lease inception whether each lease is a finance lease or an operating lease. To classify each lease, the Group and the Company make an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to the ownership of the underlying asset to the lessee. As part of this assessment, the Group and the Company consider certain indicators such as whether the lease is for the major part of the economic life of the asset.

(a) Finance leases

The Group and the Company classify a lease as a finance lease if the lease transfers substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee.

The Group derecognises the underlying asset and recognises a receivable at an amount equal to the net investment in a finance lease. Net investment in a finance lease is measured at an amount equal to the sum of the present value of lease payments from lessee and the unguaranteed residual value of the underlying asset. Initial direct costs are also included in the initial measurement of the net investment. The net investments is subject to MFRS 9 impairment (refer to Note 2(p) on impairment of financial assets). In addition, the Group reviews regularly the estimated unguaranteed residual value.

Lease income is recognised over the term of the lease using the net investment method so as to reflect a constant periodic rate of return. The Group revises the lease income allocation if there is a reduction in the estimated unguaranteed residual value.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(s) Leases (cont'd.)

(ii) Accounting by lessor (cont'd.)

(b) Operating leases

The Group classifies a lease as an operating lease if the lease does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee.

The Group recognises lease payments received under operating lease as lease income on a straight-line basis over the lease term.

Rental income on operating leases is recognised over the term of the lease on a straight-line basis. Rental income is shown net of rebates and discounts. Rental income includes base rent, percentage rent and other rent related income from tenants. Base rent is recognised on a straight-line basis over the lease term. Percentage rent is recognised based on sales reported by tenants. When the Group provides incentives or rebates to the tenants, the cost of incentives or rebates is capitalised as deferred lease incentive and is recognised over the lease term, on a straight-line basis, as a reduction of rental income. Initial direct cost incurred by the Group in negotiating and arranging an operating lease is recognised as an asset (deferred lease incentive) and amortised over the lease term on the same basis as the rental income.

(t) Financial liabilities

(i) Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss ("FVTPL") or at amortised cost, as appropriate. All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's and the Company's financial liabilities include payables, amount due to related parties and borrowings.

Notes to the Financial Statements

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(t) Financial liabilities (cont'd)

(ii) Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at amortised cost

After initial recognition, all financial liabilities are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the Income Statements.

(iii) Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the Income Statements.

(u) Foreign currency

(i) Group companies

The results and financial position of all the group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into RM as follows:-

- assets and liabilities are translated at the rate of exchange ruling at the reporting date;
- income and expenses are translated at exchange rates at average exchange rates; and
- All resulting exchange differences are recognised as separate components of other comprehensive income.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(u) Foreign currency (cont'd.)

(i) Group companies (cont'd.)

On consolidation, exchange differences arising from the translation of the net investment in foreign operations are taken to shareholders' equity. When a foreign operation is partially disposed of or sold, exchange differences that were recorded in equity are recognised in the Income Statement as part of the gain or loss on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity on or after 1 July 2011 are treated as assets and liabilities of the foreign entity and translated at the closing rate. For acquisition of foreign entities completed prior to 1 July 2011, goodwill and fair value adjustments continued to be recorded at the exchange rate at the respective date of acquisitions.

(v) Contract liabilities

Contract liability is the unsatisfied obligation by the group to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs under the contract.

(w) Financial guarantee

Financial guarantee contracts are contracts that require the Group and the Company to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due, in accordance with the terms of a debt instrument.

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value.

The fair value of financial guarantees is determined as the present value of the difference in net cash flows between the contractual payments under the debt instrument and the payments that would be required without the guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.

Notes to the Financial Statements

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D.)

(x) Contingent liabilities and contingent assets

The Group and the Company do not recognise a contingent liability but disclose its existence in the financial statements, except in a business combination.

A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by uncertain future events beyond the control of the Group and the Company or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. When a change in the probability of an outflow of economic resources occurs and the outflow is probable, it will then be recognised as a provision.

A contingent asset is a possible asset that arises from past events whose existence will be confirmed by uncertain future events beyond the control of the Group and the Company. The Group and the Company do not recognise contingent assets but disclose their existence where inflows of economic benefits are probable, but not virtually certain. When inflow of economic resources is virtually certain, the asset is recognised.

In the acquisition of subsidiaries by the Group under a business combination, the contingent liabilities assumed are measured initially at their fair value at the acquisition date, irrespective of the extent of any non-controlling interests.

The Group recognises separately the contingent liabilities of the acquirees as part of allocating the cost of a business combination where the fair values can be measured reliably. Where the fair values cannot be measured reliably, the resulting effect will be reflected in the goodwill arising from the acquisitions.

(y) Offsetting financial instruments

Financial assets and liabilities are offset and the net amount presented in the Statements of Financial Position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgments are continually evaluated by the Directors and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D.)

The Group and the Company make estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, rarely equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:-

(a) Impairment assessment of property, plant and equipment ("PPE")

The Group assesses impairment of the assets or cash-generating units ("CGUs") whenever events or changes in circumstances indicate that the carrying amount of an asset or CGU may not be recoverable i.e. the carrying amount of the asset is more than the recoverable amount. Recoverable amount is measured at the higher of the fair value less costs of disposal ("FVLCD") for that asset or CGU and its value-in-use ("VIU"). Projected future cash flows used in impairment testing of the assets or CGUs are based on Group's estimates calculated using historical, sector and industry trends, general market and economic conditions, changes in technology and other available information.

(b) Impairment assessment of goodwill

The Group tests goodwill for impairment annually, in accordance with its accounting policy. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of significant judgements and estimates as set out in Note 15(a) to the financial statements.

(c) Impairment of receivables

The Group and the Company use a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns.

The provision matrix is initially based on the Group's and the Company's historical observed default rates. The Group and the Company will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's and the Company's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's and the Company's trade receivables is disclosed in Note 17 to the financial statements.

Notes to the Financial Statements

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D.)

(d) Lease

The measurement of the "right-of-use" asset and lease liability for leases where the Group is a lessee requires the use of significant judgements and assumptions, such as lease term and incremental borrowing rate.

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

The lease term is reassessed if an option is exercised (or not exercised) or the Group becomes obligated to exercise (not to exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurred, which affects this assessment, and that is within the control of the lessee.

In determining the incremental borrowing rate, the Group first determines the closest borrowing rate before using significant judgement to determine the adjustments required to reflect the term, security, value of economic environmental of the respective leases.

(e) Deferred tax assets

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which temporary differences can be utilised. This involves judgement regarding future financial performance of respective entities when the deferred tax assets are recognised.

(f) Post-employment benefit obligations

The present value of the post-employment benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost are disclosed in Note 29 to the financial statements. Any changes in these assumptions will impact the carrying amount of post-employment benefit obligations.

4. REVENUE

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Revenue from contracts with customers	**4,994,327**	4,528,190	**-**	-
Other revenue:				
- Dividend income	**-**	-	**306,575**	399,181
	4,994,327	4,528,190	**306,575**	399,181

(a) Disaggregation of revenue from contracts with customers:-

	Group	
	2026 RM'000	**2025 RM'000**
Major Products and Service Lines		
Cement:		
- Sale of clinker, cement and other building materials	**3,202,250**	3,109,198
- Others	**9,986**	7,799
	3,212,236	3,116,997
Aggregates and Concrete:		
- Sale of aggregates	**40,359**	38,824
- Sale of ready-mixed concrete	**1,741,416**	1,372,119
- Others	**316**	250
	1,782,091	1,411,193
	4,994,327	4,528,190

(b) Timing of recognition for revenue from contracts with customers:-

	Group	
	2026 RM'000	**2025 RM'000**
At a point in time	**4,984,025**	4,520,141
Over time	**10,302**	8,049
	4,994,327	4,528,190

Notes to the Financial Statements

5. FINANCE COSTS

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Bank overdraft interest	*****	-	**-**	-
Bankers' acceptance interest	**-**	287	**-**	-
Bond interest	**93,289**	86,800	**93,289**	86,801
Interest expense on lease liabilities	**6,973**	6,162	**-**	-
Revolving credit interest	**16,766**	20,493	**-**	-
Term loan interest	**-**	34,310	**-**	6,017
Other finance costs	**449**	24,124	**98**	18,756
	117,477	172,176	**93,387**	111,574

* *Less than RM1,000*

6. PROFIT BEFORE TAX

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Profit before tax is stated after charging (except for those disclosed in Note 5):-					
Amortisation of intangible assets	15(b)	**-**	1,134	**-**	-
Auditors' remuneration:					
- statutory audit fee payable/paid to auditor of the Company					
- current year		**898**	858	**130**	127
- statutory audit fee payable/paid to other auditors					
- current year		**145**	151	**-**	-
- under-provision in prior year		**8**	-	**-**	-
- non-audit fees payable/paid to auditor of the Company		**8**	8	**8**	8
- non-audit fees payable/paid to member firm of the auditors of the Company		**152**	137	**4**	3
Bad debts written off		**649**	-	**-**	-
Depreciation of property, plant and equipment	9	**222,925**	240,087	**-**	-
Depreciation of right-of-use assets	10	**23,106**	20,498	**-**	-
Depreciation of investment properties	11	**4**	3	**-**	-
Directors' remuneration					
- fees		**720**	720	**720**	720
- emoluments		**12,062**	11,530	**42**	42
- defined contribution plan expense		**1,442**	1,378	**-**	-
- benefits in kind		**41**	44	**-**	-
Hiring of plant, machinery, motor vehicles & office equipment		**12,450**	11,521	**-**	-
Impairment losses on amount due from subsidiaries		**-**	-	**-**	34,000
Impairment losses on intangible assets	15(b)	**-**	5,407	**-**	-
Impairment losses on investment in subsidiaries		**-**	-	**-**	37,051
Impairment losses on property, plant and equipment	9	**14,037**	20,648	**-**	-
Impairment losses on receivables	17	**2,659**	11,588	**-**	-
Inventories written off		**5**	1,232	**-**	-
Lease expense not capitalised in lease liabilities					
- short term lease		**2,935**	1,063	**-**	-
- low value assets		**275**	271	**-**	-
Loss on disposal of property, plant and equipment		**297**	80	**-**	-

6. PROFIT BEFORE TAX (CONT'D.)

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Profit before tax is stated after charging (except for those disclosed in Note 5):- (cont'd.)					
Loss on foreign exchange					
- realised		**12,880**	341	**-**	-
- unrealised		**13,588**	8,137	**-**	-
Other receivables written off		**1,570**	-	**-**	-
Property, plant and equipment written off	9	**144**	6,416	**-**	-
Provision for inventory obsolescence	16	**5,742**	5,892	**-**	-
Rental of land & buildings		**7,429**	8,817	**-**	-
And crediting (except for those disclosed in Note 4) :-					
Bad debts recovered		**88**	106	**-**	-
Compensation gain from compulsory disposal of land		**11,291**	28,847	**-**	-
Dividend income		**65**	19	**-**	-
Gain on disposal of property, plant and equipment		**4,089**	7,216	**-**	-
Gain on foreign exchange					
- realised		**14,678**	13,471	**-**	-
- unrealised		**1,777**	4,546	**-**	-
Gain on termination of lease		**14**	-	**-**	-
Hiring income		**38,407**	31,221	**-**	-
Interest income of financial assets measured at amortised cost					
- fixed deposit interest		**21,438**	20,918	**1,477**	2,911
- others		**2,564**	11,334	**29,016**	27,441
Interest income-net investment in lease	17(a)	**65**	147	**-**	-
Rental income					
- investment properties		**419**	420	**-**	-
- other properties		**347**	277	**-**	-
Reversal of impairment losses on receivables	17	**14,524**	6,072	**-**	-
Reversal of provision for inventory obsolescence	16	**4,100**	-	**-**	-

6. PROFIT BEFORE TAX (CONT'D.)

Directors' Remuneration

2026 Group	Fees RM'000	Salaries RM'000	Bonus RM'000	Defined contribution plan RM'000	Estimated money value of benefits-in-kind RM'000	Others* RM'000	Total RM'000
Executive Directors							
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	-	-	-	-	-	-	-
Dato' Sri Yeoh Sock Siong	-	5,614	3,742	1,123	25	3	10,507
Dato' Yeoh Seok Kian	-	-	-	-	-	-	-
Dato' Seri Yeoh Seok Hong	-	-	-	-	-	-	-
Dato' Yeoh Soo Keng	-	1,524	1,136	319	16	1	2,996
Non-executive Directors							
Professor Emeritus Datuk Ts. Ir. Dr Siti Hamisah Binti Tapsir	240	-	-	-	-	14	254
Yap Seng Chong	240	-	-	-	-	14	254
Fong Yee Mei	240	-	-	-	-	14	254
Total	720	7,138	4,878	1,442	41	46	14,265

2026 Company	Fees RM'000	Salaries RM'000	Bonus RM'000	Defined contribution plan RM'000	Estimated money value of benefits-in-kind RM'000	Others* RM'000	Total RM'000
Executive Directors							
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	-	-	-	-	-	-	-
Dato' Sri Yeoh Sock Siong	-	-	-	-	-	-	-
Dato' Yeoh Seok Kian	-	-	-	-	-	-	-
Dato' Seri Yeoh Seok Hong	-	-	-	-	-	-	-
Dato' Yeoh Soo Keng	-	-	-	-	-	-	-
Non-executive Directors							
Professor Emeritus Datuk Ts. Ir. Dr Siti Hamisah Binti Tapsir	240	-	-	-	-	14	254
Yap Seng Chong	240	-	-	-	-	14	254
Fong Yee Mei	240	-	-	-	-	14	254
Total	720	-	-	-	-	42	762

Notes to the Financial Statements

6. PROFIT BEFORE TAX (CONT'D.)

Directors' Remuneration (cont'd.)

2025 Group	Fees RM'000	Salaries RM'000	Bonus RM'000	Defined contribution plan RM'000	Estimated money value of benefits-in-kind RM'000	Others* RM'000	Total RM'000
Executive Directors							
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	-	-	-	-	-	-	-
Dato' Sri Yeoh Sock Siong	-	5,524	3,742	1,112	28	3	10,409
Dato' Yeoh Seok Kian	-	-	-	-	-	-	-
Dato' Seri Yeoh Seok Hong	-	-	-	-	-	-	-
Dato' Yeoh Soo Keng	-	1,322	896	266	16	1	2,501
Non-executive Directors							
Professor Emeritus Datuk Ts. Ir. Dr Siti Hamisah Binti Tapsir	240	-	-	-	-	14	254
Yap Seng Chong	240	-	-	-	-	14	254
Fong Yee Mei	240	-	-	-	-	14	254
Total	720	6,846	4,638	1,378	44	46	13,672

2025 Company	Fees RM'000	Salaries RM'000	Bonus RM'000	Defined contribution plan RM'000	Estimated money value of benefits-in-kind RM'000	Others* RM'000	Total RM'000
Executive Directors							
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	-	-	-	-	-	-	-
Dato' Sri Yeoh Sock Siong	-	-	-	-	-	-	-
Dato' Yeoh Seok Kian	-	-	-	-	-	-	-
Dato' Seri Yeoh Seok Hong	-	-	-	-	-	-	-
Dato' Yeoh Soo Keng	-	-	-	-	-	-	-
Non-executive Directors							
Professor Emeritus Datuk Ts. Ir. Dr Siti Hamisah Binti Tapsir	240	-	-	-	-	14	254
Yap Seng Chong	240	-	-	-	-	14	254
Fong Yee Mei	240	-	-	-	-	14	254
Total	720	-	-	-	-	42	762

* *Includes SOCSO, meeting allowance, etc*

6. PROFIT BEFORE TAX (CONT'D.)

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Employee benefits expense (excluding Directors' remuneration)				
- salaries, wages, bonus and others	**225,943**	219,395	**-**	-
- defined contribution plan	**21,888**	21,226	**-**	-
- defined benefits plan	**947**	947	**-**	-
	248,778	241,568	**-**	-

Direct operating expenses from investment properties that generated rental income for the Group during the year amounted to RM0.003 million (2025: RM0.002 million).

7. INCOME TAX EXPENSE

		Group		Company	
	Note	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Current income tax					
- Malaysian income tax		**314,916**	238,070	**-**	418
- Foreign income tax		**(78)**	698	**-**	-
Deferred tax	26	**109,836**	71,914	**-**	-
		424,674	310,682	**-**	418
Current income tax					
- Current financial year		**310,331**	237,868	**-**	423
- Under/(Over) provision in prior financial years		**4,507**	900	**-**	(5)
Deferred tax					
- Origination and reversal of temporary differences		**109,836**	71,914	**-**	-
		424,674	310,682	**-**	418

The Group and the Company are within the scope of the Organisation for Economic Co-operation and Development ("OECD") Pillar Two model rules whereby top-up tax on profits is required in any jurisdictions in which it operates, calculated at the jurisdictional level, when the effective tax rate is lower than the minimum effective tax rate of 15%.

Notes to the Financial Statements

7. INCOME TAX EXPENSE (CONT'D.)

Pillar Two legislation has been enacted in Malaysia and Singapore and is effective for the Group and the Company for the current financial year commencing 1 July 2025. The Group and the Company have assessed the tax exposure in the above jurisdictions for the financial year ended 30 June 2026 and have concluded that there is no top-up tax exposure for the current financial year.

The Group has applied the temporary mandatory exception from recognising and disclosing information relating to deferred taxes arising from the Pillar Two rules.

A reconciliation of income tax expense applicable to profit before tax at the statutory income tax rate to income tax expense at the effective income tax rate of the Group and of the Company is as follows:-

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Profit before tax	**1,328,873**	983,491	**241,584**	237,862
Income tax using Malaysian tax rate of 24% (2025: 24%)	**318,930**	236,038	**57,980**	57,087
Non-deductible expenses	**40,813**	53,217	**22,686**	46,110
Income not subject to tax	**(10,175)**	(14,437)	**(80,666)**	(102,774)
Different tax rates in other countries	**(1,439)**	(2,509)	**-**	-
Tax effect of over provision of deferred tax	**(2,673)**	(7,247)	**-**	-
Under/(Over) provision in prior financial years	**4,507**	900	**-**	(5)
Tax effect on share of profits of joint venture	**(4,603)**	(5,119)	**-**	-
Tax effect of unrecognised deferred tax assets	**79,314**	49,839	**-**	-
	424,674	310,682	**-**	418

8. EARNINGS PER SHARE

(a) Basic earnings per share

Basic earnings per share of the Group is calculated by dividing the profit attributable to owners of the parent by the weighted average number of ordinary shares in issue during the financial year.

	Group	
	2026	**2025**
Profit attributable to owners of the parent (RM'000)	**903,172**	672,385
Weighted average number of ordinary shares in issue ('000)	**1,382,156**	1,341,754
Basic earnings per share (sen)	**65.35**	50.11

(b) Diluted earnings per share

Diluted earnings per share of the Group is calculated by dividing the profit attributable to owners of the parent by the adjusted weighted average number of ordinary shares in issue during the financial year.

	Group	
	2026	**2025**
Profit attributable to owners of the parent (RM'000)	**903,172**	672,385
Weighted average number of ordinary shares in issue ('000)	**1,382,156**	1,341,754
Effect of conversion of ICPS to ordinary shares ('000)	**466,667**	466,667
Adjustment for ESOS ('000)	**45,690**	62,286
Adjusted weighted average number of ordinary shares for the purpose of arriving at diluted earnings per share ('000)	**1,894,513**	1,870,707
Diluted earnings per share (sen)	**47.67**	35.94

9. PROPERTY, PLANT AND EQUIPMENT

Group 2026	Land & buildings* RM'000	Plant, machinery & equipment RM'000	Motor vehicles RM'000	Furniture, fixtures & equipment RM'000	Infra-structure & site facilities RM'000	Capital work-in-progress RM'000	Total RM'000
Cost							
At 1 July 2025	**1,162,687**	**7,349,412**	**39,382**	**107,403**	**450**	**188,226**	**8,847,560**
Additions	**27,489**	**68,858**	**4,214**	**3,963**	**-**	**166,906**	**271,430**
Disposals	**(1,817)**	**(65,036)**	**(2,618)**	**(801)**	**-**	**(1,955)**	**(72,227)**
Written off	**-**	**(4,881)**	**-**	**(136)**	**-**	**-**	**(5,017)**
Transfer/Adjustment	**4,084**	**89,522**	**320**	**679**	**-**	**(94,565)**	**40**
Currency translation differences	**(719)**	**(4,891)**	**-**	**(221)**	**-**	**-**	**(5,831)**
At 30 June 2026	**1,191,724**	**7,432,984**	**41,298**	**110,887**	**450**	**258,612**	**9,035,955**
Accumulated depreciation							
At 1 July 2025	**670,357**	**5,569,485**	**26,452**	**95,226**	**398**	**-**	**6,361,918**
Charge for the financial year	**21,437**	**195,423**	**2,033**	**3,994**	**38**	**-**	**222,925**
Disposals	**(137)**	**(44,177)**	**(2,258)**	**(799)**	**-**	**-**	**(47,371)**
Written off	**-**	**(4,749)**	**-**	**(124)**	**-**	**-**	**(4,873)**
Transfer/Adjustment	**40**	**-**	**-**	**-**	**-**	**-**	**40**
Currency translation differences	**(718)**	**(4,760)**	**-**	**(219)**	**-**	**-**	**(5,697)**
At 30 June 2026	**690,979**	**5,711,222**	**26,227**	**98,078**	**436**	**-**	**6,526,942**
Accumulated impairment loss							
At 1 July 2025	**-**	**148,820**	**-**	**7**	**-**	**8,955**	**157,782**
Charge for the financial year	**-**	**14,037**	**-**	**-**	**-**	**-**	**14,037**
Disposals	**-**	**(17,583)**	**-**	**-**	**-**	**(1,955)**	**(19,538)**
At 30 June 2026	**-**	**145,274**	**-**	**7**	**-**	**7,000**	**152,281**
Net book value							
At 30 June 2026	**500,745**	**1,576,488**	**15,071**	**12,802**	**14**	**251,612**	**2,356,732**

9. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

Group 2025	Land & buildings* RM'000	Plant, machinery & equipment RM'000	Motor vehicles RM'000	Furniture, fixtures & equipment RM'000	Infra-structure & site facilities RM'000	Capital work-in-progress RM'000	Total RM'000
Cost							
At 1 July 2024	1,156,328	7,305,664	41,874	104,867	880	167,679	8,777,292
Additions	-	49,780	5,704	2,208	-	125,216	182,908
Disposals	-	(65,274)	(7,901)	(149)	(240)	-	(73,564)
Written off	(1,753)	(29,968)	(295)	(101)	(190)	-	(32,307)
Transfer/Adjustment	8,863	94,323	-	811	-	(104,669)	(672)
Currency translation differences	(751)	(5,113)	-	(233)	-	-	(6,097)
At 30 June 2025	1,162,687	7,349,412	39,382	107,403	450	188,226	8,847,560
Accumulated depreciation							
At 1 July 2024	650,710	5,447,318	32,598	90,541	791	-	6,221,958
Charge for the financial year	21,863	211,280	1,746	5,161	37	-	240,087
Disposals	-	(60,282)	(7,627)	(149)	(240)	-	(68,298)
Written off	(1,466)	(23,871)	(265)	(99)	(190)	-	(25,891)
Currency translation differences	(750)	(4,960)	-	(228)	-	-	(5,938)
At 30 June 2025	670,357	5,569,485	26,452	95,226	398	-	6,361,918
Accumulated impairment loss							
At 1 July 2024	-	128,179	-	-	-	8,955	137,134
Charge for the financial year	-	20,641	-	7	-	-	20,648
At 30 June 2025	-	148,820	-	7	-	8,955	157,782
Net book value							
At 30 June 2025	492,330	1,631,107	12,930	12,170	52	179,271	2,327,860

During the financial year, the Group recognised an impairment loss of RM14.0 million on the machinery and equipment relating to a cement plant in Kanthan, as the machinery and equipment had become obsolete and were no longer capable of operating as intended. In the previous financial year, the Group recognised an impairment loss of RM20.6 million on the remaining machinery and equipment at the cement plant in Rawang as the plan for these assets was subsequently determined to be no longer viable.

Notes to the Financial Statements

9. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

* Land & buildings of the Group are as follows:-

Group 2026	Freehold land RM'000	Building on long term leasehold land RM'000	Building on short term leasehold land RM'000	Building on freehold land RM'000	Factory & other building RM'000	Total RM'000
Cost						
At 1 July 2025	**31,982**	**718,793**	**343,977**	**4,614**	**63,321**	**1,162,687**
Additions	**26,724**	**15**	**-**	**-**	**750**	**27,489**
Disposals	**-**	**(1,163)**	**-**	**-**	**(654)**	**(1,817)**
Transfer/Adjustment	**-**	**3,296**	**454**	**-**	**334**	**4,084**
Currency translation differences	**-**	**-**	**-**	**-**	**(719)**	**(719)**
At 30 June 2026	**58,706**	**720,941**	**344,431**	**4,614**	**63,032**	**1,191,724**
Accumulated depreciation						
At 1 July 2025	**-**	**366,679**	**260,026**	**4,313**	**39,339**	**670,357**
Charge for the financial year	**-**	**14,390**	**5,121**	**160**	**1,766**	**21,437**
Disposals	**-**	**(91)**	**-**	**-**	**(46)**	**(137)**
Transfer/Adjustment	**-**	**-**	**40**	**-**	**-**	**40**
Currency translation differences	**-**	**-**	**-**	**-**	**(718)**	**(718)**
At 30 June 2026	**-**	**380,978**	**265,187**	**4,473**	**40,341**	**690,979**
Net book value						
At 30 June 2026	**58,706**	**339,963**	**79,244**	**141**	**22,691**	**500,745**

9. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

* Land & buildings of the Group are as follows:- (cont'd.)

Group 2025	Freehold land RM'000	Building on long term leasehold land RM'000	Building on short term leasehold land RM'000	Building on freehold land RM'000	Factory & other building RM'000	Total RM'000
Cost						
At 1 July 2024	31,982	709,930	343,977	4,614	65,825	1,156,328
Written off	-	-	-	-	(1,753)	(1,753)
Transfer/Adjustment	-	8,863	-	-	-	8,863
Currency translation differences	-	-	-	-	(751)	(751)
At 30 June 2025	31,982	718,793	343,977	4,614	63,321	1,162,687
Accumulated depreciation						
At 1 July 2024	-	352,464	254,420	4,152	39,674	650,710
Charge for the financial year	-	14,215	5,606	161	1,881	21,863
Written off	-	-	-	-	(1,466)	(1,466)
Currency translation differences	-	-	-	-	(750)	(750)
At 30 June 2025	-	366,679	260,026	4,313	39,339	670,357
Net book value						
At 30 June 2025	31,982	352,114	83,951	301	23,982	492,330

Notes to the Financial Statements

10. RIGHT-OF-USE ASSETS

Group	Leasehold land RM'000	Buildings RM'000	Land RM'000	Total RM'000
2026				
Net book value				
At 1 July 2025	**215,835**	**716**	**152,298**	**368,849**
Addition	**-**	**476**	**13,949**	**14,425**
Charge for the financial year	**(5,688)**	**(574)**	**(16,844)**	**(23,106)**
Expiry/Termination	**-**	**(41)**	**(56)**	**(97)**
Reassessment and modification of leases	**-**	**-**	**677**	**677**
Disposals	**(34)**	**-**	**-**	**(34)**
Currency translation differences	**-**	**(13)**	**(508)**	**(521)**
At 30 June 2026	**210,113**	**564**	**149,516**	**360,193**
At 30 June 2026				
Cost	**356,402**	**1,575**	**200,964**	**558,941**
Accumulated depreciation	**(146,289)**	**(1,011)**	**(51,448)**	**(198,748)**
Net book value	**210,113**	**564**	**149,516**	**360,193**
2025				
Net book value				
At 1 July 2024	212,769	548	40,732	254,049
Addition	9,026	718	125,043	134,787
Charge for the financial year	(5,647)	(544)	(14,307)	(20,498)
Reassessment and modification of leases	-	-	1,358	1,358
Disposals	(313)	-	-	(313)
Currency translation differences	-	(6)	(528)	(534)
At 30 June 2025	215,835	716	152,298	368,849
At 30 June 2025				
Cost	356,470	1,709	200,752	558,931
Accumulated depreciation	(140,635)	(993)	(48,454)	(190,082)
Net book value	215,835	716	152,298	368,849

10. RIGHT-OF-USE ASSETS (CONT'D.)

The Group has lease contracts for various items of land, buildings, motor vehicles, plant and machinery and leasehold land used in their operations. The lease arrangement generally does not allow for subleasing of the leased assets, unless there is a contractual right for the Group and the Company to sublet the leased asset to another party.

The Group and the Company also have certain leases with lease terms of 12 months or less and leases that have been determined to be low value. The Group and the Company apply the 'short-term lease' and 'lease of low-value assets' recognition exemption for these leases.

Some leases of batching plants contain variable lease payments that are based on the volume of the ready-mixed concrete produced by the Group at the batching plant.

11. INVESTMENT PROPERTIES

Group	Freehold land & buildings RM'000	Leasehold land & buildings RM'000	Total RM'000
2026			
At Cost			
At beginning/end of the financial year	**3,638**	**441**	**4,079**
Accumulated depreciation			
At beginning of the financial year	**120**	**264**	**384**
Charge for the financial year	**-**	**4**	**4**
At end of the financial year	**120**	**268**	**388**
Accumulated impairment loss			
At beginning/end of the financial year	**418**	**167**	**585**
Net book value	**3,100**	**6**	**3,106**

11. INVESTMENT PROPERTIES (CONT'D.)

Group	Freehold land & buildings RM'000	Leasehold land & buildings RM'000	Total RM'000
2025			
At Cost			
At beginning/end of the financial year	3,638	441	4,079
Accumulated depreciation			
At beginning of the financial year	120	261	381
Charge for the financial year	-	3	3
At end of the financial year	120	264	384
Accumulated impairment loss			
At beginning/end of the financial year	418	167	585
Net book value	3,100	10	3,110

Details of the Group's investment properties and information about the fair value hierarchy are as follows:-

Group	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2026				
Recurring fair value measurements:				
Investment properties	**-**	**11,812**	**-**	**11,812**
2025				
Recurring fair value measurements:				
Investment properties	-	11,812	-	11,812

Fair value information

The Group's investment properties are valued based on sale comparison approach and unobservable inputs and classified in Level 2 of the fair value hierarchy. The different levels of the fair value hierarchy are defined in Note 31(b) to the Financial Statements.

During the current financial year, there were no transfers between Level 1, Level 2 and Level 3 fair value measurements.

11. INVESTMENT PROPERTIES (CONT'D.)

Valuation techniques used to derive Level 2 fair values

Level 2 fair values of the Group's properties have been generally derived using the sales comparison approach. Sales prices of comparable properties in close proximity are adjusted for differences in key attributes such as property size. The most significant input into this valuation approach is selling price per square feet.

12. SUBSIDIARIES

(a) Investment in subsidiaries

	Company	
	2026 RM'000	2025 RM'000
Unquoted shares, at cost	**8,002,454**	7,802,454
Less: Accumulated impairment losses	**(65,830)**	(65,830)
	7,936,624	7,736,624

Details of the subsidiaries are as follows:-

Name of Company	Place of Incorporation	Principal Activities	Effective Equity Interest 2026 %	Effective Equity Interest 2025 %
Held by the Company:				
Associated Pan Malaysia Cement Sdn. Bhd.	Malaysia	Manufacture and sale of cement and clinker	**100.00**	100.00
Buildcon-Cimaco Concrete Sdn. Bhd.	Malaysia	Manufacture and sale of ready-mixed concrete and related services	**100.00**	100.00
Buildcon Concrete Sdn. Bhd.	Malaysia	Manufacture and sale of ready-mixed concrete and related services	**100.00**	100.00
C.I. Readymix Sdn. Bhd.	Malaysia	Manufacture and sale of ready-mixed concrete and transportation services	**100.00**	100.00
CMCM Perniagaan Sdn. Bhd.	Malaysia	Distribution of cement and building materials	**100.00**	100.00
H Cement (Malaysia) Sdn. Bhd.	Malaysia	Manufacture and sale of cement	**100.00**	100.00
Jumewah Shipping Sdn. Bhd.	Malaysia	Shipping of bulk cement and vessels chartering	**100.00**	100.00

Notes to the Financial Statements

12. SUBSIDIARIES (CONT'D.)

(a) Investment in subsidiaries (cont'd.)

Name of Company	Place of Incorporation	Principal Activities	Effective Equity Interest 2026 %	Effective Equity Interest 2025 %
Held by the Company: (cont'd.)				
Kedah Cement Holdings Sdn. Bhd.	Malaysia	Investment holding	**100.00**	100.00
LA Stones Sdn. Bhd.	Malaysia	Investment holding, trading and quarrying of aggregates and related products	**100.00**	100.00
M-Cement Sdn. Bhd.	Malaysia	Investment holding	**100.00**	100.00
Mini-Mix Sdn. Bhd.	Malaysia	Manufacture and sale of ready-mixed concrete and hiring of vehicles	**100.00**	100.00
Pahang Cement Sdn. Bhd.	Malaysia	Manufacture and sale of ordinary portland cement, clinker and related products and transportation services	**100.00**	100.00
Perak-Hanjoong Simen Sdn. Bhd.	Malaysia	Manufacture and sale of ordinary portland cement, clinker and related products	**100.00**	100.00
Slag Cement Sdn. Bhd.	Malaysia	Manufacture and sale of ordinary portland cement and blended cement and transportation services	**100.00**	100.00
Slag Cement (Southern) Sdn. Bhd.	Malaysia	Manufacture and sale of ordinary portland cement and blended cement	**100.00**	100.00
SMC Mix Sdn. Bhd.	Malaysia	Manufacture and sale of ready-mixed concrete	**100.00**	100.00
Supermix (Malaysia) Sdn. Bhd.	Malaysia	Manufacture and sale of ready-mixed concrete	**93.26**	93.26
YTL Cement Marketing Sdn. Bhd.	Malaysia	Sale and marketing of cementitious products	**100.00**	100.00
YTL Cement Shared Services Sdn. Bhd.	Malaysia	Accounting shared services and management consulting services	**100.00**	100.00

12. SUBSIDIARIES (CONT'D.)

(a) Investment in subsidiaries (cont'd.)

Name of Company	Place of Incorporation	Principal Activities	Effective Equity Interest 2026 %	Effective Equity Interest 2025 %
Held through H Cement (Malaysia) Sdn. Bhd.:				
Simen Utama Marketing Sdn. Bhd.	Malaysia	Marketing, trading and manufacturing of cement and related products	**100.00**	100.00
Geo Alam Environmental Sdn. Bhd.	Malaysia	Waste management in supplying, delivering of alternative fuels and raw materials for use in cement manufacturing activities	**100.00**	100.00
Geo Alam Sdn. Bhd.	Malaysia	Trading of any type of cementitious materials usable in the production of cement or concrete for use in the construction industry	**100.00**	100.00
Held through Kedah Cement Holdings Sdn. Bhd.:				
Kedah Cement Jetty Sdn. Bhd.	Malaysia	Licensed jetty operator	**100.00**	100.00
Kedah Cement Sdn. Bhd.	Malaysia	Manufacture and sale of cement, clinker and related products	**100.00**	100.00
Quickmix Solutions Sdn. Bhd.	Malaysia	Manufacture and sale of cement and drymix products	**100.00**	100.00
Held through M-Cement Sdn. Bhd.:				
LCS Pte. Ltd.*	Singapore	Bulk import and sale of cement and trading of other building materials	**100.00**	100.00
LCS Shipping Pte. Ltd.*	Singapore	Shipping of bulk cement and chartering of vessels	**100.00**	100.00
Quickmix Pte. Ltd.* (formerly known as LCS Cement Marketing Pte. Ltd.)	Singapore	Manufacture of cement, lime and plaster; and wholesale of construction materials and related supplies	**100.00**	100.00

Notes to the Financial Statements

12. SUBSIDIARIES (CONT'D.)

(a) Investment in subsidiaries (cont'd.)

Name of Company	Place of Incorporation	Principal Activities	Effective Equity Interest 2026 %	Effective Equity Interest 2025 %
Held through M-Cement Sdn. Bhd.: (cont'd.)				
LMCB Holding Pte. Ltd.*	Singapore	Investment holding	**100.00**	100.00
PMCWS Enterprises Pte. Ltd.*	Singapore	Investment holding	**100.00**	100.00
Supermix Concrete Pte. Ltd.*	Singapore	Investment holding	**100.00**	100.00
Held through Supermix (Malaysia) Sdn. Bhd.:				
Supermix Industries Sdn. Bhd.	Malaysia	Manufacture and sale of ready-mixed concrete	**93.26**	93.26
Held through LA Stones Sdn. Bhd.:				
LA Stones (Kota Tinggi) Sdn. Bhd.	Malaysia	Quarrying and trading of granite and quarry products	**100.00**	100.00
LA Stones (Pantai Remis) Sdn. Bhd.	Malaysia	Trading and quarrying of aggregates and related products and leasing of quarrying rights of aggregates and related materials	**100.00**	100.00
Held through Pahang Cement Sdn. Bhd.:				
Straits Cement Sdn. Bhd.	Malaysia	Production and sale of cement	**100.00**	100.00
Held through Perak-Hanjoong Simen Sdn. Bhd.:				
PHS Trading Sdn. Bhd.	Malaysia	Management of plant	**100.00**	100.00

* *Subsidiaries not audited by HLB Ler Lum Chew PLT*

12. SUBSIDIARIES (CONT'D.)

(a) Investment in subsidiaries (cont'd.)

The proportion of the voting rights in the subsidiary undertakings held directly or indirectly by the parent company do not differ from the proportion of ordinary shares held.

The country of incorporation of subsidiaries is also their principal place of business.

The accumulated non-controlling interest as at 30 June 2026 is not material.

(b) Amount due from/to subsidiaries

The amount due from/to subsidiaries pertain mainly to advances and payments on behalf. The outstanding amounts are unsecured, interest free and payable on demand except for advances to subsidiaries amounting RM510 million (2025: RM800 million) which bears interest at a rate ranging from 3.73% to 5.07% per annum (2025: 4.05% to 5.42% per annum).

During the financial year 2025, the Company recognised an impairment loss of RM34 million on the full amount due from a subsidiary as this subsidiary has become dormant and is no longer generating any revenue. In view of its current financial position and the uncertainty of future recoverability, the Company assessed that the full amount is unlikely to be recoverable.

13. JOINT VENTURE

(a) Investment in joint venture

	Group	
	2026 RM'000	**2025 RM'000**
Unquoted shares, at cost	**17,975**	17,975
Share of post-acquisition reserves	**75,391**	69,873
	93,366	87,848

Details of the joint venture are as follows:-

			Effective Equity Interest	
Name of Company	**Place of Incorporation**	**Principal Activities**	**2026 %**	**2025 %**
Alliance Concrete Singapore Pte. Ltd.	Singapore	Production and sale of ready-mixed concrete	**50.00**	50.00

13. JOINT VENTURE (CONT'D.)

(b) The summarised financial information of the joint venture is as follows:-

	2026 RM'000	**2025 RM'000**
Effective equity interest	**50.00%**	50.00%
Summarised financial information		
As at 30 June		
Non-current assets	**14,585**	23,180
Current assets	**364,195**	373,099
Non-current liabilities	**(1,789)**	(6,228)
Current liabilities	**(197,937)**	(222,427)
Net assets	**179,054**	167,624
Year ended 30 June		
Revenue	**892,498**	820,608
Profit for the financial year/Total comprehensive income	**54,149**	60,219
Reconciliation of net assets to carrying amount		
Group's share of net assets	**89,527**	83,812
Goodwill	**3,288**	3,288
Effect of foreign currency exchange differences	**551**	748
Carrying amount in the Statements of Financial Position	**93,366**	87,848
Group's share of results		
Group's share of profit for the financial year/total comprehensive income	**27,075**	30,110
Other information		
Dividend received	**26,038**	15,908

(c) Amount due from joint venture

The amount due from joint venture pertains mainly to trade receivables. The outstanding amount is unsecured, interest free and payable on demand.

14. INVESTMENTS

	Note	Group 2026 RM'000	Group 2025 RM'000
Non-current assets			
Financial assets at fair value through other comprehensive income	14(a)	**2,021**	2,431

(a) Financial assets at fair value through other comprehensive income

The investments are in relation to the following:-

	Group 2026 RM'000	Group 2025 RM'000
Quoted equity investments - within Malaysia	**358**	474
Unquoted equity investments - within Malaysia	**1,531**	1,831
Others	**132**	126
	2,021	2,431
Net fair value loss on investments	**(410)**	(366)

The fair value hierarchy of the investments is disclosed in Note 31(b).

15. INTANGIBLE ASSETS

	Note	Group 2026 RM'000	Group 2025 RM'000
Goodwill	15(a)	**5,552,326**	5,552,326
Quarry rights	15(b)	**-**	-
		5,552,326	5,552,326

The movements in each category of intangible assets are as follows:-

(a) Goodwill

	Group 2026 RM'000	Group 2025 RM'000
At cost		
At beginning/end of the financial year	**5,552,326**	5,552,326

Notes to the Financial Statements

15. INTANGIBLE ASSETS (CONT'D.)

(a) Goodwill (cont'd.)

Impairment tests for goodwill

The Group undertakes an annual test for impairment of its cash-generating units (CGUs). Goodwill is allocated for impairment test to the following business segments which are also the CGUs identified:-

	Group 2026 RM'000	Group 2025 RM'000
Cement	**5,085,648**	5,085,648
Aggregates and concrete	**466,678**	466,678
	5,552,326	5,552,326

The amount of goodwill initially recognised is dependent on the allocation of the purchase price to the fair value of the identifiable assets acquired and the liabilities assumed. The determination of the fair value of the assets and liabilities is based, to a considerable extent, on management judgement.

(i) Key assumptions used in the value-in-use calculations

	2026 Cement %	2026 Aggregates and concrete %	2025 Cement %	2025 Aggregates and concrete %
Pre-tax discount rate	**9.9**	**10.3**	8.6	8.6
Terminal growth rate	**1.8**	**1.8**	1.9	1.9
Revenue growth rate	**1.8**	**5.9**	1.9	9.3

The recoverable amounts of the CGUs are determined based on value-in-use calculations. The value-in-use calculations apply a discounted cash flow model using cash flow projections based on financial budgets and forecasts approved by management.

The discount rates used are pre-tax and reflect specific risks relating to the CGUs. The cement selling price and sales volume in preparing the cash flow projections were determined based on past business performance and management's expectations on the current market condition.

The terminal growth rate used is consistent with the average long-term annual growth rate for the relevant industries.

15. INTANGIBLE ASSETS (CONT'D.)

(a) Goodwill (cont'd.)

(ii) Sensitivity to change in key assumptions

Changing the assumptions selected by management, in particular the discount rate and growth rate assumptions used in the cash flow projections, could significantly affect the Group's results. The Group's review includes the key assumptions related to sensitivity in the cash flow projections for goodwill in the Group.

The circumstances where a change in key assumptions will result in the recoverable amounts of goodwill on the cement CGU to equal the corresponding carrying amounts assuming no change in the other variables are as follows:-

	Cement CGU	
	2026 %	2025 %
Pre-tax discount rate	**17.6**	19.2
Terminal growth rate	**(14.3)**	(24.1)
Revenue growth rate	**(1.8)**	(2.6)

For the aggregates and concrete CGU, the management believes that there is no reasonable possible change in any of the key assumptions which would cause the carrying amount of the goodwill allocated to it to materially exceed its recoverable amount.

(b) Quarry rights

	Group	
	2026 RM'000	2025 RM'000
At cost		
At beginning/end of the financial year	**27,783**	27,783
Accumulated amortisation		
At beginning of the financial year	**22,376**	21,242
Charge for the financial year	**-**	1,134
At end of the financial year	**22,376**	22,376
Accumulated impairment loss		
At beginning of the financial year	**5,407**	-
Charge for the financial year	**-**	5,407
At end of the financial year	**5,407**	5,407
Net book value	**-**	-

16. INVENTORIES

	Group	
	2026 RM'000	2025 RM'000
At cost		
Raw materials	**173,185**	207,840
Finished goods	**130,105**	139,347
Work-in-progress	**3,853**	3,814
Spare parts	**185,987**	186,827
Consumable stores	**28,913**	27,246
	522,043	565,074
Less: Provision for inventory obsolescence	**(61,597)**	(67,044)
	460,446	498,030

The movement in provision for inventory obsolescence for engineering parts and consumables is shown below:-

	Group	
	2026 RM'000	2025 RM'000
At beginning of the financial year	**67,044**	61,152
Provision for inventory obsolescence	**5,742**	5,892
Reversal of provision for inventory obsolescence	**(4,100)**	-
Written off	**(7,089)**	-
At end of the financial year	**61,597**	67,044

The Group's cost of inventories recognised as expenses and included in cost of sales amounted to RM2,336 million (2025: RM2,233 million).

17. TRADE AND OTHER RECEIVABLES

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Non-current					
Net investment in lease	17(a)	**348**	1,072	**-**	-
Current					
Trade receivables		**833,229**	729,381	**-**	-
Less: Allowance for impairment		**(27,350)**	(42,674)	**-**	-
Trade receivables (net)		**805,879**	686,707	**-**	-
Other receivables		**27,733**	33,456	**77**	12
Less: Allowance for impairment		**(332)**	(344)	**-**	-
Other receivables (net)		**27,401**	33,112	**77**	12
Deposits		**20,484**	15,677	**94**	94
Net investment in lease	17(a)	**724**	1,265	**-**	-
Total other receivables		**48,609**	50,054	**171**	106
		854,488	736,761	**171**	106
Total trade and other receivables		**854,836**	737,833	**171**	106

The normal trade credit terms granted to trade receivables of the Group ranged from 30 days to 120 days (2025: 30 days to 120 days). They are recognised at their original invoiced amounts which represent their fair values on initial recognition. Other receivables are non-interest bearing and repayable on demand.

Notes to the Financial Statements

17. TRADE AND OTHER RECEIVABLES (CONT'D.)

The ageing analysis of the Group's trade receivables is as follows:-

Group	Gross-carrying amount RM'000	Loss allowance RM'000	Net RM'000
2026			
Current (not past due)	**735,657**	**(956)**	**734,701**
1 to 30 days past due	**52,819**	**(930)**	**51,889**
31 to 60 days past due	**16,051**	**(1,646)**	**14,405**
61 to 90 days past due	**7,551**	**(2,667)**	**4,884**
91 to 120 days past due	**1,607**	**(1,607)**	**-**
More than 120 days past due	**19,544**	**(19,544)**	**-**
	833,229	**(27,350)**	**805,879**
2025			
Current (not past due)	633,393	(2,622)	630,771
1 to 30 days past due	47,878	(3,411)	44,467
31 to 60 days past due	14,225	(3,816)	10,409
61 to 90 days past due	4,392	(3,332)	1,060
91 to 120 days past due	3,947	(3,947)	-
More than 120 days past due	25,546	(25,546)	-
	729,381	(42,674)	686,707

17. TRADE AND OTHER RECEIVABLES (CONT'D.)

Receivables that are impaired

The movements of the loss allowance accounts are as follows:-

	Group	
	2026 RM'000	**2025 RM'000**
Trade receivables		
At beginning of the financial year	**42,674**	45,143
Impairment for the financial year	**2,659**	11,588
Reversal of impairment losses	**(14,524)**	(6,072)
Written off	**(3,459)**	(7,974)
Currency translation differences	**-**	(11)
At end of the financial year	**27,350**	42,674
Other receivables		
At beginning of the financial year	**344**	384
Currency translation differences	**(12)**	(40)
At end of the financial year	**332**	344

(a) Net investment in lease

	Group	
	2026 RM'000	**2025 RM'000**
Analysed as follows:-		
Non-current	**348**	1,072
Current	**724**	1,265
	1,072	2,337
At beginning of the financial year	**2,337**	4,925
Interest income	**65**	147
Lease payments received	**(1,330)**	(2,951)
Reassessment/Modification	**-**	216
At end of the financial year	**1,072**	2,337

The Group leases mixer trucks and equipment to third parties. Each of the leases contains non-cancellable period of 7 to 10 years.

These leases transfer substantially all the risk and rewards incidental to ownership of the mixer trucks and equipment. These leases do not include buy-back agreements or residual value guarantees.

Notes to the Financial Statements

17. TRADE AND OTHER RECEIVABLES (CONT'D.)

(a) Net investment in lease (cont'd.)

The lease payments to be received are as follows:-

	Group	
	2026 RM'000	**2025 RM'000**
Less than 1 year	**751**	1,330
1 to 2 years	**250**	751
2 to 3 years	**93**	250
3 to 4 years	**15**	93
4 to 5 years	**-**	16
Total undiscounted lease payments	**1,109**	2,440
Unearned interest income	**(37)**	(103)
Net investment in lease	**1,072**	2,337

18. OTHER CURRENT ASSETS

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Prepayments	**56,531**	40,268	**148**	120

The prepayment pertains mainly to advance payments for the purchase of raw materials, fuel, tribute and quit rent.

19. AMOUNT DUE FROM/TO HOLDING COMPANIES

The amount due from/to the respective holding companies pertains mainly to advances and payments on behalf. The outstanding amounts are unsecured, interest free and payable on demand.

20. AMOUNT DUE FROM/TO RELATED COMPANIES

The amount due from/to related companies pertains mainly to trade receivables/payables and payments on behalf. The outstanding amounts are unsecured, interest free and payable on demand.

21. CASH AND CASH EQUIVALENTS

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Deposits with licensed banks	**1,313,610**	685,549	**141,462**	46,599
Cash and bank balances	**193,500**	162,744	**710**	2,073
Cash and cash equivalents in the statements of financial position	**1,507,110**	848,293	**142,172**	48,672
Less: Restricted cash and cash equivalents	**(99)**	(1,421)	**(99)**	(99)
Cash and cash equivalents as per statements of cash flows	**1,507,011**	846,872	**142,073**	48,573

The range of interest rates of deposits that were effective at the reporting date were as follows:-

	Group		Company	
	2026 %	**2025 %**	**2026 %**	**2025 %**
Deposits with licensed banks	**1.05-3.25**	1.71-3.55	**1.75-3.10**	2.45-2.49

Deposits of the Group and of the Company have maturities ranging from 1 day to 92 days (2025: 1 day to 92 days) and 6 days to 92 days (2025: 3 days to 92 days) respectively. Bank balances are deposits held at call with banks.

Deposits with licensed banks of the Group and the Company amounting to RM0.1 million (2025: RM1.4 million) and RM0.1 million (2025: RM0.1 million) respectively are pledged as a security for certain borrowings as disclosed in Note 25.

22. SHARE CAPITAL

	Group/Company			
	Number of shares		Amount	
	2026 '000	**2025 '000**	**2026 RM'000**	**2025 RM'000**
Ordinary shares				
Issued and fully paid :-				
At beginning of the financial year	**1,352,850**	1,332,903	**3,710,540**	3,656,881
Share option exercised	**45,751**	19,947	**123,067**	53,659
At end of the financial year	**1,398,601**	1,352,850	**3,833,607**	3,710,540
Irredeemable Convertible Preference Shares ("ICPS")				
Issued and fully paid :-				
At beginning/end of the financial year	**466,667**	466,667	**1,750,000**	1,750,000
Total	**1,865,268**	1,819,517	**5,583,607**	5,460,540

During the current financial year, 45,680,800 ordinary shares at an exercise price of RM2.29 and 70,000 ordinary shares at an exercise price of RM2.25 were issued pursuant to the exercise of employees' share options granted under the ESOS 2022.

The new ordinary shares rank pari passu in all respects with the existing ordinary shares of the Company.

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share and rank equally among themselves with regard to the Company's residual assets.

22. SHARE CAPITAL (CONT'D.)

(a) ICPS

The salient features of the ICPS are as follows:

(i) Listing status and ranking of the ICPS

The ICPS will not be listed on any stock exchange and shall rank pari passu in all respects among themselves.

Subject to applicable laws, the new ordinary shares to be issued upon conversion of the ICPS shall be listed on Bursa Securities tradeable upon their listing and quotation on Bursa Securities. Such new shares shall rank pari passu in all respects with the then existing ordinary shares, except that they shall not be entitled to any dividends, rights, allotments and/or any other distributions that may be declared, made or paid, the entitlement date of which is prior to the date of allotment of such new shares.

(ii) Conversion

a) Conversion ratio

The initial conversion ratio is 1 ICPS for 1 new ordinary share. The Company shall make the necessary adjustment to the conversion ratio in the event of any alteration to its share capital, whether by way of consolidation or subdivision (or bonus issue) of shares, capitalisation of profits or reserves, capital distribution, reduction of capital in accordance with Section 116 or Section 117 of the Companies Act, 2016, or any other circumstances that the Directors deem necessary.

b) Conversion right

The ICPS shall be convertible, at the option of the holder(s) of the ICPS at any time after the date of issuance of the ICPS, into such number of ordinary shares as is determined based on the conversion ratio.

c) Conversion mode

The conversion of the ICPS will not require any cash payment from the ICPS Holders. The ICPS Holders shall, upon conversion, surrender the requisite number of ICPS for cancellation by the Company. Any fraction of new ordinary shares resulting from such conversion shall be disregarded and the Company shall not be required to pay the value of such fraction to the relevant ICPS Holders nor issue any certificate for such fraction.

Notes to the Financial Statements

22. SHARE CAPITAL (CONT'D.)

(a) ICPS (cont'd.)

(iii) Dividend

As and when dividends and/or distributions (including any special dividends) are declared by the Directors in respect of the ordinary shares, each ICPS shall also carry the right to receive such dividends and/or distributions declared in respect of 1 ordinary share, subject however to any adjustment to the conversion ratio. The Company shall not pay or distribute any dividends and/or other distributions on the ordinary shares unless the ICPS Holders then outstanding shall first receive, or simultaneously receive dividends and/or other distributions in respect of the ICPS, equivalent to the dividends and/or distributions declared on 1 ordinary share divided by the conversion ratio.

(iv) Priority on winding-up or liquidation

The ICPS shall rank in priority to the ordinary shares in any distribution of assets in the event of liquidation, dissolution or winding-up of the Company.

In particular, in the event of liquidation, dissolution or winding-up of the Company, the surplus assets and profits that may be legally distributable to the shareholders of the Company shall be distributed to the shareholders in the following order:

a) the ICPS Holders shall be paid in priority to the holders of ordinary shares, 100% of the issue price per ICPS (as appropriately adjusted for any subdivisions, consolidations, share dividends or similar recapitalisations), for each such ICPS;

b) the ICPS Holders shall be entitled to be paid, in priority to the holders of ordinary shares, any declared and unpaid dividend in respect of the ICPS; and

c) in the event that there are surplus assets and profits after the payment or distribution to the ICPS Holders as set out in sub-paragraphs (a) to (b) above,

(i) the amount of surplus assets and profits shall be first applied towards paying the holders of ordinary shares, the amount received by the ICPS Holders for each ICPS under subparagraphs (a) and (b); and

(ii) the balance of the surplus assets and profits after the payment or distribution to the ICPS Holders as set out in subparagraphs (a) to (b) and the payment to the holders of ordinary shares under sub-paragraph (c)(i) above shall be distributed pro rata among the holders of ordinary shares and the ICPS Holders on the basis of 1 ordinary share for 1 ICPS, subject however to any adjustment to the Conversion Ratio.

22. SHARE CAPITAL (CONT'D.)

(a) ICPS (cont'd.)

(v) Redemption

The ICPS shall not be redeemable.

(vi) Voting rights

ICPS Holder shall have the same rights as a holder of ordinary shares as regards to receiving notices, reports and audited financial statements, and attending general meetings of the Company, but shall only have the right to vote in each of the following circumstances:

a) when the dividend or part of the dividend on the ICPS is in arrear for more than 6 months;

b) on a proposal to reduce the share capital of the Company;

c) on a proposal for the disposal of the whole or substantial part of the Company's assets, businesses or undertakings;

d) on a proposal that affects rights attached to the ICPS;

e) on a proposal to wind-up the Company; or

f) during the winding-up of the Company.

(vii) Transferability

ICPS Holder may transfer all or any part of the ICPS held by it or otherwise sell, dispose of or deal with all or any part of its interest in such ICPS, at any time, provided that such transfer, sale, disposal or dealing shall be in accordance with the Constitution.

(viii) Governing laws

The ICPS will be governed under the laws of Malaysia.

(b) Employees' Share Option Scheme 2022 ("ESOS 2022")

On 30 March 2022, the Company implemented a share issuance scheme known as the Employees' Share Option Scheme which was approved by the shareholders of the Company at an Extraordinary General Meeting held on 18 March 2022. The ESOS 2022 is valid for a period of ten (10) years and is for employees and Directors of the Company and/or its subsidiaries who meet the criteria of eligibility for participation as set out in the By-Laws of the ESOS 2022 ("By-Laws").

Notes to the Financial Statements

22. SHARE CAPITAL (CONT'D.)

(b) Employees' Share Option Scheme 2022 ("ESOS 2022") (cont'd.)

The salient terms of the ESOS 2022 are as follows:-

(i) The maximum number of shares to be allotted and issued pursuant to the exercise of the options which may be granted under the ESOS 2022 shall not exceed fifteen per cent (15%) of the total number of issued shares of the Company (excluding treasury shares, if any) or such other percentage of the total number of issued shares of the Company (excluding treasury shares, if any) that may be permitted by Bursa Securities or any other relevant authorities from time to time throughout the duration of the ESOS 2022.

(ii) Any person who is a Director and/or an employee of a corporation in the Group, who meets the following criteria as at the date of offer of an option ("Offer Date") shall be eligible for consideration and selection by the Options Committee (as defined in the By-Laws) to participate in the ESOS 2022:

a) the person has attained the age of eighteen (18) years, is not an undischarged bankrupt and is not subject to any bankruptcy proceedings;

b) the person, save for a non-executive Director, must be on the payroll of a company within the Group; and

- he is employed on a full time basis, has not served a notice to resign or received a notice of termination; or

- he is serving in a specific designation under an employment contract for a fixed duration, excluding those who are employed on a short-term contract or any other employees under contract as may be determined by the Options Committee;

c) the person's employment, save for a non-executive Director, is for a period of at least one (1) year of continuous service prior to and up to the Offer Date, including service during the probation period, and is confirmed in service; and

d) the person fulfils any other criteria and/or falls within such category as may be set by the Options Committee from time to time.

(iii) Subject to the Bursa Securities Listing Requirements and any adjustments in accordance with By-Law 13, the subscription price for shares under the ESOS 2022 shall be determined by the Board of Directors of the Company upon recommendation of the Options Committee and shall be fixed based on the 5-day volume weighted average market price of shares, as quoted on Bursa Securities, immediately preceding the Offer Date (as defined in the By-Laws) of the options with a discount of not more than ten per cent (10%), if deemed appropriate, or such lower or higher limit in accordance with any prevailing guidelines issued by Bursa Securities or any other relevant authorities as amended from time to time during the scheme period.

22. SHARE CAPITAL (CONT'D.)

(b) Employees' Share Option Scheme 2022 ("ESOS 2022") (cont'd.)

(iv) Subject to By-Law 13, the Options Committee may, at any time and from time to time, before or after an option is granted, limit the exercise of the option to a maximum number of new ordinary shares of the Company and/or such percentage of the total ordinary shares of the Company comprised in the options during such period(s) within the option period. Notwithstanding the above, and subject to By-Laws 10 and 11, the options can only be exercised by the grantee no earlier than three (3) years after the Offer Date.

(v) Subject to By-Law 12.2, a grantee shall be prohibited from disposing of the shares allotted and issued to him through the exercise of the option(s) for a period of one (1) year from the date on which the option is exercised or such other period as may be determined by the Options Committee at its sole and absolute discretion.

In financial year 2024, the terms and conditions of the ESOS 2022 was reviewed with following changes:

(i) The Vesting Date was set as 2 January 2024 ("2022 Grant Vesting Date"); and
(ii) The Retention Period ("2022 Grant Retention Period") was determined as follows:

Percentage of Shares subject to moratorium (calculated on the total number of shares comprised in the options)	Grant Retention Period	Percentage of Shares released from moratorium	Date of release of moratorium
80%	Until 31 December 2024	20%	Not subject to moratorium
60%	Until 31 December 2025	20%	1 January 2025
40%	Until 31 December 2026	20%	1 January 2026
20%	Until 31 December 2027	20%	1 January 2027
0%	No moratorium	20%	1 January 2028

Notes to the Financial Statements

22. SHARE CAPITAL (CONT'D.)

(b) Employees' Share Option Scheme 2022 ("ESOS 2022") (cont'd.)

The movements in the number of share options of the Company are as follows:-

			Number of share options over ordinary shares				
Grant date	Expiry date	Exercise price RM/share	At 1 July 2025 '000	Granted '000	Exercised '000	Forfeited '000	At 30 June 2026 '000
Scheme							
31.01.2023	29.03.2032	2.29	114,955	-	(45,681)	(301)	**68,973**
24.03.2023	29.03.2032	2.25	350	-	(70)	-	**280**
			115,305	-	(45,751)	(301)	**69,253**

			Number of share options over ordinary shares				
Grant date	Expiry date	Exercise price RM/share	At 1 July 2024 '000	Granted '000	Exercised '000	Forfeited '000	At 30 June 2025 '000
Scheme							
31.01.2023	29.03.2032	2.29	136,134	-	(19,937)	(1,242)	114,955
24.03.2023	29.03.2032	2.25	360	-	(10)	-	350
			136,494	-	(19,947)	(1,242)	115,305

The fair value of options granted for which MFRS 2 "Share-based payment" applies, was determined using the Trinomial Valuation model.

Valuation assumptions:-	
Expected volatility	35.86%
Expected dividend yield	0.0%
Expected option life	3 years
Risk-free interest rate per annum (based on Malaysia securities bonds)	3.50%

The expected volatility reflects the assumption that the historical volatility is indicative of future trends, which may not necessarily be the actual outcome.

23. OTHER RESERVES

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Foreign currency translation reserve	23(a)	**16,651**	29,541	**-**	-
Fair value reserve	23(b)	**1,382**	1,792	**-**	-
Share options reserve	23(c)	**27,701**	46,122	**27,701**	46,122
		45,734	77,455	**27,701**	46,122

(a) Foreign currency translation reserve

	Group 2026 RM'000	Group 2025 RM'000
At beginning of the financial year	**29,541**	41,589
Foreign currency translation differences for foreign operations	**(12,890)**	(12,048)
At end of the financial year	**16,651**	29,541

(b) Fair value reserve

	Group 2026 RM'000	Group 2025 RM'000
At beginning of the financial year	**1,792**	2,158
Changes in fair value	**(410)**	(366)
At end of the financial year	**1,382**	1,792

(c) Share options reserve

	Group/Company 2026 RM'000	Group/Company 2025 RM'000
At beginning of the financial year	**46,122**	54,598
Less: Share option exercised	**(18,301)**	(7,979)
Less: Share option forfeited	**(120)**	(497)
At end of the financial year	**27,701**	46,122

24. LEASE LIABILITIES

	Group 2026 RM'000	Group 2025 RM'000
Analysed as follows:-		
Non-current	**135,206**	137,640
Current	**15,945**	12,288
	151,151	149,928

The movements in lease liabilities are as below:

	Group 2026 RM'000	Group 2025 RM'000
At beginning of the financial year	**149,928**	36,219
Addition	**14,425**	125,761
Interest expense	**6,973**	6,162
Payments	**(20,265)**	(19,105)
Reassessment and modification	**677**	1,358
Termination	**(111)**	-
Currency translation differences	**(476)**	(467)
At end of the financial year	**151,151**	149,928

The maturity analysis of lease liabilities are as below:

	Group 2026 RM'000	Group 2025 RM'000
Not later than 1 year	**17,806**	15,724
Later than 1 year and not later than 5 years	**37,137**	38,335
Later than 5 years	**330,611**	336,653
Future minimum lease payments	**385,554**	390,712
Less: Future finance charges	**(234,403)**	(240,784)
Present value of lease liabilities	**151,151**	149,928

24. LEASE LIABILITIES (CONT'D.)

The lease liability is initially measured at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, the Group measures the lease liability by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect lease payments made, and remeasuring the carrying amount to reflect any reassessment or lease modifications.

The Group leases its business premises, equipments and motor vehicles in the jurisdictions from which it operates. The leases comprise fixed payments over the lease terms and may include extension option.

(a) Amount recognised in the Statements of Comprehensive Income

	Note	Group 2026 RM'000	Group 2025 RM'000
Depreciation of right-of-use assets	6	**23,106**	20,498
Interest expense on lease liabilities	5	**6,973**	6,162
Lease expenses - short term lease	6	**2,935**	1,063
Lease expenses - low value assets	6	**275**	271

(b) Amount recognised in the Statements of Cash Flows

	Group 2026 RM'000	Group 2025 RM'000
Lease expenses - short term lease	**2,935**	1,063
Lease expenses - low value assets	**275**	271
Repayment of lease liabilities	**20,265**	19,105
Total cash outflow for leases	**23,475**	20,439

Extension and termination options are included in a number of property and equipment leases across the Group. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations. The majority of extension and termination options held are exercisable only by the Group and not by the respective lessors.

Notes to the Financial Statements

25. BORROWINGS

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Current					
Bonds	25(a)	**-**	185,000	**-**	185,000
Revolving credit	25(b)	**250,500**	243,000	**-**	-
Term loans	25(c)	**-**	-	**-**	-
		250,500	428,000	**-**	185,000
Non-current					
Bonds	25(a)	**2,055,000**	1,969,902	**2,055,000**	1,969,902
Revolving credit	25(b)	**135,000**	187,500	**-**	-
Term loans	25(c)	**-**	-	**-**	-
		2,190,000	2,157,402	**2,055,000**	1,969,902
Total					
Bonds	25(a)	**2,055,000**	2,154,902	**2,055,000**	2,154,902
Revolving credit	25(b)	**385,500**	430,500	**-**	-
Term loans	25(c)	**-**	-	**-**	-
		2,440,500	2,585,402	**2,055,000**	2,154,902

	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Repayable not later than 1 year	**250,500**	428,000	**-**	185,000
Repayable later than 1 year and not later than 5 years	**1,890,000**	1,857,402	**1,755,000**	1,669,902
Repayable later than 5 years	**300,000**	300,000	**300,000**	300,000
	2,440,500	2,585,402	**2,055,000**	2,154,902

The weighted average interest rates of the borrowings that were effective at the reporting date were as follows:-

	Group 2026 %	Group 2025 %	Company 2026 %	Company 2025 %
Bonds	**4.42**	4.52	**4.42**	4.52
Revolving credit	**4.03**	4.45	**-**	-
Term loans	**-**	-	**-**	-

The Group's and the Company's borrowings are repayable by monthly, quarterly, semi-annually, yearly instalments and lump sum repayment.

25. BORROWINGS (CONT'D.)

(a) Bonds

Sukuk Murabahah Programme

Pursuant to a trust deed and programme agreement both dated 18 October 2022, the Company established a Sukuk Murabahah Programme ("Sukuk Murabahah") comprising an Islamic medium term notes ("IMTN") programme and an Islamic commercial papers ("ICP") programme with a combined aggregate limit of up to RM5.0 billion in nominal value, based on the Shariah principle of Murabahah (via Tawarruq arrangement).

The tenure of the IMTN programme is thirty (30) years from the date of first issue under the IMTN programme on 31 October 2022. The tenure of the ICP programme is seven (7) years from the date of first issue under the ICP programme on 31 October 2022. The proceeds raised from the Sukuk Murabahah Programmes shall be utilised to refinance any existing conventional borrowings and/or existing/future Islamic financing facilities, to finance capital expenditure and/or for general corporate purposes and/or working capital requirements of the Group.

As at end of the reporting period, RM2,055 million of IMTN (2025: RM2,155 million) had been issued as follows:-

(i) IMTN of RM220 million in nominal value issued on 26 June 2023 and due on 26 June 2028, bearing a profit rate of 5.05% per annum, payable semi-annually.

(ii) IMTN of RM350 million in nominal value issued on 12 October 2023 and due on 12 October 2028, bearing a profit rate of 4.99% per annum, payable semi-annually.

(iii) IMTN of RM100 million in nominal value issued on 11 December 2023 and due on 11 December 2029, bearing a profit rate of 5.07% per annum, payable semi-annually.

(iv) IMTN of RM500 million in nominal value issued on 3 July 2024 and due on 2 July 2027, bearing a profit rate of 4.12% per annum, payable semi-annually.

(v) IMTN of RM500 million in nominal value issued on 3 July 2024 and due on 3 July 2029, bearing a profit rate of 4.24% per annum, payable semi-annually.

(vi) IMTN of RM300 million in nominal value issued on 9 May 2025 and due on 7 May 2032, bearing a profit rate of 4.05% per annum, payable semi-annually.

(vii) IMTN of RM85 million in nominal value issued on 13 January 2026 and due on 13 January 2028, bearing a profit rate of 3.73% per annum, payable semi-annually.

The above issuances of IMTNs were mainly utilised to refinance existing financial debts of the Company's subsidiaries except for the IMTNs under items (ii), (iv) and (v) which were utilised to partially settle a term loan of the Company.

During the current financial year, the following IMTNs were fully settled:

(i) IMTN of RM100 million in nominal value, issued on 31 October 2022 bearing a profit rate of 5.42% per annum, was fully settled on 31 October 2025.

(ii) IMTN of RM85 million in nominal value, issued on 13 January 2023 bearing a profit rate of 5.25% per annum was fully settled on 13 January 2026 through the issuance of an IMTN with the same nominal value as disclosed in paragraph (vii) above.

Notes to the Financial Statements

25. BORROWINGS (CONT'D.)

(b) Revolving credit

All the revolving credit facilities of the Group are unsecured and repayable on demand. Included in the RM187.5 million (2025: RM232.5 million) revolving credit facility of Perak-Hanjoong Simen Sdn. Bhd., is a principal amount of RM112.5 million (2025: RM157.5 million) which is repayable by 2 (2025: 3) annual instalments.

(c) Term loans

The following term loans were fully settled in the previous financial year:

(i) The Company's outstanding term loan balance of RM1,170.1 million (net of amortised fees) as at 30 June 2024 was fully settled on 23 September 2024 through a voluntary early settlement. The term loan bore interest rate ranging from 5.76% to 5.77% per annum in the previous financial year. Following the full settlement of the term loan, the charges against the shares of the subsidiaries were discharged, and designated bank accounts were subsequently closed. This term loan was part of the drawdown of the RM2 billion Islamic facility on 21 September 2021 as part of the funding for the acquisition of the entire equity interest of 10 companies and their respective subsidiaries which are involved in the cement and ready-mixed concrete businesses in Malaysia, from its immediate holding company, YTL Cement Berhad.

(ii) A term loan of RM200 million with a tenure of 84 months was drawn down by Perak-Hanjoong Simen Sdn. Bhd. and Pahang Cement Sdn. Bhd. respectively on 27 August 2021. The outstanding balance of RM145.7 million respectively (net of amortised fees) as at 30 June 2024 was fully settled on 27 May 2025 through a voluntary early settlement. The term loan bore interest rate ranging from 5.54% to 5.57% per annum in the previous financial year.

(iii) A term loan of RM400 million with a tenure of 84 months was drawn down by Straits Cement Sdn. Bhd. on 27 August 2021. The outstanding balance of RM291.5 million (net of amortised fees) as at 30 June 2024 was fully settled on 27 May 2025 through a voluntary early settlement. The term loan bore interest rate ranging from 5.54% to 5.57% per annum in the previous financial year.

(iv) A term loan of RM80 million with a tenure of 84 months was drawn down by Buildcon Concrete Sdn. Bhd. on 27 August 2021. The outstanding balance of RM58.3 million (net of amortised fees) as at 30 June 2024 was fully settled on 27 December 2024 through a voluntary early settlement. The term loan bore interest rate ranging from 5.55% to 5.57% per annum in the previous financial year.

The term loans described in paragraphs (ii), (iii) and (iv) above are secured against the shares in the Company held by YTL Cement Berhad and the charge over designated bank accounts. Following the full settlement of the term loans in the previous financial year, the charges against the shares in the Company and designated bank accounts were discharged.

26. DEFERRED TAX (ASSETS)/LIABILITIES

		Assets		Liabilities	
Group	Note	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
At beginning of the financial year		**(154,179)**	(254,361)	**331,077**	359,383
Charged/(credited) to profit or loss	7				
- Property, plant and equipment		**(959)**	(2,661)	**(18,477)**	(35,640)
- Retirement benefits		**87**	18	**119**	(25)
- Provisions		**28**	(2,688)	**(2,612)**	(386)
- Unutilised capital allowances		**11,315**	17,661	**-**	-
- Unabsorbed tax losses		**121,932**	89,707	**1,792**	5,952
- Right-of-use assets		**702**	26,482	**(320)**	579
- Lease liabilities		**(1,036)**	(37,031)	**(731)**	(279)
- Others		**(1,394)**	11,565	**(610)**	(1,340)
		130,675	103,053	**(20,839)**	(31,139)
Reclassification (from)/to deferred tax (assets)/liabilities		**656**	(2,871)	**(656)**	2,871
Currency translation differences		**-**	-	**(30)**	(38)
At end of the financial year		**(22,848)**	(154,179)	**309,552**	331,077

Deferred tax assets and liabilities are attributable to the following:-

	Assets		Liabilities	
Group	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Property, plant and equipment				
- capital allowances in excess of depreciation	**22,460**	25,591	**308,290**	324,027
Retirement benefits	**(2,490)**	(2,600)	**(2,487)**	(2,606)
Provisions	**(4,077)**	(7,570)	**(7,269)**	(1,277)
Unutilised capital allowances	**(33,329)**	(45,502)	**-**	-
Unabsorbed tax losses	**(3,450)**	(126,038)	**(517)**	(2,309)
Right-of-use assets	**6,140**	8,823	**47,139**	46,701
Lease liabilities	**(11,192)**	(13,664)	**(33,085)**	(31,549)
Others	**3,090**	6,781	**(2,519)**	(1,910)
	(22,848)	(154,179)	**309,552**	331,077

During the current financial year, the Group reassessed the recoverability of deferred tax assets relating to unabsorbed tax losses, taking into consideration the subsidiary's future taxable profit projections and the expiry periods of the tax losses. Following the reassessment, deferred tax assets of RM115.8 million relating to unabsorbed tax losses were derecognised. Consequently, the remaining deferred tax assets recognised as at the current financial year end mainly relate to unutilised capital allowances and other deductible temporary differences.

Notes to the Financial Statements

26. DEFERRED TAX (ASSETS)/LIABILITIES (CONT'D.)

The recognition of the remaining deferred tax assets requires judgement in assessing whether sufficient future taxable profits will be available against which the unutilised capital allowances and deductible temporary differences can be utilised. The Group's assessment is based on the future taxable profits of the subsidiaries in which the deferred tax assets arise.

Future taxable profits are based on management's five-year profit projections, which include key assumptions on projected sales volumes and prices of the subsidiaries' major products, purchase costs of key production inputs and expected growth rates.

Based on the assessment, management considers it probable that sufficient taxable profits will be available against which the remaining deferred tax assets can be utilised.

Deferred tax assets have not been recognised in respect of the following items:-

	Group	
	2026 RM'000	2025 RM'000
Unabsorbed tax losses	**223,166**	107,933
Unutilised capital allowances/reinvestment allowances	**2,489**	1,424
Deductible temporary differences	**346**	22
Property, plant and equipment	**546**	(339)
	226,547	109,040

The unabsorbed tax losses and unutilised capital allowances are subject to agreement with the Inland Revenue Board. On the other hand, effective from year of assessment 2019 as announced in the Annual Budget 2022, the unused tax losses of the Group as at the end of the financial year 2018 and thereafter will only be available for carry forward for a period of 10 consecutive years.

The unabsorbed tax losses for which no deferred tax asset is recognised have the following expiry dates:

	Group	
	2026 RM'000	2025 RM'000
Expiring in 2028	**634,988**	424,453
Expiring in 2029	**176,888**	-
Expiring in 2030	**75,988**	-
Expiring in 2032	**3,379**	120
Expiring in 2033	**13,961**	753
Expiring in 2034	**852**	1,088
Expiring in 2035	**1,798**	1,301
Expiring in 2036	**1,072**	-
No expiry	**29,548**	31,063
	938,474	458,778

27. TRADE AND OTHER PAYABLES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Trade payables	**395,141**	417,825	**-**	-
Other payables	**70,525**	57,611	**672**	543
Deposit	**5,586**	15,762	**-**	-
Accruals	**194,598**	177,443	**27,662**	36,128
	665,850	668,641	**28,334**	36,671

The normal credit terms of trade payables granted to the Group vary from 30 days to 150 days (2025: 30 days to 150 days). Other credit terms are assessed and approved on a case-by-case basis.

28. CONTRACT LIABILITIES

	Group	
	2026 RM'000	2025 RM'000
At beginning of the financial year	**2,880**	3,990
Increase due to cash received, excluding amounts recognised as revenue during the financial year	**3,590**	2,880
Revenue recognised that was included in the contract liability balance at the beginning of the financial year	**(2,880)**	(3,990)
At end of the financial year	**3,590**	2,880

The contract liabilities arise when a customer pays in advance before the delivery of goods.

Revenue is recognised when the control of the goods is transferred to the customer, being at the point the goods are delivered to the customer. When the customer initially purchases the goods, the transaction price received at that point by the Group is recognised as contract liability until the goods have been delivered to the customer.

As at 30 June 2026, the aggregate amount of the transaction price allocated to unsatisfied performance obligations resulting from contracts with customers is RM3.6 million (2025: RM2.9 million). This will be recognised as revenue as the goods are delivered to customers, which is expected to occur over the next financial year.

Notes to the Financial Statements

29. POST-EMPLOYMENT BENEFIT OBLIGATIONS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Defined contribution plan				
- Current	**4,739**	4,981	**-**	-
Defined benefit plan				
- Non-current	**20,914**	21,746	**-**	-

(a) Defined contribution plan

Group companies incorporated in Malaysia contribute to the Employees Provident Fund, the national defined contribution plan. Once the contributions have been paid, the Group and the Company have no further payment obligations.

(b) Defined benefit plan

The defined benefit plan typically exposes the Group to actuarial risks such as longevity risk and salary risk. However, as the defined benefit plan for the permanent staff was already determined, the actuarial risk is confined to a small number of 15 unionised staff, who are entitled to approximately RM1.2 million out of the RM20.9 million of the total amount under defined benefit plan.

(i) Longevity risk

The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants during their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

(ii) Salary risk

The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

The present value of the defined benefit obligation, and the related current service cost and past service cost, were measured using the projected unit credit method.

29. POST-EMPLOYMENT BENEFIT OBLIGATIONS (CONT'D.)

(b) Defined benefit plan (cont'd.)

The principal actuarial assumptions used for the said unionised staff at the end of the reporting period are as follows:-

	2026 %	2025 %
Discount rate	**3.9**	3.9
Future salary increase	**5.0**	5.0

Sensitivity analysis

Significant actuarial assumption for the determination of the defined benefit obligation is the discount rate. The sensitivity analysis below has been determined based on reasonably possible change of the respective assumption occurring at the end of the reporting period, while holding all other assumptions constant.

If the discount rate increases/(decreases) by 0.5%, the defined benefit obligation would decrease by RM0.80 million/increase by RM0.84 million (2025: decrease by RM0.80 million/increase by RM0.84 million).

Movements in the net liability recognised in the Statements of Financial Position are as follows:-

	Group	
	2026 RM'000	2025 RM'000
At beginning of the financial year	**21,746**	21,662
Charge for the financial year	**947**	947
Benefit paid	**(1,779)**	(863)
At end of the financial year	**20,914**	21,746

The amounts recognised in the Statements of Financial Position are analysed as follows:-

	Group	
	2026 RM'000	2025 RM'000
Present value of unfunded obligation	**20,914**	21,746

29. POST-EMPLOYMENT BENEFIT OBLIGATIONS (CONT'D.)

(b) Defined benefit plan (cont'd.)

Reconciliation of the present value of unfunded obligation is as follows:-

	Group	
	2026 RM'000	2025 RM'000
At beginning of the financial year	**21,746**	21,662
Current service cost	**73**	73
Interest cost	**874**	874
Benefit paid	**(1,779)**	(863)
At end of the financial year	**20,914**	21,746

The amounts recognised in the Income Statements are as follows:-

	Group	
	2026 RM'000	2025 RM'000
Current service cost	**73**	73
Interest cost	**874**	874
	947	947

30. FINANCIAL RISK MANAGEMENT

The Group's and the Company's operations are subject to a variety of financial risks, including liquidity risk, credit risk, interest rate risk and foreign currency risk.

The Group's and the Company's financial risk management policy seeks to ensure that adequate resources are available to manage the above risks and to create value for its shareholders. It is not the Group's and the Company's policy to engage in speculative transactions.

The Board of Directors reviews and agrees policies and procedures for managing each of these risks and they are summarised below:-

(a) Liquidity risk

Liquidity risk is the risk that the Group and the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group and the Company maintain a level of cash and cash equivalents and bank facilities deemed adequate by the management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due.

The table below summarises the maturity profile of the Group's and the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations.

Group	On demand or within 1 year RM'000	1 to 5 years RM'000	Over 5 years RM'000	Total RM'000
2026				
Financial liabilities				
Trade and other payables	**665,850**	**-**	**-**	**665,850**
Amount due to holding companies	**3,288**	**-**	**-**	**3,288**
Amount due to related companies	**122,973**	**-**	**-**	**122,973**
Lease liabilities	**17,806**	**37,137**	**330,611**	**385,554**
Borrowings	**355,849**	**2,032,130**	**310,386**	**2,698,365**
	1,165,766	**2,069,267**	**640,997**	**3,876,030**
2025				
Financial liabilities				
Trade and other payables	668,641	-	-	668,641
Amount due to holding companies	2,974	-	-	2,974
Amount due to related companies	95,986	-	-	95,986
Lease liabilities	15,724	38,335	336,653	390,712
Borrowings	538,007	2,081,366	322,536	2,941,909
	1,321,332	2,119,701	659,189	4,100,222

30. FINANCIAL RISK MANAGEMENT (CONT'D.)

(a) Liquidity risk (cont'd)

Company	On demand or within 1 year RM'000	1 to 5 years RM'000	Over 5 years RM'000	Total RM'000
2026				
Financial liabilities				
Trade and other payables	**28,334**	**-**	**-**	**28,334**
Amount due to subsidiaries	**26**	**-**	**-**	**26**
Borrowings	**90,766**	**1,894,029**	**310,386**	**2,295,181**
	119,126	**1,894,029**	**310,386**	**2,323,541**
2025				
Financial liabilities				
Trade and other payables	36,671	-	-	36,671
Amount due to subsidiaries	67	-	-	67
Amount due to related companies	1	-	-	1
Borrowings	276,830	1,882,763	322,536	2,482,129
	313,569	1,882,763	322,536	2,518,868

30. FINANCIAL RISK MANAGEMENT (CONT'D.)

(b) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations.

The Group's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including cash and cash equivalents), the Group and the Company minimise credit risk by dealing with high credit rating counterparties.

Trade receivables

The Group applies the MFRS 9 simplified approach to measure ECL, which uses a lifetime expected loss allowance for all trade receivables. To measure the ECL, trade receivables have been grouped based on shared credit risk characteristics and days past due.

The expected loss rates are determined based on historical ageing profile and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The historical loss rates will be adjusted based on the expected changes in these factors. The Group's loss allowance recognised is disclosed in Note 17 to the Financial Statements.

At the reporting date, the maximum exposure to credit risk arising from trade receivables are represented by the carrying amount in the Statements of Financial Position.

The Group has no significant concentration of credit risk with a single customer or a group of customers.

Cash and bank balances

The Group and the Company place its cash and bank balances with a number of creditworthy financial institutions. The Group's and the Company's policy limit the concentration of financial exposure to any single financial institution. While cash and bank balances are also subject to the impairment requirements of MFRS 9, the identified impairment loss was immaterial.

Other receivables

Credit risks on other receivables are mainly arising from refundable deposits and amount due from related parties. The refundable deposits are deposits paid for plants, port operations and administration offices rented which will be received at the end of each lease terms. The Group and the Company manage the credit risk together with the leasing arrangement. Amount due from related parties comprise amount receivables for the trade and non-trade transactions with holding companies, subsidiaries, other related companies and joint venture. The Group and the Company monitor their results and outstanding balances regularly. There is no indication that the amounts due from related parties are not recoverable.

At the reporting date, the maximum exposure to credit risk is represented by the carrying amounts in the Statements of Financial Position.

30. FINANCIAL RISK MANAGEMENT (CONT'D.)

(c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group's and the Company's exposure to interest rate risk arise primarily from their floating rate borrowings, which is partially offset by the deposits and short term investments held at variable rates. The Group and the Company manage their cash flow interest rate risk by using a mix of fixed and variable rate debts.

The interest rate profile of the Group's and the Company's significant interest-bearing financial instruments, based on their carrying amounts as at the reporting date, were:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Fixed rate instruments				
Financial liabilities	**(2,055,000)**	(2,154,902)	**(2,055,000)**	(2,154,902)
Variable rate instruments				
Financial assets	**1,313,610**	685,549	**141,462**	46,599
Financial liabilities	**(385,500)**	(430,500)	**-**	-

At the reporting date, if the interest rates had been 50 basis points lower/higher, with all other variables held constant, the Group's and the Company's profit before tax would be higher/lower by approximately RM1.9 million (2025: RM2.2 million) and RM Nil (2025: RM Nil), respectively, as a result of lower/higher interest expense on borrowings.

The Group and the Company do not account for any fixed rate instruments at fair value through profit or loss. Therefore, a change in interest rates at the reporting date would not affect their profit before tax.

The excess funds of the Group and the Company are invested in bank deposits and other short-term instruments. The Group and the Company manage their liquidity risks by placing such excess funds on short-term maturities to match its cash flow needs. If interest deposit rates increases/decreases by 10 basis points, interest income of the Group and the Company for the financial year would increase/decrease by RM1.31 million (2025: RM0.69 million) and RM0.14 million (2025: RM0.05 million), respectively.

30. FINANCIAL RISK MANAGEMENT (CONT'D.)

(d) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group and the Company are exposed to foreign currency risk on sales and purchases that are denominated in a currency other than the respective functional currencies of the Group entities. The currencies giving rise to this risk are primarily United States Dollar (USD) and Singapore Dollar (SGD).

The Group also holds cash and cash equivalents denominated in foreign currencies for working capital purposes.

Where necessary, the Group enters into forward foreign currency exchange contracts to limit its exposure on foreign currency receivables and payables, and on cash flows generated from anticipated transactions denominated in foreign currencies.

The Group's exposure to foreign currency (a currency which is other than the currency of the Group entities) risk, based on carrying amounts as at the reporting date was:

	Denominated in	
	USD	SGD
Group	**RM'000**	**RM'000**
2026		
Trade receivables	**-**	**10,864**
Amount due from related companies	**-**	**20,023**
Cash and cash equivalents	**590**	**581,182**
Trade payables	**(130,742)**	**(7,477)**
	(130,152)	**604,592**
2025		
Trade receivables	-	11,225
Amount due from related companies	-	24,384
Cash and cash equivalents	2,272	402,964
Trade payables	(134,646)	(7,079)
	(132,374)	431,494

Notes to the Financial Statements

30. FINANCIAL RISK MANAGEMENT (CONT'D.)

(d) Foreign currency risk (cont'd.)

The following table demonstrates the sensitivity of the Group's profit net of tax to a reasonably possible change in the USD and SGD exchange rates against the respective functional currencies of the Group entities, with all other variables held constant.

		Group	
		Profit net of tax	
		2026 RM'000	2025 RM'000
USD/RM	- strengthened 5%	**(4,946)**	(5,030)
	- weakened 5%	**4,946**	5,030
SGD/RM	- strengthened 5%	**22,975**	16,397
	- weakened 5%	**(22,975)**	(16,397)

There is no significant exposure to foreign currency exchange risk at the Company level.

31. FINANCIAL INSTRUMENTS

(a) Categories of financial instruments

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Financial assets				
Fair value through other comprehensive income:				
Investments	**2,021**	2,431	**-**	-
Amortised cost:				
Trade and other receivables	**854,836**	737,833	**171**	106
Amount due from holding companies	**324**	31	**-**	-
Amount due from subsidiaries	**-**	-	**518,214**	813,805
Amount due from related companies	**81,036**	59,859	**-**	437
Amount due from joint venture	**24,812**	23,052	**-**	-
Cash and cash equivalents	**1,507,110**	848,293	**142,172**	48,672
	2,468,118	1,669,068	**660,557**	863,020
	2,470,139	1,671,499	**660,557**	863,020
Financial liabilities				
Amortised cost:				
Trade and other payables	**665,850**	668,641	**28,334**	36,671
Amount due to holding companies	**3,288**	2,974	**-**	-
Amount due to subsidiaries	**-**	-	**26**	67
Amount due to related companies	**122,973**	95,986	**-**	1
Lease liabilities	**151,151**	149,928	**-**	-
Borrowings	**2,440,500**	2,585,402	**2,055,000**	2,154,902
	3,383,762	3,502,931	**2,083,360**	2,191,641

31. FINANCIAL INSTRUMENTS (CONT'D.)

(b) Fair value measurement

The carrying amounts of cash and cash equivalents, short term receivables and payables and short term borrowings approximate fair values due to the relatively short term nature of these financial instruments.

Fair value hierarchy

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:-

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

(ii) Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. prices) or indirectly (i.e. derived from prices).

(iii) Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

At the reporting date, the Group held the following financial instruments carried at fair value on the Statements of Financial Position:-

Group	Note	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2026					
Financial assets					
Fair value through other comprehensive income	14(a)	**358**	**-**	**1,663**	**2,021**
2025					
Financial assets					
Fair value through other comprehensive income	14(a)	474	-	1,957	2,431

During the current financial year, there were no transfers between Level 1 and Level 2 fair value measurements.

32. SIGNIFICANT RELATED PARTY TRANSACTIONS

For the purpose of these financial statements, parties are considered to be related to the Group if the Group or the Company has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include all the Directors of the Group.

(a) Related parties transactions

In addition to related party disclosures mentioned elsewhere in the financial statements, set out below are other significant related party transactions.

			Group	
Entity	**Relationship**	**Type of transactions**	**2026 RM'000**	**2025 RM'000**
Alliance Concrete Singapore Pte. Ltd.	Joint venture company	Sales of building materials	**142,780**	123,240
Amunity Sdn. Bhd.	Subsidiary of immediate holding company	Purchase of building materials	**14,192**	1,605
Batu Tiga Quarry Sdn. Bhd.	Subsidiary of immediate holding company	Purchase of building materials	**202,346**	171,529
		Fees receivable for support function	**2,657**	3,353
Beijing Dama Sinosource Trading Co., Ltd.	Subsidiary of immediate holding company	Purchase of maintenance parts	**13,240**	12,873
Bentara Gemilang Industries Sdn. Bhd.	Subsidiary of immediate holding company	Sales of building materials	**775**	2,605
		Purchase of building materials	**77,957**	52,485
CDL Sdn. Bhd.	Subsidiary of immediate holding company	Fees payable for support function	**5,257**	6,395
		Rental income from office premises	**739**	1,054
Concrete Engineering Products Berhad	Subsidiary of immediate holding company	Sales of building materials	**2,077**	-

Notes to the Financial Statements

32. SIGNIFICANT RELATED PARTY TRANSACTIONS (CONT'D.)

(a) Related parties transactions (cont'd.)

			Group	
Entity	**Relationship**	**Type of transactions**	**2026 RM'000**	**2025 RM'000**
Dynamic Marketing Sdn. Bhd.	Subsidiary of pre-penultimate holding company	Sales of building materials	**2,915**	6,856
Eastern Pretech (Malaysia) Sdn. Bhd.	Subsidiary of immediate holding company	Sales of building materials	**41,480**	18,303
		Fees receivable for support function	**3,401**	-
Gemilang Pintar Sdn. Bhd.	Subsidiary of immediate holding company	Purchase of building materials	**2,241**	6,455
Green Enable Technologies Sdn. Bhd.	Subsidiary of immediate holding company	Procurement of waste handling, operation, maintenance and project management services	**15,324**	13,705
Jurong Cement Limited	Subsidiary of immediate holding company	Sales of building materials	**8,907**	8,244
		Silo storage charges	**20,164**	12,920
Kenneison Construction Materials Sdn. Bhd.	Subsidiary of immediate holding company	Purchase of building materials	**-**	1,720
Nanyang Aggregate Pte. Ltd.	Subsidiary of immediate holding company	Sales of building materials	**1,301**	1,853
Nanyang Cement Pte. Ltd.	Subsidiary of immediate holding company	Sales of building materials	**-**	1,258
Sino Mobile And Heavy Equipment Sdn. Bhd.	Subsidiary of immediate holding company	Purchase of property, plant and equipment	**72,979**	37,164
Syarikat Pembenaan Yeoh Tiong Lay Sdn. Bhd.	Subsidiary of pre-penultimate holding company	Sales of building materials	**40,416**	34,400
YTL Cement Berhad	Immediate holding company	Rental expense for land and office premises	**8,145**	7,418

32. SIGNIFICANT RELATED PARTY TRANSACTIONS (CONT'D.)

(a) Related parties transactions (cont'd.)

			Group	
Entity	**Relationship**	**Type of transactions**	**2026 RM'000**	**2025 RM'000**
YTL Cement Terminal Services Pte. Ltd.	Subsidiary of immediate holding company	Sales of building materials	**76,305**	75,355
		Purchase of building materials	**65,037**	7,868
		Silo storage charges	**5,803**	3,350
YTL Concrete (S) Pte. Ltd.	Subsidiary of immediate holding company	Sales of building materials	**12,244**	9,439
YTL Technical Services Sdn. Bhd.	Subsidiary of immediate holding company	Procurement of operation and maintenance services	**13,073**	12,145
YTL Technologies Sdn. Bhd.	Subsidiary of pre-penultimate holding company	Purchase of supplies and spare parts, freight, handling and maintenance services	**22,332**	21,078
		Fees receivable for support function	**1,463**	1,361
Zhejiang YTL Cement Marketing Co. Ltd.	Subsidiary of immediate holding company	Purchase of supplies and maintenance parts	**10,125**	7,076

			Company	
Entity	**Relationship**	**Type of transactions**	**2026 RM'000**	**2025 RM'000**
Kedah Cement Sdn. Bhd.	Subsidiary	Interest income	**18,266**	25,800
Perak-Hanjoong Simen Sdn. Bhd.	Subsidiary	Short-term loan	**-**	60,000
		Interest income	**1,005**	320
Straits Cement Sdn. Bhd.	Subsidiary	Short-term loan	**-**	240,000
		Interest income	**9,720**	1,278
YTL Cement Shared Services Sdn. Bhd.	Subsidiary	Shared services fee	**302**	311

The Directors are of the opinion that the above transactions have been entered into in the normal course of business and have been established on terms and conditions negotiated and agreed by the related parties.

Notes to the Financial Statements

32. SIGNIFICANT RELATED PARTY TRANSACTIONS (CONT'D.)

(b) Key management personnel compensation

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company, directly or indirectly, including any Director (whether executive or otherwise) of the Company.

Key management personnel of the Group and of the Company comprise the Directors of the Group and of the Company. Details on the compensation for these key management personnel are disclosed in Note 6.

33. COMMITMENTS

(a) Capital commitments

	Group	
	2026 RM'000	**2025 RM'000**
Contracted but not provided for		
- Purchase of property, plant and equipment	**96,455**	50,549

(b) Operating lease arrangements

The Group as lessor

The Group had leased out its properties to third parties for monthly lease payments. This lease is classified as an operating lease because the risk and rewards incidental to ownership of the assets are not substantially transferred.

Undiscounted lease payments from the operating lease to be received after the reporting date are as follows:-

	Group	
	2026 RM'000	**2025 RM'000**
Less than 1 year	**20**	35
Between 1 to 2 years	**-**	20
Total undiscounted lease payments to be received	**20**	55

34. SEGMENTAL INFORMATION

Segment information is presented in respect of the Group's business segments, which reflect the Group's internal reporting structure that are regularly reviewed by the Group's managing director for the purposes of allocating resources to the segment and assessing its performance.

For management purposes, the Group is organised into the following operating divisions:
- cement
- aggregates and concrete

Included under the Cement Segment are the Group's drymix and waste management business.

Information regarding the Group's reportable segments is presented below.

2026	Cement RM'000	Aggregates & Concrete RM'000	Total RM'000
Revenue			
Total revenue	**3,822,550**	**1,782,091**	**5,604,641**
Inter-segment revenue	**(610,314)**	**-**	**(610,314)**
External revenue	**3,212,236**	**1,782,091**	**4,994,327**
Results			
Interest income	**18,258**	**5,809**	**24,067**
Finance costs	**(116,302)**	**(1,175)**	**(117,477)**
Share of results of joint venture	**-**	**27,075**	**27,075**
Segment profit before tax	**1,080,097**	**248,776**	**1,328,873**
Segment assets			
Investment in joint venture	**-**	**93,366**	**93,366**
Other segment assets	**10,064,522**	**1,219,347**	**11,283,869**
Segment liabilities			
Borrowings	**2,432,500**	**8,000**	**2,440,500**
Other segment liabilities	**1,050,337**	**312,817**	**1,363,154**
Other segment information			
Capital expenditure	**165,212**	**106,218**	**271,430**
Depreciation and amortisation	**210,428**	**35,607**	**246,035**

Notes to the Financial Statements

34. SEGMENTAL INFORMATION (CONT'D.)

2025	Cement RM'000	Aggregates & Concrete RM'000	Total RM'000
Revenue			
Total revenue	3,628,386	1,411,193	5,039,579
Inter-segment revenue	(511,389)	-	(511,389)
External revenue	3,116,997	1,411,193	4,528,190
Results			
Interest income	18,050	14,349	32,399
Finance costs	(168,865)	(3,311)	(172,176)
Share of results of joint venture	-	30,110	30,110
Segment profit before tax	826,850	156,641	983,491
Segment assets			
Investment in joint venture	-	87,848	87,848
Other segment assets	9,653,706	975,640	10,629,346
Segment liabilities			
Borrowings	2,577,402	8,000	2,585,402
Other segment liabilities	1,074,015	239,046	1,313,061
Other segment information			
Capital expenditure	140,581	42,327	182,908
Depreciation and amortisation	233,307	28,415	261,722

34. SEGMENTAL INFORMATION (CONT'D.)

(a) Geographical Information

The Group operates in two principal geographical areas - Malaysia (country of domicile) and Singapore.

	Revenue		Non-current assets	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Malaysia	**4,677,567**	4,293,224	**8,184,683**	8,163,075
Singapore	**316,760**	234,966	**87,674**	89,070
	4,994,327	4,528,190	**8,272,357**	8,252,145

Non-current assets information presented above consist of the followings items as presented in the Statements of Financial Position.

	Non-current assets	
	2026 RM'000	**2025 RM'000**
Property, plant and equipment	**2,356,732**	2,327,860
Right-of-use assets	**360,193**	368,849
Investment properties	**3,106**	3,110
Intangible assets	**5,552,326**	5,552,326
	8,272,357	8,252,145

(b) Major customers

There is no customer whose revenue exceed the threshold of equal or more than 10% of the Group's revenue in financial year ended 30 June 2026 and 30 June 2025.

35. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximise its shareholders value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. There were no changes in the Group's approach to capital management during the year.

The Group monitors capital using a debt-to-capital ratio, which is net debts divided by total capital plus net debts. The Group includes within net debts, total borrowings less cash and cash equivalents. Capital includes equity attributable to the owners of the parent.

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Borrowings	**2,440,500**	2,585,402	**2,055,000**	2,154,902
Less: Cash and cash equivalents	**(1,507,110)**	(848,293)	**(142,172)**	(48,672)
Net debts	**933,390**	1,737,109	**1,912,828**	2,106,230
Equity attributable to owners of the parent	**7,568,823**	6,814,531	**6,514,189**	6,408,185
Capital and net debts	**8,502,213**	8,551,640	**8,427,017**	8,514,415
Debt-to-capital ratio (%)	**11**	20	**23**	25

36. DIVIDENDS

	Group/Company			
	2026		2025	
	Gross dividend per share (sen)	Amount of dividend, net of tax RM'000	Gross dividend per share (sen)	Amount of dividend, net of tax RM'000
Dividends on ordinary shares paid in respect of:-				
Financial year ended 30 June 2026				
- First interim	**6.0**	**83,675**	-	-
Financial year ended 30 June 2025				
- First interim	**-**	**-**	5.0	67,216
- Second interim	**7.0**	**96,004**	-	-
Financial year ended 30 June 2024				
- Second interim	**-**	**-**	6.0	80,232
Dividend recognised as distribution to ordinary equity holders of the Company	**13.0**	**179,679**	11.0	147,448
Dividends on ICPS paid in respect of:-				
Financial year ended 30 June 2026				
- First interim	**6.0**	**28,000**	-	-
Financial year ended 30 June 2025				
- First interim	**-**	**-**	5.0	23,333
- Second interim	**7.0**	**32,667**	-	-
Financial year ended 30 June 2024				
- Second interim	**-**	**-**	6.0	28,000
Dividend recognised as distribution to ICPS holders of the Company	**13.0**	**60,667**	11.0	51,333
Total		**240,346**		198,781

36. DIVIDENDS (CONT'D)

On 20 August 2026, the Board of Directors declared a second interim dividend of 9 sen per ordinary share and 9 sen per irredeemable convertible preference share for the financial year ended 30 June 2026. The book closure and payment dates in respect of the aforesaid dividend are 11 September 2026 and 2 October 2026, respectively.

The Board of Directors does not recommend a final dividend for the financial year ended 30 June 2026 (2025: Nil).

37. AUTHORISATION FOR ISSUE OF FINANCIAL STATEMENTS

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

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 the purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(A) GROUP TOTAL INCOME AND TOTAL ASSETS

		Group	
Total Income	**Remarks**	**2026 RM'000**	**2025 RM'000**
Revenue		**4,994,327**	4,528,190
Other income		**152,718**	158,764
Share of result of joint ventures		**27,075**	30,110
Total		**5,174,120**	4,717,064
Total Assets		**11,377,235**	10,717,194

(B) BUSINESS ACTIVITIES

		Group	
Shariah Non-Compliant Activities	**Remarks**	**2026 RM'000**	**2025 RM'000**
Interest income		**24,002**	32,252
Total		**24,002**	32,252

(C) COMPONENT OF FINANCIAL POSITION

(i) Cash Component

		Group	
	Remarks	**2026 RM'000**	**2025 RM'000**
Islamic Account/Instruments			
Financial assets/instruments		**2,021**	2,431
Total		**2,021**	2,431
Conventional Account/Instruments			
Deposits with licensed bank		**1,313,610**	685,549
Cash at bank (exclude cash in hand)		**193,500**	162,744
Total		**1,507,110**	848,293

Disclosure of Financial Data for Shariah Screening

(ii) Debt Component

		Group	
	Remarks	**2026 RM'000**	**2025 RM'000**
Islamic Financing			
Current			
Islamic medium-term notes		**-**	185,000
Non-Current			
Islamic medium-term notes		**2,055,000**	1,969,902
Total		**2,055,000**	2,154,902
Conventional Borrowing			
Current			
Revolving credit and loans		**250,500**	243,000
Non-Current			
Revolving credit and loans		**135,000**	187,500
Total		**385,500**	430,500

SECTION 6

Information on Annual General Meeting

208 Notice of Annual General Meeting

213 Statement Accompanying Notice of Annual General Meeting

- Form of Proxy



Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Seventy-Sixth Annual General Meeting of Malayan Cement Berhad (the "**Company**") will be held at Mayang Sari Grand Ballroom, Lower Level 3, JW Marriott Hotel Kuala Lumpur, 183 Jalan Bukit Bintang, 55100 Kuala Lumpur on Thursday, 3 December 2026 at 3.30 p.m. or at any adjournment thereof, to transact the following business:-

AS ORDINARY BUSINESS

1. To lay before the meeting the Audited Financial Statements for the financial year ended 30 June 2026 together with the Reports of the Directors and Auditors thereon. ***Please refer Explanatory Note A***

2. To re-elect the following Directors who retire pursuant to Article 85 of the Company's Constitution:-

   (i) Dato' Seri Yeoh Seok Hong ***Resolution 1***
   (ii) Mr Yap Seng Chong ***Resolution 2***
   (iii) Ms Fong Yee Mei ***Resolution 3***

3. To approve the payment of fees to the Non-Executive Directors payable monthly in arrears for the period from the Seventy-Sixth Annual General Meeting until the Seventy-Seventh Annual General Meeting of the Company based on the fee structure below:

Membership	Fees (RM/Year)
Board	200,000
Audit and Risk Management Committee	20,000
Remuneration and Nomination Committee	20,000

Resolution 4

4. To approve the payment of meeting attendance allowance of RM2,000 per meeting for each Non-Executive Director for the period from the Seventy-Sixth Annual General Meeting until the Seventy-Seventh Annual General Meeting of the Company. ***Resolution 5***

5. To re-appoint HLB Ler Lum Chew PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. ***Resolution 6***

Notice of Annual General Meeting

AS SPECIAL BUSINESS

To consider and, if thought fit, pass the following resolutions:

ORDINARY RESOLUTIONS:-

6. **PROPOSED AUTHORITY TO ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT, 2016**

   "THAT pursuant to Sections 75 and 76 of the Companies Act, 2016, the Directors be and are hereby empowered to allot and issue shares in the Company at any time until the conclusion of the next Annual General Meeting and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares to be issued does not exceed 10% of the total number of issued shares of the Company for the time being or such other percentage as prescribed by Bursa Malaysia Securities Berhad ("**Bursa Securities**") and that the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities." ***Resolution 7***

7. **PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY**

   "THAT subject to the Company's compliance with all applicable rules, regulations, orders and guidelines made pursuant to the Companies Act, 2016, the provisions of the Company's Constitution and Bursa Malaysia Securities Berhad ("**Bursa Securities**") Main Market Listing Requirements ("**Listing Requirements**") and the approvals of all relevant authorities, the Company be and is hereby authorised, to the fullest extent permitted by law, to buy back and/or hold from time to time and at any time such amount of ordinary 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 ("**the Proposed Share Buy-Back**") provided that:-

   (i) The maximum number of shares which may be purchased and/or held by the Company at any point of time pursuant to the Proposed Share Buy-Back shall not exceed 10% of the total number of issued shares of the Company for the time being quoted on Bursa Securities provided always that in the event that the Company ceases to hold all or any part of such shares as a result of, amongst others, cancellation of shares, sale of shares on the market of Bursa Securities or distribution of treasury shares to shareholders as dividend in respect of shares bought back under the previous shareholder mandate for share buy-back which was obtained at the Annual General Meeting held on 4 December 2025, the Company shall be entitled to further purchase and/or hold such additional number of shares as shall (in aggregate with the shares then still held by the Company) not exceed 10% of the total number of issued shares of the Company for the time being quoted on Bursa Securities;

   (ii) The maximum amount of funds to be allocated by the Company pursuant to the Proposed Share Buy-Back shall not exceed the retained profits of the Company at the time of purchase by the Company of its own shares; and

(iii) The shares purchased by the Company pursuant to the Proposed Share Buy-Back may be dealt with by the Directors in all or any of the following manner:-

(a) the shares so purchased may be cancelled; and/or

(b) the shares so purchased may be retained in treasury for distribution as dividends to the shareholders and/or resold on the market of Bursa Securities and/or subsequently cancelled; and/or

(c) part of the shares so purchased may be retained as treasury shares with the remainder being cancelled; and/or

(d) transfer the shares, or any of the shares for the purposes of or under an employees' shares scheme; and/or

(e) transfer the shares, or any of the shares as purchase consideration; and/or

(f) deal with the shares in any other manner as may be permitted by the applicable laws and/or regulations in force from time to time;

AND THAT such authority shall commence upon the passing of this resolution, until the conclusion of the next Annual General Meeting of the Company or the expiry of the period within which the next Annual General Meeting is required by law to be held unless revoked or varied by Ordinary Resolution of the shareholders of the Company in general meeting, whichever occurs first, but so as not to prejudice the completion of a purchase made before such expiry date;

AND THAT the Directors of the Company be and are hereby authorised to take all steps as are necessary or expedient to implement or to give effect to the Proposed Share Buy-Back with full powers to amend and/or assent to any conditions, modifications, variations or amendments (if any) as may be imposed by the relevant governmental/regulatory authorities from time to time and with full power to do all such acts and things thereafter in accordance with the Companies Act, 2016, the provisions of the Company's Constitution and the Listing Requirements and all other relevant governmental/regulatory authorities."

Resolution 8

8. **PROPOSED RENEWAL OF SHAREHOLDER MANDATE FOR EXISTING RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("RRPT") AND PROPOSED NEW SHAREHOLDER MANDATE FOR ADDITIONAL RRPT**

"THAT the Company and/or its subsidiaries be and is/are hereby authorised to enter into RRPT from time to time with the related parties as specified in section 2.3 (a) and (b) of the Circular to Shareholders dated 30 October 2026 ("**Related Parties**") subject to the following:-

(i) the transactions are necessary for the day-to-day operations of the Company and/or its subsidiaries and are transacted on terms consistent or comparable with market or normal trade practices and/or based on normal commercial terms and on terms not more favourable to the Related Parties than those generally available to the public and are not to the detriment of the minority shareholders; and

(ii) disclosure is made in the annual report of the aggregate value of transactions conducted during the financial year pursuant to the shareholder mandate in accordance with the Bursa Malaysia Securities Berhad Main Market Listing Requirements;

THAT the mandate given by the shareholders of the Company shall continue to be in force until the conclusion of the next Annual General Meeting of the Company or the expiry of the period within which the next Annual General Meeting is required to be held pursuant to Section 340(2) of the Companies Act, 2016 (the "**Act**") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); unless revoked or varied by resolution of the shareholders of the Company in general meeting, whichever is the earlier;

AND THAT the Directors of the Company be authorised to complete and do such acts and things as they may consider expedient or necessary to give full effect to the shareholder mandate."

Resolution 9

By Order of the Board,

HO SAY KENG
Company Secretary

KUALA LUMPUR
30 October 2026

Notice of Annual General Meeting

Notes:

PROXY

1. *A member (including an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act, 1991 ("SICDA")) entitled to attend and vote at a general meeting of the Company may appoint not more than two (2) proxies to participate instead of the member at the Annual General Meeting ("AGM").*

2. *Where a member is an Exempt Authorised Nominee as defined under the SICDA, 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.*

3. *A proxy may but need not be a member of the Company. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.*

4. *The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under its seal or under the hand of an officer or attorney duly authorised in writing.*

5. *The appointment of proxy may be made in hardcopy form or by electronic means as specified below and must be received by Vistra Investor & Issuing House Services Sdn Bhd (formerly known as Tricor Investor & Issuing House Services Sdn Bhd) ("Vistra") not less than 48 hours before the time appointed for holding the AGM i.e. no later than **Tuesday, 1 December 2026** at **3.30 p.m.**:*

   (i) In hardcopy form
   The original Form of Proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified or office copy of that power or authority shall be deposited at the office of Vistra at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop box at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

   (ii) Electronically via Vistra Share Registry and IPO (MY) Portal ("Vistra SRMY Portal")
   The Form of Proxy can be electronically lodged with Vistra via Vistra SRMY Portal at https://srmy.vistra.com. Please follow the procedures set out in the Administrative Guide for the AGM.

6. *For the purpose of determining a member who shall be entitled to attend the AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd, in accordance with Article 59 of the Company's Constitution and Section 34(1) of the SICDA to issue a General Meeting Record of Depositors as at 26 November 2026. Only a depositor whose name appears on the General Meeting Record of Depositors as at 26 November 2026 shall be entitled to attend the said meeting or appoint proxy(ies) to attend and/or vote in his stead.*

APPOINTMENT OF REPRESENTATIVES BY CORPORATE MEMBERS

7. *For a corporate member who has appointed an authorised representative, please deposit the original certificate of appointment of corporate representative with Vistra at its office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop box at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, before the time appointed for holding the AGM or adjourned meeting.*

Explanatory Notes to Ordinary Business -

Note A

This Agenda item is meant for discussion only as under the provisions of Section 340(1)(a) of the Companies Act, 2016, the audited financial statements do not require formal approval of shareholders and hence, the matter will not be put forward for voting.

Explanatory Notes to Special Business -

Resolution pursuant to Sections 75 and 76 of the Companies Act, 2016

Resolution 7 is a renewal of the general authority given to the Directors of the Company to allot and issue shares as approved by the shareholders at the Seventy-Fifth AGM held on 4 December 2025 ("Previous Mandate").

As at the date of this Notice, the Company has not issued any new shares pursuant to the Previous Mandate which will lapse at the conclusion of this AGM.

Resolution 7, if passed, will give the Directors authority to allot and issue ordinary shares at any time up to a maximum of 10% of the total number of issued shares of the Company for the time being or such other percentage as prescribed by Bursa Malaysia Securities Berhad, without convening a general meeting which will be both time and cost consuming. The mandate will provide flexibility to the Company for any possible fund raising activities, including but not limited to placement of shares, for purpose of funding future investment project(s), working capital and/or acquisitions.

Resolution pertaining to the Renewal of Authority to Buy-Back Shares of the Company

For Resolution 8, further information on the Share Buy-Back is set out in Part A of the Statement to Shareholders dated 30 October 2026 which is available on the Company's website at https://ytlcement.my/investor-relations/meetings.

Resolution pertaining to the Recurrent Related Party Transactions of a Revenue or Trading Nature ("RRPT")

For Resolution 9, further information on the RRPT is set out in Part B of the Circular to Shareholders dated 30 October 2026 which is available on the Company's website at *https://ytlcement.my/investor-relations/meetings*.

Statement Accompanying Notice of Annual General Meeting

(Pursuant to Paragraph 8.27(2) of Bursa Malaysia Securities Berhad Main Market Listing Requirements)

1. DETAILS OF INDIVIDUALS WHO ARE STANDING FOR ELECTION AS DIRECTORS (EXCLUDING DIRECTORS STANDING FOR RE-ELECTION)

No individual is seeking election as a Director at the Seventy-Sixth Annual General Meeting of the Company.

2. GENERAL MANDATE FOR ISSUE OF SECURITIES IN ACCORDANCE WITH PARAGRAPH 6.03(3) OF BURSA MALAYSIA SECURITIES BERHAD MAIN MARKET LISTING REQUIREMENTS

Details of the general mandate/authority for Directors to allot and issue shares in the Company pursuant to Sections 75 and 76 of the Companies Act, 2016 are set out in the Explanatory Notes to Special Business of the Notice of Seventy-Sixth Annual General Meeting.

This page is intentionally left blank.

FORM OF PROXY

CDS Account No.	

(only for nominee companies)

Number of shares held	

MALAYAN CEMENT BERHAD
[Company No. 195001000048 (1877-T)]
(Incorporated in Malaysia)

I/We *(full name in block letters)* _____

_____ Tel. No. _____

NRIC *(New & old)*/Passport/Company No. _____

of *(full address)* _____

_____

being a member of **Malayan Cement Berhad** hereby appoint

Full name of proxy in block letters	*NRIC (new & old) /Passport No. of proxy*	Proportion of shareholdings to be represented	
		No. of shares	*%*

* and/or *(delete as appropriate)*

Full name of proxy in block letters	*NRIC (new & old) /Passport No. of proxy*	Proportion of shareholdings to be represented	
		No. of shares	*%*

or failing him/her, the Chairman of the Meeting as my/our proxy(ies) to vote for me/us on my/our behalf at the Seventy-Sixth Annual General Meeting ("**AGM**") of the Company to held at Mayang Sari Grand Ballroom, Lower Level 3, JW Marriott Hotel Kuala Lumpur, 183 Jalan Bukit Bintang, 55100 Kuala Lumpur on **Thursday, 3 December 2026** at **3.30 p.m.** or at any adjournment thereof.

My/Our proxy is to vote as indicated below:

No.	Resolution	For	Against
1.	Re-election of Dato' Seri Yeoh Seok Hong		
2.	Re-election of Mr Yap Seng Chong		
3.	Re-election of Ms Fong Yee Mei		
4.	Approval of the payment of fees to the Non-Executive Directors for the period from the Seventy-Sixth AGM until the Seventy-Seventh AGM of the Company		
5.	Approval of the payment of meeting attendance allowance to the Non-Executive Directors for the period from the Seventy-Sixth AGM until the Seventy-Seventh AGM of the Company		
6.	Re-appointment of HLB Ler Lum Chew PLT as Auditors of the Company		
7.	Proposed authorisation for Directors to allot and issue shares		
8.	Proposed renewal of share buy-back authority		
9.	Proposed renewal of shareholder mandate for existing recurrent related party transactions of a revenue or trading nature ("RRPT") and proposed new shareholder mandate for additional RRPT		

Please indicate with an "X" in the space provided whether you wish your votes to be cast "for" or "against" the resolution. In the absence of specific direction, your proxy will vote or abstain as he/she thinks fit.

Dated this _____ day of _____ 2026

_____

Signature(s)/Common Seal of Member

Notes:

1. *A member (including an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act, 1991 ("SICDA")) entitled to attend and vote at a general meeting of the Company may appoint not more than two (2) proxies to participate instead of the member at the AGM.*
2. *Where a member is an Exempt Authorised Nominee as defined under the SICDA, 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.*
3. *A proxy may but need not be a member of the Company. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.*
4. *The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under its seal or under the hand of an officer or attorney duly authorised in writing.*
5. *The appointment of proxy may be made in hardcopy form or by electronic means as specified below and must be received by Vistra Investor & Issuing House Services Sdn Bhd (formerly known as Tricor Investor & Issuing House Services Sdn Bhd) ("Vistra") not less than 48 hours before the time appointed for holding the AGM i.e. no later than* ***Tuesday, 1 December 2026*** *at* ***3.30 p.m.****:*

   (i) *<u>In hardcopy form</u>*

   The original Form of Proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified or office copy of that power or authority shall be deposited at the office of Vistra at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop box at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

   (ii) *<u>Electronically Vistra Share Registry and IPO (MY) Portal ("Vistra SRMY Portal")</u>*

   The Form of Proxy can be electronically lodged with Vistra via Vistra SRMY Portal at <u>https://srmy.vistra.com</u>. Please follow the procedures set out in the Administrative Guide for the AGM.
6. *Only members whose names appear on the General Meeting Record of Depositors as at 26 November 2026 shall be entitled to attend the AGM or appoint proxy(ies) to attend and/or vote in his stead.*
7. *For a corporate member who has appointed an authorised representative, please deposit the <u>original</u> certificate of appointment of corporate representative with Vistra at either of the addresses stated in note 5(i) above, before the time appointed for holding the AGM or adjourned meeting.*

First fold here

AFFIX STAMP

Vistra Investor & Issuing House Services Sdn Bhd
(formerly known as Tricor Investor & Issuing House Services Sdn Bhd)
Share Registrar for the 76th Annual General Meeting of
Malayan Cement Berhad
Unit 32-01, Level 32, Tower A, Vertical Business Suite
Avenue 3, Bangsar South, No. 8, Jalan Kerinchi
59200 Kuala Lumpur

Then fold here

Fold This Flap For Sealing



MALAYAN CEMENT BERHAD
195001000048 (1877-T)

33rd Floor, Menara YTL,
205 Jalan Bukit Bintang 55100
Kuala Lumpur, Malaysia

T 603 2038 0888
F 603 2038 0388

W www.ytlcement.my
W www.ytlcement.com