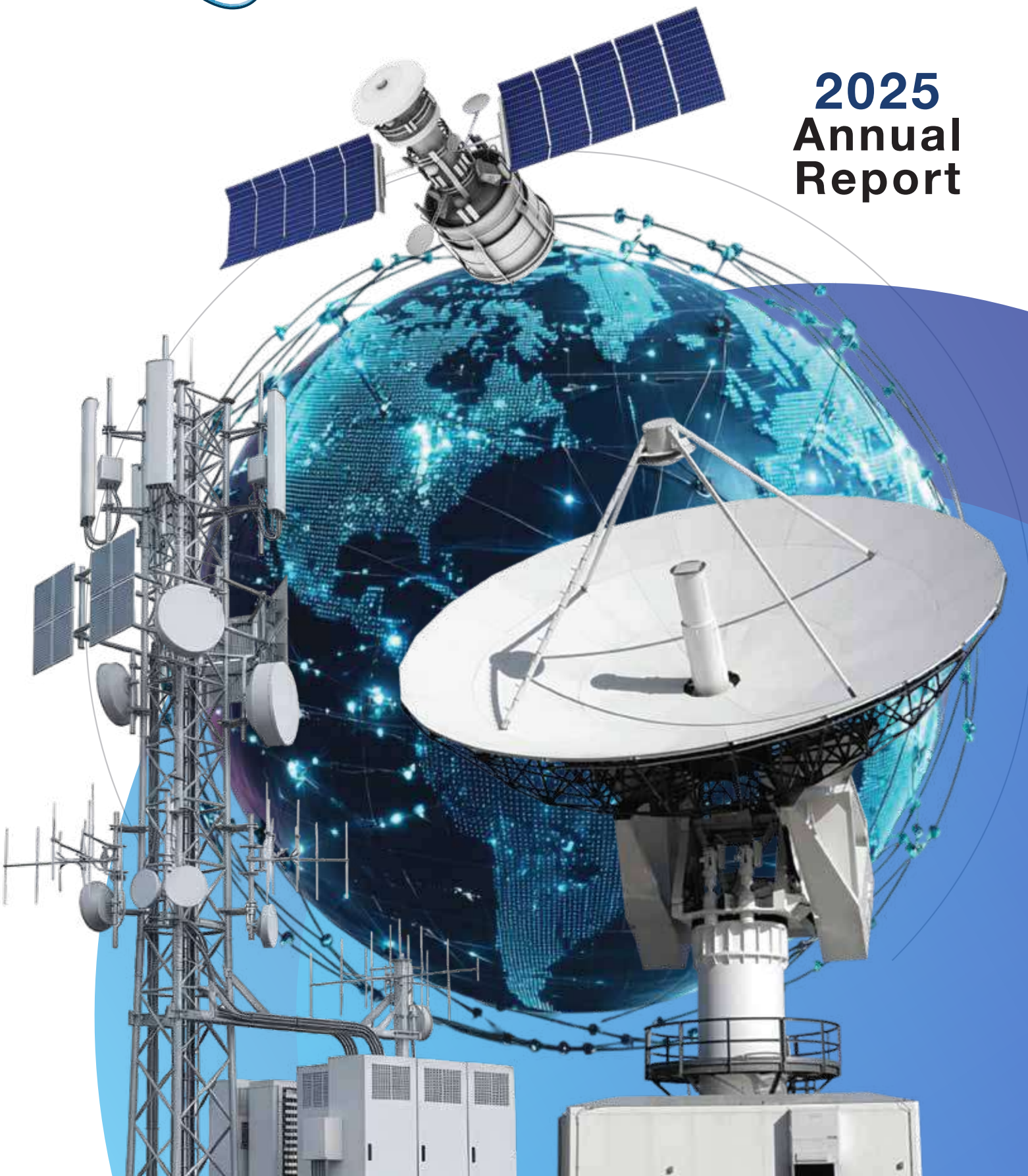
BINASAT COMMUNICATIONS BERHAD

[Registration No.: 201701008491 (1222656-D)]
(Incorporated in Malaysia under the Companies Act 2016)



2025 Annual Report

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CORPORATE PROFILE

ABOUT US

Binasat Communications Berhad ("Binasat" or "the Company") was incorporated in 2017, while its subsidiaries (collectively, the "Binasat Group" or "the Group") include entities established as early as 2000. The Group has been providing telecommunications network support services in Malaysia since 2004.

The Group specialises in providing comprehensive support services across three (3) key telecommunications mediums in Malaysia, namely satellite, mobile and fibre optic networks. The Group serves major telecommunications operators either directly or indirectly through equipment suppliers. Our service offerings encompass Very Small Aperture Terminal ("VSAT") Network Engineering Services, Mobile Network Engineering Services, Fibre Network Engineering Services, Satellite Hub/Teleport and Digital Satellite News Gathering ("DSNG") Services as well as power and telecommunication infrastructure works.

Backed by more than two (2) decades of industry experience, we have built a robust operational footprint across the country with an extensive network of support centres and ground stations nationwide. This underscores the Group's proven capability in supporting large scale infrastructure projects and delivering sustainable and enduring value to our stakeholders.

During the financial year ended 31 December 2025 ("FYE 2025"), the Group strategically diversified its business into property investment, property management, property development and construction. This initiative aims to enhance earnings stability, broaden our income base and reduce reliance on a single revenue segment, while positioning the Group to capture emerging opportunities in the property sector.

Our Vision

The leading provider of satellite, mobile and fibre optic network support services

Our Mission

Exceeding customer expectations through timely delivery of our innovative solutions and quality services

4,000+
VSAT/Starlink/SD Wan/ Ground Stations

52
Support Centres

10,500+
Mobile BTS Sites

CORPORATE STRUCTURE

BINASAT COMMUNICATIONS BERHAD
[Registration No: 201701008491 (1222656-D)]
(Incorporated in Malaysia under the Companies Act 2016)

100%
Binasat Sdn Bhd
200001013483 (516089-U)

Provision of support services for satellite, mobile and fibre optic telecommunications networks.

70%
Binasat Digital Sdn Bhd
201201041062 (1025540-P)

Provision of wholesale of telecommunication equipment and computer supplies, operating and consulting for satellite telecommunications networks (including planning, installation, software development, and networking services), provision of civil, mechanical, engineering, and electrical work, IT services, as well as communications software development, design, technical support, and the application of communication system designs for all types of software.

100%
Binasat Development Sdn Bhd
(formerly known as Enig Sdn Bhd)
202301044228 (1538144-H)

Civil engineering and construction services, property investment, development and management.

100%
Binasat Asset Sdn Bhd
(formerly known as Sengchea Group Sdn Bhd)
202301044275 (1538191-M)

Civil engineering and construction services, property investment, development and management.

CORPORATE INFORMATION

AUDIT AND RISK MANAGEMENT COMMITTEE

Abby Lee Gin Mun
Chairperson

Tan Sri Datuk Cham Hak Lim
Member

Sharon Ng Saw Ean
Member

NOMINATION COMMITTEE

Sharon Ng Saw Ean
Chairperson

Tan Sri Datuk Cham Hak Lim
Member

Abby Lee Gin Mun
Member

REMUNERATION COMMITTEE

Sharon Ng Saw Ean
Chairperson

Tan Sri Datuk Cham Hak Lim
Member

Abby Lee Gin Mun
Member

STOCK EXCHANGE LISTING

Ace Market, Bursa Malaysia Securities Berhad

Sector : Telecommunications & Media
Stock Name : BINACOM
Stock Code : 0195

HEAD OFFICE

Menara Binasat, Lot PT 13824
Jalan Teknologi 4
Technology Park Malaysia
Bukit Jalil, 57000 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Tel : (03) 9546 1881
Fax : (03) 9546 1850
E-mail : contact@binagroup.com.my
Website : www.binacom.com.my

BOARD OF DIRECTORS

TAN SRI DATUK CHAM HAK LIM
Independent Non-Executive Chairman

ONG SOON LIM
Group Managing Director ("MD")

ZULAMRAN BIN HAMAT
Executive Director cum Chief Executive Officer ("CEO")

SHARON NG SAW EAN
Independent Non-Executive Director

Abby Lee Gin Mun
Independent Non-Executive Director

TEH LI KING
Non-Independent Non-Executive Director

REGISTERED OFFICE

Level 7, Mercu 3
No. 3, Jalan Bangsar, KL Eco City
59200 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Tel : (03) 2280 6388
Fax : (03) 2280 6388
Email : listcomalaysia@acclime.com

COMPANY SECRETARIES

Wong Mee Kiat
(MAICSA 7058813)
SSM PC No. 202008001958

Lim Li Heong
(MAICSA 7054716)
SSM PC No. 202008001981

SHARE REGISTRAR

Boardroom Share Registrars Sdn Bhd
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan
Tel : (03) 7890 4700
Fax : (03) 7890 4670
Email : bsr.helpdesk@boardroomlimited.com

AUDITORS

ECOVIS Malaysia PLT
Registration No. 201404001750 (LLP0003185-LCA & AF001825)
D-10-03, Level 10, Exsim Tower
Millerz Square @ Old Klang Road
Megan Legasi, No. 357
Jalan Kelang Lama
58000 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Tel : (03) 7986 0066

PRINCIPAL BANKERS

Public Bank Berhad
Menara Public Bank
146, Jalan Ampang
50450 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Tel : (03) 2176 6000

AmBank Islamic Berhad
Level 39, Menara AmBank
No. 8, Jalan Yap Kwang Seng
50450 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Tel : (03) 2167 3000

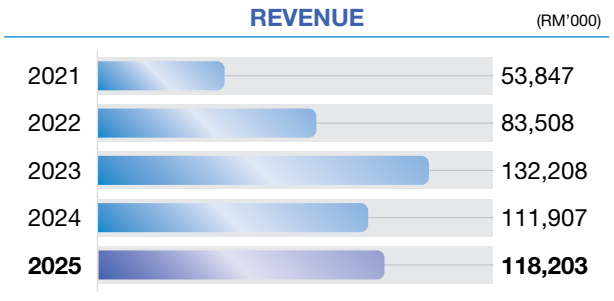
Hong Leong Islamic Bank Berhad
Cheras 1 Business Centre
2nd Floor, No. 15, 16 & 17,
Jalan Midah Satu, Taman Midah
Cheras, 56000 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Tel : (03) 9130 0879

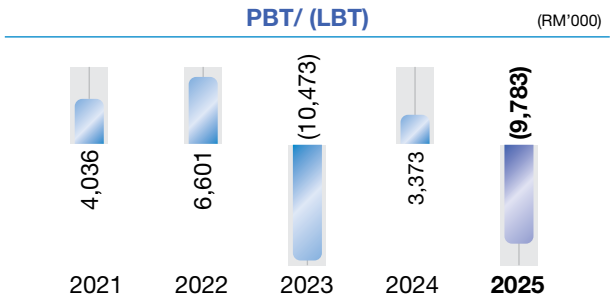
United Overseas Bank (Malaysia) Berhad
Level 26, UOB Plaza 1 Kuala Lumpur
No. 7, Jalan Raja Laut
50350 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Tel : (03) 2692 4511

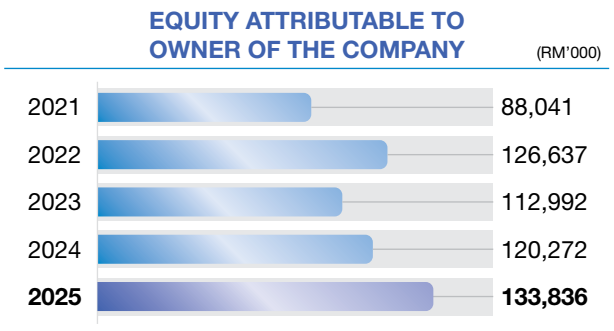
5 YEARS FINANCIAL HIGHLIGHTS

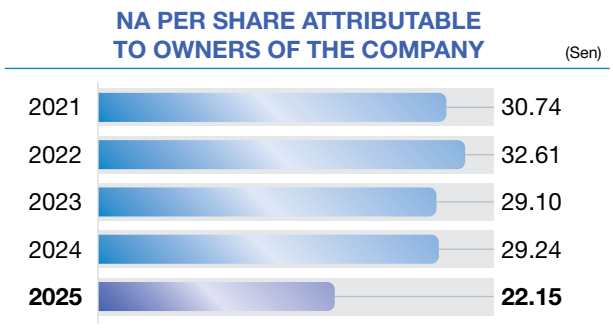
	FYE 2021 (12 months) RM'000	FYE 2022 (12 months) RM'000	FPE 2023 (18 months) RM'000	FYE 2024 (12 months) RM'000	FYE 20205 (12 months) RM'000
PROFITABILITY					
Revenue	53,847	83,508	132,208	111,907	118,203
Profit/ (Loss) Before Taxation ("PBT"/ "LBT")	4,036	6,601	(10,473)	3,373	(9,783)
Profit/ (Loss) After Taxation ("PAT"/ "LAT")	2,427	5,420	(12,484)	2,098	(11,201)
Net Profit/ (Loss) Attributable to Owners of the Company	2,378	4,804	(13,511)	1,778	(12,029)
FINANCIAL POSITION					
Total Assets	117,146	166,809	172,734	161,590	192,421
Equity/ Net Assets ("NA") Attributable to Owners of the Company	88,041	126,637	112,992	120,272	133,836
Total Borrowings (*)	20,055	20,697	23,444	22,904	15,859
Number of Ordinary Shares ('000)	286,437	388,296	388,296	411,296	604,286
Weighted Average Number of Ordinary Shares in Issue ('000)	275,651	350,829	388,296	401,496	496,511
SHARE INFORMATION					
Earnings/ (Loss) Per Share (Sen) ("EPS"/ "LPS")	0.86	1.37	(3.48)	0.44	(2.42)
NA Per Share Attributable to Owners of the Company (Sen)	30.74	32.61	29.10	29.24	22.15
Gearing Ratio (Times)	0.23	0.16	0.20	0.19	0.12
Return on equity (%)	2.70	3.79	(11.96)	1.48	(8.99)

Note: -
(*) Comprises borrowings and lease liabilities.

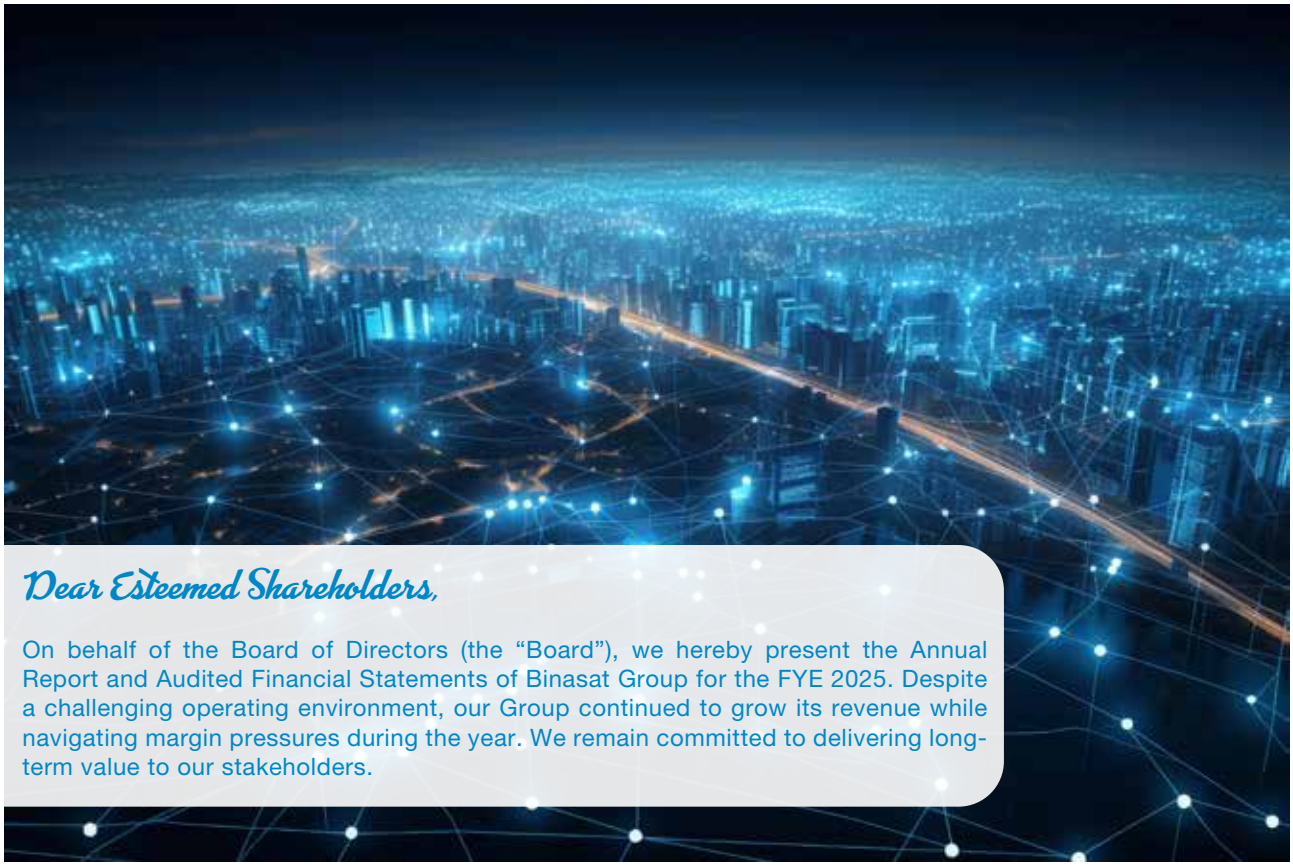








MANAGEMENT DISCUSSION & ANALYSIS



Dear Esteemed Shareholders,

On behalf of the Board of Directors (the "Board"), we hereby present the Annual Report and Audited Financial Statements of Binasat Group for the FYE 2025. Despite a challenging operating environment, our Group continued to grow its revenue while navigating margin pressures during the year. We remain committed to delivering long-term value to our stakeholders.

OVERVIEW OF OUR GROUP'S BUSINESS AND OPERATIONS

Our Group has been operating in the support services segment of the telecommunications network industry in Malaysia since 2004. We are principally involved in providing support services for the three (3) key telecommunications network mediums in Malaysia, namely satellite, mobile and fibre optic telecommunications networks. Our service offerings include VSAT Network Engineering Services, Mobile Network Engineering Services, Fibre Network Engineering Services, Satellite Hub/ Teleport Services, Digital Satellite News Gathering Services and BinaNet Satellite Internet Services. With a dedicated workforce of approximately 284 employees, we service more than 4,000 VSAT/Starlink/SD Wan/Ground stations, 52 support centres and 10,500 mobile BTS sites nationwide.

Our Group currently operates under a single reportable business segment. During FYE 2025, we embarked on a strategic diversification into property investment, property management, property development and construction, with the aim of enhancing earnings stability, broadening our income base and reducing reliance on a single segment, while capturing opportunities in the property sector.

Following shareholder approval at the Extraordinary General Meeting held on 23 April 2025, our Group proceeded with the acquisitions of three (3) properties within Sazean Business Park ("SBP") ("SBP Properties") and 241 units of fully furnished hotel suites at Empire City, Damansara Perdana ("Empire City Properties"). The SBP Properties are intended to be leased out upon completion to generate recurring rental income, while the Empire City Properties are expected to contribute additional income upon completion of construction and commencement of operations.

We expect these property activities to establish an additional revenue stream upon completion and commencement of operations, complementing our core telecommunications support services business and contributing positively to our Group's long-term growth.

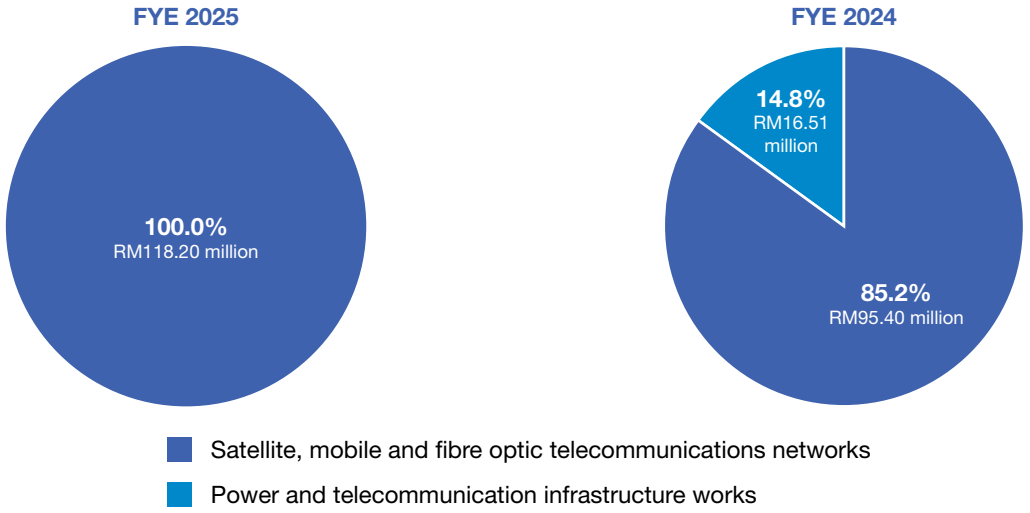
MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)

FINANCIAL PERFORMANCE REVIEW

Summary of Statement of Comprehensive Income

	FYE 2025 RM'000	FYE 2024 RM'000	Variance	
			RM'000	%
Revenue	118,203	111,907	6,296	5.6
Gross Profit ("GP")	10,651	16,798	(6,147)	(36.6)
(LBT)/ PBT	(9,783)	3,373	(13,156)	(390.0)
(LAT)/ PAT	(11,201)	2,098	(13,299)	(633.9)
Key Financial Ratios				
GP Margin (%)	9.0	15.0	-	(6.0)
(LBT)/ PBT Margin (%)	(8.3)	3.0	-	(11.3)
(LAT)/ PAT Margin (%)	(9.5)	1.9	-	(11.4)

Our Group's revenue by business segmentation for FYE 2025 and FYE 2024 are shown as follows:



Our Group's revenue increased by RM6.29 million or 5.6% from RM111.91 million in FYE 2024 to RM118.20 million in FYE 2025. Following the disposal of Borderless Connection Sdn Bhd during FYE 2024, our satellite, mobile and fibre optic telecommunications networks and others segment contributed 100.0% of our Group's total revenue. This segment recorded a higher revenue by RM22.80 million or 23.9% from RM95.40 million in FYE 2024 to RM118.20 million in FYE 2025, mainly due to higher projects activities during FYE 2025.

Despite the increase in our Group's revenue, our GP decreased by RM6.15 million or 36.6% from RM16.80 million in FYE 2024 to RM10.65 million in FYE 2025. Correspondingly, our GP margin declined from 15.0% in FYE 2024 to 9.0% in FYE 2025. The decrease in our GP and GP margin was primarily due to higher labour costs, increased subcontractor charges and higher material costs for fibre optic cables and other accessories, coupled with lower margin from certain contracts executed in FYE 2025.

In FYE 2025, our Group recorded a LBT of RM9.78 million and a LAT of RM11.20 million as compared to PBT of RM3.37 million and PAT of RM2.10 million in FYE 2024. This was mainly attributable to the decrease in GP as well as the impairment on other receivables amounting to RM8.02 million. By excluding non-cash expenses (impairment on other receivables, depreciation expenses, and unrealised loss on foreign exchange), our Group would have recorded an adjusted profit of approximately RM0.62 million for FYE 2025. In line with the decrease in our GP margin and the impairment on other receivables, our Group's LBT margin and LAT margin declined to 8.3% and 9.5% respectively, from PBT margin of 3.0% and PAT margin of 1.9% in FYE 2024.

MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)

FINANCIAL POSITION REVIEW

Summary of Statement of Financial Position

	As at 31 December 2025 RM'000	As at 31 December 2024 RM'000	Variance	
			RM'000	%
Assets				
Non-current Assets	38,868	44,774	(5,906)	(13.2)
Current Assets	153,553	116,816	36,737	31.4
Total Assets	**192,421**	**161,590**	**30,831**	**19.1**
Liabilities				
Non-current Liabilities	13,500	16,551	(3,051)	(18.4)
Current Liabilities	43,394	23,980	19,414	81.0
Total Liabilities	**56,894**	**40,531**	**16,363**	**40.4**
Total Equity/ NA	135,527	121,059	14,468	12.0
Equity/ NA attributable to Owners of the Company	133,836	120,272	13,564	11.3
Financial Ratios				
NA per share attributable to Owners of the Company (sen)	22.15	29.24	(7.09)	(24.2)
Current Ratio (times)	3.54	4.87	(1.33)	(27.3)
Gearing Ratio (times)	0.12	0.19	(0.07)	(36.8)

Our Group's total assets increased by RM30.83 million or 19.1% from RM161.59 million as at 31 December 2024 to RM192.42 million as at 31 December 2025. The increase was mainly due to the higher trade receivables and contract assets by RM26.95 million resulting from higher number of projects undertaken during FYE 2025. The increase was also partially due to an increase in other receivables, deposits and prepayments by RM12.00 million mainly attributable to partial consideration paid for the acquisitions of SBP Properties and Empire City Properties.

However, the overall increase in total assets was partially offset by the decrease of short-term investments in money market funds by RM4.74 million, mainly due to the redemption of funds to support the Group's working capital requirements and property acquisition payments and a decrease in property, plant and equipment by RM3.28 million mainly due to depreciation charged during the year.

Our Group's total liabilities increased by RM16.36 million or 40.4% from RM40.53 million as at 31 December 2024 to RM56.89 million as at 31 December 2025. The increase was primarily due to the increase in trade payables by RM22.70 million, in line with higher subcontractor and material costs arising from increased project activities during FYE 2025. However, the overall increase in total liabilities was partially offset by the decrease in borrowings by RM6.76 million, mainly arising from the net repayments of trade bills and bank overdrafts during the year.

Overall, our Group concluded the financial year with NA attributable to Owners of the Company increasing by RM13.56 million to RM133.84 million as at 31 December 2025, primarily supported by proceeds from share issuances during the year, translating to a NA per share attributable to Owners of the Company at 22.15 sen. Our Group also maintained a healthy current ratio of 3.54 times and a low gearing ratio of 0.12 times.

MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)

FINANCIAL POSITION REVIEW (CONT'D)

Summary of Statement of Cash Flows

	FYE 2025 RM'000	FYE 2024 RM'000
Net cash used in operating activities	(22,571)	(30,362)
Net cash from investing activities	2,776	5,674
Net cash from financing activities	18,303	4,952
Net decrease in cash and cash equivalents ("CCE")	(1,492)	(19,736)
Effect of exchange rate changes on CCE	(8)	(4)
CCE at the beginning of the financial year	10,455	30,195
CCE at the end of the financial year	**8,955**	**10,455**

Our Group recorded a net cash used in operating activities of RM22.57 million in FYE 2025, compared to RM30.36 million in FYE 2024. The cash outflow was mainly due to an increase in receivables and contract assets, as revenue recognised from the higher number of projects undertaken during the year had not yet been fully collected as at year end. However, the cash outflow was partially offset by an increase in trade and other payables of RM24.74 million, as costs incurred from higher project activities during the year had not yet been fully settled, thereby partially preserving the Group's cash position.

In FYE 2025, our Group recorded net cash generated from investing activities amounting to RM2.78 million, primarily attributable to proceeds of RM3.00 million from disposal of an investment property during the financial year.

Our Group recorded net cash generated from financing activities of RM18.30 million in FYE 2025, mainly driven by proceeds from the issuance of shares amounting to RM25.72 million. However, the cash inflow was offset by the net repayment of term loans, hire purchase payable and lease liabilities, collectively by RM5.82 million as well as interest paid of RM1.16 million.

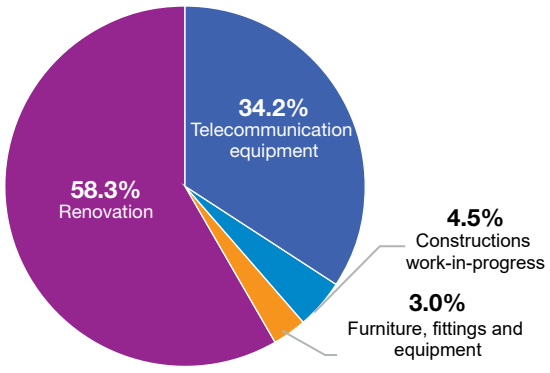
CAPITAL STRUCTURE, RESOURCES AND EXPENDITURE

As at 31 December 2025, the Company's share capital stood at RM128.14 million, comprising 604,285,839 ordinary shares with a NA per share of 22.15 sen attributable to Owners of the Company.

Our Group finances our operations through cash generated from operations, available cash and bank balances, credit extended by trade suppliers and banking facilities secured from financial institutions. Our banking facilities granted by the financial institutions include term loans, trade bills, hire purchase payables and bank overdrafts.

During FYE 2025, our Group allocated RM0.20 million for the following capital expenditure ("CAPEX"): -

CAPEX	RM'000
Renovation	116
Telecommunication equipment	68
Constructions work-in-progress	9
Furniture, fittings and equipment	6
Total	**199**



MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)

CAPITAL STRUCTURE, RESOURCES AND EXPENDITURE (CONT'D)

As at 31 December 2025, our Group's capital commitments are as follows: -

Capital Commitment	RM'000
Approved but not contracted for:	
- Purchase of investment properties	51,371

As at 31 December 2025, our Group's capital commitments decreased significantly from RM73.69 million in FYE 2024 to RM51.37 million. The decrease was mainly due to the progressive settlement of purchase considerations for the acquisitions of investment properties, in accordance with the agreed payment schedules.

ANTICIPATED OR KNOWN RISKS

Business Risk

Our Group's financial performance is closely linked to the level of capital spending by telecommunications operators in Malaysia, where heightened competition has moderated contract values and exerted pressure on margins. Any economic slowdown or reduction in network investment by our key customers could adversely affect our project pipeline and revenue.

To further strengthen our business resilience and broaden our revenue base, our Group has commenced a strategic diversification into property investment, property management, property development and construction, which is expected to reduce our reliance on a single segment over time.

Operational Risk

Our Group is exposed to operational risk arising from service delivery delays, non-fulfilment of contractual timeframes or inadequate performance by personnel and subcontractors. Such risks may result in cost overruns and financial exposure to liquidated damages or penalties. During FYE 2025, our Group experienced margin compression, with GP margin declining from 15.0% to 9.0%, driven by higher labour, subcontractor and material costs, coupled with lower margin from certain contracts executed in FYE 2025.

To address this risk, we deploy project management tools to monitor milestones, timelines and resource allocation, and incorporate buffer periods and contingency plans to manage unforeseen delays. Subcontractor performance is governed by clear contractual terms and service level agreements, supported by regular progress reviews to ensure timely and quality delivery. We also ensure appropriate training and certification of our personnel and subcontractors, and maintain close coordination among project managers, subcontractors and stakeholders to facilitate early resolution of issues.

Compliance Risk

Our Group is subject to various regulatory obligations to retain the necessary licenses and permits required for our operations. Any lapse in renewal or non-compliance could adversely affect operational continuity, damage our reputation and expose our Group to fines, penalties or other corporate liabilities.

To address this risk, we maintain a compliance calendar to track expiry and renewal deadlines for all licenses and permits, with designated personnel assigned to manage and coordinate the renewal process. Regular internal reviews are conducted to ensure ongoing compliance with licensing requirements and conditions, while close communication with regulatory authorities keeps us informed of any changes in licensing criteria. We also ensure timely submission of renewal applications with complete and accurate documentation.

MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)

ANTICIPATED OR KNOWN RISKS (CONT'D)

Competition Risk

Our Group operates in a competitive telecommunications industry alongside numerous network support service providers in Malaysia. The industry continues to evolve with the transition to next-generation technologies.

To address this risk, we continuously monitor market trends and assess emerging technologies and competitors, and regularly review and adjust our business strategy to respond to market shifts. During FYE 2025, we commenced a strategic migration from Ku-Band Geostationary Earth Orbit ("Ku-Band GEO") satellite services to Starlink Low Earth Orbit ("LEO") satellite technology for selected sites, to ensure our service offerings remain competitive and relevant. We also focus on enhancing service quality, coverage and reliability, and strengthening relationships with existing customers through tailored solutions and value-added services. In addition, we are diversifying into new business segments, including property investment, property management, property development and construction, to broaden our revenue base and reduce reliance on our core telecommunications services.

Reputational Risk

Our Group is exposed to reputational risk arising from unplanned service outages or disruptions that may affect our ability to meet customer expectations and contractual commitments, potentially eroding customer confidence and adversely impacting our standing in the market.

To address this risk, we implement continuous monitoring of our network infrastructure to proactively identify and resolve issues before they cause disruptions, and conduct regular preventive maintenance and updates to minimise the risk of unexpected failures. Incident response protocols are established to ensure quick and efficient resolution of service outages, supported by clear communication channels to promptly inform customers of any disruptions and expected resolution times. We also conduct regular staff training on incident handling and post-incident reviews to identify root causes and prevent recurrence.

FUTURE PROSPECTS AND OUTLOOK

According to GlobalData, as reported by Bernama, the telecommunications industry is projected to expand by 2.2% in 2026, driven primarily by an ongoing transition from traditional telecommunications models towards technology-focused capabilities. This transition is supported by broader investments in digital services, enterprise information and communication technology and next generation of connectivity.

The Malaysian Government has further reinforced this trajectory through initiatives such as Jalinan Digital Negara ("JENDELA") and myDIGITAL, which aim to enhance digital infrastructure nationwide and support Malaysia's transformation into a high-income nation focused on digitalisation and regional leadership in the digital economy. Under Budget 2026, the Malaysian Government has allocated RM780 million to JENDELA Phase 2 to support the expansion of broadband coverage across 2,700 new locations.

In addition, the Malaysian Communications and Multimedia Commission ("MCMC") has introduced the Strategic Communications and Multimedia Technology Roadmap 2025-2030 ("MyTMAP2030") to guide the communications and multimedia industry and promote the responsible and impactful adoption of emerging technologies. One of the key strategic thrusts in MyTMAP2030 focuses on building a robust and resilient communications infrastructure to provide nationwide digital connectivity and drive economic growth, emphasising on 5G, next-generation connectivity, broadband, satellite and smart city technologies. Key initiatives under this thrust encompass infrastructure rollout in urban and rural zones, expedited technology integration for diverse sectoral applications and improved access to high-quality, affordable internet.

MANAGEMENT DISCUSSION & ANALYSIS (CONT'D)

FUTURE PROSPECTS AND OUTLOOK (CONT'D)

In line with the evolving telecommunications landscape, our Group undertook technology evaluation and field trial initiatives during FYE 2025 to enhance our satellite communication service capabilities. We conducted technical evaluations and field trials on LEO satellite technology, which demonstrated improved performance, reliability and service stability compared to our existing infrastructure. Consequently, we have commenced a strategic migration to LEO satellite technology for selected sites to better meet customer connectivity requirements and maintain our service competitiveness in the market.

Supported by telecommunications industry growth and the Malaysian Government's continued investment in digital infrastructure, our Group successfully secured several new contracts. These contract wins, together with our existing order book, provide a foundation for sustained revenue growth in the coming periods.

Notwithstanding the positive revenue trajectory, our Group is mindful of the margin challenges experienced during FYE 2025. The Board will continue to focus on prudent cost management, disciplined project selection and operational efficiency to improve margins and work towards restoring profitability.

In addition to strengthening the core telecommunications business, our Group is also pursuing strategic diversification through the acquisition of SBP Properties and Empire City Properties. The SBP Properties are expected to generate stable recurring rental income, while the Empire City Properties, currently under construction, are anticipated to contribute additional income upon commencement of operations.

Moving forward, we remain cautiously optimistic about the Group's prospects, underpinned by our strengthened order book, strategic diversification into property activities and continued alignment with Malaysia's digital transformation agenda. We are committed to delivering sustainable growth and long-term value for all our stakeholders.

DIVIDEND

In FYE 2025, no dividend was declared or distributed, as we continue to prioritise strengthening our core operations and executing our strategic diversification initiatives to support sustainable growth.

Our Company currently does not have any formal dividend policy. Any recommendation or declaration of dividends is at our Board's discretion and will depend on several factors, including financial performance, capital expenditure requirements, cash flow management and other factors considered relevant by our Board.

APPRECIATION

On behalf of the Board, I wish to acknowledge the unwavering support and trust of our shareholders, customers, business associates, partners, financial institutions, regulatory agencies and employees, which have been vital to our Group's progress.

I would also like to extend our heartfelt appreciation to our former Board member, Dato' Seow Thiam Fatt, for his many years of dedicated service and valuable contributions to our Group. We wish Dato' Seow Thiam Fatt a well-deserved and fulfilling retirement. Subsequent to the financial year end, Ms. Yeong Siew Lee resigned as Independent Non-Executive Director effective 9 January 2026. We convey our sincere gratitude to Ms. Yeong for her contributions during her tenure, and we wish her every success in her future endeavours.

Moving forward, we will continue to strengthen our operational and strategic initiatives, enhance our service offerings and remain focused on delivering sustainable growth and long-term value for all our stakeholders.

Thank you.

Ong Soon Lim
Group MD

SUSTAINABILITY STATEMENT

At Binasat, we recognise that our telecommunications services play a critical role in enabling connectivity across businesses, communities and individuals. Beyond technical delivery, we see this as a responsibility to operate sustainably and contribute to long-term value creation.

To this end, we focus on strengthening business resilience, managing our environmental footprint, investing in our people, supporting communities and upholding strong ethical and governance standards. By carefully considering the economic, environmental, social and governance ("EESG") implications of our decisions, we aim to build a resilient business that delivers lasting value for our stakeholders.

The Board is pleased to share this Sustainability Statement for the FYE 2025, which outlines our efforts and progress in addressing sustainability-related risks and opportunities within the context of EESG.

SCOPE AND REPORTING PERIOD

This Statement highlights the sustainability efforts and performances of Binasat Group for the period from 1 January 2025 to 31 December 2025, unless otherwise specified.

Our Group's business operations involves the provision of support services for satellite, mobile and fibre optic telecommunication networks.

REPORTING BASIS AND GUIDELINES

This Sustainability Statement was prepared in compliance with Bursa Malaysia Securities Berhad's ("Bursa Securities") ACE Market Listing Requirements ("AMLR") and Sustainability Reporting Guide (3rd Edition), using internally available information. Moreover, we have referred to the United Nations Sustainable Development Goals ("UNSDG") in mapping our material sustainability matters and developing our sustainability strategies.

STATEMENT OF ASSURANCE

This Sustainability Statement has not undergone internal audit review or external independent assurance. The information presented has been prepared by Management using internal data collection and reporting processes, with oversight by the Sustainability Committee and approval by the Board. Despite the absence of formal assurance, we endeavour to present disclosures that are complete and accurate to the best of our knowledge. Looking ahead, we will assess the potential implementation of assurance processes to strengthen future disclosures.

FEEDBACK

As we strive to strengthen our sustainability performance, we value all stakeholders' feedback on this Sustainability Statement and other relevant sustainability matters. Any relevant feedback or comments can be directed to contact@binagroup.com.my.

SUSTAINABILITY STATEMENT
(CONT'D)

SUSTAINABILITY GOVERNANCE STRUCTURE

To strengthen our sustainability management, we established and adopted an Environmental, Social and Governance ("ESG") Policy during FYE 2025, marking a significant step forward in the integrating sustainability into our core operations. This policy serves as our guiding framework, underpinned by three (3) key commitments: -

Environmental

We strive to minimise our ecological footprint through proactive management and innovation.

Social

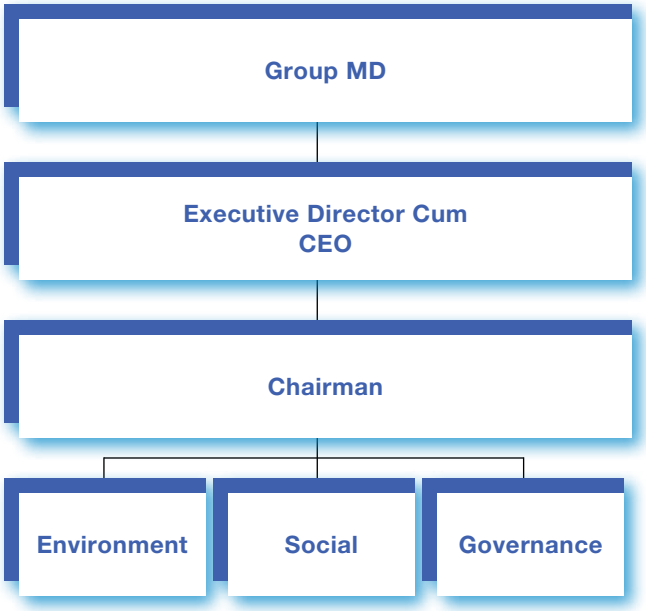
We are dedicated to fostering a culture of safety, inclusivity and respect.

Governance and Integrity

We operate with transparency and accountability at every level of the organisation.

To ensure an effective implementation of our ESG Policy, we have established a governance structure that integrates accountability, compliance and sustainability performance monitoring throughout the organisation. At the top of this structure, the Board provides ultimate oversight and strategic direction over the Group's sustainability agenda as part of its fiduciary duties.

During FYE 2025, we established a Sustainability Committee to oversee the Group's ESG matters and drive the implementation of sustainability initiatives. The Sustainability Committee operates within a defined governance structure, reporting directly to the Executive Director cum CEO, with escalation to the Group MD where necessary. Led by a Sustainability Chairman, the committee comprises representatives from key functions across the ESG pillars, thereby supporting the effective execution across the organisation. The Sustainability Committee is responsible for monitoring ESG performance, overseeing the implementation of sustainability initiatives, ensuring compliance, conducting materiality assessment.



The governance structure described above reflects the Group's commitment to managing its sustainability agenda with the same rigour and accountability applied to its financial and operational performance. The Board and Sustainability Committee will continue to review and enhance the Group's ESG policies, targets and disclosures in line with evolving regulatory requirements and stakeholder expectations.

SUSTAINABILITY STATEMENT (CONT'D)

STAKEHOLDER ENGAGEMENT

Stakeholder engagement is central to how we identify and respond to sustainability matters that are most relevant to our Group. By understanding the expectations, priorities and concerns of our stakeholders, we can make informed decisions that balance diverse interests while advancing our business objectives.

We recognise that our stakeholders, from employees and customers to suppliers and communities, play vital roles in our success. Their perspectives help us identify material sustainability matters, improve our practices and strengthen relationships built on trust and transparency. Through open and continuous dialogue, we adapt our strategies to meet stakeholders' evolving needs and foster mutually beneficial partnerships. During FYE 2025, we engaged with our various stakeholders through the following approaches: -

Stakeholders	Area of Interest/Concern	Engagement Approaches
Shareholders/ Investors	• Investment risks and returns • Sustainable business growth • Financial and operational performances • Share price performance • Corporate governance • Regulatory compliance	• Quarterly financial results • Annual report • General meetings • Company website • Announcements made on Bursa Securities website • Press release
Employees	• Career growth and opportunities • Competitive remuneration and benefits • Occupational Health and Safety ("OHS") • Training and development	• Performance appraisal • Training and development programmes • Engagement with Management • Company events
Customers	• Quality and on-time project delivery • Proper project management and communication • Customer satisfaction	• Meetings • Site visits • Company website
Suppliers/ Subcontractors	• Long-term business relationships • Fair and transparent procurement procedures • Fair credit terms and timely payments	• Email communications • Physical interactions
Government/ Regulators	• Regulatory compliance • Corporate governance • OHS • Timely and transparent disclosures	• Compliance audit • Renewal of licenses and permits • Meetings and visits • Announcements made on Bursa Securities website
Financial Institutions	• Financial and operational performances • Funding requirement	• Announcements made on Bursa Securities website • Quarterly financial results • Annual report • Company website

SUSTAINABILITY STATEMENT
(CONT'D)

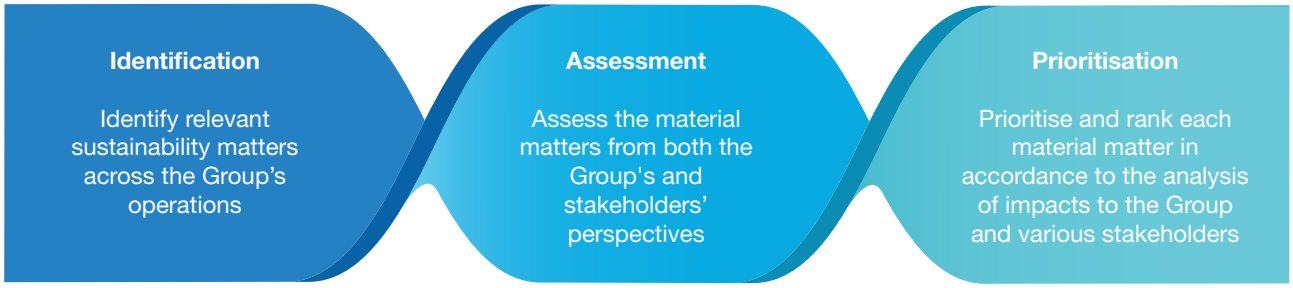
STAKEHOLDER ENGAGEMENT (CONT'D)

Stakeholders	Area of Interest/Concern	Engagement Approaches
Community	• Local job creation and economic support • Community well-being • Environmental impact from business operations	• Company website • Community outreach events
Analyst/Media	• Financial and operational performances • Share price performance • Business growth and expansion plans • Corporate governance	• Quarterly financial results • Annual report • Announcements made on Bursa Securities website • Press release • General meetings • Company website

MATERIAL MATTERS ASSESSMENT

Material Matters Assessment Process

Building on our stakeholder engagement initiatives, we conduct an annual assessment to identify, assess and prioritise the most significant sustainability matters for both the Group and our various stakeholders. In accordance with the Sustainability Reporting Guide 3rd Edition, our material matters assessment adopts a three-step process, presented as follows: -

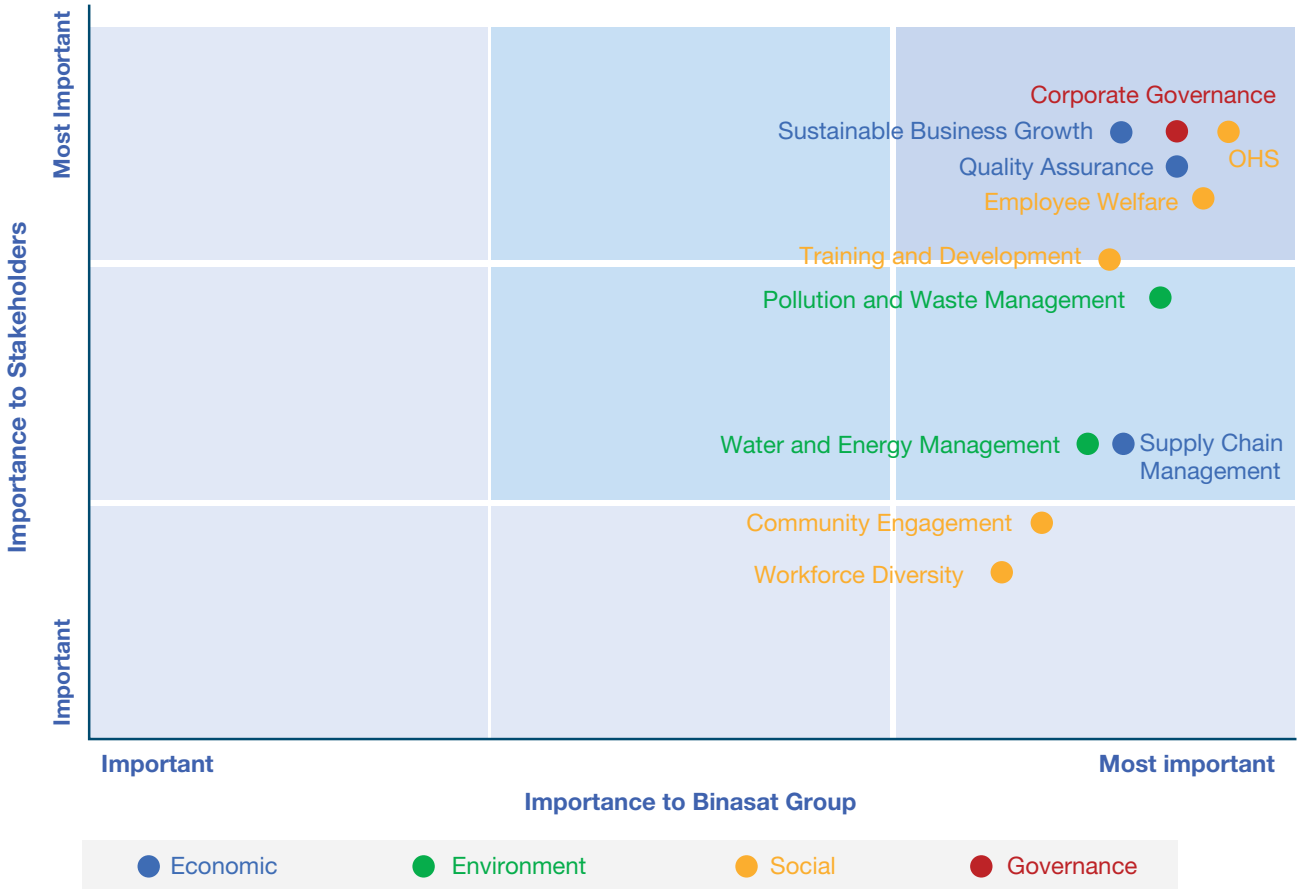


SUSTAINABILITY STATEMENT (CONT'D)

MATERIAL MATTERS ASSESSMENT (CONT'D)

Material Matters Matrix

During FYE 2025, we reassessed the material matters identified in prior years to ensure they remain relevant to both the Group and our stakeholders. All eleven (11) material matters continue to be relevant, with importance levels ranging from "Important" to "Most Important," as detailed below: -



While all eleven (11) material matters remain relevant, their relative prioritisation has been updated to reflect the evolving needs of our Group and stakeholders.

SUSTAINABILITY STATEMENT
(CONT'D)

SUSTAINABILITY STRATEGIES AND UNSDG MAPPING

Our sustainability strategies are designed to address the Group's key risks and opportunities in managing both current and emerging EESG challenges. As all eleven (11) material matters remain relevant, our sustainability strategies continue to be broadly consistent with the prior year, with ongoing refinement to reflect current priorities. We have mapped our material matters and sustainability strategies with six (6) relevant UNSDGs to align our efforts with globally recognised sustainability objectives, as presented below: -

	Material Matters	Sustainability Strategies	UNSDGs
Economic	• Sustainable Business Growth • Quality Assurance • Supply Chain Management	• To achieve sustainable growth through strategic portfolio expansion and diversification. • To adopt stringent quality control measures throughout project lifecycles. • To procure materials and services from credible local subcontractors and suppliers, where feasible.	
Environmental	• Pollution and Waste Management • Energy and Water Management	• To implement effective waste management practices aimed at minimising pollution. • To adopt green initiatives and leverage renewable energy to preserve natural resources.	
Social	• Workforce Diversity • OHS • Training and Development • Employee Welfare • Community Engagement	• To foster a safe, inclusive and conducive workplace. • To provide ongoing training and development programmes for all employees. • To support the local community well-being through community outreach and internship opportunities.	
Governance	• Corporate Governance	• To implement policies and procedures to instil ethical business practices and good corporate governance.	

SUSTAINABILITY STATEMENT (CONT'D)

ECONOMIC

SUSTAINABLE BUSINESS GROWTH

At Binasat, we recognise that sustainable growth requires both business resilience and the ability to adapt to an evolving industry landscape. In the telecommunications sector, agility and a willingness to embrace new opportunities are essential for long-term success. To this end, we maintain a diversified business model and pursue continuous improvement to effectively navigate industry changes and deliver sustainable value.

During FYE 2025, our key business growth and expansion initiatives were as follows: -

Advancing Resilience with Strategic Expansion

In line with UNSDG Target 8.2, following the diversification strategy outlined in FYE 2024 and shareholder approval at our Extraordinary General Meeting on 23 April 2025, we expanded our principal activities to include property investment, property management, property development and construction, marking a significant step in broadening our business portfolio.

As part of this strategy, we acquired three (3) properties at SBP for RM8.34 million and 241 hotel suites at Empire City for RM73.54 million. The properties, initially held through Legacy Core Sdn Bhd (formerly known as Civispace Sdn Bhd and Binasat Properties Sdn Bhd) ("LCSB"), were subsequently novated to dedicated subsidiaries, with rights to the SBP Properties novated to BASB and Empire City Properties novated to BDSB on 25 September 2025.

This strategic diversification is expected to strengthen our business resilience by creating additional revenue streams over time while leveraging our operational expertise across complementary business areas.

Strengthening Strategic Partnership for Sustainable Growth

In September 2025, Opcom VC Sdn Bhd ("OVCSB"), a wholly-owned subsidiary of Hextar Capital Berhad ("HCB"), acquired a 9.8% stake in Binasat through share acquisitions totalling RM12.4 million, raising its equity interest to 29.8%. This strategic partnership enhances our capacity for sustainable business growth by strengthening operational capabilities, providing strategic support for expansion initiatives, and enabling us to pursue growth opportunities across our diversified business portfolio with greater institutional backing.

Strengthening Core Operations Through Strategic Contract Execution

During FYE 2025, we continued to execute significant telecommunications infrastructure contracts while securing new projects that support sustainable growth and demonstrate our expanding technical capabilities.

The RM23.76 million horizontal directional drilling project for underground cable replacement at Subang DCA – Ara Damansara and the RM46.31 million PMU Genting Kelang contract for Tenaga Nasional Berhad's ("TNB") 132kV underground new power cable, both secured in FYE 2024, progressed according to plan during the year and continued contributing to our Group's financial performance while supporting Malaysia's power transmission infrastructure.

On 18 December 2025, we accepted a RM52.46 million contract from Lembaga Dius Api for the provision of managed and secure internet services incorporating Software-Defined Wide Area Network ("SD-WAN") over a 60-month period commencing January 2026. This contract reflects our growing capabilities in advanced network solutions beyond our traditional telecommunications infrastructure works and is expected to contribute positively to earnings over the 60-month contract period.

SUSTAINABILITY STATEMENT
(CONT'D)

ECONOMIC

SUSTAINABLE BUSINESS GROWTH (CONT'D)

Future-Proofing with Continuous Innovation

As customer expectations continue to evolve, we are enhancing our technology to deliver faster and and more reliable connectivity. Ku-Band GEO satellite technology has long been a key solution for providing connectivity, particularly in remote and underserved areas. Operating at an altitude of approximately 36,000 km above Earth, GEO satellites remain fixed over a specific geographic location, enabling wide coverage and consistent service availability.

Previously, our services relied on Ku-Band GEO satellite technology, which provides wide and stable coverage using satellites fixed over a single location. However, this technology typically experiences higher latency, which may affect performance for real-time applications such as video calls and browsing.

To improve service quality, we evaluated LEO satellite technology. Unlike GEO satellites, LEO satellites operate closer to Earth and more rapidly, requiring a network of multiple satellites to ensure continuous coverage. This enables significantly faster and more responsive connectivity with lower latency.

Our evaluation and field trials demonstrated clear improvements in speed, responsiveness and overall service stability. Following these positive results, we have begun migrating selected sites from Ku-Band GEO to LEO satellite technology, strengthening our service capabilities and positioning the us for future growth.

QUALITY ASSURANCE

Central to the Group's long-term success are our rigorous quality management practices that meet the expectations of our customers. Guided by our Quality Policy, we are committed to delivering reliable solutions through effective cost and time management, while ensuring strict compliance with all relevant statutory and regulatory requirements.

To uphold these standards, we have implemented a comprehensive Quality Management System ("QMS"), which is overseen by our Quality Assurance Department. Our QMS framework guides our processes from project inception through to completion, with stringent quality control measures, including regular checks and compliance inspections, implemented throughout the entire project lifecycle. Each project undergoes systematic quality verifications by the Quality Assurance Department, ensuring works are carried out in accordance with approved specifications and quality requirements.

The effectiveness of our quality management practices is validated through internationally recognised certifications. We have maintained our ISO 9001:2015 certification covering the provision of satellite communication and other telecommunication engineering services (installation, testing and commissioning) through Binasat Sdn Bhd and Binasat Digital Sdn Bhd, reflecting our continued commitment to quality management excellence across the Group.

ISO 9001:2015 Certification for Binasat Sdn Bhd

ISO 9001:2015 Certification for Binasat Digital Sdn Bhd

SUSTAINABILITY STATEMENT (CONT'D)

ECONOMIC

QUALITY ASSURANCE (CONT'D)

In addition to our ISO certification, we maintain active registration with the Construction Industry Development Board ("CIDB"), which validates our technical capability and contractor grading in accordance with national construction industry requirements. This registration is particularly relevant as we expand into property development and construction activities.

CIDB
PERAKUAN PENDAFTARAN

CIDB for Binasat Sdn Bhd

CIDB
PERAKUAN PENDAFTARAN

CIDB for Binasat Digital Sdn Bhd

Beyond internal quality controls, customer feedback plays an important role in assessing the effectiveness of our quality management system and tracking our performance. We conduct comprehensive customer satisfaction surveys covering several key areas, with a rating scale of one (1) to five (5) for each aspect. The key criteria assessed are as follows:

During FYE 2025, we achieved an 71.4% customer response rate and maintained an average customer satisfaction score of 90.0% (45 out of 50 points), broadly consistent with 91.3% (45.67 out of 50 points) in FYE 2024, reflecting our sustained commitment to service quality. In addition to the structured survey ratings, we welcome our customers to share open-ended feedback and comments, helping us identify opportunities for continuous improvement.

Beyond our customer satisfaction survey, we have established a formal customer relationship management and grievance mechanism to ensure any customer concerns are addressed promptly and systematically. This structured process includes a formal complaint lodgement procedure supported by Corrective Action Requests and Preventive Action Requests. In the event that customer complaints are received, they are managed through the following structured process: -

During FYE 2025, we received zero formal customer complaints, reflecting the effectiveness of our quality management practices and our commitment to delivering reliable service to our customers.

SUSTAINABILITY STATEMENT
(CONT'D)

ECONOMIC

SUPPLY CHAIN MANAGEMENT

Building on our quality assurance efforts, a resilient and reliable supply chain is essential to the Group's operational efficiency and our ability to deliver quality products and services to our customers. We recognise that our suppliers and subcontractors are important partners in our value chain as their performance directly impacts our operational performance and customer satisfaction.

Our approach to supply chain management prioritises sourcing from local suppliers and subcontractors. This strategy not only supports the development of the local economy but also strengthens our supply chain through shorter lead times and more effective communication with our partners due to geographical proximity. In line with UNSDG Target 8.1, we are pleased to report that approximately 95.0% of our purchases during FYE 2025 were made from local suppliers and subcontractors.

To maintain the stability and effectiveness of our supply chain, we take a proactive approach in evaluating all suppliers and subcontractors annually. Our assessment examines key areas, including the quality of products and services delivered, payment terms, delivery efficiency and overall service reliability. Each performance criterion is rated using three (3) categories, "Good", "Average" and "Poor", before arriving at an overall rating for each partner. This grading system provides us with a clear and consistent benchmark for evaluating supplier and subcontractor performance across our network. Based on the overall rating, suppliers and subcontractors with "Poor" performance are terminated from our approved list, ensuring we work only with partners who meet our operational standards and share our commitment to quality and reliability, thereby minimising potential disruptions across our supply chain.

During FYE 2025, we are pleased to report that all our suppliers and subcontractors met our standards and requirements. As at 31 December 2025, we maintained a total of 285 approved suppliers and subcontractors, ensuring we have a robust and stable supply chain network to support our operations.

Beyond operational performance, we integrate environmental considerations into our supply chain management. Further details on our environmental assessment of suppliers and subcontractors are set out in the Pollution and Waste Management section of this statement.

Moving forward, we remain committed to maintaining a resilient and responsible supply chain that supports our operational objectives while contributing to the local economy and upholding environmental standards.

ENVIRONMENT

POLLUTION AND WASTE MANAGEMENT

Effective pollution and waste management is integral to our approach to environmental stewardship. As a telecommunications infrastructure provider, we acknowledge that our operations carry environmental responsibilities that require structured oversight and proactive management. Guided by our ESG Policy, we prioritise full compliance with applicable environmental laws and regulatory requirements, including the Environmental Quality Act 1974, while continuously improving operational practices to reduce our ecological footprint.

SUSTAINABILITY STATEMENT (CONT'D)

ENVIRONMENT

POLLUTION AND WASTE MANAGEMENT (CONT'D)

To ensure effective implementation, we identify and assess environmental risks through our Environmental Aspect and Impact Assessment ("EAIA"), with the Sustainability Committee overseeing environmental performance and reporting to Management. As part of this assessment, we evaluate selected suppliers and subcontractors to identify potential environmental impacts related to resource usage, waste management and pollution risks. Our environmental expectations are communicated through induction programmes, briefings and training sessions, reinforcing awareness of environmental responsibilities across all levels of our operations and supply chain. During FYE 2025, no significant environmental non-compliance was identified among the suppliers and subcontractors assessed.

Pollution Management

As part of our commitment to minimising our environmental footprint, we track our greenhouse gas ("GHG") emissions to better understand and manage our climate impact. Our GHG emissions cover Scope 1 emissions, which are contributed from fuel consumption, as well as Scope 2 emissions generated from purchased electricity. During FYE 2025, our Scope 1 and Scope 2 GHG emissions were as follows: -

	FYE 2025 (tCO_2e)	FYE 2024 (tCO_2e)
Scope 1 Direct GHG emissions	414.60	523.47
Scope 2 Indirect GHG emissions	311.50	293.96
Total	**726.10**	**817.43**

During FYE 2025, our total emissions decreased by 11.2% to 726.10 tCO2e from 817.43 tCO2e in FYE 2024, primarily driven by a 20.8% reduction in Scope 1 emissions, attributable to improvements in logistics and transportation efficiency, project continuity, variation in travel distances to project sites, and increased adoption of virtual meetings and remote troubleshooting. This was partially offset by a 6.0% increase in Scope 2 emissions, resulting from a TNB power cable fault that has curtailed on-site solar generation since August 2025, leading to greater reliance on grid electricity.

To sustain this positive trend, we have implemented several measures to reduce Scope 1 emissions from our operations: -

- Promote shared transportation and carpooling for site visits and client meetings to minimise vehicle emissions.
- Utilise online meeting platforms and virtual communication tools for internal meetings, training sessions, briefings and site inspections to reduce travel requirements and improve operational efficiency.

Separately, recognising the environmental risks associated with refrigerant handling, we ensure that employees whose roles involve the handling of refrigerants are certified in accordance with the Environmental Quality (Refrigerant Management) Regulations 2020. Subsequent to the financial reporting period, in January 2026, 13 employees attended the Certificate of Service Technician Program - Refrigerant and Air-Conditioning training. This mandatory certification strengthens technical competency in the proper handling, recovery and prevention of refrigerant emissions, thereby supporting regulatory compliance and mitigating environmental impact.

SUSTAINABILITY STATEMENT
(CONT'D)

ENVIRONMENT

POLLUTION AND WASTE MANAGEMENT (CONT'D)

Waste Management

At Binasat, we are committed to minimising pollution and managing waste effectively across our operations. Non-hazardous waste generated from our office activities, primarily paper and plastic, is managed through appointed waste contractors in accordance with applicable local requirements.

In line with UNSDG Target 12.5, we implemented Reduce, Reuse and Recycle ("3R") initiatives in our daily operations, including: -

Reduce
- Minimise paper usage through double-sided printing and limit printing to essential documents.
- Promote the use of reusable cups, bottles and containers to minimise reliance on single-use items.
- Reduce unnecessary packaging through mindful procurement and proper storage practices.

Reuse
- Reuse boxes, cartons and packaging materials for internal storage and logistics where feasible.
- Continue using office equipment and supplies that remain functional to avoid unnecessary replacement.

Recycle
- Provide clearly labelled recycling bins for paper and plastic at selected locations.
- Encourage basic waste segregation at source.

Through our collective effort to manage pollution and waste, we have maintained compliance with relevant environmental laws and regulations throughout the year, with no material non-compliances, fines or penalties. Moving forward, we remain focused on exploring measures to reduce our environmental footprint across our operations.

ENERGY AND WATER MANAGEMENT

Guided by our ESG Policy, we prioritise responsible energy and water management across our operations to minimise environmental impact and support long-term sustainability.

Our approach to energy and water management is as follows: -

Energy Management

In alignment with UNSDG Target 12.2, we have implemented various energy conservation measures throughout our office premises to improve energy efficiency and reduce wastage.

Our energy efficiency initiatives include: -

- Maximise natural sunlight usage in perimeter office areas, supported by window blinds and tinted glazing to minimize heat gain during peak afternoon hours, reducing reliance on artificial lighting;
- Adopt high-efficiency electrical, plumbing, heating, ventilation and air conditioning ("HVAC") and other systems in our office building to optimise energy usage;
- Standardise air conditioning thermostat settings between 22°C and 24°C to optimize cooling loads while maintaining comfortable working conditions;
- Install Passive Infrared (PIR) motion sensors and automated timers in common areas such as reception, corridors and toilets to eliminate unnecessary lighting during non-peak hours;
- Replace all conventional lighting with energy-efficient LED fixtures across the entire office building and common areas to reduce electricity demand;

SUSTAINABILITY STATEMENT (CONT'D)

ENVIRONMENT

ENERGY AND WATER MANAGEMENT (CONT'D)

Energy Management (Cont'd)

Our energy efficiency initiatives include: - (Cont'd)

- Enforce a strict "switch-off" policy requiring employees to turn off lights and air conditioning systems and unplug non-essential electrical equipment when not in use; and
- Ensure that doors and windows are kept closed when the air conditioning system is operating to improve energy efficiency.

To complement our conservation efforts, we have invested in renewable energy generation. In line with UNSDG Target 7.2, solar panels installed at our office building provide clean electricity that offsets our grid consumption.

During FYE 2025, our solar panels generated 227,475 kWh of electricity, representing a 27.4% decrease from 313,444 kWh in FYE 2024. This decline is primarily attributable to the TNB power supply disruption referenced above. As the solar system operates on an on-grid basis, the disruption to TNB supply halted solar generation from August 2025 onwards. Of the electricity generated, 164,621 kWh was consumed on-site to power our operations, while 62,854 kWh was exported to Energy Commission under the Net Energy Metering scheme. This solar energy consumption contributed electricity cost savings of RM12,622, demonstrating the economic and environmental benefits of renewable energy investments.

Our total electricity consumption for FYE 2025 comprised grid electricity purchased from TNB and solar energy consumed on-site: -

	FYE 2025 (kWh)	FYE 2024 (kWh)
Grid electricity (TNB)	402,457	379,793
On-grid solar energy consumption	164,621	199,031
Total consumption	**567,078**	**578,824**

The total grid electricity consumption decreased by 2.0% to 567,078 kWh in FYE 2025. This was driven by a 17.3% reduction in on-grid solar energy consumption to 164,621 kWh, partially offset by a 6.0% increase in grid electricity consumption to 402,457 kWh. Both movements are attributable to the same TNB power supply cable fault, which has disrupted solar generation since August 2025. As the solar system operates on an on-grid basis, the cable fault simultaneously reduced solar energy generation and necessitated greater reliance on grid electricity.

Water Management

Aligned with UNSDG Target 6.4, we have implemented water conservation measures across our office premises to reduce consumption and prevent wastage. These initiatives include: -

- Installation of automated sensor taps in all our office washrooms to minimise unnecessary water wastage;
- Implementation of a rainwater harvesting system to collect rainwater for non-potable uses, including landscape irrigation and cleaning of refuse chambers.
- Installation of automated irrigation timers for landscaping activities to ensure precise watering schedules and to prevent over-watering, particularly during rainy periods; and
- Standardisation of toilet facilities equipped with dual-flush mechanisms to reduce water usage per flush.

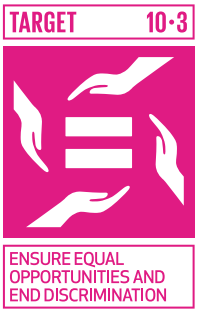
During FYE 2025, we recorded a total water consumption of 4,195 m^3 compared to 3,446 m^3 in FYE 2024. The increase was primarily attributable to a new water piping installation project, during which multiple pressure tests were conducted across the installation, inspection and testing phases. Despite this increase, we remain committed to monitoring our water usage and exploring additional conservation opportunities to improve water efficiency as part of our ongoing environmental efforts.

SUSTAINABILITY STATEMENT
(CONT'D)

SOCIAL

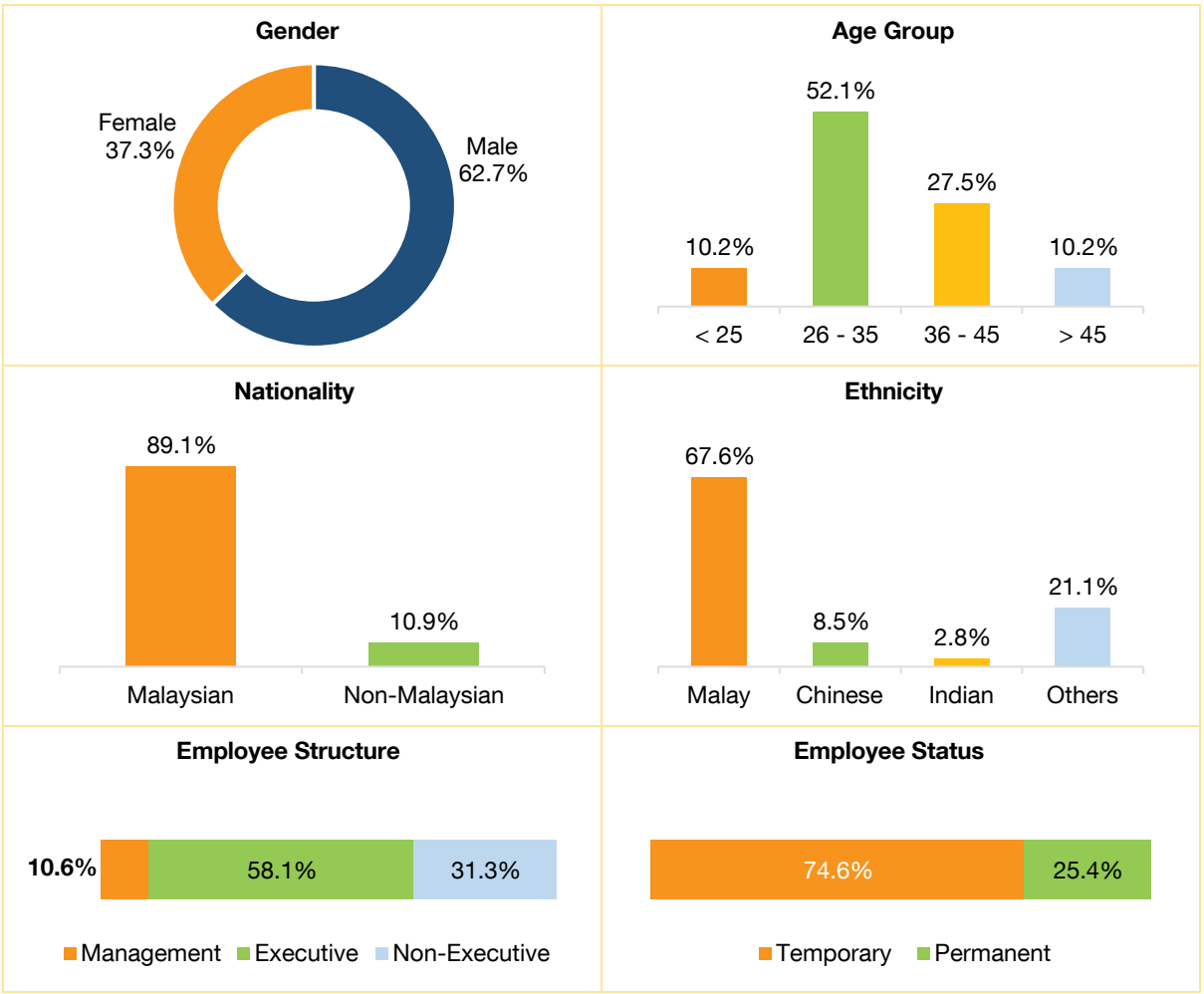
WORKFORCE DIVERSITY

Recognising the value of a diverse and inclusive workforce, we are committed to building a workplace that embraces differences in backgrounds, experiences and perspectives. We believe that diversity strengthens organisational resilience, enhances decision making and supports sustainable long-term growth.



Aligned with UNSDG Target 10.3, our Diversity Policy provides a structured framework to ensure fair, inclusive and merit-based practices in recruitment, professional development and leadership appointments. The policy reflects the Group's principles in creating a supportive environment where all employees are given equal opportunities to contribute, grow and succeed based on their abilities and performance. Through this approach, we aim to build a more sustainable and committed talent pool. Our Diversity Policy is available at https://www.binacom.com.my/investor-relations/.

As at 31 December 2025, the Group comprises a total of 284 employees with various backgrounds, as presented below: -



SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL

WORKFORCE DIVERSITY (CONT'D)

Our total workforce decreased from 368 employees in FYE 2024 to 284 employees in FYE 2025, reflecting workforce rationalisation initiatives undertaken during the year, including the completion of project-based roles and ongoing efforts to improve operational efficiency.

Compared to FYE 2024, female representation increased from 27.0% to 37.3%, reflecting our continued efforts to build a more balanced workforce. While the nature of our business operations has traditionally resulted in a higher proportion of male employees, we are encouraged by this positive trend and remain committed to providing equal opportunities to all employees across our Group.

In addition to our diversity efforts, maintaining a stable and engaged workforce is important to our operational resilience. Due to the project-driven nature of our business, we employ a higher proportion of temporary employees to support project execution at ground level, while maintaining a smaller team of permanent employees to manage core and strategic functions.

As at 31 December 2025, we employed 72 permanent employees, representing 25.4% of our total workforce, compared to 79 permanent employees or 21.4% in FYE 2024. Among our permanent employees, we recorded an annual turnover rate of 11.1% in FYE 2025. Moving forward, we remain focused on strengthening employee retention strategies to foster a stable, engaged and resilient workforce.

OCCUPATIONAL HEALTH AND SAFETY

Given the nature of our business operations, maintaining a safe working environment is both our responsibility and our commitment. In line with our ESG Policy, we strive to ensure every employee has a productive, healthy and safe workplace where they can perform their duties effectively and safely.

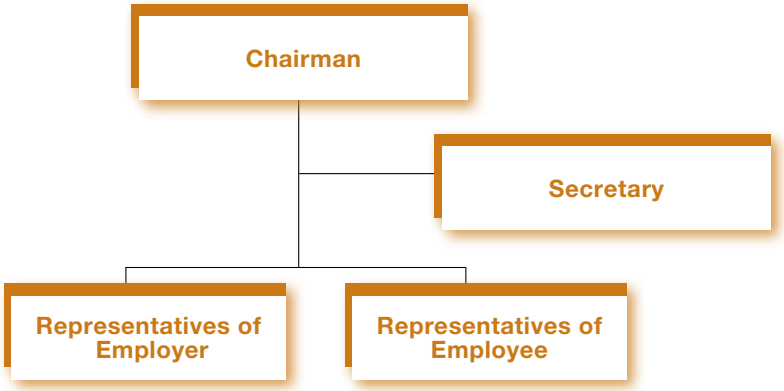
Aligned with UNSDG 8.8, we maintained a comprehensive OHS Management System supported by a formal OHS Policy. This policy sets out clear responsibilities, standards and procedures for providing a safe working environment, preventing work-related injuries and illnesses and guiding our operational decision-making processes. The key objectives of our OHS Policy include: -

- Provide clear OHS information, instruction and guidance to employees.
- Fulfil legal and other relevant regulatory requirements.
- Eliminate hazards and control OHS risks from work activities.
- Maintain safe and healthy working conditions.
- Prevent accidents and cases of work-related ill health.
- Ensure safe operation of plant and equipment.
- Ensure all employees are competent to perform their tasks and receive adequate training.
- Ensure the continual improvement of the OHS management system.
- Encourage consultation and participation of workers and worker representatives in OHS matters, where applicable.

SUSTAINABILITY STATEMENT
(CONT'D)

SOCIAL

OCCUPATIONAL HEALTH AND SAFETY (CONT'D)



To ensure effective implementation and oversight, we have established a dedicated OHS Committee, chaired by our Executive Director cum CEO, with a Safety and Health Officer serving as Secretary. The Committee includes four (4) representatives from both employer and employee groups, ensuring both management and workforce have equal opportunities to voice concerns and share feedback on safety matters.

The OHS Committee meets quarterly and on ad-hoc basis when required. All matters related to workplace safety, incidents, inspections and corrective actions are formally recorded and monitored, providing systematic oversight of our OHS performance.

Underpinning our governance structure is a strong commitment to building OHS capability at all levels of the organisation. We provide comprehensive health and safety training to all employees to ensure they understand workplace hazards, safe work procedures and emergency response protocols. Our training programmes are designed to provide our employees with the latest best practices, regulatory updates and practical tools to improve workplace safety.

During FYE 2025, we conducted the following OHS training programmes:-

OHS Training during FYE 2025	
January 2025	• OHS Training (Induction and Refresher) • SHELL Training
February 2025	• OHS Training (Induction and Refresher)
March 2025	• OHS Training (Induction and Refresher) • Risk Management Training (Hazard Identification, Risk Assessment, and Risk Control ("HIRARC") and Corruption Risk Management) • Basic Chemical Handling at the Workplace
April 2025	• OHS Training (Induction and Refresher) • Risk Management Training (HIRARC and Corruption Risk Management) • SHELL Training
May 2025	• Risk Management Training (HIRARC and Corruption Risk Management) • SHELL Training • Basic Chemical Handling at the Workplace
July 2025	• OHS Training (Induction and Refresher)
August 2025	• OHS Training (Induction and Refresher)
September 2025	• OHS Training (Induction and Refresher)
October 2025	• OHS Training (Induction and Refresher)
November 2025	• OHS Training (Induction and Refresher)
December 2025	• OHS Training (Induction and Refresher) • SHELL Training

SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL

OCCUPATIONAL HEALTH AND SAFETY (CONT'D)

As a testament to our robust OHS management, we have maintained ISO 45001:2018 certification under the scope of "Provision of satellite communication and other engineering services (installation, testing, maintenance and commissioning)". This certification reflects our commitment to systematic hazard identification, effective risk control, legal compliance and continuous improvement in OHS.

CERTIFICATE OF REGISTRATION

ISO 45001:2018 Certification for Binasat Sdn Bhd

CERTIFICATE OF REGISTRATION

ISO 45001:2018 Certification for Binasat Digital Sdn Bhd

Our commitment to OHS compliance was further validated by an official workplace audit conducted by the Department of Occupational Safety and Health ("DOSH"), Malaysia on 11 June 2025. We achieved a Compliance Level B (indicating substantial compliance) with an audit score of 89.25%, reflecting our strong adherence to occupational safety and health regulatory requirements and our ongoing commitment to continuous improvement in workplace safety standards.

Additionally, we received an appreciation letter from Maxis Broadband Sdn Bhd, acknowledging our performance and commitment to maintaining high health, safety and environmental standards. This recognition reflects our consistent compliance with safety and environmental regulations, effective training and inspection practices and strong safety culture in project execution.

During FYE 2025, we maintained zero workplace fatalities and zero lost-time injuries across our operations, reflecting our commitment to proactive OHS management, employee training and a strong safety culture embedded at all levels of the Group. Building on this strong safety record, we remain committed to maintaining the highest standards of OHS across our operations, protecting our employees and promoting their well-being.

TRAINING AND DEVELOPMENT

In an era of rapid modernisation, investing in the development of our employees is essential to sustaining our competitive advantage and navigating emerging opportunities and challenges. Through structured training programmes covering safety standards and regulatory compliance, we ensure our employees remain well-equipped to address organisational needs while building the knowledge and expertise required for personal growth.

During FYE 2025, we invested RM40,307 in employee training and development, recording a total of 932 training hours, primarily allocated to training programmes strengthening competencies in environmental management, OHS and corporate governance.

	Number of Training Hours in FYE 2025
Management	192
Executive	622
Non-Executive	118
Total	**932**

SUSTAINABILITY STATEMENT
(CONT'D)

SOCIAL

TRAINING AND DEVELOPMENT (CONT'D)

Moving forward, we remain committed to strengthening our training initiatives and broadening the scope of development programmes to ensure our employees stay ahead of industry trends, supporting both their professional growth and the Group's long-term success.

EMPLOYEE WELFARE

We are committed to fostering a supportive and inclusive work environment that prioritises employee rights, health and overall well-being. Guided by the ESG Policy, we uphold fundamental human rights and promote fair labour practices across the Group. Our Employees' Handbook sets out the Group's employment policies, workplace practices, ethical conduct and employees' rights and responsibilities, providing a clear reference for all employees across the Group.

To support the well-being of our employees, we provide a comprehensive range of entitlements and benefits, as outlined below: -

Leave Entitlements	• Annual Leave • Medical Leave • Hospitalisation Leave • Prolonged Illness Leave • Compassionate Leave	• Marriage Leave • Maternity Leave • Paternity Leave • Calamity Leave • Pilgrimage Leave
Health Benefits	• Outpatient and Dental Claim • Group Hospitalisation and Surgical Insurance Scheme • Group Term Life Insurance Scheme	
Allowances	• Business Trip Claim • Outstation and Overseas Business Trip Allowance	
Other welfare	• Professional Association Membership Claim • Annual Performance Bonus	

To further safeguard employee rights and well-being, our Employee Handbook incorporates a formalised staff grievance procedure. This ensures a fair and equitable process for resolving workplace concerns, with full protection against any form of retaliation for employees who raise issues in good faith. The grievance procedures follow a progressive structure, as below: -

SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL

EMPLOYEE WELFARE (CONT'D)

Informal Procedures	Formal Procedures	Appeal
Employees are encouraged to discuss concerns informally with their line manager, who will facilitate discussions and attempt to resolve the issue.	If informal procedures are inappropriate, the Human Resource Manager will conduct an investigation and recommend an appropriate course of action based on the findings identified.	If the employee is dissatisfied with the outcome of the formal procedures, he/she may appeal the decision to the Executive Director cum CEO for further review.

During FYE 2025, we did not receive any grievance reports from our employees. In addition, there were no fines or penalties imposed on the Group in relation to human rights violations or non-compliance with labour laws.

Beyond formalised employee rights, we recognise that employee well-being also means maintaining a motivated and connected workforce. During FYE 2025, we organised and participated in various employee engagement and recreational activities to support well-being, strengthen teamwork and promote a healthy work–life balance.

Sports events

Throughout FYE 2025, we conducted several sports events, including badminton, pickleball and bowling.

Pickleball activities

Snooker activities

Badminton sessions

SUSTAINABILITY STATEMENT
(CONT'D)

SOCIAL

EMPLOYEE WELFARE (CONT'D)

Hari Raya Aidilfitri Celebration

In the spirit of gratitude and togetherness, we organised a Hari Raya Aidilfitri celebration on 18 April 2025. This occasion provided a meaningful opportunity for colleagues to connect, celebrate together and strengthen workplace bonds in a joyful and inclusive setting.

At Binasat, we recognise our responsibility to contribute positively to the communities where we operate. Beyond our core business activities, we actively engage the local community through targeted initiatives that support education, talent development and community well-being.

To understand and manage the social impacts of our operations, we conduct Social Impact Assessments to identify key social risks, assess their severity and implement appropriate mitigation measures. In FYE 2025, most identified impacts were low to medium in severity, and are managed through established operational controls and ongoing stakeholder engagement.

COMMUNITY ENGAGEMENT

During FYE 2025, leveraging our OHS expertise and ISO 45001-aligned management system (as detailed in the Occupational Health and Safety section), we conducted an OHS industry exposure and knowledge-sharing programme for six (6) undergraduate students from Universiti Poly-Tech Malaysia at our Bukit Jalil office. Participants gained practical exposure to workplace safety management, risk assessment and regulatory compliance. This programme equipped the students with valuable industry knowledge while reinforcing our commitment to knowledge sharing and developing future professionals.

In line with UNSDG Target 8.6, our internship programme provides young talents practical industry exposure and hands-on learning opportunities in a real working environment. Interns are placed in relevant departments and work closely with experienced personnel, helping them develop technical, professional and soft skills essential for their career growth. During FYE 2025, we offered internship opportunities to 27 students.

Moving forward, we will continue to explore initiatives that promote the well-being and development of the local communities in which we operate.

SUSTAINABILITY STATEMENT (CONT'D)

GOVERNANCE

CORPORATE GOVERNANCE

Strong corporate governance underpins business resilience and stakeholder trust. By embedding robust governance practices throughout the Group, we uphold accountability, transparency and ethical conduct. At Binasat, our governance framework is anchored in comprehensive policies and procedures that guide operations and reinforce a culture of integrity and professionalism.

Our governance framework is supported by several key policies that establish clear standards for ethical conduct and business practices: -

Code of Conduct and Code of Ethics

The Code of Conduct and Code of Ethics (collectively "the Code") establishes the behavioural standards and ethical principles expected from our Directors, Management and employees, serving as the foundation of our corporate governance by setting out clear expectations on integrity, professionalism and accountability in all business dealings.

Anti-Bribery and Anti-Corruption Policy

In line with UNSDG Target 16.5 and in compliance with Section 17A of the Malaysian Anti-Corruption Commission ("MACC") Act 2009, we maintain a zero-tolerance stance against all forms of bribery and corruption through our Anti-Bribery and Anti-Corruption Policy ("ABC Policy"). This policy establishes principles and procedures for preventing, detecting and addressing potential bribery or corruption activities, ensuring full compliance and ethical integrity throughout our operations and value chain.

Whistleblowing Policy and Procedures

To support effective implementation of the Code and ABC Policy, we maintain a Whistleblowing Policy and Procedures that provide a confidential mechanism for employees and stakeholders to report suspected improper conduct, including fraud, bribery, corruption or misconduct. Under the Whistleblower Protection Act 2010, all good-faith whistleblowers are protected from retaliation and treated with strict confidentiality. Upon receiving a whistleblowing report, an independent investigation is conducted and appropriate actions are taken based on findings.

During FYE 2025, we extended our whistleblowing mechanism to our supply chain by communicating our whistleblowing channel and reporting procedures directly to suppliers, reinforcing our commitment to transparency and ethical conduct throughout the supply chain. During FYE 2025, no whistleblowing reports were received.

Beyond our governance policies, we conduct systematic corruption risk assessments to identify, evaluate and mitigate potential corruption-related risks. During FYE 2025, we conducted a Corruption Risk Assessment covering 100% of our operations, an increase from 82% in FYE 2024, through a structured Corruption Risk Management framework, encompassing all key operational and support functions including Finance, Human Resources, Logistics, Satellite Operations, Mobile Operations, Fiber Operations, Safety, Compliance & Integrity and Information Technology. Risks are identified, evaluated and documented at departmental and operational levels, with assessments covering inherent risk, existing controls and residual risk to support proactive risk management across the Group.

We ensure our employees receive comprehensive anti-corruption training to uphold ethical standards and integrity. During FYE 2025, 100% of employees across all categories – Management, Executive and Non-Executive – received anti-corruption training, an improvement from FYE 2024 where Non-Executive coverage was 80%. Key training programmes conducted during the year included a session on Section 17A of the MACC Act 2009 delivered by an officer from the MACC on 20 January 2025, as well as Risk Management Training (HIRARC and Corruption Risk Management) conducted in March and April 2025.

SUSTAINABILITY STATEMENT
(CONT'D)

GOVERNANCE

CORPORATE GOVERNANCE (CONT'D)

To support continuous awareness beyond formal training, we have established an Integrity and Anti-Corruption Handbook accessible to all employees, serving as a reference guide on ethical standards and anti-corruption requirements.

Directors' Fit and Proper Policy

To ensure qualified Board leadership, the Directors' Fit and Proper Policy guides the Nomination Committee in assessing the suitability of Directors for appointment and re-appointment. This policy ensures each Director possesses the character, integrity, experience, competence and time commitment necessary to effectively discharge their duties and responsibilities.

All governance policies are available on the Company's website at https://www.binacom.com.my/investor-relations/. Our corporate governance practices and principles are further detailed in the Corporate Governance Overview Statement and Corporate Governance Report within this Annual Report.

During FYE 2025, we maintained full compliance with all applicable laws and regulations. No employees were subjected to disciplinary action or dismissal for non-compliance and no public cases were brought against the Group or its employees. In addition, no fines or penalties were imposed on the Group by any regulatory bodies or authorities during the financial year.

Prescribed Table

request high resolution prescribe table

Binasat Communications Berhad

BMLR Transition Period

Date & Time: 2026-04-16_16:46:00

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Anti Corruption	Percentage of employees who have received training on anti corruption by employee category	%	100	100	No assurance	
Anti Corruption	Percentage of operations assessed for corruption--related risks	%	100	100	No assurance	
Anti Corruption	Confirmed incidents of corruption and action taken	%	0	0	No assurance	
Diversity	Percentage of employee by gender: Male	%	62.7	≥30% female	No assurance	
Diversity	Percentage of employee by gender: Female	%	37.3	≥30% female	No assurance	
Diversity	Percentage of employee by age group: <25	%	10.2	-	No assurance	
Diversity	Percentage of employee by age group: 26–35	%	52.1	-	No assurance	
Diversity	Percentage of employee by age group: >36-45	%	27.5	-	No assurance	
Diversity	Percentage of employee by age group: >45	%	10.2	-	No assurance	
Energy Managemenant	Total energy consumption	kWh	567078	Maintain and improvise to reduce 3% wherever feasible	No assurance	Total Energy Consumption = Grid Electricity + On-Grid Solar
Health and safety	Number of work-related fatalities	Number	0	0	No assurance	
Health and safety	Lost time incident rate	Rate	0	0	No assurance	
Labour practices and standards	Total hours of training by employee category: Management	Hours	192	-	No assurance	

Binasat Communications Berhad

BMLR Transition Period

Date & Time: 2026-04-16_16:46:00

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour practices and standards	Total hours of training by employee category: Executive	Hours	622	-	No assurance	
Labour practices and standards	Total hours of training by employee category: Non-Executive	Hours	118	-	No assurance	
Labour practices and standards	Percentage of employee turnover (permenant staff)	%	11.1	-	No assurance	
Labour practices and standards	Number of substantiated complaints concerning human rights violations	Number	0	0	No assurance	
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	No assurance	
Water	Total volume of water used	m3	4,195	Maintain and improvise to reduce 5% wherever feasible	No assurance	

PROFILE OF DIRECTORS

TAN SRI DATUK CHAM HAK LIM

Independent Non-Executive Chairman

Age 84 | **Gender** Male | **Nationality** Malaysian

Tan Sri Datuk Cham Hak Lim was appointed as the Independent Non-Executive Chairman of the Company on 13 September 2018. He concurrently serves as a member of the Audit and Risk Management Committee ("ARMC"), Nomination Committee ("NC") and Remuneration Committee ("RC").

Tan Sri brings extensive leadership experience spanning the equine, motor vehicle and insurance industries. He was elected as a Committee Member of the Selangor Turf Club in 1996, rising to Deputy Chairman in 1998 before being elected Chairman in 2009, a position he continues to hold. He also served as a Committee Member of the Malayan Racing Association, and was elected Chairman of the Lembaga Totalisator Malaysia Technical Committee under the Equine Industry Development Project in 2004. In 2008, he was appointed by the Terengganu State Government as Joint Chairman of the National Horse Show in Kuala Terengganu.

Tan Sri has also represented Malaysia internationally as Chief of Delegate at the Asian Racing Conference held in Hong Kong in 2014 and South Africa in 2020. In 2012, he was appointed Chairman of Lembaga Totalisator Malaysia by the Minister of Finance, a role he held through successive reappointments with his most recent term extending to 2024.

In the motor vehicle industry, Tan Sri served as Chairman of several companies, including Atiara Otomobil Pte Ltd, Advant Speed Motors Sdn Bhd, Atika Enterprise Pte Ltd and Affluent Centre Pte Ltd. His exceptional performance was recognised in 2005, when he received the Million-Dollar Producer Award in Motor Insurance from Uni-Asia Insurance Berhad.

Tan Sri's contributions have been recognised through numerous prestigious awards, including The BrandLaureate Most Eminent Brand ICON Leadership Award from the Asia Pacific Brands Association in 2011, and the UPBH World Entrepreneur Branding Award and the UPBH Lifetime Achievement Award in 2022. His philanthropic efforts at both local and international levels were further recognised with the Paul Harris Fellow Award from the Rotary Foundation.

Tan Sri Datuk Cham Hak Lim attended all five (5) Board meetings held during FYE 2025.

PROFILE OF DIRECTORS
(CONT'D)

ONG SOON LIM
Group Managing Director

Age
60

Gender
Male

Nationality
Malaysian

Ong Soon Lim was appointed as the Group MD of the Company on 26 January 2024. He holds a Diploma in Investment Analysis from The Research Institute of Investment Analysis Malaysia ("RIIAM").

He began his career in 1986 in factory operations management at Hextar Chemicals Sdn Bhd, where he progressively rose to the position of Factory Manager. He subsequently transitioned into the logistics industry, where he spent thirteen (13) years managing third-party warehouses and providing supply chain services. During this period, he held responsibility for the overall operations and development of the group of companies.

Mr. Ong Soon Lim attended all five (5) Board meetings held during FYE 2025.

PROFILE OF DIRECTORS
(CONT'D)

ZULAMRAN BIN HAMAT
Executive Director cum Chief Executive Officer

Age
54

Gender
Male

Nationality
Malaysian

Zulamran bin Hamat was first appointed to the Board as an Executive Director cum Chief Operating Officer of the Company on 6 February 2018. Subsequently, he was re-designated as Executive Director cum CEO of the Company on 21 September 2018.

He begin his career with Southern Wire Industries (Malaysia) Sdn Bhd in 1994 as an Electrical Engineer where he was involved in managing the electrical division and supporting the operations and maintenance of the company's electrical equipment and system. He left the company in 1998 to join Communications & Satellite Services Sdn Bhd ("CSS") as a Technical Engineer and was promoted in 2006 as the head of the Operations and Engineering Department where he was responsible for managing the company's day-to-day operations. During his tenure with CSS, he was involved in the setting up of a system for the provision of broadcasting services to a Malaysian turf club and dataline service which involves the design, installation and service of telephone systems, structured cabling and high speed fibre and network communication to CSS's customers. He left CSS in 2013.

He has been with our Group since 2013. He was also previously involved in the business of engineering works from 2014 till May 2017 as a director and shareholder of Binalite Electrical. He brings with him approximately twenty (20) years of experience in the satellite and telecommunications industry.

In his current role as Executive Director cum CEO of the Company, he manages our Group's day-to-day business operations and is primarily responsible for project management as well as overseeing the Company's in-house technical personnel. He directly holds 30.0% equity interest in Binasat Digital Sdn Bhd, a 70.0% owned subsidiary of the Company.

He was responsible and in charge of the design and procurement of Teleport Facility in Technology Park Malaysia, Bukit Jalil.

He studied in University Technology of Malaysia majoring in Telecommunications in 1993.

Encik Zulamran bin Hamat attended all five (5) Board meetings held during FYE 2025.

PROFILE OF DIRECTORS
(CONT'D)

SHARON NG SAW EAN
Independent Non-Executive Director

Age
59

Gender
Female

Nationality
Malaysian

Sharon Ng Saw Ean was appointed as an Independent Non-Executive Director of the Company on 1 April 2024. She serves as the Chairperson of the NC and RC as well as a member of the ARMC.

She holds a Bachelor of Laws and a Bachelor of Economics from Monash University, Australia, and was admitted to the Malaysian Bar in 1991. She practised law for thirty (30) years, rising to the position of Senior Partner at Messrs. Soo Thien Ming & Nashrah, where she managed the firm's Klang branch and led a team of nine (9) lawyers and forty (40) support staff. Following her early retirement from active legal practice in 2022, she was appointed as a Commissioner for Oaths in 2023.

She attended all five (5) Board meetings held during FYE 2025.

PROFILE OF DIRECTORS (CONT'D)

ABBY LEE GIN MUN

Independent Non-Executive Director

Age
40

Gender
Female

Nationality
Malaysian

Abby Lee Gin Mun was appointed as an Independent Non-Executive Director of the Company on 9 April 2026. She was also appointed as the Chairperson of ARMC as well as a member of NC and RC.

She graduated with an Advanced Diploma in Commerce (Financial Accounting) from Kolej Tunku Abdul Rahman in 2007 and subsequently completed her Association of Chartered Certified Accountants ("ACCA") in 2008. She is a Chartered Accountant and also a member of Malaysian Institute of Accountants ("MIA").

She began her career as an Assistant Accountant at Planax Marketing (M) Sdn Bhd in 2007 and subsequently transitioned to Douglas Loh & Associates as an Audit Senior in 2010. Since 2013, she has been serving as Director of Smart Assist Corporate Sdn Bhd, where she oversees financial reporting, budgeting and forecasting, as well as providing corporate secretarial and governance advisory services.

With approximately twenty (20) years of experience in accounting, financial planning and corporate secretarial services, she brings extensive experience in financial reporting, regulatory compliance and corporate governance advisory, including advising boards and senior management on accounting, taxation and statutory matters.

As she was appointed to the Board on 9 April 2026, she has not attended any Board meeting held during FYE 2025.

PROFILE OF DIRECTORS
(CONT'D)

TEH LI KING
Non-Independent Non-Executive Director

Age 47 | **Gender** Male | **Nationality** Malaysian

Teh Li King was appointed as the Non-Independent Non-Executive Director of the Company on 26 January 2024.

He graduated with a Bachelor of Science in Business from New Hampshire College, USA in 2000 and subsequently obtained a Master of Business Administration from Charles Sturt University, Australia in 2003. He also holds the Pre-Contract Examination for Insurance Agent Certification from The Malaysian Insurance Institute.

He began his career in 2000 as an Account Relationship Executive at Hong Leong Bank, where he managed and developed a portfolio of business banking clients. In 2003, he transitioned into the metal industry as a Marketing Manager at PP Steel Service Centre Sdn Bhd, before joining Rex Metal Packaging Berhad in 2005 as Sales Manager and moved to Sumimetal Industries (M) Sdn Bhd in 2006 as Senior Business Development Manager. In 2007, he moved into the chemical manufacturing industry, served as an Assistant General Manager at Hextar Chemicals Sdn Bhd. He currently serves as the Group Chief Operating Officer of Hextar Group of Companies, bringing extensive experience in corporate management, banking and manufacturing.

Mr. Teh Li King attended four (4) out of five (5) Board meetings held during FYE 2025.

Notes: -

1. None of the Directors hold any directorship in other public companies or listed issuers.

2. Save for Mr. Ong Soon Lim, none of the Directors have any family relationship with any Director and/or major shareholder of the Company. Y. Bhg. Dato' Ong Choo Meng, the substantial shareholder of HCB, is the nephew of Mr. Ong Soon Lim.

3. None of the Directors have any conflict of interest ("COI") or potential COI, including any interest in competing business with the Company and its subsidiaries, nor have they been convicted of any offences within the past five (5) years.

4. None of the Directors have had any public sanctions and/or penalties imposed by any relevant regulatory bodies during FYE 2025.

KEY SENIOR MANAGEMENT PROFILE

DR. CHAN AI JOO
Group Financial Controller

Age 49 | **Gender** Female | **Nationality** Malaysian

Dr. Chan Ai Joo joined the Group as Group Financial Controller on 26 January 2024.

She graduated with a Bachelor of Accounting from Universiti Malaya ("UM") and subsequently obtained a Commonwealth Executive Master of Business Administration from Wawasan Open University, Malaysia. She further advanced her academic qualifications with a Doctor of Philosophy from Swinburne University of Technology, Sarawak Campus, Malaysia, where she also served as a Post-PhD researcher from 1 July 2022 to 31 December 2022. She is a member of the MIA and Malaysian Institute of Certified Public Accountants ("MICPA").

Dr. Chan commenced her career with KPMG PLT, Malaysia and has over twenty (20) years of experience covering the full spectrum of finance functions across various corporations in Malaysia. In 2020, she joined HCB as Group Financial Controller, where she oversaw the overall finance function. She left HCB in 2024 to assume her current role with our Group.

NOR AZIMUDDIN BIN ARIFIN
Head of Satellite Department

Age 43 | **Gender** Male | **Nationality** Malaysian

Nor Azimuddin bin Arifin joined the Company on 17 December 2012 and currently serves as the Head of the Satellite Department, where he oversees the strategic direction, operations, and growth of the Company's satellite and VSAT business.

He holds a Bachelor of Engineering (Honours) in Telecommunications from University of Malaya (2007), and a Master of Science in Telecommunication and Information Engineering from Universiti Teknologi MARA (2020).

He began his career in 2007 with MRCB Technologies Sdn Bhd, a provider of information technology and telecommunications services, as a Customer Relationship Management Executive. In 2008, he transitioned into the role of Telecommunications Engineer, where he was actively involved in fibre infrastructure deployment and copper cabling projects. In 2009, he joined Sistem Komunikasi Gelombang Sdn Bhd, a VSAT service provider, as a Customer Support Engineer, gaining extensive experience in satellite communication systems and VSAT operations.

Since joining the Group in 2012 as a VSAT Hub Engineer, he has played a key role in managing telecommunications hubs for telco clients, leading technical support teams, and overseeing the Group's VSAT support operations. In his current capacity as Head of the Satellite Department, he is responsible for leading satellite broadband initiatives, managing VSAT engineering functions, and driving business development and sales performance for the satellite segment.

KEY SENIOR MANAGEMENT PROFILE
(CONT'D)

LEE CHIEW MENG
Head of Mobile Department

Age 48 | **Gender** Male | **Nationality** Malaysian

Lee Chiew Meng joined Binasat Sdn Bhd on 9 February 2015 and currently holds the position of Head of the Mobile Department.

He graduated with a Bachelor of Civil Engineering from the Royal Melbourne Institute of Technology ("RMIT") in 2003.

He began his career in 2004 as a Telecommunications Civil Mechanical Electrical ("CME") Field Engineer with Maxis Broadband Sdn Bhd. During his tenure, he was responsible for coordination, supervision, quality control and acceptance testing during the implementation of Maxis rollout, upgrade and special projects.

In 2008, he joined Alcatel-Lucent Malaysia Sdn Bhd as a CME Acceptance Engineer, where he was involved in the building of telecommunications infrastructure facilities and telecommunication installations ("TI") for Green Packet Malaysia (P1). He subsequently joined R&A Telecommunication Sdn Bhd as a Project Manager, overseeing Maxis rollout projects involving design and construction of BTS, installation and commissioning of antenna and feeder systems, as well as provision of related services. In 2015, he joined Binasat Sdn Bhd as a CME Project Manager, responsible for managing telecommunications customers and vendors as well as our Group's technical support team.

MOHAMMAD FAIZAL BIN SALLEH
Head of Fibre Department

Age 48 | **Gender** Male | **Nationality** Malaysian

Mohammad Faizal Bin Salleh joined the Company on 19 October 2020 as the Head of the Fibre Department.

He graduated with a Bachelor's Degree in Telecommunications in 2001 and further obtained an Executive Master's in Business Administration in 2005, both from UiTM.

He began his career in 2001 as a Debug Technician at Western Digital (M) Sdn Bhd, a company specialising in the hard drive industry. He later transitioned into the telecommunications sector and joined Electroscon Sdn Bhd, where he served for over fifteen (15) years. During this period, he acquired extensive experience in fibre optic and copper network infrastructure, strengthening his technical expertise in telecommunications systems.

KEY SENIOR MANAGEMENT PROFILE (CONT'D)

CHEE BOON SYAN
Head of Teleport and Hub Operations

Age	Gender	Nationality
53	Male	Malaysian

Chee Boon Syan joined the Company on 1 August 2018 and currently serves as our Technical Operations Manager for VSAT, as well as the Head of Teleport and Hub Operations. He is responsible for the management of the Group's Teleport Facilities and Network Operations Centre.

He graduated with a Bachelor's Degree in Telecommunications from Universiti Teknologi Malaysia. He began his career in 1997 with the Maxis Group of Companies as a Fixed Network Operations Engineer. He later joined Alcatel Networks Malaysia ("Alcatel") as a Regional Level 1 and Level 2 Network Support Engineer, where he was responsible for telecommunications networks comprising intermediate links between core networks, known as backbone and subnetworks, including core switches.

Following his tenure at Alcatel, he joined Wavestream Malaysia as a Technical Support Manager, specialising in satellite-based telecommunications and networking solutions, including VSAT. He later joined Binasat in 2018, bringing with him over twenty (20) years of experience in the telecommunications and satellite industries.

At Binasat, he has played a key role in several major projects, including the successful establishment of the SES-12 Ku-Band, SES HTS Ka-Ku Band and C Band gateways in collaboration with Satellite Service Providers ("SES") and JCsat in the Netherlands and Japan, respectively. He was also involved in the completion of the Marlink (formerly known as ITC Global) Ku Band regional landing gateway for their oil & gas and maritime customers in 2022.

Notes: -

None of the Key Senior Management: -

1. holds any directorships in public companies or listed issuers;
2. has any family relationship with any Director and/or major shareholder of the Company;
3. has any COI or potential COI, including any interest in competing business with the Company and/or its subsidiaries;
4. has been convicted of any offences within the past five (5) years other than traffic offences, if any; and
5. has been publicly sanctioned or had any penalty imposed by any relevant regulatory bodies during FYE 2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board acknowledges that a strong corporate governance culture is fundamental to the sustainable growth, resilience and long-term success of the Group. Accordingly, the Board is committed to fostering high standards of transparency, accountability, integrity and ethical conduct across all aspects of the Group's operations. In support of this commitment, the Board continuously reviews and strengthens the Group's corporate governance framework to ensure that its practices remain aligned, where appropriate, with the principles and best practices set out in the Malaysian Code on Corporate Governance ("MCCG").

This Corporate Governance Overview Statement ("CG Statement") is prepared pursuant to Rule 15.25(1) of the AMLR of Bursa Securities and is guided by Guidance Note 11 of the AMLR. This CG statement provides an overview of the manner in which the Group has applied the three (3) principal corporate governance principles set out in the MCCG throughout FYE 2025, namely:

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

This CG Statement should be read together with the Company's Corporate Governance Report 2025 ("CG Report"), which provides detailed disclosures on the Company's corporate governance practices, including how the practices under the MCCG have been applied and, where applicable, the explanations for any departure from such practices. The CG Report is available on the Company's website at www.binacom.com.my/investor-relations/ or on the Bursa Securities' website.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

PART I: BOARD RESPONSIBILITIES

1. THE BOARD

The Board has overall responsibility for the governance, stewardship and strategic direction of the Group, as well as for setting the corporate goals and objectives that support the Group's long-term success and enhance shareholder value. Guided by the Board Charter, the Board oversees the Group's strategic, financial, operational, compliance and governance matters. In carrying out its responsibilities, the Board plays a pivotal role in shaping the Group's long-term strategic direction, including the integration of sustainability considerations into the Group's business strategies and operations. In discharging its fiduciary duties and responsibilities, the Board is guided by the Board Charter, the Company's Constitution and the applicable legal and regulatory requirements, including the Companies Act 2016 ("CA 2016"), AMLR and MCCG.

The Board recognises the importance of clearly defined roles and responsibilities in ensuring the effectiveness in discharging its fiduciary and leadership functions. To this end, the Board Charter sets out the roles, duties and responsibilities of the Board and serves as a guiding framework for the Board's governance practices.

To promote a balance of power and authority in the oversight of the Group's corporate governance and business operations, the roles of the Board Chairman and Group MD are held by two (2) separate individuals. The distinct roles and responsibilities of the Board Chairman and Group MD are clearly set out in the Board Charter. Tan Sri Datuk Cham Hak Lim, our Independent Non-Executive Chairman, provides leadership to the Board, oversees its effective functioning, and promotes sound corporate governance practices among Board members. He also facilitates constructive Board discussions and ensures that the Board operates effectively and independently. Meanwhile, Mr. Ong Soon Lim, our Group MD, is primarily responsible for the day-to-day management of the Group's business and operations, with such powers and authority delegated by the Board. This clear segregation of roles supports accountability, strengthens governance and safeguard the interests of the Company's stakeholders.

In effectively discharging its duties and responsibilities, the Board has delegated certain responsibilities and authorities to three (3) Board Committees, namely the ARMC, NC and RC.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART I: BOARD RESPONSIBILITIES (CONT'D)

1. THE BOARD (CONT'D)

Each of the Board Committees is entrusted with specific responsibilities and operates within its clearly defined Terms of Reference approved by the Board. These Board Committees support the Board by reviewing and deliberating on matters within their respective scopes of responsibility, and where appropriate, making recommendations to the Board for consideration and approval. Notwithstanding such delegation, the Board remains collectively responsible for the decisions and actions of the Board Committees, and retains ultimate responsibility for the effective oversight of the Group and its affairs to ensure that all decisions are made in the best interests of the Group and its stakeholders.

Currently, the Board Chairman also serves as a member of the ARMC, NC and RC. While this departs from the recommended Practice 1.4 of the MCCG, the Board is of the view that the Board Chairman's membership in these Board Committees does not impair his objectivity when deliberating on the findings and recommendations put forth by the Board Committees. This is because the Board Chairman is not involved in the day-to-day management or operational affairs of the Group and therefore able to exercise independent judgement. In addition, deliberations at the Board Committee level are conducted collectively, with due regard given to the views of all Committee members, all of whom are Independent Non-Executive Directors. To preserve the integrity of the decision-making process, the Board Chairman will abstain from deliberation or decision-making on matters where there may be an actual or perceived conflict.

Meetings of the Board and Board Committees are scheduled in advance to enable the Directors to plan their attendance and to allow sufficient time for review of the meeting agenda and board papers, which are generally circulated at least seven (7) days prior to the meetings. This allows our Directors have adequate time to peruse and consider the meeting agenda, and to seek clarification from Management in respect of the agenda items prior to the meetings, where necessary, to facilitate informed and effective decision-making. In exceptional or urgent circumstances, relevant meeting materials may be presented to the Board during the meetings. This approach enables the Directors to optimise meeting time for meaningful deliberation and constructive discussion. Minutes of meetings are prepared and circulated to the Board or the respective Board Committee members in a timely manner for their review, before they are tabled at the subsequent meetings of the Board or Board Committees for confirmation. All Directors also have unrestricted access to information relating to the Group's operations and business affairs, as well as to the advice and services of Management, the Company Secretaries, Internal Auditors and External Auditors at the company's expense to support their decision-making proces.

Throughout FYE 2025, the Board was supported by two (2) suitably qualified and competent Company Secretaries, who play a crucial role in ensuring compliance with statutory and regulatory requirements, as well as matters relating to corporate governance practices and board proceedings. All Directors have unrestricted access to the advice and services of the Company Secretaries to facilitate the effective functioning of the Board.

The Company Secretaries are qualified to act under Section 235(2)(a) of the CA 2016 and are members of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA). They continuously keep themselves updated on regulatory changes and developments through ongoing training and industry updates. The Board expresses its satisfaction with the performance and services rendered by the Company Secretaries throughout FYE 2025 and acknowledges their valuable contribution to the effective discharge of the Board's responsibilities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART I: BOARD RESPONSIBILITIES (CONT'D)

1. THE BOARD (CONT'D)

The Board is satisfied that the Directors have devoted sufficient time and commitment in discharging their responsibilities, as reflected in their attendance at Board meetings held throughout FYE 2025. A total of five (5) Board meetings were held during FYE 2025, and the attendance record of each Director is set out as follows:

Directors	Number of Meetings Held During Director's Tenure of Office	Meeting Attendance	Percentage of Attendance
Tan Sri Datuk Cham Hak Lim	5	5	100.0%
Zulamran Bin Hamat	5	5	100.0%
Ong Soon Lim	5	5	100.0%
Dato' Seow Thiam Fatt *(Retired on 20/6/2025)*	3	3	100.0%
Teh Li King	5	4	80.0%
Sharon Ng Saw Ean	5	5	100.0%
Yeong Siew Lee *(Resigned on 9/1/2026)*	5	5	100.0%

All Directors committed their time and attended more than 50.0% of Board meetings held during FYE 2025, and have fulfilled the attendance requirement set forth in Rule 15.05 of the AMLR.

2. BOARD CHARTER

The Board has adopted a Board Charter, which set out the respective roles and responsibilities of the Board, Board Committees and individual Directors, as well as matters reserved for the Board, and the Board's governance and authority. The Board Charter was last reviewed by the Board on 26 February 2026 and is subject to periodic review, or as and when necessary, to ensure that it remains relevant to the Group's business environment and continues to support the strategic objectives of the Group. The Board Charter is made available on the Company's website at www.binacom.com.my/investor-relations/.

3. BUSINESS ETHICS AND INTEGRITY

3.1 Code of Conduct and Code of Ethics

The Board is committed to promoting a culture of ethical business conduct and sustainable values throughout the Group as part of its efforts to safeguard the Company's reputation and enhance stakeholders' trust and confidence. To this end, the Board has established the Code which set out the standards of behaviour and ethical expectations applicable to Directors and employees across the Group. The Code serves as a guiding framework to uphold high standards of ethics, integrity and professionalism in the conduct of the Group's business and operations.

3.2 Anti-Bribery and Anti-Corruption Policy

In compliance with Section 17A of the MACC Act 2009, the Board has adopted an ABC Policy which reinforces the Group's zero-tolerance stance against all forms of bribery and corruption within the Group. The Group remains committed to conducting its business in a professional, fair and ethical manner, with integrity in all business dealings and relationships. The ABC Policy outlines the Group's principles and measures for the prevention, reporting and management of bribery and corruption related matters arising from its business operations.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART I: BOARD RESPONSIBILITIES (CONT'D)

3. BUSINESS ETHICS AND INTEGRITY (CONT'D)

3.3 Whistleblowing Policy & Procedures

The Board has also adopted a Whistleblowing Policy & Procedures to facilitate the reporting, in good faith, of any suspected or known misconduct, wrongdoing or malpractice within the Group by employees and stakeholders. This includes any improper conduct, unethical behaviour, illegal acts or non-compliance with applicable laws, regulations and the Group's internal policies, including matters relating to financial reporting.

Pursuant to the Whistleblowing Policy and Procedures, whistleblowers may report directly to any one (1) of the members of the Whistleblower Committee via email by submitting the prescribed Whistleblower Report Form. This policy also provides safeguards for whistleblowers who report in good faith, including protection of their confidentiality and identity.

For FYE 2025, the Board is pleased to report that the Group has not received any whistleblower reports in relation to any breach of the Company's policies or applicable laws.

3.4 Directors' Fit and Proper Policy

Pursuant to Rule 15.01A of the AMLR, the Board has in place a Directors' Fit and Proper Policy to ensure that the Board is composed of individuals of high calibre who possess the requisite character, experience, expertise, integrity, track record and qualifications to effectively discharge their roles and responsibilities. With the assistance of the NC, the Board evaluates candidates seeking appointment and retiring Directors standing for re-election against the criteria set out in the Directors' Fit and Proper Policy.

The Code, ABC Policy, Whistleblowing Policy & Procedures, and Directors' Fit and Proper Policy will be reviewed regularly by the Board to ensure their relevance and compliance with all relevant laws and regulations. These policies are accessible on the Company's website at www.binacom.com.my/investor-relations.

4. SUSTAINABILITY MANAGEMENT

The Board is committed to embedding sustainability and social responsibility into the Group's business strategies to support its long-term growth and value creation. In conducting the Group's business, the Board recognises the importance of taking into account the impact of the Group's business operations on environmental, social, health and safety, employee welfare and governance matters.

The Group's sustainability approach is guided by four (4) key sustainability pillars, namely EESG. During the FYE 2025, a materiality assessment was undertaken to identify and evaluate the Group's material sustainability risks and opportunities that are most relevant to the Group and various stakeholders. With the support of the Board Committees and Senior Management, the Board identified, assessed and prioritized these material sustainability matters within the EESG framework, and considered them while formulating the Group's sustainability strategies in line with the seventeen (17) United Nations' Sustainable Development Goals.

In addition, the Board recognises the importance of regular stakeholder engagement in shaping the Group's sustainable strategies and priorities. These engagements enable the Group to have better understanding on the needs, interests and expectations of its stakeholders, thereby supporting the continuous enhancement of the Group's sustainability efforts and disclosures.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART I: BOARD RESPONSIBILITIES (CONT'D)

4. SUSTAINABILITY MANAGEMENT (CONT'D)

To keep abreast of the evolving sustainability landscape, the Board remains committed to enhancing its knowledge and awareness of sustainability-related matters so as to facilitate meaningful deliberations and informed decision-making at Board level. Although none of the Directors attended sustainability-related training during FYE 2025, the Directors continued to be apprised of relevant sustainability developments and emerging trends through updates from the Company Secretaries and Senior Management. In addition, the ARMC kept the Board informed on the Group's risk management and internal control system, which also encompasses the sustainability risks relevant to the Group's operations.

The NC assessed the performance of the Board in relation to its skills, knowledge and discharge of duties relating to ESG and sustainability matters. Based on the assessment conducted for FYE 2025, the overall performance of the Directors and Senior Management in this area was rated as average, with room for further enhancement. At present, the Company does not have a dedicated senior executive or C-suite officer responsible for leading, implementing and monitoring the Group's sustainability strategies and goals. The Board will nonetheless continue to enhance its oversight of ESG and sustainability matters through the Group's internal audit planning and other related governance processes.

Further information on the Group's sustainability governance, material matters, strategies and performance is set out in the Sustainability Statement of this Annual Report.

PART II: BOARD COMPOSITION

5. BOARD DIVERSITY

As of 31 December 2025, the Board comprises of six (6) members, including three (3) Independent Non-Executive Directors, one (1) Non-Independent Non-Executive Director, one (1) Group MD and one (1) Executive Director, as follows:

Name	Directorship
Tan Sri Datuk Cham Hak Lim	Independent Non-Executive Chairman
Ong Soon Lim	Group MD
Zulamran bin Hamat	Executive Director cum CEO
Dato' Seow Thiam Fatt *(Retired on 20 June 2025)*	Senior Independent Non-Executive Director
Teh Li King	Non-Independent Non-Executive Director
Sharon Ng Saw Ean	Independent Non-Executive Director
Yeong Siew Lee	Independent Non-Executive Director

Subsequent to FYE 2025, Ms. Yeong Siew Lee resigned as Director of the Company on 9 January 2026, resulting in a vacancy on the Board and the respective Board Committees. The Board then filled the vacancy within three (3) months thereof by appointing Ms. Abby Lee Gin Mun to the Board on 9 April 2026.

Overall, the board composition fulfils the prescribed requirement under Rule 15.02 of the AMLR, which requires at least one-third (1/3) of the Board to comprise Independent Directors. In addition, the Board also complies with Practice 5.2 of the MCCG, which recommends that at least half of the Board comprises Independent Non-Executive Directors. This composition supports objective and independent deliberation and decision-making by the Board, and in turn safeguard the interests of the Company's shareholders and other stakeholders.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART II: BOARD COMPOSITION (CONT'D)

5. BOARD DIVERSITY (CONT'D)

The Board comprises members with diverse professional backgrounds, skills and experiences across various fields relevant to the Group's business and operations. Collectively, the Directors bring to the Board an appropriate balance of expertise, experience and knowledge to enable the Group to be managed effectively. The profiles of the Directors are set out in the Board of Directors' Profiles section of this Annual Report.

As of 31 December 2025, the Board had two (2) women Directors, constituting 33.3% female board representation, thereby exceeding the recommended 30.0% women directors as recommended under Practice 5.9 of MCCG. The Company also demonstrates its support for gender diversity by having one (1) woman holding Key Senior Management position. While the Company has in place a Diversity Policy, it has not established specific targets or action plans under the policy, such as a prescribed minimum percentage for women representation in the Board and Key Senior Management. Nonetheless, gender is not regarded as a prerequisite for appointments to the Board or managerial positions within the Company or the Group. Appointments continue to be made based on objective criteria and merit, taking into account the qualifications, experience, competencies and overall suitability of the candidates, regardless of gender.

Re-election of Directors

Pursuant to Clause 96 of the Company's Constitution, at least one-third (1/3) of the Directors shall retire from office but shall be eligible for re-election at the Annual General Meeting ("AGM"), provided that all Directors shall retire from office once at least every three (3) years. The following Directors who would retire by rotation in accordance with Clause 96 of the Company's Constitution and, being eligible, have offered themselves for re-election at the forthcoming Ninth AGM:

(a) En. Zulamran bin Hamat; and
(b) Mr. Teh Li King.

Clause 102 of the Company's Constitution provides that any Director appointed during the financial year shall hold office only until the next AGM of the Company and shall then be eligible for re-election but shall not be taken into account in determining the Directors who are retire by rotation at the AGM. Ms. Abby Lee Gin Mun was appointed by the Board on 9 April 2026 and shall retire at the conclusion of the forthcoming Ninth AGM and being eligible, she has offered herself for re-election in accordance with Clause 102 of the Company's Constitution.

Based on the assessment conducted by the NC in accordance with the Directors' Fit and Proper Policy, the NC and the Board are satisfied that the abovementioned retiring Directors continue to meet the fit and proper criteria, having demonstrated the necessary integrity, competence, experience and commitment in the discharge of their duties and responsibilities. Accordingly, the Board has recommended their re-election to the shareholders of the Company for consideration and approval at the forthcoming Ninth AGM. The details of the retiring Directors are set out in the Profile of Directors section of this Annual Report. In addition, the Board's justifications in support of their re-election are set out in the Notice of the Ninth AGM, enabling shareholders to make informed decisions at the AGM.

Tenure of Independent Director

As at the date of this CG Statement, none of the Independent Non-Executive Directors of the Company has served on the Board for a cumulative term of more than nine (9) years.

The Board acknowledges the recommendation under Practice 5.3 of the MCCG that the tenure of an Independent Non-Executive Director should not exceed a cumulative term of nine (9) years. If the Board wishes to retain an Independent Non-Executive Director who has served for a cumulative term of more than nine (9) years, the Board should provide justification and seek annual shareholders' approval through a two-tier voting process at the AGM. This term has been clearly stated in the Company's Board Charter and it is available on the Company's website at www.binacom.com.my/investor-relations.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART II: BOARD COMPOSITION (CONT'D)

5. BOARD DIVERSITY (CONT'D)

The NC

The NC is responsible for reviewing the structure, size and composition of the Board regularly and to undertake the review of the appropriate skills (including but not limited to professional skills, where applicable), experience and characteristics required of Board members through set procedures, in the context of the needs of the Group. The NC is governed by its Terms of Reference, which is available on the Company's website at www.binacom.com.my/investor-relations.

Throughout FYE 2025, the RC comprises of three (3) members, all of whom are Independent Non-Executive Directors, as follows:

Name	Designation	Directorship
Sharon Ng Saw Ean	Chairperson	Independent Non-Executive Director
Tan Sri Datuk Cham Hak Lim	Member	Independent Non-Executive Chairman
Dato' Seow Thiam Fatt *(Retired on 20 June 2025)*	Member	Senior Independent Non-Executive Director
Yeong Siew Lee *(Appointed on 20 June 2025)*	Member	Independent Non-Executive Director

Subsequent to the resignation of Ms. Yeong Siew Lee as Director of the Company on 9 January 2026, she also resigned as a member of the NC on the same date. To fill the vacancy in the NC, the Board had appointed Ms. Abby Lee Gin Mun, a newly appointed Director, as a member of the NC with effect from 9 April 2026.

Throughout the FYE 2025, the NC has fulfilled its duties and responsibilities through the following activities:

(i) Reviewed and assessed the composition and effectiveness of the Board as a whole and Board Committees;
(ii) Reviewed and assessed the performance of each individual Director in terms of their individual skills, experience, knowledge, credibility and contribution to the Board;
(iii) Reviewed the terms of office and performance of the ARMC and each of its members;
(iv) Assessed the independence of Independent Non-Executive Directors; and
(v) Review the tenure of each Director and recommended for re-election to the Board to seek shareholders' approval at the AGM.

While the Board is responsible for the appointment of new Directors of the Company, the NC is delegated with the responsibility of screening and conducting an initial assessment on candidates before making recommendations to the Board for approval. The Directors' Fit and Proper Policy serves as a guide to the NC and the Board by outlining the criteria for the review and assessment of candidates proposed for appointment to the Board, as well as Directors seeking re-election. This policy focuses on several key factors, including character and integrity, experience and competence, as well as time and commitment. The Board and NC will utilise independent sources, where necessary, to identify suitably qualified candidates for appointment to the Board.

During FYE 2025, there were no new appointments to the Board. However, our Senior Independent Non-Executive Director, Dato' Seow Thiam Fatt, retired at the conclusion of the Eighth AGM held on 20 June 2025. Following this change, the Board, through the NC, reviewed the composition of the Board and was satisfied that it continued to comprise Directors with an appropriate balance of skills, experience, independence and diversity, and that the Board remained in compliance with the applicable regulatory requirements and the Company's internal policies. The Board will continue to review its composition from time to time and, where necessary, consider utilising independent sources to identify suitable candidates so as to ensure a broader pool of qualified candidates for future appointments.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART II: BOARD COMPOSITION (CONT'D)

6. OVERALL BOARD EFFECTIVENESS

The Board, through the NC, conducts an annual assessment of the effectiveness of the Board as a whole, Board Committees as well as the performance and contribution of each individual Director. The evaluation process involves all Directors and members of Board Committees in completing board evaluation forms, board committee evaluation forms and board skills matrix form. It also includes peer and self-assessments, where each Directors assesses own performance as well as the performance of fellow Directors. With support of the Company Secretaries, the Board carried out a thorough performance evaluation, taking into account individual contributions to the Board and Board Committees, as well as the overall effectiveness of the Group's governance practices.

Based on the assessment conducted on 26 February 2026, the Board, through the NC, was satisfied that all Directors possess the requisite skills, knowledge, experience and time commitment to effectively discharge their duties and responsibilities to the Company. The Board and Board Committees were also satisfied to have the appropriate mix of skills, expertise and business acumen necessary to support the Group's long-term growth and strategic objectives.

In addition, all Independent Non-Executive Directors were confirmed to have met the independence criteria prescribed under the AMLR and will continue to provide objective and independent views, advice and judgment to the Board.

In order for the Group to remain competitive, the Board ensures that the Directors continue to enhance their knowledge and stay informed of relevant regulatory developments, best practices, financial reporting obligations and other developments. The list of training programmes attended by the Directors during FYE 2025 are set out below:

Directors	Training Programmes/Seminars/Conferences Attended	Date
Teh Li King	Comprehensive General Liability	13/03/2025
	Industry Practices – Life Sciences	02/07/2025
	Flexiguard and OneHub System	25/09/2025

The Board recognises the importance of continuous professional development for Directors. During FYE 2025, Tan Sri Datuk Cham Hak Lim, Mr. Ong Soon Lim, Encik Zulamran bin Hamat and Ms. Sharon Ng Saw Ean did not attend any formal training programmes due to exceptional scheduling constraints arising from unavoidable business and professional commitments during the year. Nevertheless, they remained updated on relevant developments through internal briefings, discussions with Management and advisers, as well as self-reading on regulatory, financial and business matters. The Board acknowledges this non-compliance with the training expectation under the AMLR and will take the necessary steps to ensure that the said Directors attend relevant training programmes in the next financial year.

PART III: REMUNERATION

7. LEVEL AND COMPOSITION OF REMUNERATION

Remuneration Policy and Procedures

The Board has in place a formal and transparent Directors and Senior Management's Remuneration Policy to serve as a guide in formulating the remuneration packages for the Directors and Key Senior Management of the Company. This remuneration policy is designed to attract, retain and motivate individuals of the requisite calibre and talent, and to ensure that they are fairly rewarded for their contributions to the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART III: REMUNERATION (CONT'D)

7. LEVEL AND COMPOSITION OF REMUNERATION (CONT'D)

Remuneration Policy and Procedures (cont'd)

The level of remuneration of the Executive Directors and Key Senior Management of the Company is determined based on, amongst others, their scope of duties, responsibilities, skills and experience, corporate and individual performance and achievement of annual key performance indicators as well as prevailing market practice and the overall economic environment. Whereas, the remuneration of Non-Executive Directors comprises fixed Directors' fees and meeting allowances, which are appropriately aligned with their roles and responsibilities, time commitment and contributions to the Board and Board Committees. Such fees are fixed in sum and are not linked to commissions or a percentage of profits or turnover. To avoid any conflict of interest, each Director abstains from deliberation and voting on matters relating to his or her own remuneration.

The Directors and Senior Management's Remuneration Policy is available at the Company's website at www.binacom.com.my/investor-relations.

The RC

Throughout FYE 2025, the RC comprises of three (3) members, all of whom are Independent Non-Executive Directors, as follows:

Name	Designation	Directorship
Sharon Ng Saw Ean	Chairperson	Independent Non-Executive Director
Tan Sri Datuk Cham Hak Lim	Member	Independent Non-Executive Chairman
Dato' Seow Thiam Fatt *(Retired on 20 June 2025)*	Member	Senior Independent Non-Executive Director
Yeong Siew Lee *(Appointed on 20 June 2025)*	Member	Independent Non-Executive Director

Subsequent to the resignation of Ms. Yeong Siew Lee as Director of the Company on 9 January 2026, she also resigned as a member of the RC on the same date. To fill the vacancy in the RC, the Board had appointed Ms. Abby Lee Gin Mun, a newly appointed Director, as a member of the RC with effect from 9 April 2026.

The RC operates within its Terms of Reference, which delineates its roles, duties and responsibilities, including but not limited to the following:

(i) to review and recommend to the Board the remuneration packages of Executive Directors, Non-Executive Directors and Key Senior Management, taking into consideration their responsibilities, performance and contributions;

(ii) to assist the Board in establishing, implementing and administering a fair and transparent framework and policy for the remuneration of Directors and Key Senior Management, and to review such policy as and when necessary;

(iii) to ensure the remuneration packages of the Executive Directors and Key Senior Management are determined based on the merit, qualifications, competence and experience, taking into account the Company's operating results, individual performance and comparable market benchmarks;

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART III: REMUNERATION (CONT'D)

7. LEVEL AND COMPOSITION OF REMUNERATION (CONT'D)

The RC (cont'd)

(iv) to ensure that the level of remuneration is aligned with the Company's business strategy and long-term objectives, taking into consideration the complexity of the Company's operations and activities; and

(v) to review the fees and benefits payable to Directors and recommend the same to the Board for approval and thereafter to the shareholders for approval at a general meeting of the Company.

The RC's Terms of Reference is accessible on the Company's website at www.binacom.com.my/investor-relations.

During FYE 2025, the activities undertaken by the RC were as follows:

(i) reviewed and recommended the Directors' fee for the period from 21 June 2025 until the next AGM of the Company to the Board for approval and for recommendation to the shareholders for approval at the Eighth AGM held on 20 June 2025; and

(ii) reviewed and recommended the remuneration packages of the Executive Directors and Senior Management to the Board for approval.

8. REMUNERATION OF DIRECTORS AND KEY SENIOR MANAGEMENT

The details of the remuneration of the Directors of for the FYE 2025 are disclosed as follows:

← THE COMPANY →						
Directors	**Fees**	**Allowance**	**Salary**	**Bonus**	**Benefits-in-Kind**	**Other Emolument**
	(RM'000)					
Tan Sri Datuk Cham Hak Lim	90	-	-	-	-	-
Ong Soon Lim	-	-	372	62	-	28
Zulamran Bin Hamat	-	24	516	86	-	73
Dato' Seow Thiam Fatt *(Retired on 20 June 2025)*	33	-	-	-	-	-
Teh Li King	36	-	-	-	-	-
Yeong Siew Lee *(Resigned on 9 January 2026)*	36	-	-	-	-	-
Sharon Ng Saw Ean	36	-	-	-	-	-
Total	**231**	**24**	**888**	**148**	**-**	**101**

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART III: REMUNERATION (CONT'D)

8. REMUNERATION OF DIRECTORS AND KEY SENIOR MANAGEMENT (CONT'D)

← THE GROUP →						
Directors	**Fees**	**Allowance**	**Salary**	**Bonus**	**Benefits-in-Kind**	**Other Emolument**
	(RM'000)					
Tan Sri Datuk Cham Hak Lim	90	-	-	-	-	-
Ong Soon Lim	-	-	372	62	-	28
Zulamran Bin Hamat	-	24	516	86	-	73
Dato' Seow Thiam Fatt *(Retired on 20 June 2025)*	33	-	-	-	-	-
Teh Li King	36	-	-	-	-	-
Yeong Siew Lee *(Resigned on 9 January 2026)*	36	-	-	-	-	-
Sharon Ng Saw Ean	36	-	-	-	-	-
Total	**231**	**24**	**888**	**148**	**-**	**101**

The remuneration packages for the Key Senior Management were determined with careful consideration of their roles, skills, expertise, and the significance of their contributions to the Group's overall performance.

The Board believes that providing a detailed disclosure of remuneration of the Key Senior Management on a named basis would not be in the best interest of the Company due to the competitive environment, which could potentially pose challenges for talent retention. After due consideration of sensitivity and confidentiality of remuneration details, the Board has decided to disclose the remuneration of Key Senior Management (who are not Directors of the Company) received for FYE 2025 in bands of RM50,000 on an unnamed basis, as tabled below:

Range of Remuneration*	Number of Key Senior Management
RM150,001 to RM200,000	2
RM200,001 to RM250,000	2
RM300,001 to RM350,000	1

Note:

* The remuneration includes salary and other emoluments, bonuses, contributions to the defined contribution plan and social security contributions. Successive bands of RM50,000 are not shown entirely as they are not represented.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

PART I: AUDIT COMMITTEE

9. AUDIT AND RISK MANAGEMENT COMMITTEE

Throughout FYE 2025, the ARMC comprised three (3) members, all of whom are Independent Non-Executive Directors. The composition of the ARMC is as follows:

Name	Designation	Directorship
Dato' Seow Thiam Fatt *(Retired on 20 June 2025)*	Chairperson	Senior Independent Non-Executive Director
Yeong Siew Lee *(Redesignated on 20 June 2025)*	Chairperson	Independent Non-Executive Director
Tan Sri Datuk Cham Hak Lim	Member	Independent Non-Executive Chairman
Sharon Ng Saw Ean *(Appointed on 20 June 2025)*	Member	Independent Non-Executive Director

Subsequent to the resignation of Ms. Yeong Siew Lee as Director of the Company on 9 January 2026, she also resigned as the Chairperson of the ARMC on the same date. To fill the vacancy in the ARMC, the Board had appointed Ms. Abby Lee Gin Mun, a newly appointed Director, as the Chairperson of the ARMC with effect from 9 April 2026.

The ARMC has been entrusted by the Board with responsibility of overseeing the Group's financial reporting, external audit, internal control and risk management functions. To preserve the independence and objectivity of the ARMC, the roles of Board Chairman and ARMC Chairman are held by different individuals. The position of Board Chairman is held by Tan Sri Datuk Cham Hak Lim, whilst the ARMC was chaired by Dato' Seow Thiam Fatt until his retirement on 20 June 2025, and subsequently by Ms. Yeong Siew Lee during FYE 2025.

All members of the ARMC are financially literate and possess the requisite knowledge, experience and competence to discharge their duties and responsibilities effectively. The ARMC stays updated on developments in accounting and auditing standards, practices and regulatory requirements through continuous professional development, as well as updates from Management and External Auditor.

In line with Practice 9.2 of the MCCG and the Terms of Reference of the ARMC, individuals who were former partners of the external audit firm of the Company must observe a cooling-off period for a minimum of three (3) years before being considered for appointment as a member of the ARMC. As at the date of this CG Statement, none of the ARMC members is a former partner of the Company's external audit firm, and the Board does not envisage any appointment of such person to the ARMC.

Effectiveness and Independence of External Auditor

The Board, through the ARMC, maintains a professional, transparent and constructive relationship with the External Auditors in seeking independent professional advice and ensuring compliance with the applicable accounting standards and regulatory requirements. During FYE 2025, Messrs. Ecovis Malaysia PLT ("Ecovis"), the External Auditor of the Company, was invited to attend the scheduled ARMC meetings to present the audit plan and audit findings. To promote open and candid discussions, the ARMC also meet with the External Auditor without the presence of Executive Directors and Senior Management twice a year to discuss relating to the Group's audit, including audit issues, internal control matters and the adequacy of the Group's control environment.

The ARMC is tasked by the Board to assess, review and monitor the performance, suitability, independence and objectivity of the External Auditors on an annual basis. In accordance with the Terms of Reference of the ARMC, the annual assessment of the External Auditors covers, among others, the following areas:

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

PART I: AUDIT COMMITTEE (CONT'D)

9. AUDIT AND RISK MANAGEMENT COMMITTEE (CONT'D)

Effectiveness and Independence of External Auditor (cont'd)

(i) the ability of the External Auditors to meet deadlines in providing services and responding to issues in a timely manner, as contemplated in the approved audit plan;
(ii) the competence, audit quality and resource capacity of the External Auditors in carrying out the audit engagement; and
(iii) the nature and extent of non-audit services tendered, and the appropriateness of the level of audit fees.

Ecovis has confirmed to the ARMC that it is, and has been, independent throughout the conduct of the audit engagement for FYE 2025 in accordance with the independence requirements set out in the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) and the MIA By-Law (on Professional Ethics, Conduct and Practice).

Further details of the activities carried out by the ARMC during FYE 2025 are set out in Audit and Risk Management Committee Report of this Annual Report.

PART II: RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

10. EFFECTIVE RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board reaffirms its commitment to ensuring the adequacy and reliability of the Group's internal controls and risk management system with the goal of protecting the Group's assets, safeguarding shareholders' investments and advancing the interests of stakeholders. To fulfil this commitment, the Board, through the ARMC, established and implemented an Enterprise Risk Management ("ERM") framework throughout the Group. The Board is also supported by ARMC in overseeing the sufficiency and effectiveness of the Group's risk management and internal control system.

Additionally, the Board has established several internal control systems, including company policies, standard operating procedures ("SOPs"), which help ensure the seamless functioning of business operation, aligning with principles of sound governance.

Further details on the current risk management and internal control framework within the Group are set out in the Statement on Risk Management and Internal Control of this Annual Report.

11. INTERNAL AUDIT FUNCTION

To ensure the internal audit remains impartial and independent from the Company's management and the functions it evaluates, the Company has outsourced its internal audit function to an independent professional firm, Wensen Consulting Asia (M) Sdn Bhd ("Internal Auditor"). The appointed Internal Auditor is independent and free from any relationships or conflict of interests within the Group, this allows them to provide fair and objective assessment on the governance, risk management and internal controls of the Group. The Internal Auditor conducts internal audit reviews periodically in accordance with the approved internal audit plan, and they report directly to the ARMC.

During the FYE 2025, the Internal Auditor has carried out the following three (3) internal audit reviews in accordance with the internal audit plan duly approved by the ARMC:

Internal Audit Coverage Area	Coverage
Project (Fiber) Execution and Billing Management on Binasat Sdn Bhd	Quarter 3, FYE 2025
Project (Fiber) Procurement and Payment Management on Binasat Sdn Bhd	Quarter 3, FYE 2025
Internal Review on Sustainability Reporting on the Company	Quarter 4, FYE 2025

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

PART II: RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK (CONT'D)

11. INTERNAL AUDIT FUNCTION (CONT'D)

To facilitate the internal audit process, the Internal Auditor is granted with the comprehensive and unrestricted access to all information and resources within the Group. This ensures that they have sufficient information and resources to conduct internal audits seamlessly and effectively. Upon completion of each internal audit review, the Internal Auditor presented the audit findings, together with root-cause analysis, potential risks and implications, as well as recommended corrective actions to the ARMC at the scheduled meetings. Follow-up audits were also conducted by the Internal Auditor to ensure the Management implements the agreed corrective action plans within the agreed timeframe.

The Board is of the opinion that the Group's internal control function operated adequately and effectively during FYE 2025, and no noteworthy weaknesses were detected that could significantly impact on the Group's financial performance or operations requiring separate disclosure in this Annual Report.

The total cost incurred for internal audit function of the Group for FYE 2025 is RM40,000.

Further details on the Group's internal audit function are provided in the Statement on Risk Management and Internal Control within this Annual Report.

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

PART I: ENGAGEMENT WITH STAKEHOLDERS

12. COMMUNICATION WITH STAKEHOLDERS

The Board acknowledges the importance of cultivating constructive relationships with investors through clear communication and proactive engagement. In this commitment, the Board is committed to maintaining transparent and regular interactions with employees, shareholders, potential investors, suppliers and customers. To ensure effective communication, the Group adopts the following channels and platforms:

(a) Company's corporate website
(b) Corporate announcements made to Bursa Securities
(c) Annual Reports
(d) General meetings
(e) Investor relations

The Company maintains a corporate website at www.binacom.com.my which serves as the primary platform for shareholders, investors, and the general public to access pertinent information, including the Group's corporate profile, products, financial performance announcements and other corporate information. Additionally, general public may also reach out to the Company through the "Contact Us" section available at the Company's website at www.binacom.com.my/contact-us/ to send enquiries, suggest improvements or lodge complaints. By utilising these communication channels and platforms, the Board is able to actively engage stakeholders in an effective, transparent and regular manner for their well-informed investment decisions.

While the Company endeavours to provide as much information to the stakeholders on a timely, complete and fair manner, the Board is mindful of the legal and regulations governing the release of material and sensitive information.

PART II: CONDUCT OF GENERAL MEETINGS

13. EFFECTIVE GENERAL MEETINGS

The AGM serves as the primary platform for direct engagement between the Board and shareholders, providing an opportunity for the Board to report on the Group's progress and performance while allowing shareholders to raise questions and seek clarifications regarding the Company's financial performance and the Group's operations and developments.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT
(CONT'D)

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

PART II: CONDUCT OF GENERAL MEETINGS (CONT'D)

13. EFFECTIVE GENERAL MEETINGS (CONT'D)

The notice of the Eighth AGM of the Company was issued and circulated to shareholders on 29 April 2025, which was at least twenty-eight (28) days prior to the meeting held on 20 June 2025, in line with the best practice recommended by the MCCG. This provided shareholders with sufficient time to review the Company's Annual Report, consider the proposed resolutions, and make the necessary arrangements either to attend and participate in the AGM in person or to appoint a proxy to attend and vote on their behalf.

In compliance with Rule 8.29A of the AMLR, the Eighth AGM was conducted physically at a venue within the capital city vicinity to ensure accessibility for public shareholders and to avoid remote locations. Shareholders who were unable to attend the meeting were allowed to appoint proxies to attend and vote on their behalf, provided that the proxy form was lodged at the office of Bina Management (M) Sdn Bhd, the Company's poll administrator, or submitted via email at least 48 hours prior to the meeting.

At the Eighth AGM, the Board demonstrated its commitment to shareholder engagement through full attendance at the meeting. The Board Chairman, along with the other Board members and Key Senior Management, addressed the questions and concerns raised prior to the meeting as well as those during the meeting. The External Auditor was also present at the Eighth AGM to address any queries from shareholders related to the audit process and the preparation of the Company's and Group's financial statements, if any.

To ensure that the polling process was conducted in a fair, orderly and transparent manner, the Board engaged Bina Management (M) Sdn Bhd as the poll administrator to conduct the polling process, and Cygnus Technology Solutions Sdn Bhd as the independent scrutineer to validate the voting results.

Following the conclusion of the AGM, the minutes of Eighth AGM were made available on the Company's website at www.binacom.com.my/investor-relations within thirty (30) business days after the conclusion of the meeting.

COMPLIANCE STATEMENT

Saved for those departures highlighted in the CG Report, the Board is of the view that the Group has complied with and shall remain committed to attaining the highest possible corporate governance standards through the continuous adoption of the principles and best practices as set out in the MCCG and all other applicable laws, where applicable and appropriate. The Board will continue to improve and advance in corporate governance policies and procedures as necessary.

This CG Statement was reviewed and approved by the Board on 24 April 2026.

STATEMENT OF DIRECTORS' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS

Pursuant to the CA 2016, the Directors are required to prepare financial statements for each financial year in accordance with the applicable Malaysian Financial Reporting Standards ("MFRS") and AMLR of Bursa Securities.

The Directors are responsible for ensuring that the financial statements present a true and fair view of the financial position of the Group and the Company as at the end of the financial year as well as the financial performance and cash flows of the Group and the Company for the financial year then ended.

In preparing the financial statements for the FYE 2025, the Directors have ensured that the Management undertook the following measures: -

(i) appropriate and relevant accounting standards and policies have been applied on a consistent basis;

(ii) reasonable and prudent judgement and estimates have been made; and

(iii) the financial statements have been prepared on a going concern basis.

The Directors are also responsible for taking reasonable steps to safeguard the assets of the Group and the Company, and to prevent and detect fraud, other irregularities and material misstatements.

The Board is satisfied that it has fulfilled its obligation to present a balanced and comprehensible assessment of the Group's and the Company's position and prospects as set out in the Directors' Report and the Financial Statements of this Annual Report.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board is pleased to present this Statement on Risk Management and Internal Control ("Statement"), which outlines the principal features of the Group's risk management and internal control system for the FYE 2025. This Statement is prepared in accordance with Rule 15.26(b) and Guidance Note 11 of the AMLR, and is guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies ("SORMIC Guide 2025") endorsed by Bursa Securities.

BOARD RESPONSIBILITY

The Board acknowledges its overall responsibility for establishing and maintaining a sound risk management framework and internal control system, as well as for reviewing their adequacy, effectiveness and integrity within the Group. The Group's risk management and internal control system encompasses financial, operational and compliance controls, and is designed to safeguard shareholders' investments, stakeholders' interests and the Group's assets.

While the Board assumes ultimate responsibility for the adequacy and integrity of the Group's risk management and internal control system, the ARMC supports the Board by reviewing and overseeing the adequacy and effectiveness of the risk management and internal control system on a regular basis. Through the ARMC, the Board is kept informed of all significant financial or non-financial issues brought to the attention of the ARMC by the Management team, the Internal Auditor and External Auditor.

The Board recognises that the Group's risk management and internal control system is designed to manage, rather than eliminate, the risks of not adhering to the Group's policies and achieving goals and objectives within the risk tolerance established by the Board and Management. Therefore, this system provides reasonable, but not absolute, assurance against the occurrence of any material misstatement, loss, fraud or unforeseeable circumstances.

RISK MANAGEMENT FRAMEWORK

The Board recognises that effective risk management is integral to the achievement of the Group's strategic and business objectives. Accordingly, the Board, through the ARMC, has established an ERM Framework to provide a structured and consistent approach in identifying, assessing, evaluating, monitoring and managing risks across the Group on an ongoing basis.

The ERM Framework is embedded into the Group's business and strategic planning processes to ensure that risks relevant to the Group's objectives are identified and addressed in a timely manner. The risk assessment process takes into consideration both internal and external factors affecting the Group's operations and business environment. Risks identified are assessed based on their likelihood and potential impact, and appropriate mitigation measures are then developed and implemented by Management to manage such risks within the Group's acceptable risk appetite and tolerance levels.

The Board is supported by the ARMC, which in turn is assisted by the Management, in overseeing the Group's risk management process through regular reporting on key risks, control measures and the status of mitigation actions. Key performance indicators and control procedures are also in place to facilitate effective monitoring of the Group's risk profile and the effectiveness of the mitigation measures implemented.

For FYE 2025, a total of nine (9) key risks were identified, assessed and deliberated upon by Management and the ARMC. The Group continues to enhance its risk management practices by strengthening monitoring mechanisms, refining mitigation strategies and broadening the scope of risk management across the Group, with the objective of supporting sustainable business growth while safeguarding shareholders' investments, stakeholders' interests and the Group's assets.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

KEY ELEMENTS OF INTERNAL CONTROL

While the Board is responsible for setting the tone at the top and overseeing the overall risk management and internal control framework of the Group, Management is entrusted with responsibility for implementing and maintaining the Group's internal control system in the day-to-day operations.

The key elements of the Group's internal control system in place during FYE 2025 include, amongst others, the following:

- **Organisation Structure**

  A well-defined organisation structure with established lines of responsibility, accountability and authority is established to facilitate effective segregation of duties and support proper delegation of authority across the Group's operations.

- **Board and Board Committees**

  The Board is supported by three (3) Board Committees, namely the ARMC, NC and RC, as well as the Key Senior Management to ensure effective oversight of the Group's governance, risk management and internal control processes.

  The roles and responsibilities of the Board and each Board Committee are set out in the Board Charter and the respective Terms of Reference, which serve as guidelines in discharging their duties. The Board and Board Committees meet regularly to review and deliberate on the Group's operational and financial performance, key business matters, principal risks and control issues.

- **Policies and Procedures**

  The Group has established operational policies and procedures to guide employees in the conduct of their daily duties and to safeguard the Group's assets against material loss. These policies and procedures are documented in relevant manuals and handbooks governing key operational processes and are aligned with the requirements of ISO 9001:2015. Such policies and procedures are subject to periodic review and updates to ensure they remain relevant, effective and responsive to changes in the business environment and regulatory landscape.

- **The Code, ABC Policy, Whistleblowing Policy and Procedures**

  The Group has adopted the Code which has been approved by the Board and serves as a guide for all individuals associated with the Group, including Directors, employees, suppliers and vendors, in upholding high standards of ethical behaviour, integrity and corporate governance in business conducts and dealings. The Code covers a wide range of scopes, such as human rights, gifts and business courtesies, anti-bribery and anti-corruption, integrity and professionalism, confidential information, anti-money laundering, insider dealing, corporate governance and conflict of interests.

  In compliance with the MACC Act 2009, the Group has also implemented an ABC Policy to set out the parameters for preventing bribery and corruption within the Group on a best-effort basis. The ABC Policy addresses, amongst others, matters relating to gifts, donations and sponsorships, facilitation payments and COI. It is applicable to all Directors and employees of the Group, as well as relevant third parties across the supply chain, including agents, suppliers, vendors, contractors, subcontractors and distributors. All employees are required to acknowledge their understanding and commitment to the ABC Policy through a Staff Declaration Form.

  In addition, the Group has established a Whistleblowing Policy and Procedures to provide employees and stakeholders with a formal avenue to report, in good faith, any suspected or known malpractice, misconduct or violations of policies and regulations within the Group. Reports received are treated with strict confidentiality, and appropriate protection is accorded to whistleblowers.

  All the Code, ABC Policy and Whistleblowing Policy and Procedures are accessible on the Company's website at www.binacom.com.my/investor-relations/.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

KEY ELEMENTS OF INTERNAL CONTROL (CONT'D)

- **Human Resource Policy**

  Human Resource Policy is in place to support the recruitment, development and retention of competent employees with the necessary qualifications, experience and capabilities to perform their assigned duties and responsibilities effectively.

  To keep pace with the evolving business and technological environment, the Group provides a wide range of training and development programmes to enhance employees' skills, knowledge and competencies. To uphold the standards of excellence, periodic performance evaluations are conducted to assess employees' performance, identify training needs and determine appropriate training interventions to maintain a capable and effective workforce.

- **Information and Communication**

  The Group has established effective information and communication infrastructures and channels, such as computerised systems, secured intranet and electronic mail system. These platforms enable timely and secure communication of operational data and management information within the Group, thereby facilitating effective decision-making, operational coordination and communication with relevant internal and external stakeholders. At the governance level, regular Board and Board Committee meetings serve as key platforms for structured communication and timely escalation of significant matters between the Board and Management.

- **Monitoring and Review**

  The Group's risk management and internal control system undergoes regular monitoring and review by both Internal Auditor and External Auditor. The Internal Auditor independently assesses and reviews the adequacy and effectiveness of the Group's internal controls, as well as identifies potential risks and implications from the audit findings. Internal audit findings, together with recommendations and Management's responses, are reported to the ARMC for review and follow-up action. Additionally, our internal ISO Auditor monitors the Group's compliance with ISO certification requirements, thereby serving as an additional line of defence in our internal control framework.

  The External Auditor performs statutory audits on the Group's financial statements and reports to the ARMC on matters arising from the audit, including any significant internal control observations noted during the course of the audit. The Group's quarterly financial results and annual audited financial statements are tabled to the ARMC for review before being presented to the Board for approval, thereby promoting transparency, accountability and reliability in financial reporting.

INTERNAL AUDIT FUNCTION

The Group has outsourced its internal audit function to an independent professional firm, namely Wensen Consulting Asia (M) Sdn Bhd, to assist the Board and the ARMC in providing independent assessments on the adequacy and effectiveness of the Group's governance, risk management and internal control processes.

The internal audit function is headed by Ms Sin Siew Mun ("Ms. Sin"), an Associate Director of Wensen Consulting Asia (M) Sdn Bhd. She possesses full professional certification from the ACCA and has more than 15 years of experience in internal audit review and review of internal controls, governance and risk management practices. Ms. Sin is supported by three (3) internal audit personnel in carrying out the internal audit engagements during the financial year. The internal audit engagements were conducted in accordance with the Committee of Sponsoring Organisations of the Treadway Commission ("COSO") Internal Control - Integrated Framework and International Standards for the Professional Practice of Internal Auditing.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

INTERNAL AUDIT FUNCTION (CONT'D)

During the financial year under review, the Internal Auditor has carried out the following three (3) internal audit reviews in accordance with the internal audit plan duly approved by the ARMC: -

Internal Audit Coverage Area	Coverage Period
Project (Fiber) execution and billing management on Binasat Sdn Bhd	Quarter 3, FYE 2025
Project (Fiber) procurement and payment management on Binasat Sdn Bhd	Quarter 3, FYE 2025
Internal Review on Sustainability Reporting on Binasat Communication Berhad	Quarter 4, FYE 2025

In performing its reviews, the Internal Auditor was given full and unrestricted access to the Group's records, personnel and relevant information to enable the audits to be carried out effectively. To preserve its independence and objectivity, the Internal Auditor reports directly to the ARMC.

Upon completion of each audit engagement, the Internal Auditor presented their audit findings, together with the recommendations for improvement and Management's responses, to the ARMC at scheduled meetings. The Management was responsible for implementing the agreed corrective action to address the internal control weaknesses identified. Follow-up reviews on the previous audit findings were also carried out by the Internal Auditor to assess the status of implementation of the agreed action plans within the stipulated timeframe.

Based on the internal audit reviews conducted during FYE 2025, there were no significant weaknesses identified in the Group's internal control system that would have a material impact.

Guided by its Terms of Reference, the ARMC also periodically assesses the adequacy of scope, competency, resources and performance of the outsourced Internal Auditor. Based on such assessment, the Board, through the ARMC, is satisfied that the outsourced internal audit function has performed effectively and has provided the necessary support in discharging its responsibilities during FYE 2025.

MANAGEMENT'S ASSURANCE

The Group MD and Executive Director cum Chief Executive Officer, representing the Management, have provided assurance to the Board that the Group's risk management and internal control system has operated adequately and effectively in all material aspects for the financial year under review and up to the date of approval of this statement, based on the adopted risk management and internal control system by the Group.

During the financial year under review and up to the date of this Statement, the Board is pleased to report that there is no significant internal control deficiencies or material weaknesses that have resulted in material losses, contingencies or uncertainties and required separate disclosure in this Annual Report. Therefore, the Board believes that the existing risk management and internal control system in place is deemed sufficient and adequate to protect shareholders' investments, stakeholders' interests and the Group's assets.

Staying ahead, the Board, together with Board Committees and the Management, remains committed to continuously improving and strengthening the Group's risk management and internal control system to ensure that it remains responsive and relevant to the evolving business environment and regulatory expectations.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

REVIEW OF THE STATEMENT BY EXTERNAL AUDITOR

The External Auditor has reviewed this Statement for FYE 2025 for inclusion in this Annual Report as required by Rule 15.23 of the AMLR. Their review was conducted in accordance with the Audit and Assurance Practice Guide 3 ("AAPG 3"): Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in Annual Report issued by the MIA. AAPG 3 does not require the External Auditor to form an opinion on the adequacy and effectiveness of the risk management and internal control system of the Group.

Based on their review, nothing has come to the External Auditor's attention that causes them to believe that this Statement is not prepared, in all material respects, in accordance with the disclosures required by SORMIC Guide 2025, nor is factually inaccurate.

This Statement was approved by the Board on 24 April 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Board is pleased to present this Audit and Risk Management Committee Report, which outlines the manner in which the ARMC discharged its duties and responsibilities for the Group during FYE 2025, in compliance with Rule 15.15(1) of the AMLR.

COMPOSITION AND MEETINGS

Established on 14 June 2017, the ARMC supports the Board in overseeing the Group's financial reporting, risk management and internal control system, audit processes, COI situations and related party transactions ("RPT"). In carrying out this role, the ARMC also oversees and evaluates the quality, independence, adequacy and effectiveness of the internal and external audit functions, and reviews the Group's internal control and risk management processes.

To support the effective discharge of its fiduciary duties, the ARMC is guided by its Terms of Reference, which set out, amongst others, its authority, duties, responsibilities, meeting procedures and reporting requirements. The Terms of Reference is available on the Company's website at www.binacom.com.my/investor-relations/.

In compliance with Rule 15.09(1)(a) and (b) of the AMLR and Practice 9.4 of the MCCG, the ARMC comprises three (3) members, all of whom are Independent Non-Executive Directors. Following the retirement of Dato' Seow Thiam Fatt as Director of the Company on 20 June 2025, Ms. Yeong Siew Lee was re-designated from a member of the ARMC to the Chairperson of the ARMC on the same day, and served in that capacity until her resignation on 9 January 2026. As at the date of this report, our ARMC is chaired by Ms. Abby Lee Gin Mun. None of the ARMC members serves as an alternate Directors or is a former partner of the Group's external audit firm. Accordingly, the ARMC composition also complies with the requirements set out under Rule 15.09(2) of the AMLR and Practices 9.2 and 9.4 of the MCCG.

During FYE 2025, the composition of the ARMC fulfilled the financial literacy requirement under Rule 15.09(1)(c) of the AMLR and Practice 9.5 of the MCCG. Dato' Seow Thiam Fatt is a Fellow of CPA Australia, and a member of the MIA and the MICPA. Whereas Ms. Yeong Siew Lee is a Chartered Accountant and a member of MIA. In addition, neither of the ARMC Chairpersons held the position of Board Chairperson during the financial year under review, in line with Practice 9.1 of the MCCG. This clear separation of roles strengthens the objectivity and independence of the ARMC in overseeing the Group's financial reporting process, internal control system and audit functions, thereby reinforcing the overall integrity and credibility of the Group's governance framework.

Pursuant to its Term of Reference, the ARMC shall meet at least four (4) times in each financial year to discuss corporate accounting, financial reporting as well as internal and external audit matters. During FYE 2025, the ARMC held a total of five (5) meetings, and record of meeting attendance are as follows:

Name	Directorship	Meeting Attendance
Chairperson		
Yeong Siew Lee *(Redesignated as Chairman on 20 June 2025)* *(Resigned on 9 January 2026)*	Independent Non-Executive Director	5/5
Dato' Seow Thiam Fatt *(Retired on 20 June 2025)*	Independent Non-Executive Director	3/3*
Member		
Tan Sri Datuk Cham Hak Lim	Independent Non-Executive Chairman	5/5
Sharon Ng Saw Ean *(Appointed on 20 June 2025)*	Independent Non-Executive Director	2/2*

* Reflects the number of meetings held during the time of Director held office.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

COMPOSITION AND MEETINGS (CONT'D)

To facilitate the effective conduct of meetings, Mr. Ong Soon Lim, our Group MD, Encik Zulamran Bin Hamat, our Executive Director cum CEO, and Dr. Chan Ai Joo, our Group Financial Controller, were invited to attend all ARMC meetings to provide additional information and clarification on operational, financial and audit related matters. Representatives of External Auditor, Internal Auditor and other advisers were also invited to the ARMC meetings to deliberate on matters within their purview, with Company Secretary in attendance.

The agenda and relevant meeting papers were circulated to the ARMC members ahead of each meeting to allow sufficient time for review and to facilitate meaningful deliberation and informed decision-making. Following each meeting, the Chairperson of the ARMC updated the Board on the key matters deliberated and the recommendations of the ARMC requiring the Board's consideration and approval. All proceedings of the ARMC meetings, including the discussions held and decisions made, were duly recorded by the Company Secretary. The minutes were thereafter tabled at the subsequent ARMC meeting for confirmation and subsequently presented to the Board for notation.

SUMMARY OF ACTIVITIES OF THE ARMC DURING FYE 2025

During the FYE 2025, the ARMC carried out the following activities in discharging its duties and responsibilities:

1. Financial Reporting

(a) Reviewed the Group's financial reporting process to ensure alignment with the Company's policies and procedures and all disclosures are made in compliance with the applicable MFRS, CA 2016 and AMLR;

(b) Reviewed the unaudited quarterly financial results of the Company and the Group before recommending them to the Board for approval and subsequent announcement to Bursa Securities; and

(c) Reviewed the draft audited financial statements of the Company and the Group for the FYE 2024 before recommending to the Board for consideration and approval. The review was to ensure that the audited financial statements were drawn up in accordance with the provisions of CA 2016 and the applicable financial reporting standards in Malaysia.

2. External Audit

(a) Reviewed and approved the Group's audit planning memorandum for FYE 2025, covering the overview of audit approach and areas of audit emphasis of the Group;

(b) Reviewed the audit review memorandum for FYE 2024 presented by the External Auditor, and deliberated on matters including the significant audit findings, deficiencies in internal control and recommendation, status of audit, compliance with the ethical requirements of independence, communication with the ARMC and summary of audit adjustments;

(c) Reviewed the External Auditor's findings arising from audits, particularly comments and management's responses towards the management's issues and their actions to resolve them;

(d) Conducted two (2) private meetings with the External Auditor on 28 February 2025 and 28 November 2025, without the presence of the Executive Directors and Management to discuss further with them any issues of concern, if any, arising from the audit; and

(e) Assessed the effectiveness and performance of the External Auditor by evaluating their independence, suitability, objectivity, competency and adequacy of resources, before recommending to the Board their re-appointment at the forthcoming AGM.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

SUMMARY OF ACTIVITIES OF THE ARMC DURING FYE 2025 (CONT'D)

3. Internal Audit

(a) Reviewed and approved the Internal Audit Plan presented by the Internal Auditor, which sets out the audit scope, audit timeline and proposed fees for the internal audit services;

(b) Reviewed and deliberated on the internal audit reports presented by the Internal Auditor, which included the audit findings, root cause analysis, corresponding recommendations, Management's responses, and the proposed corrective action plans together with the target timelines and persons responsible for implementation;

(c) Reviewed and discussed the implementation of corrective action plans for the Management in addressing the audit findings and control weaknesses identified during the internal audit reviews;

(d) Monitored the follow-up audit reports and the status of implementation of corrective actions based on the recommendations made by the Internal Auditor; and

(e) Reviewed the independence, qualifications, resources and overall performance of the outsourced Internal Auditors.

4. Risk Management and Internal Control

(a) Reviewed the Group's Enterprise Risk Management on the identification and assessment of risks as well as the Management's responses to the identified risks; and

(b) Evaluated the overall effectiveness of the risk management and internal control system of the Group.

5. RPT and Recurrent RPT ("RRPT")

(a) Reviewed, on a quarterly basis, all RPT and RRPT entered into by the Group and ensured that all the transactions were deemed as fair and were carried out on an arm's length basis and under normal commercial terms; and

(b) Reviewed the Circular to Shareholders in relation to proposed renewal of existing shareholders' mandate for RRPT, and recommended to the Board for approval.

6. COI and/or Potential COI

(a) Reviewed and deliberated on COI and/or potential COI situations that arose, persist or may arise within the Group, ensuring compliance with provisions of the AMLR. There were no COI or any potential COI reported during the financial year under review.

7. Others

(a) Reviewed the ARMC Report, Statement on Risk Management and Internal Control, and Sustainability Statement, before recommending for the Board's approval and inclusion in the Annual Report 2024.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

INTERNAL AUDIT FUNCTION

The Company recognises the internal audit function as a key component of the Group's system of internal control and an integral part of its risk management framework. During the financial year under review, the Group's internal audit function was outsourced to Wensen Consulting Asia (M) Sdn Bhd, an independent professional firm providing internal audit services.

The Internal Auditor carries out independent, regular and systematic reviews of the key controls and processes within the Group's operating units, and assess compliance with the established policies and procedures, in accordance with the internal audit plan approved by the ARMC. In performing its reviews, the Internal Auditor was given full and unrestricted access to the Group's records, personnel and relevant information to enable the audits to be carried out effectively. To preserve its independence and objectivity, the Internal Auditor reports directly to the ARMC.

(1) Summary of Works

The summary of works that were carried out by the Internal Auditor during FYE 2025 encompassed the following:

(a) Assessed the adequacy and effectiveness of the Group's internal control system and recommended corrective actions to be taken;

(b) Ensured that the reported weaknesses were appropriately addressed and that recommendations from the Internal Auditor and corrective actions were implemented by the Management within the expected timeframe;

(c) Formulated an annual internal audit plan focused on controls and managing the principal risks of the Group. Audits are prioritised based on assessment of the potential risk exposures; and

(d) Presentation of audit findings and corrective actions to be taken by the Management at the scheduled ARMC meetings.

(2) Total costs incurred for FYE 2025

The total costs incurred for the Group's outsourced internal audit function during FYE 2025 amounted to RM40,000.

(3) Review of Internal Audit Function

The ARMC and the Board were satisfied with the performance of the Internal Auditor for FYE 2025.

The ARMC is pleased to report that there were no significant weaknesses identified that would result in any material losses, contingencies or uncertainties to the Group which would require a separate disclosure in this Annual Report. Further insights into our internal audit function are detailed in our Statement on Risk Management and Internal Control in this Annual Report.

This Report was made in accordance with the approval of the Board of Directors on 24 April 2026.

ADDITIONAL COMPLIANCE INFORMATION

UTILISATION OF PROCEEDS

Private Placement

On 4 December 2024, the Company announced a proposed private placement of up to 128,137,500 new ordinary shares, representing not more than 30% of the total number of issued shares of the Company, to third party investor(s) ("Proposed Private Placement").

On 14 March 2025, Bursa Securities approved the listing and quotation of up to 128,137,500 Placement Shares to be issued pursuant to the Private Placement.

The first tranche of the Private Placement, comprising 100,000,000 Placement Shares at an issue price of RM0.10 per Placement Share, was completed on 29 August 2025. This was followed by the second and final tranche of 28,137,500 Placement Shares, also at an issue price of RM0.10 per Placement Share, completed on 11 September 2025.

The Company raised total gross proceeds of RM12.81 million from the Private Placement and the status of utilisation of the proceeds as at 26 February 2026 is as follows: -

Details of Utilisation	Proposed Utilisation RM'000	Actual Utilisation RM'000	Balance RM'000	Estimated Timeframe for Utilisation
Proposed Acquisitions of SBP Properties and Empire City Properties	12,022	(12,022)	-	Within 6 months
Estimated expenses (*)	792	(792)	-	Immediate
Total	**12,814**	**(12,814)**	**-**	**-**

Note: -

(*) Estimated expenses in relation to the proposed acquisitions and leases of SBP Properties, the proposed acquisition of Empire City Properties, the proposed diversification into property investment, property management, property development and construction, and the Proposed Private Placement.

AUDIT AND NON-AUDIT FEE

The amount of audit fees and non-audit fees paid or payable to the Company's External Auditors by the Company and the Group for FYE 2025 were as follows: -

	Company RM'000	Group RM'000
Audit Fees	60	180
Non-Audit Fees	5	5
Total	**65**	**185**

ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

MATERIALS CONTRACTS INVOLVING DIRECTORS AND MAJOR SHAREHOLDERS' INTEREST

Save for the transaction disclosed below, there were no material contracts entered into by the Company and its subsidiaries involving the interest of any directors and/or major shareholders, which were either still subsisting as at the end of the financial year under review or entered into since the end of previous financial year.

On 4 December 2024, LCSB a wholly owned subsidiary of the Company, entered into three (3) conditional sale and purchase agreements to acquire properties located within SBP for a total cash consideration of RM8,340,000, together with proposed leases of the Properties upon completion of the Proposed Acquisitions of SBP Properties ("Proposed Leases of SBP Properties"). (The Proposed Acquisitions of SBP Properties and Proposed Leases of SBP Properties are collectively referred to as "Proposed Acquisitions and Leases of SBP Properties"), as summarised below: -

SBP Properties	Property Address	Vendor	Purchase Consideration (RM'000)	Lessees
SBP Property 1 – Four (4) storey intermediate terraced shop-office	No. 61, Jalan Bayu Laut 4/KS09, Sazean Business Park, Kota Bayuemas, 41200 Klang, Selangor Darul Ehsan	Datin Lim Wai Yee	1,670	Hextar Asset Management Sdn Bhd ("HAMSB")
SBP Property 2 – Four (4) storey intermediate terraced shop-office	No. 62, Jalan Bayu Laut 4/KS09, Sazean Business Park, Kota Bayuemas, 41200 Klang, Selangor Darul Ehsan	Ong Tzu Chuen	1,670	HIB Management Sdn Bhd ("HIBMSB")
SBP Property 3 – Six (6) storey corner terraced shop-office	No. 66, Jalan Bayu Laut 4/KS09, Sazean Business Park, Kota Bayuemas, 41200 Klang, Selangor Darul Ehsan	HAMSB	5,000	HAMSB
		Total	**8,340**	

(Datin Lim Wai Yee, Ong Tzu Chuen and HAMSB are collectively referred to as "SBP Vendors" and each a "SBP Vendor" and SBP Property 1, SBP Property 2 and SBP Property 3 are collectively referred to as "SBP Properties".)

On 25 September 2025, LCSB's rights and obligations under the sale and purchase agreements and lease arrangements were novated to Binasat Asset Sdn Bhd (formerly known as Sengchea Group Sdn Bhd) ("BASB"), a wholly-owned subsidiary of the Company.

The following directors and major shareholders of the Company are deemed interest in the Proposed Acquisitions and Leases of SBP Properties : -

(i) Teh Li King is a Non-Independent Non-Executive Director of Binasat. He is also a director of HAMSB. Accordingly, he is deemed interested in the Proposed Acquisitions and Leases of SBP Properties.

(ii) Ong Soon Lim is the Group MD of Binasat. He is the brother of Dato' Ong Soon Ho, who is person connected to an interested major shareholder, and uncle to Dato' Ong Choo Meng. Accordingly, he is deemed interested in the Proposed Acquisitions and Leases of SBP Properties.

ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

MATERIALS CONTRACTS INVOLVING DIRECTORS AND MAJOR SHAREHOLDERS' INTEREST (CONT'D)

(iii) Dato' Ong Choo Meng is a major shareholder of Binasat via his indirect interest in Binasat held through HCB, the holding company of OVCSB. He is also a major shareholder of Hextar Industries Berhad ("HIB") via his direct and indirect interest in HIB held through Hextar Holdings Sdn Bhd ("HHSB"), the holding company of HIB. HIB is the holding company of HIBMSB. HHSB is the holding company of HAMSB and HIB. Accordingly, Dato' Ong Choo Meng is deemed interested in the Proposed Acquisitions and Leases of SBP Properties.

Dato' Ong Choo Meng is further connected to the transaction by virtue of the following connected persons: -

(a) Datin Lim Wai Yee, the vendor of SBP Property 1, is the spouse of Dato' Ong Choo Meng;

(b) Ong Tzu Chuen, the vendor of SBP Property 2, is the sister of Dato' Ong Choo Meng;

(c) Dato' Ong Soon Ho, a director and shareholder of HHSB which is the holding company of HAMSB, vendor of SBP Property 3, is the father of Dato' Ong Choo Meng; and

(d) Ong Soon Hooi, a director of both HAMSB, vendor of SBP Property 3, and HIBMSB, lessee of SBP Property 2, is the brother of Dato' Ong Soon Ho and uncle of Dato' Ong Choo Meng.

(iv) OVCSB is a major shareholder of Binasat and a wholly-owned subsidiary of HCB. OVCSB and HCB are persons connected to Dato' Ong Choo Meng by virtue of his shareholdings in HCB. Accordingly, OVCSB and HCB are deemed interested in the Proposed Acquisitions and Leases of SBP Properties.

The above should read in conjunction with the Company's circular to shareholders dated 7 April 2025 and the related announcement to Bursa Securities.

EMPLOYEE SHARE OPTION SCHEME

The Group did not offer any share scheme for employees during the financial year under review.

RRPT OR REVENUE OR TRADING NATURE

The details of RRPTs of the Company and the Group during FYE 2025 are disclosed in Note 34 to the Financial Statements of this Annual Report.

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

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

(a) Group Total Income and Total Assets

		Group	
Total Income	**Remarks**	**2025 (RM)**	**2024 (RM)**
Revenue		118,202,600	111,906,843
Other income		791,558	1,324,778
Total		**118,994,158**	**113,231,621**
Total Assets		**192,421,200**	**161,589,596**

ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONT'D)

(b) Business Activities

Shariah Non-Compliant Activities	Remarks	Group 2025 (RM)	2024 (RM)
N/A		N/A	N/A
Total		**N/A**	**N/A**

(c) Component of Financial Position

(i) Cash Component

Islamic Account/ Instruments	Remarks	Group 2025 (RM)	2024 (RM)
Cash and bank balances (exclude cash in hand)		3,849,629	60
Total Cash		**3,849,629**	**60**

Conventional Account/ Instruments	Remarks	Group 2025 (RM)	2024 (RM)
Cash and bank balances (exclude cash in hand)		4,686,698	6,626,233
Total Cash		**4,686,698**	**6,626,233**

(ii) Debt Component

Islamic Financing	Remarks	Group 2025 (RM)	2024 (RM)
Current			
Term loans		-	-
Trade bills		377,676	-
Bank overdrafts		293,773	1,911,898
Non-Current		**-**	**-**
Total Financing		**671,449**	**1,911,898**

Conventional Borrowing	Remarks	Group 2025 (RM)	2024 (RM)
Current			
Term loans		787,054	201,577
Hire purchase payables		799,431	791,049
Trade bills		557,000	4,000,000
Non-Current			
Term loans		886,724	2,756,247
Hire purchase payables		717,718	1,517,149
Total Debt		**3,747,927**	**9,266,022**

DIRECTORS' REPORT

The Directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 5 to the financial statements.

RESULTS

	THE GROUP RM	THE COMPANY RM
Loss after taxation for the financial year	(11,200,750)	(10,879,772)
Attributable to:-		
Owners of the Company	(12,028,582)	(10,879,772)
Non-controlling interests	827,832	-
	(11,200,750)	(10,879,772)

DIVIDENDS

No dividend has been paid or declared by the Company since the end of the previous financial period. The Directors do not recommend any final dividend in respect of the current financial year.

RESERVES AND PROVISIONS

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

ISSUES OF SHARES AND DEBENTURES

During the financial year, the Company issued:

(i) 15,829,500 new ordinary shares at an issue price of RM0.165 each for cash consideration under private placement of new ordinary shares;

(ii) 49,023,333 new ordinary shares at an issue price of RM0.21 each for the settlement of purchase consideration for acquisition of properties as disclosed in Note 39(b) to the financial statements;

(iii) 100,000,000 new ordinary shares at an issue price of RM0.10 each for cash consideration under private placement of new ordinary shares; and

(iv) 28,137,500 new ordinary shares at an issue price of RM0.10 each for cash consideration under private placement of new ordinary shares.

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

There were no issues of debentures by the Company during the financial year.

DIRECTORS' REPORT
(CONT'D)

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued shares of the Company during the financial year.

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the Directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and had satisfied themselves that there are no known bad debts and that adequate allowance had been made for impairment losses on receivables.

At the date of this report, the Directors are not aware of any circumstances which would render the amount written off bad debts necessary or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any material extent.

CURRENT ASSETS

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

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

VALUATION METHODS

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

CONTINGENT AND OTHER LIABILITIES

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

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

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

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

CHANGE OF CIRCUMSTANCES

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

DIRECTORS' REPORT (CONT'D)

ITEMS OF MATERIAL AND UNUSUAL NATURE

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

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

DIRECTORS

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

Tan Sri Datuk Cham Hak Lim	
Zulamran bin Hamat	
Ong Soon Lim	
Teh Li King	
Sharon Ng Saw Ean	
Abby Lee Gin Mun	(Appointed on 9 April 2026)
Dato' Seow Thiam Fatt	(Retired on 20 June 2025)
Yeong Siew Lee	(Resigned on 9 January 2026)

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

Nor Azimuddin Bin Arifin	
Clement Ang Woon Teng	(Appointed on 2 January 2026)

DIRECTORS' INTERESTS

According to the Register of Directors' shareholdings, the interests of Directors holding office at the end of the financial year in shares of the Company and its related corporations during the financial year are as follows:-

	<---------- NUMBER OF ORDINARY SHARES ---------->			
	AT 1.1.2025	BOUGHT	SOLD	AT 31.12.2025
The Company				
Direct Interests				
Tan Sri Datuk Cham Hak Lim	1,200,000	-	-	1,200,000
Zulamran bin Hamat	2,500,000	-	-	2,500,000

The other Directors holding office at the end of the financial year had no interest in shares of the Company or its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in Note 33 to the financial statement) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest other than certain Directors who have substantial financial interests in companies which traded with the Company in the ordinary course of business as disclosed in Note 34 to the financial statements.

DIRECTORS' REPORT
(CONT'D)

DIRECTORS' BENEFITS (CONT'D)

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

DIRECTORS' REMUNERATION

The details of the Directors' remuneration paid or payable to the Directors of the Company and its subsidiaries during the financial year are as follows:-

	THE GROUP RM	THE COMPANY RM
Fees	231,000	231,000
Salaries, bonuses and other benefits	1,372,681	1,062,040
Defined contribution benefits	136,600	99,520
	1,740,281	1,392,560

INDEMNITY AND INSURANCE COST

No indemnity has been given to or insurance effected for the Directors and officers of the Company pursuant to Section 289 of the Companies Act 2016 ("Act").

To the extent permitted by the Act, the Company has agreed to indemnify its auditors as part of the terms of their engagement against claims by third parties arising from the audit. No payment has been made to indemnify the auditors during or since the financial year end.

SUBSIDIARIES

The details of the Company's subsidiaries are disclosed in Note 5 to the financial statements.

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

Significant events during the financial year is disclosed in Note 39 to the financial statements.

DIRECTORS' REPORT (CONT'D)

AUDITORS

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

The auditors' remuneration of the Group and of the Company during the financial year are as follows:-

	THE GROUP RM	THE COMPANY RM
Audit fees	179,800	60,000
Non-audit fees	5,000	5,000
	184,800	65,000

Signed in accordance with a resolution of the Directors dated 24 April 2026.

Ong Soon Lim

Zulamran bin Hamat

STATEMENT BY DIRECTORS

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

We, Ong Soon Lim and Zulamran bin Hamat, being two of the Directors of Binasat Communications Berhad, 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 of 31 December 2025 and of their financial performance and cash flows for the financial year ended on that date.

Signed in accordance with a resolution of the Directors dated 24 April 2026.

Ong Soon Lim **Zulamran bin Hamat**

STATUTORY DECLARATION

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

I, Dr. Chan Ai Joo, being the officer primarily responsible for the financial management of Binasat Communications Berhad, do solemnly and sincerely declare that the financial statements are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned
Dr. Chan Ai Joo, MIA Membership No. 24227
at Kuala Lumpur
in the Federal Territory
on 24 April 2026

Dr. Chan Ai Joo

Before me,

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF BINASAT COMMUNICATIONS BERHAD
(Incorporated in Malaysia) Registration No: 201701008491 (1222656-D)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Binasat Communications Berhad ("the Company"), which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 86 to 151.

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 31 December 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

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

Independence and Other Ethical Responsibilities

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

Key Audit Matters

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

Group

1. Recoverability of trade receivables and contract assets (Note 12 and Note 13 to the financial statements)

The Group recorded trade receivables and contract assets of RM98,119,312, which represents 51% of the Group's total assets as of 31 December 2025.

The Group assessed on a forward-looking basis the expected credit loss ("ECL") associated with its trade receivables and contract assets using the simplified and general approach. The impairment assessment involved significant judgements and there is inherent uncertainty in the assumptions applied by the management based on the Group's past history, existing market conditions as well as forward-looking information.

Given the magnitude of the balance and the level of judgement involved, we considered this area to be a key audit matter.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF BINASAT COMMUNICATIONS BERHAD
(Incorporated in Malaysia) Registration No: 201701008491 (1222656-D)
(CONT'D)

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

Key Audit Matters (Cont'd)

Group (Cont'd)

1. Recoverability of trade receivables and contract assets (Note 12 and Note 13 to the financial statements) (Cont'd)

Our audit response:

We performed, among others, the following audit procedures:

- Reviewed contractual terms to ensure the Group has contractual right to recognise revenue and collect payments;
- Reviewed the ageing analysis of trade receivables and tested the accuracy of the ageing data;
- Reviewed subsequent collections from selected overdue trade receivables; and
- Reviewed management's assessment of expected credit loss to the Group's historical bad debts records, publicly available information and credit ageing of the Group's customer.

Group and Company

2. Impairment of other receivables (Note 14 to the financial statements)

As at 31 December 2025, the Group and the Company recorded other receivables of RM10,099,321 and RM7,975,542, of which an impairment loss of RM8,017,797 and RM7,975,542 was recognised during the financial year, representing approximately 72% and 73% of the Group's and the Company's losses for the financial year.

The impairment assessment of other receivables involved significant judgement, particularly in evaluating the recoverability of the receivables, assessing the indicators of impairment and probability of default.

Given the magnitude of the impairment losses and the level of judgement involved, we considered this area to be a key audit matter.

Our audit response:

We performed, among others, the following audit procedures:

- Evaluated the appropriateness and reasonableness of the key assumptions used in the expected credit loss model and tested its mathematical accuracy;
- Obtained confirmation from major other receivables on outstanding balances as at the reporting date;
- Reviewed subsequent collections from selected major other receivables; and
- Evaluated the adequacy of impairment losses provided.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF BINASAT COMMUNICATIONS BERHAD
(Incorporated in Malaysia) Registration No: 201701008491 (1222656-D)
(CONT'D)

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

Key Audit Matters (Cont'd)

Group (Cont'd)

3. Revenue from contracts with customers (Note 26 to the financial statements)

For the financial year ended 31 December 2025, the Group recognised revenue from contracts with customers amounted to RM118,202,600. Revenue from contracts with customers is recognised over time using the input method. Progress towards satisfaction of performance obligation is calculated on the proportion of total costs incurred at the end of the reporting period compared to the estimated total cost of the contracts.

We focus on this area because the determination of percentage of completion involves significant management estimation, in particular relating to forecasting total costs required to satisfy the performance obligation, and subsequent revisions to total costs estimate for certain events or conditions that occur during the performance of the contract, or are expected to occur to complete the contract.

Our audit response:

We performed, among others, the following audit procedures:

- Obtained understanding and evaluated the project costing process in determining project costs at initiation and throughout life of the project, as well as the amount of contract assets and revenue recognised in the financial statements;
- For a selection of contracts:
  (i) Assessed management's estimated cost to complete by agreeing to supporting documents and comparing to actual costs incurred;
  (ii) Agreed the total contract sums to contracts entered into between the Group and its customers; and
  (iii) Verified on the progress billings issued and actual cost incurred during the financial year.
- Assessed the appropriateness of revenue and cost recognition to determine compliance with MFRS 15 Revenue from Contracts with Customers; and
- Evaluated the adequacy of disclosures in the financial statements.

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, which we obtained prior to the date of this auditors' report, and the annual report 2025, which is expected to be made available to us after the date of auditors' report.

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 on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF BINASAT COMMUNICATIONS BERHAD
(Incorporated in Malaysia) Registration No: 201701008491 (1222656-D)
(CONT'D)

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

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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

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

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

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF BINASAT COMMUNICATIONS BERHAD
(Incorporated in Malaysia) Registration No: 201701008491 (1222656-D)
(CONT'D)

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

Auditors' Responsibilities for the Audit of the Financial Statements (Cont'd)

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:- (cont'd)

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

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

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

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.

ECOVIS MALAYSIA PLT
AF 001825
Chartered Accountants

LEE WENG SENG
03790/10/2027 J
Chartered Accountant

Kuala Lumpur
24 April 2026

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

	NOTE	THE GROUP 2025 RM	THE GROUP 2024 RM	THE COMPANY 2025 RM	THE COMPANY 2024 RM
ASSETS					
NON-CURRENT ASSETS					
Investments in subsidiaries	5	-	-	47,752,200	47,727,000
Property, plant and equipment	6	25,412,232	28,691,803	10	10,756
Investment properties	7	1,371,514	3,815,753	-	-
Right-of-use assets	8	12,084,694	12,266,019	-	-
		38,868,440	44,773,575	47,752,210	47,737,756
CURRENT ASSETS					
Inventories	11	1,685,315	1,055,662	-	-
Trade receivables and contract assets	12	98,119,312	71,168,538	-	-
Other receivables, deposits and prepayments	14	38,117,930	26,114,982	13,165	13,479,984
Amount owing by subsidiaries	15	-	-	50,941,549	19,471,515
Amount owing by related parties	16	67,393	4,000	67,393	-
Current tax assets		5,925,598	6,105,904	176,676	170,447
Short-term investments	17	1,000,000	5,738,259	1,000,000	5,730,526
Fixed deposit with licensed bank	18	388,560	-	-	-
Cash and bank balances		8,248,652	6,628,676	1,140,740	210,540
		153,552,760	116,816,021	53,339,523	39,063,012
TOTAL ASSETS		192,421,200	161,589,596	101,091,733	86,800,768

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

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025
(CONT'D)

	NOTE	THE GROUP 2025 RM	THE GROUP 2024 RM	THE COMPANY 2025 RM	THE COMPANY 2024 RM
EQUITY AND LIABILITIES					
EQUITY					
Share capital	19	128,142,072	102,548,733	128,142,072	102,548,733
Merger deficit	20	(16,052,000)	(16,052,000)	-	-
Retained profits		21,746,276	33,774,858	(27,417,352)	(16,537,580)
Equity attributable to owners of the Company		133,836,348	120,271,591	100,724,720	86,011,153
Non-controlling interests	5	1,690,346	787,514	-	-
TOTAL EQUITY		135,526,694	121,059,105	100,724,720	86,011,153
NON-CURRENT LIABILITIES					
Lease liabilities	21	10,831,346	11,213,154	-	-
Borrowings	22	1,604,442	4,273,396	-	-
Deferred tax liabilities	23	1,064,183	1,064,183	-	-
		13,499,971	16,550,733	-	-
CURRENT LIABILITIES					
Trade payables	24	32,782,940	10,082,006	-	-
Contract liabilities	13	553,179	937,363	-	-
Other payables and accruals	25	6,211,120	4,528,723	367,013	789,615
Amount due to related parties	16	-	864,882	-	-
Lease liabilities	21	608,264	512,560	-	-
Borrowings	22	2,814,934	6,904,524	-	-
Current tax liabilities		424,098	149,700	-	-
		43,394,535	23,979,758	367,013	789,615
TOTAL LIABILITIES		56,894,506	40,530,491	367,013	789,615
TOTAL EQUITY AND LIABILITIES		192,421,200	161,589,596	101,091,733	86,800,768

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

STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	NOTE	THE GROUP 2025 RM	THE GROUP 2024 RM	THE COMPANY 2025 RM	THE COMPANY 2024 RM
REVENUE	26	118,202,600	111,906,843	-	-
COST OF SERVICES RENDERED AND CONTRACT EXPENDITURE		(107,551,880)	(95,108,887)	-	-
GROSS PROFIT		10,650,720	16,797,956	-	-
OTHER INCOME		791,558	1,324,778	720,999	1,373,333
		11,442,278	18,122,734	720,999	1,373,333
ADMINISTRATIVE EXPENSES		(9,211,766)	(9,611,350)	(3,001,483)	(2,798,259)
OTHER OPERATING EXPENSES		(2,692,291)	(4,033,565)	(623,746)	(29,766)
FINANCE COSTS		(1,303,566)	(945,941)	-	-
NET CHANGE IN IMPAIRMENT LOSSES ON FINANCIAL ASSETS AND CONTRACT ASSETS	27	(8,017,797)	(158,974)	(7,975,542)	-
(LOSS)/PROFIT BEFORE TAXATION	28	(9,783,142)	3,372,904	(10,879,772)	(1,454,692)
TAX (EXPENSE)/INCOME	29	(1,417,608)	(1,274,557)	-	23,244
(LOSS)/PROFIT AFTER TAXATION/ TOTAL COMPREHENSIVE (LOSS)/ INCOME FOR THE FINANCIAL YEAR		(11,200,750)	2,098,347	(10,879,772)	(1,431,448)
(LOSS)/PROFIT AFTER TAXATION ATTRIBUTABLE TO:-					
Owners of the Company		(12,028,582)	1,777,754	(10,879,772)	(1,431,448)
Non-controlling interests		827,832	320,593	-	-
		(11,200,750)	2,098,347	(10,879,772)	(1,431,448)
TOTAL COMPREHENSIVE (LOSS)/ INCOME ATTRIBUTABLE TO:-					
Owners of the Company		(12,028,582)	1,777,754	(10,879,772)	(1,431,448)
Non-controlling interests		827,832	320,593	-	-
		(11,200,750)	2,098,347	(10,879,772)	(1,431,448)
(LOSS)/EARNINGS PER SHARE (SEN)					
Basic	30	(2.42)	0.44		
Diluted	30	(2.42)	0.44		

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

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	NOTE	SHARE CAPITAL RM	MERGER DEFICIT RM	RETAINED PROFITS RM	ATTRIBUTABLE TO OWNERS OF THE COMPANY RM	NON-CONTROLLING INTERESTS RM	TOTAL EQUITY RM
Balance at 1.1.2024		97,046,583	(16,052,000)	31,997,104	112,991,687	6,035,104	119,026,791
Profit after taxation/Total comprehensive income for the financial year		-	-	1,777,754	1,777,754	320,593	2,098,347
Contributions by owners of the Company:							
- Payment of listing expenses	19	(67,850)	-	-	(67,850)	-	(67,850)
- Issuance of shares pursuant to private placement	19	5,570,000	-	-	5,570,000	-	5,570,000
Total transactions with owners		5,502,150	-	-	5,502,150	-	5,502,150
Disposal of a subsidiary	31	-	-	-	-	(5,568,183)	(5,568,183)
Balance at 31.12.2024		102,548,733	(16,052,000)	33,774,858	120,271,591	787,514	121,059,105
Balance at 1.1.2025		102,548,733	(16,052,000)	33,774,858	120,271,591	787,514	121,059,105
(Loss)/Profit after taxation/Total comprehensive (loss)/income for the financial year		-	-	(12,028,582)	(12,028,582)	827,832	(11,200,750)
Contributions by owners of the Company:							
- Payment of listing expenses	19	(127,178)	-	-	(127,178)	-	(127,178)
- Issuance of shares pursuant to private placement	19	25,720,517	-	-	25,720,517	-	25,720,517
Total transactions with owners		25,593,339	-	-	25,593,339	-	25,593,339
Issuance of shares by a subsidiary to non-controlling interests		-	-	-	-	75,000	75,000
Balance at 31.12.2025		128,142,072	(16,052,000)	21,746,276	133,836,348	1,690,346	135,526,694

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

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

THE COMPANY	NOTE	SHARE CAPITAL RM	RETAINED PROFITS RM	TOTAL EQUITY RM
Balance at 1.1.2024		97,046,583	(15,106,132)	81,940,451
Loss after taxation/Total comprehensive loss for the financial year		-	(1,431,448)	(1,431,448)
Transactions with owners:				
- Payment of transaction cost for private placement	19	(67,850)	-	(67,850)
- Issuance of shares pursuant to private placement	19	5,570,000	-	5,570,000
Total transactions with owners		5,502,150	-	5,502,150
Balance at 31.12.2024/1.1.2025		102,548,733	(16,537,580)	86,011,153
Loss after taxation/Total comprehensive loss for the financial year		-	(10,879,772)	(10,879,772)
Transactions with owners:				
- Payment of transaction cost for private placement	19	(127,178)	-	(127,178)
- Issuance of shares pursuant to private placement	19	25,720,517	-	25,720,517
Total transactions with owners		25,593,339	-	25,593,339
Balance at 31.12.2025		128,142,072	(27,417,352)	100,724,720

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

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	NOTE	THE GROUP 2025 RM	THE GROUP 2024 RM	THE COMPANY 2025 RM	THE COMPANY 2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
(Loss)/Profit before taxation		(9,783,142)	3,372,904	(10,879,772)	(1,454,692)
Adjustments for:-					
Depreciation of property, plant and equipment		3,115,302	3,351,941	10,746	29,766
Depreciation of right-of-use assets		573,586	419,228	-	-
Depreciation of investment properties		95,933	95,934	-	-
Gain on disposal of property, plant and equipment		(37,567)	(73,138)	-	-
Gain on disposal of investment properties		(651,694)	-	-	-
Loss on foreign exchange - unrealised		8,313	3,931	-	-
(Gain)/loss on disposal of subsidiaries		(955)	(119,596)	613,000	(270,965)
Net change in impairment losses on trade receivables and contract assets		-	158,974	-	-
Net change in impairment losses on other receivables		8,017,797	-	7,975,542	-
Interest expense on bank overdraft		110,265	11,726	-	-
Interest expense on lease liabilities		429,774	443,281	-	-
Interest expense on hire purchase payables		104,102	191,869	-	-
Interest expense on term loans		562,668	299,065	-	-
Interest expense on trade bills		61,114	-	-	-
Interest expenses on bank guarantee		35,643	-	-	-
Interest income		(18,224)	(358,086)	(719,483)	(593,009)
Operating profit/(loss) before working capital changes		2,622,915	7,798,033	(2,999,967)	(2,288,900)
Changes in:-					
Inventories		(629,653)	1,970,757	-	-
Receivables and contract assets		(46,971,519)	(46,029,643)	5,491,277	(11,187,020)
Trade and other payables		24,743,067	5,693,962	(422,602)	(49,268)
Contract liabilities		(384,184)	257,947	-	-
Related Parties		(860,882)	861,418	-	-
CASH (USED IN)/FROM OPERATIONS		(21,480,256)	(29,447,526)	2,068,708	(13,525,188)
Interest received		18,224	358,086	5,870	327,925
Tax paid		(1,484,125)	(1,261,396)	(11,215)	(61,607)
Interest paid		(145,908)	(11,726)	-	-
Tax refunded		521,221	-	4,986	-
NET CASH (USED IN)/FROM OPERATING ACTIVITIES		(22,570,844)	(30,362,562)	2,068,349	(13,258,870)

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

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

	NOTE	THE GROUP 2025 RM	THE GROUP 2024 RM	THE COMPANY 2025 RM	THE COMPANY 2024 RM
CASH FLOWS FROM INVESTING ACTIVITIES					
Additional investments in an existing subsidiary		-	-	(775,200)	(149,900)
Proceeds from disposal of subsidiaries, net of cash and cash equivalents disposed of	31	955	7,086,364	137,000	5,915,052
Net advances to subsidiary		-	-	(31,470,034)	(13,152,469)
Advances to related parties		(67,393)	(536)	(67,393)	-
Interest received		-	-	713,613	-
Purchase of property, plant and equipment	32(a)	(199,067)	(1,587,727)	-	-
Proceeds from disposal of property, plant and equipment		39,503	176,000	-	-
Proceeds from disposal of investment properties		3,000,000	-	-	-
Acquisition of subsidiary company, net of cash acquired		1,664	-	-	-
NET CASH FROM/ (USED IN) INVESTING ACTIVITIES		2,775,662	5,674,101	(31,462,014)	(7,387,317)
CASH FLOWS FROM FINANCING ACTIVITIES					
Drawdown of borrowings	32(b)	5,000,000	7,133,186	-	-
Proceeds from issuance of shares	19	25,720,517	5,570,000	25,720,517	5,570,000
Proceeds from issuance of shares to non-controlling interests		75,000	-	-	-
Repayment of lease liabilities	32(b)	(678,365)	(503,083)	-	-
Repayment of term loans and trade bills	32(b)	(9,349,371)	(5,254,788)	-	-
Repayment of hire purchase payables	32(b)	(791,048)	(990,814)	-	-
Interest paid	32(b)	(1,157,658)	(934,215)	-	-
Share issuance expenses		(127,178)	(67,850)	(127,178)	(67,850)
Placement of pledged fixed deposit with licensed bank		(388,560)	-	-	-
NET CASH FROM FINANCING ACTIVITIES		18,303,337	4,952,436	25,593,339	5,502,150
NET CHANGE IN CASH AND CASH EQUIVALENTS		(1,491,845)	(19,736,025)	(3,800,326)	(15,144,037)
EFFECTS OF FOREIGN EXCHANGE		(8,313)	(3,931)	-	-
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		10,455,037	30,194,993	5,941,066	21,085,103
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	32(d)	8,954,879	10,455,037	2,140,740	5,941,066

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

1. GENERAL INFORMATION

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

Registered office	:	Level 7, Mercu 3, No. 3, Jalan Bangsar, KL Eco City, 59200 Kuala Lumpur
Principal place of business	:	Lot PT 13824, Jalan Teknologi 4 Technology Park Malaysia Bukit Jalil, 57000 Kuala Lumpur

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors dated

2. PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 5 to the financial statements.

3. BASIS OF PREPARATION

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

The financial statements of the Group and of the Company are presented in Ringgit Malaysia ("RM"), which is the functional currency of the Company and entities in the Group.

The preparation of financial statements in conformity with MFRS and IFRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, revenues and expenses and disclosure of contingent assets and contingent liabilities. Actual results could differ from reported amounts. The areas involving significant judgement and estimation uncertainty to the financial statements are disclosed in Note 4 to the financial statements.

3.1 Amendments to MFRS that are effective and have been adopted in the current financial year

The following are amendments to MFRS that are effective and have been adopted by the Group and the Company:

- Amendments to MFRS 121, 'The Effects of Changes in Foreign Exchange Rates' – Lack of Exchangeaility

The adoption of the above amendments to MFRS did not have any significant effect on the financial statements of the Group and the Company and did not result in significant changes to the Group's and the Company's existing accounting policies.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

3. BASIS OF PREPARATION (CONT'D)

3.2 MFRS and amendments to MFRS that have been issued, but yet to be adopted

The following are MFRS and amendments to MFRS that have been issued by Malaysian Accounting Standard Board ("MASB") but are not yet effective and have not been adopted by the Group and the Company:

(i) Effective for financial period beginning on or after 1 January 2026

- Amendments to MFRS 9, 'Financial Instruments' and MFRS 7, 'Financial Instruments: Disclosures' – Amendments to the Classification and Measurement of Financial Instruments
- Amendments to MFRS 9, 'Financial Instruments' and MFRS 7, 'Financial Instruments: Disclosures' – Contract Referencing Nature-dependent Electricity
- Annual improvements to MFRS Accounting Standards – Volume 11

(ii) Effective for annual periods beginning on or after 1 January 2027

- MFRS 18, 'Presentation and Disclosure in Financial Statements'
- MFRS 19, 'Subsidiaries without Public Accountability: Disclosures'
- MFRS 121. 'The Effects of Changes in Foreign Exchange Rates' – Translation to a Hyperinflationary Presentation Currency

(iii) Deferred to a date to be determined by the MASB

- 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

The Group and the Company plan to apply the abovementioned MFRS and amendments to MFRS, where applicable to the Group and the Company, from the beginning of the annual period where they become effective.

The Group and the Company are currently assessing the impact of application of the above MFRS and amendments to MFRS since the effect would only observable in future financial years.

4. MATERIAL ACCOUNTING POLICY INFORMATION

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year other than as disclosed below:-

(a) Depreciation of Property, Plant and Equipment

The estimates for the residual values, useful lives and related depreciation charges for the property, plant and equipment are based on commercial factors which could change significantly as a result of technical innovations and competitors' actions in response to the market conditions. The Group anticipates that the residual values of its property, plant and equipment will be insignificant. As a result, residual values are not being taken into consideration for the computation of the depreciable amount. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amount of property, plant and equipment as at the reporting date is disclosed in Note 6 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(b) Impairment of Investment Properties

The Group determines whether an item of its investment properties are impaired by evaluating the extent to which the recoverable amount of the asset is less than its carrying amount. This evaluation is subject to changes such as market performance, economic and political situation of the country. The recoverable amount is determined with the sales comparison method of recent transactions of similar properties in close proximity adjusted for location, time element, size and other relevant characteristics. Any changes in transaction prices and assumptions in the estimate made will affect the recoverable amount. The carrying amount and fair value of investment properties as at the reporting date is disclosed in Note 7 to the financial statements.

(c) Impairment of Trade Receivables and Contract Assets

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables and contract assets. The contract assets are grouped with trade receivables for impairment assessment because they have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group develops the expected loss rates by applying judgement in selecting inputs to the impairment calculation, which are based on the Group's bad debts history, financial condition and payment trend of receivables, existing market conditions as well as forward-looking estimates at the end of each reporting period. The carrying amounts of trade receivables and contract assets as at the reporting date are disclosed in Notes 12 and 13 to the financial statements respectively.

(d) Contract Revenue

The Group recognises contract revenue by reference to the progress using the input method, determined based on the proportion of contract costs incurred for work performed to date over the estimated total contract costs. Significant judgement is involved in determining the stage of completion, extent of costs incurred and estimated total costs, as well as appropriateness of provision for Liquidated Ascertained Damages ("LAD").

Significant judgement is required in estimating the progress towards complete satisfaction of performance obligations and determining whether there is any exposure to LAD based on the facts and circumstances of the relevant projects being delayed. In making these judgements, the Group evaluate based on past experience and by relying on the work of specialists.

The carrying amount of contract assets and contract liabilities as at the reporting date is disclosed in Note 13 to the financial statements respectively.

(e) Income Taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group recognises tax liabilities based on its understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax expense and deferred tax balances in the period in which such determination is made. The carrying amount of current tax assets/liabilities of the Group and of the Company as at the reporting date are disclosed in the statements of financial position.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(f) Discount Rates used in Leases

Where the interest rate implicit in the lease cannot be readily determined, the Group uses the incremental borrowing rate to measure the lease liabilities. The incremental borrowing rate is the interest rate that the Group would have to pay to borrow over a similar term, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. Therefore, the incremental borrowing rate requires estimation particularly when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the incremental borrowing rate using observable inputs when available and is required to make certain entity-specific estimates.

(g) Write-down of Inventories

Reviews are made periodically by management on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 11 to the financial statements.

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the Group's accounting policies which will have a significant effect on the amounts recognised in the financial statements other than as disclosed below:-

(a) Lease Terms

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. In determining the lease term, management considers all facts and circumstances including the past practice and any cost that will be incurred to change the asset if an option to extend is not taken. An extension option is only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

In determining the incremental borrowing rate of the respective leases, the Group first determines the closest available borrowing rates before using significant judgement to determine the adjustments required to reflect the term, security, value or economic environment of the respective leases.

4.2 BASIS OF CONSOLIDATION

(a) Business Combinations

Acquisitions of businesses are accounted for using the acquisition method. Under the acquisition method of accounting, the consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree, the equity interests issued by the Group and the fair value of any asset or liability resulting from a contingent consideration arrangement at the acquisition date. The Group recognises any non-controlling interest in the acquiree at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed off in profit or loss as incurred.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.2 BASIS OF CONSOLIDATION (CONT'D)

(b) Non-controlling Interests

Non-controlling interests are presented within equity in the consolidated statement of financial position, separately from the equity attributable to owners of the Company. Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income is attributed to non-controlling interests even if this results in the non-controlling interests having a deficit balance.

(c) Changes in Ownership Interests in Subsidiaries Without Change of Control

All changes in the parent's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. Any difference between the amount by which the non-controlling interest is adjusted and the fair value of the consideration paid or received is recognised directly in the equity of the Group.

(d) Loss of Control

When the Group loses control of a subsidiary company, the assets and liabilities of the subsidiary company, including any goodwill, non-controlling interests and other components if equity related to the former subsidiary company are derecognised at their carrying value on the date that control is lost. Any remaining investment in the entity is recognised at fair value. The difference between the fair value of consideration received and the amounts derecognised and the remaining fair value of the investment is recognised as a gain or loss on disposal in profit or loss. Subsequently, it is accounted for as an equity-accounted investee or as an available-for-sale financial asset depending on the level of influence retained.

(e) Separate financial statements

In the Company's separate financial statements, investments in subsidiary companies are stated at cost of less accumulated impairment losses. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount.

4.3 FUNCTIONAL AND PRESENTATION CURRENCY

The individual financial statements of each entity in the Group are presented in the currency of the primary economic environment in which the entity operates, which is the functional currency.

The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional and presentation currency.

4.4 FINANCIAL ASSETS

Financial assets are initially recognised at fair value, plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs.

(a) Financial assets at fair value through profit or loss ("FVTPL")

The Group and the Company subsequently measures these financial assets at fair value. Net gains and losses, including any interest and dividend income, are recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.4 FINANCIAL ASSETS (CONT'D)

(b) Debt instruments at amortised cost

Subsequent to initial recognition, these financial assets are measured at amortised cost using the effective interest method. The gross carrying amount is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

(c) Debt instruments at fair value through other comprehensive income ("FVTOCI")

Subsequent to initial recognition, financial assets are measured at fair value. Any gains or losses arising from the changes in fair value are recognised in other comprehensive income, except impairment losses, exchange differences and interest income which are recognised in profit or loss. The cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss as a reclassification adjustment when the financial asset is derecognised.

(d) Equity instruments at FVTOCI

Equity instruments are classified as financial assets measured at FVTPL if they are held for trading or are designated as such upon initial recognition. For equity instruments that are not held for trading, the Group and the Company have made an irrevocable election to designate them at FVTOCI upon initial recognition.

Subsequent to initial recognition, equity instruments are measured at fair value. Any gains or losses arising from the changes in fair value of financial assets are recognised in other comprehensive income and are not subsequently transferred to profit or loss. Dividends on equity instruments are recognised in profit or loss when the Group's and the Company's right to receive payment is 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 other comprehensive income. Equity instruments designated at FVTOCI are not subject to impairment assessment.

(e) Impairment of financial assets

The Group and the Company measure the impairment loss on financial assets other than trade receivables and contract assets based on 12-month expected credit loss ("ECL") and for a financial asset for which there is a significant increase in credit risk since initial recognition, a lifetime ECL.

For trade receivables and contract assets, the Group recognises impairment loss based on the simplified approach and measures impairment loss based on lifetime ECL at each reporting date until the financial assets are derecognised.

(f) Derecognition

All regular way purchases and sales of financial assets are recognised or derecognised on the settlement date, i.e. the date that the asset is delivered to or by the Group or the Company.

Any changes in the fair value of the asset to be received during the period between the trade date and the settlement date is accounted for in the same way as it accounts for the acquired assets.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.5 FINANCIAL LIABILITIES

(a) Financial liabilities at FVTPL

Financial liabilities at FVTPL include financial liabilities held for trading, a derivative, contingent consideration of an acquirer in a business combination and financial liabilities designated upon initial recognition as at FVTPL. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss.

The Group and the Company do not have any financial liabilities at FVTPL in the current and previous financial year end.

(b) Financial liabilities at amortised cost

Financial liabilities at amortised cost are recognised initially at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method. Interest expenses and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

4.6 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

All property, plant and equipment are depreciated on straight line basis based on the estimated useful lives of the assets as follows:-

Building	50 years
Telecommunication equipment	5 to 15 years
Computers	5 years
Furniture, fittings and equipment	5 years
Motor vehicles	5 years
Renovation	5 years
Signboard	5 years
Tools and equipment	5 years

Construction work-in-progress included in property, plant and equipment are not depreciated as these assets are not yet available for use.

4.7 INVESTMENT PROPERTIES

Investment properties are initially measured at cost, including expenditure directly attributable to the acquisition of the investment property. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and impairment losses, if any.

Depreciation is charged to profit or loss on a straight-line method over the estimated useful lives of the investment properties. The estimated useful lives of the investment properties are within 50 years.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.8 LEASES

(a) The Group as lesses

The Group recognises a right-of-use asset and corresponding lease liability with respect to all lease agreements in which it is the lessee, except for low-value assets and short-term leases with lease term of 12 months or less. For these leases, the Group recognises the lease payments as an operating expense on a straight-line method over the term.

Right-of-use assets

Right-of-use assets are is subsequently measured at cost less accumulated depreciation and any impairment losses, and adjustment for any remeasurement of the lease liability. Right-of-use asset is depreciated on the straight-line basis from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term.

The right-of-use assets and the associated lease liabilities are presented as a separate line item in the statements of financial position.

Lease liabilities

Lease liabilities are initially measured at the present value of lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

The lease liability is subsequently measured at amortised cost using the effective interest method.

(b) The Group as lessor

The Group recognises lease payment received from investment properties under operating leases as other income on a straight-line basis over the lease term.

4.9 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the weighted average cost and comprises the purchase price and incidentals incurred in bringing the inventories to their present location and condition.

4.10 CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise cash in hand, bank balances and short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value with original maturity periods of three months or less, less bank overdrafts.

4.11 FAIR VALUE MEASUREMENT

Fair values are categorised into different level in a fair value hierarchy based on the input used in the valuation technique as follows:-

Level 1 : Inputs are quoted prices (unadjusted) in active markets for identical assets or liability that the entity can access at the measurement date;

Level 2 : Inputs are inputs, other than quoted prices included within level 1, that are observable for the asset or liability, either directly or indirectly; and

Level 3 : Inputs are unobservable inputs for the asset or liability.

The transfer of fair value between levels is determined as of the date of the event or change in circumstances that caused the transfer.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.12 REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue from contracts with customers is recognised over time in the period in which the services are rendered using the input method, determined based the proportion of contract costs incurred for work performed to date over the estimated total contract costs. Transaction price is computed based on the price specified in the contract and adjusted for any variable consideration such as incentives and penalties. Past experience is used to estimate and provide for the variable consideration, using most likely method and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur.

A receivable is recognised when the services are rendered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due. If the value of services rendered exceed the payment received, a contract asset is recognised. If the payments received exceed the value of services rendered, a contract liability is recognised.

4.13 OTHER OPERATING INCOME

(a) Dividend Income

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

(b) Interest Income

Interest income is recognised on an accrual basis using the effective interest method.

(c) Rental Income

Rental income is accounted for on a straight-line method over the lease term.

NOTES TO THE FINANCIAL STATEMENT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

5. INVESTMENTS IN SUBSIDIARIES

	THE COMPANY	
	2025 RM	2024 RM
Unquoted shares, at cost	47,727,000	67,921,742
Additional	775,200	149,900
Disposal (Note 31)	(750,000)	(20,344,642)
	47,752,200	47,727,000

	THE COMPANY	
	2025 RM	2024 RM
Impairment loss: -		
At 1 January	-	14,700,555
Disposal (Note 31)	-	(14,700,555)
At 31 December	-	-

The details of the subsidiaries which are all incorporated in Malaysia, are as follows:-

Name of Subsidiaries	Ownership interest 2025 %	Ownership interest 2024 %	Principal Activities
Subsidiaries of the Company			
Binasat Sdn. Bhd. (''BSB'')	100	100	Provision of support services for satellite, mobile and fibre optic telecommunications networks.
Binasat Digital Sdn. Bhd. ("BDSB")	70	70	Provision of support services for satellite telecommunications network and wholesale of telecommunication equipment and computer supplies, provision of civil, mechanical, engineering, and electrical work, IT services, as well as communications software development, design, technical support, and the application of communication system designs for all types of software.

NOTES TO THE FINANCIAL STATEMENT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries which are all incorporated in Malaysia, are as follows:- (Cont'd)

Name of Subsidiaries	Ownership interest 2025 %	Ownership interest 2024 %	Principal Activities
Binasat Asset Sdn. Bhd. (formerly known as Sengchea Group Sdn. Bhd.) ("BASB") [1]	100	-	Property investment and management
Binasat Development Sdn. Bhd. (formerly known as Enig Sdn. Bhd.) ("BDVSB") [1]	100	-	Property investment and management
Legacy Core Sdn. Bhd. (formerly known as Civispace Sdn. Bhd. and Binasat Properties Sdn. Bhd.) (''LCSB'') [2]	-	100	Investment holding.

[1] - On 29 August 2025, the Company acquired 100% equity interests in BASB and BDVSB for a purchase consideration of RM100 each. The impact of the acquisition of subsidiaries is disclosed in Note 31 to the financial statement.

[2] - On 3 October 2025, the Company had disposed the 100% equity interests in LCSB for a sale consideration of RM137,000. The impact of the disposal of a subsidiary is disclosed in Note 31 to the financial statement.

5.1 Subscription for additional interests in subsidiaries

2025

(a) On 8 January 2025, the Company had subscribed for an additional 175,000 ordinary shares in LCSB for a total cash consideration of RM175,000. The subscription does not change the effective equity interest held by the Company.

(b) On 6 June 2025, the Company had subscribed for an additional 600,000 ordinary shares in LCSB for a total cash consideration of RM600,000. The subscription does not change the effective equity interest held by the Company.

2024

(a) On 19 April 2024, the Company had subscribed for an additional 19,900 ordinary shares in LCSB for a total cash consideration of RM19,900. Subsequently, on 30 December 2024, the Company had subscribed for an additional 130,000 ordinary shares in LCSB for a total cash consideration of RM130,000. The subscriptions do not change the effective equity interest held by the Company.

NOTES TO THE FINANCIAL STATEMENT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

5.2 Non-controlling interests at the end of the reporting period comprise the following:-

	Effective Equity Interest		THE GROUP	
	2025 %	2024 %	2025 RM	2024 RM
Binasat Digital Sdn. Bhd.	30	30	1,690,346	787,514

(a) The summarised financial information (before intra-group elimination) for subsidiaries with non-controlling interests that are material to the Group is as follows:-

	BDSB	
	2025 RM	2024 RM
At 31 December		
Non-current assets	8,390,687	9,417,607
Current assets	47,221,764	8,670,189
Non-current liabilities	(6,542,199)	(7,023,805)
Current liabilities	(43,435,767)	(8,438,946)
Net assets	5,634,485	2,625,045
Financial Year Ended 31 December		
Revenue	60,504,656	12,514,067
Profit after taxation	3,873,238	794,320
Total comprehensive income	2,759,439	794,320
Total comprehensive income attributable to non-controlling interests	827,832	238,296
Net cash flows (used in)/from operating activities	(9,327,460)	3,045,929
Net cash flows used in investing activities	(68,456)	(1,110,276)
Net cash flows from financing activities	12,792,423	1,638,700

6. PROPERTY, PLANT AND EQUIPMENT

THE GROUP	BUILDING RM	COMPUTERS RM	FURNITURE, FITTINGS AND EQUIPMENT RM	MOTOR VEHICLES RM	TELECOMMU-NICATION EQUIPMENT RM	RENOVATION RM	SIGNBOARD RM	TOOLS AND EQUIPMENT RM	CONSTRUCTION WORK-IN-PROGRESS RM	TOTAL RM
2025										
COST										
At 1 January 2025	14,250,810	752,325	1,493,128	5,093,456	13,721,518	1,928,265	122,115	5,640,017	1,154,972	44,156,606
Additions	-	-	6,293	-	68,455	115,679	-	-	8,640	199,067
Disposals	-	-	-	(401,762)	-	-	-	-	-	(401,762)
Written off	-	-	-	-	-	(821,687)	-	-	(361,400)	(1,183,087)
Reclassification	-	-	-	-	545,130	-	-	-	(545,130)	-
At 31 December 2025	14,250,810	752,325	1,499,421	4,691,694	14,335,103	1,222,257	122,115	5,640,017	257,082	42,770,824
ACCUMULATED DEPRECIATION										
At 1 January 2025	816,214	448,335	1,333,422	3,823,737	3,601,069	1,350,766	112,207	3,979,053	-	15,464,803
Charge for the financial year	237,780	117,834	106,831	516,359	1,264,102	187,120	9,905	675,371	-	3,115,302
Disposals	-	-	-	(399,826)	-	-	-	-	-	(399,826)
Written off	-	-	-	-	-	(821,687)	-	-	-	(821,687)
At 31 December 2025	1,053,994	566,169	1,440,253	3,940,270	4,865,171	716,199	122,112	4,654,424	-	17,358,592
CARRYING AMOUNT										
At 31 December 2025	13,196,816	186,156	59,168	751,424	9,469,932	506,058	3	985,593	257,082	25,412,232

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

THE GROUP	BUILDING RM	COMPUTERS RM	FURNITURE, FITTINGS AND EQUIPMENT RM	MOTOR VEHICLES RM	TELECOMMU-NICATION EQUIPMENT RM	RENOVATION RM	SIGNBOARD RM	TOOLS AND EQUIPMENT RM	CONSTRUCTION WORK-IN-PROGRESS RM	TOTAL RM
2024										
COST										
At 1 January 2024	13,917,448	653,916	1,596,386	6,003,884	12,713,607	1,928,265	122,115	6,448,724	1,129,401	44,513,746
Arising from disposal of a subsidiary (Note 31)	-	(13,030)	(125,414)	(240,568)	-	-	-	(890,000)	-	(1,269,012)
Additions	333,362	111,439	22,156	5,995	837,466	-	-	81,293	196,016	1,587,727
Disposals	-	-	-	(675,855)	-	-	-	-	-	(675,855)
Reclassification	-	-	-	-	170,445	-	-	-	(170,445)	-
At 31 December 2024	14,250,810	752,325	1,493,128	5,093,456	13,721,518	1,928,265	122,115	5,640,017	1,154,972	44,156,606
ACCUMULATED DEPRECIATION										
At 1 January 2024	579,889	320,583	1,202,820	3,884,260	2,498,139	1,172,222	92,394	3,525,066	-	13,275,373
Arising from disposal of a subsidiary (Note 31)	-	(651)	(71,510)	(87,190)	-	-	-	(430,167)	-	(589,518)
Charge for the financial year	236,325	128,403	202,112	599,660	1,102,930	178,544	19,813	884,154	-	3,351,941
Disposals	-	-	-	(572,993)	-	-	-	-	-	(572,993)
At 31 December 2024	816,214	448,335	1,333,422	3,823,737	3,601,069	1,350,766	112,207	3,979,053	-	15,464,803
CARRYING AMOUNT										
At 31 December 2024	13,434,596	303,990	159,706	1,269,719	10,120,449	577,499	9,908	1,660,964	1,154,972	28,691,803

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

COMPANY	COMPUTERS RM	FURNITURE, FITTINGS AND EQUIPMENT RM	SIGNBOARD RM	TOOLS AND EQUIPMENT RM	TOTAL RM
2025					
COST					
At 1 January 2025/ At 31 December 2025	250	13,177	110,665	56,000	180,092
ACCUMULATED DEPRECIATION					
At 1 January 2025	250	12,331	100,757	55,998	169,336
Charge for the financial year	-	841	9,905	-	10,746
At 31 December 2025	250	13,172	110,662	55,998	180,082
CARRYING AMOUNT					
At 31 December 2025	-	5	3	2	10
2024					
COST					
At 1 January 2024/ At 31 December 2024	250	13,177	110,665	56,000	180,092
ACCUMULATED DEPRECIATION					
At 1 January 2024	213	9,880	80,944	48,533	139,570
Charge for the financial year	37	2,451	19,813	7,465	29,766
At 31 December 2024	250	12,331	100,757	55,998	169,336
CARRYING AMOUNT					
At 31 December 2024	-	846	9,908	2	10,756

(a) Included in the property, plant and equipment of the Group were motor vehicles and tools and equipment with a total carrying amount of RM1,358,690 (2024 – RM2,251,710) held under hire purchase arrangements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

7. INVESTMENT PROPERTIES

	THE GROUP	
	2025 RM	2024 RM
Cost:-		
At 1 January	4,796,643	4,796,643
Disposal during the financial year	(3,137,801)	-
At 31 December	1,658,842	4,796,643
Accumulated depreciation:-		
At 1 January	(980,890)	(884,956)
Depreciation during the financial year	(95,933)	(95,934)
Disposal during the financial year	789,495	-
At 31 December	(287,328)	(980,890)
	1,371,514	3,815,753
Represented by:		
- freehold land and buildings	1,371,514	3,815,753
Fair value:		
- freehold land and buildings	1,600,000	4,100,000

(a) The investment properties of the Group are leased to customers under operating leases with rental receivable monthly. The leases contain initial non-cancellable periods of 1 to 2 (2024 – 1 to 2) years and an option that is exercisable by the customers to extend their leases of 1 (2024 - 1) year.

As at the reporting date, the future minimum rental receivable under the non-cancellable operating leases are as follows:-

	THE GROUP	
	2025 RM	2024 RM
Within 1 year	29,100	35,550
Between 1 and 2 years	-	8,250
	29,100	43,800

(b) Included in the carrying amount of investment properties amounted RM1,132,427 (2024: RM3,570,614) have been pledged to a licensed bank as security for banking facilities granted to the Group as disclosed in Note 22 to the financial statements.

(c) The fair values of the investment properties are within level 3 of the fair value hierarchy, determined based on sales comparison method availing information of past transactions on similar properties within close proximity available through internet search and directors' best estimate. In estimating the fair value of the properties, the highest and best use of the properties is their current use. There were no changes to the valuation techniques of Level 3 fair value measurements in the financial year.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

7. INVESTMENT PROPERTIES (CONT'D)

(d) The following are recognised in profit or loss in respect of investment properties:

	THE GROUP	
	2025 RM	2024 RM
Rental income	49,200	34,900
Direct operating expenses:		
- income generating investment properties	58,136	4,137
- non-income generating investment properties	-	735

8. RIGHT-OF-USE ASSETS

THE GROUP	LEASEHOLD LANDS RM	WAREHOUSES RM	HOSTEL RM	MOTOR VEHICLES RM	TOTAL RM
2025					
COST					
At 1 January 2025	12,929,244	670,521	76,725	-	13,676,490
Additions	-	17,576	-	374,685	392,261
Lease expired	-	(55,559)	-	-	(55,559)
At 31 December 2025	12,929,244	632,538	76,725	374,685	14,013,192
ACCUMULATED DEPRECIATION					
At 1 January 2025	898,152	455,356	56,963	-	1,410,471
Charge for the financial year	325,652	80,206	13,950	153,778	573,586
Lease expired	-	(55,559)	-	-	(55,559)
At 31 December 2025	1,223,804	480,003	70,913	153,778	1,928,498
CARRYING AMOUNT					
At 31 December 2025	11,705,440	152,535	5,812	220,907	12,084,694

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

8. RIGHT-OF-USE ASSETS (CONT'D)

THE GROUP	LEASEHOLD LANDS RM	WAREHOUSES RM	HOSTEL RM	TOTAL RM
2024				
COST				
At 1 January 2024	12,929,244	651,873	48,825	13,629,942
Additions	-	18,648	27,900	46,548
At 31 December 2024	12,929,244	670,521	76,725	13,676,490
ACCUMULATED DEPRECIATION				
At 1 January 2024	572,499	375,731	43,013	991,243
Charge for the financial year	325,653	79,625	13,950	419,228
At 31 December 2024	898,152	455,356	56,963	1,410,471
CARRYING AMOUNT				
At 31 December 2024	12,031,092	215,165	19,762	12,266,019

The leasing activities of the Group are summarised below:-

(a) Leasehold Lands — The Group have entered into 2 non-cancellable operating lease agreements for the use of lands. The leases are for a period of 60 years with no renewal or purchase option included in the agreements. The leases do not allow the Group to assign, transfer or sublease or create any charge, lien or trust in respect of or dispose of the whole or any part of the lands. A tenancy is, however, allowed with the consent of the lessor.

The Group has leased 6 (2024: 6) plots of land for a period of 3 to 4 (2024: 3 to 4) years with an option to renew the lease after that date.

(b) Warehouses — The Group has leased 2 (2024: 2) warehouses for a period of 2 to 5 (2024: 2 to 5) years with an option to renew the lease after that date.

(c) Hostel — The Group has leased a hostel for a period of 2 (2024: 2) years with an option to renew the lease after that date.

(d) Motor vehicles — The Group has lease 5 (2024: Nil) motor vehicle for a period of 3 (2024: Nil) years with an option to renew the lease after that date.

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9. GOODWILL

	THE GROUP	
	2025 RM	2024 RM
Cost:-		
At 1 January	-	16,098,729
Disposal of a subsidiary	-	(16,098,729)
At 31 December	-	-
Accumulated impairment:-		
At 1 January	-	(16,098,729)
Disposal of a subsidiary	-	16,098,729
At 31 December	-	-
	-	-

(a) The carrying amount of goodwill is allocated to a disposed subsidiary, Borderless Connection Sdn. Bhd..

(b) This goodwill belongs to the Group's 'Segment 2' reportable segment.

10. INTANGIBLE ASSETS

	THE GROUP	
	2025 RM	2024 RM
Cost:-		
At 1 January	-	2,781,139
Disposal of a subsidiary	-	(2,781,139)
At 31 December	-	-
Accumulated amortisation:-		
At 1 January	-	(2,781,139)
Disposal of a subsidiary	-	2,781,139
At 31 December	-	-
	-	-

The intangible assets are in respect of on-going construction contracts at the point of acquisition. This has been included under the Group's 'Segment 2' reportable segment.

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
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11. INVENTORIES

	THE GROUP	
	2025 RM	2024 RM
Spare parts	1,685,315	1,055,662
Recognised in profit or loss:		
Inventories recognised as cost of sales	9,406,753	10,861,070

12. TRADE RECEIVABLES AND CONTRACT ASSETS

	THE GROUP	
	2025 RM	2024 RM
CURRENT		
Trade receivables	39,788,619	27,714,926
Retention sum	1,779,085	
Allowance for impairment losses	(728,360)	(728,360)
	40,839,344	26,986,566
Contract assets (Note 13)	57,279,968	44,181,972
	98,119,312	71,168,538
Allowance for impairment losses:-		
At 1 January	728,360	569,386
Addition during the financial year (Note 27)	-	392,135
Reversal during the financial year (Note 27)	-	(233,161)
At 31 December	728,360	728,360

The Group's normal trade credit terms range from 30 to 90 (2024 - 30 to 90) days from date issued of sales invoices.

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(CONT'D)

13. CONTRACT ASSETS/(CONTRACT LIABILITIES)

	THE GROUP	
	2025 RM	2024 RM
Contract assets	57,279,968	44,181,972
Contract liabilities	(553,179)	(937,363)
	56,726,789	43,244,609

(a) The contract assets primarily relate to the Group's right to consideration for work completed on contracts but not yet billed as at the reporting date. The contract liabilities primarily relate to the Group's right to consideration for work yet completed on contracts but billed as at the reporting date.

(b) The changes to contract asset and contract liabilities balances during the financial year are summarised below:-

	THE GROUP	
	2025 RM	2024 RM
At 1 January	43,244,609	42,010,063
Revenue recognised in profit or loss during the financial year	118,202,600	111,906,843
Billings to customers during the financial year	(104,720,420)	(93,414,754)
Disposal of a subsidiary	-	(17,257,543)
At 31 December	56,726,789	43,244,609

(c) Transaction price allocated to remaining performance obligation

	THE GROUP	
	2025 RM	2024 RM
GROUP		
Within one year	260,933,788	52,183,218
Later than one year but not later than five years	25,220,664	11,454,980
	286,154,452	63,638,198

(d) Revenue recognised that was included in contract liabilities at the beginning of the financial year are RM909,624 (2024: RM Nil).

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

14. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Non-current:				
Other receivables:-				
Third parties	3,800,000	-	3,800,000	-
Current:				
Other receivables:-				
Third parties	6,297,981	14,777,331	4,175,542	13,432,484
Goods and services tax recoverable	1,340	1,340	-	-
	6,299,321	14,778,671	4,175,542	13,432,484
Less: Allowance for impairment losses	(8,017,797)	-	(7,975,542)	-
	2,081,524	14,778,671	-	13,432,484
Prepayments	2,067,812	1,033,147	3,665	38,000
Deposits	33,968,594	10,303,164	9,500	9,500
	38,117,930	26,114,982	13,165	13,479,984
Allowance for impairment losses:-				
At 1 January	-	-	-	-
Lifetime ECL credit impaired:-				
Addition during the financial year (Note 27)	8,017,797	-	7,975,542	-
At 31 December	8,017,797	-	7,975,542	-

15. AMOUNT OWING BY SUBSIDIARIES

The amount owing by subsidiaries are unsecured advances and bear an interest rate of 4.39% (2024 – 4.39%) per annum. These amounts are repayable on demand in cash and cash equivalents.

16. AMOUNT OWING BY/(TO) RELATED PARTIES

Amount owing by/(to) related parties are non-interest bearing, unsecured and repayable/(payable) on demand in cash and cash equivalents.

17. SHORT-TERM INVESTMENTS

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Income plus funds, at fair value (Note 32(d))	-	7,733	-	-
Money market funds, at fair value (Note 32(d))	1,000,000	5,730,526	1,000,000	5,730,526
	1,000,000	5,738,259	1,000,000	5,730,526

The income plus funds and money market funds represented investments in highly liquid money market instruments and deposits with financial institutions in Malaysia which were redeemable within one to two (1 to 2) days of notice at known amounts of cash, and were subject to an insignificant risk of changes in value.

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18. FIXED DEPOSIT WITH LICENSED BANK

Fixed deposit with licensed bank is pledged for banking facilities granted to the Group as disclosed in Note 22 to the financial statements.

Fixed deposit with licensed bank bears interest rates at 2.35% per annum and have maturity period from 1 year to 2 year.

19. SHARE CAPITAL

	THE COMPANY			
	2025 Number Of Shares	2024 Number Of Shares	2025 RM	2024 RM
Issued and Fully Paid-up				
Ordinary shares				
At 1 January	411,295,506	388,295,506	102,548,733	97,046,583
Issuance of new shares	192,990,333	23,000,000	25,720,517	5,570,000
Share issuance expenses	-	-	(127,178)	(67,850)
At 31 December	604,285,839	411,295,506	128,142,072	102,548,733

(a) The holders of ordinary shares are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company.

(b) During the financial year, the Company increased its issued and paid-up share capital by way of:-

i) issuance of 15,829,500 new ordinary shares at an issue price of RM0.165 each for cash consideration under private placement of new ordinary shares;

ii) issuance of 49,023,333 new ordinary shares at an issue price of RM0.21 each for the settlement of purchase consideration for acquisition of properties as disclosed in Note 39(b) to the financial statements;

iii) issuance of 100,000,000 new ordinary shares at an issue price of RM0.10 each for cash consideration under private placement of new ordinary shares; and

iv) issuance of 28,137,500 new ordinary shares at an issue price of RM0.10 each for cash consideration under private placement of new ordinary shares.

v) The Company incurred RM127,178 in relation to the proposed increase in issued and paid-up capital by way of private placement, as disclosed in Note 39.

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

20. MERGER DEFICIT

The merger deficit represents the difference between the carrying value of the investments in subsidiaries and the nominal value of shares of the Company's subsidiaries upon consolidation under the merger accounting principle.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
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21. LEASE LIABILITIES

	THE GROUP	
	2025 RM	2024 RM
At 1 January	11,725,714	12,182,249
Additions of lease liabilities (Note 32(b))	392,261	46,548
Interest expense recognised in profit or loss (Note 28)	429,774	443,281
Repayment of principal	(678,365)	(503,083)
Repayment of interest	(429,774)	(443,281)
At 31 December	11,439,610	11,725,714
Analysed by:-		
Current liabilities	608,264	512,560
Non-current liabilities	10,831,346	11,213,154
	11,439,610	11,725,714

The effective interest of lease liabilities of the Group are ranges from 3.07% to 5.89% (2024: 3.07% to 5.89%) per annum.

22. BORROWING

	THE GROUP	
	2025 RM	2024 RM
Non-current		
Term loans (secured)	886,724	2,756,248
Hire purchase payables (secured)	717,718	1,517,148
	1,604,442	4,273,396
Current		
Term loans (secured)	787,054	201,577
Hire purchase payables (secured)	799,431	791,049
Trade bills (secured)	934,676	4,000,000
Bank overdrafts	293,773	1,911,898
	2,814,934	6,904,524
Maturity of borrowings: -		
Within one year	2,814,934	6,904,524
Between one and five years	882,789	2,409,425
Later than five years	721,653	1,863,971
	4,419,376	11,177,920

(a) The term loans are repayable over 12 to 300 (2024 - 240 to 300) monthly instalments from the date of drawdown for the Group.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

22. BORROWING (CONT'D)

(b) The term loans are secured by the following:-

(i) Legal charges over the Group's freehold land and buildings as disclosed in Note 7 to the financial statements; and

(ii) Joint guarantee by former directors of entities in the Group.

(c) Hire purchase payables are secured by the motor vehicles and tools and equipment of the Group as disclosed in Note 6(a) to the financial statements.

(d) The trade bills are secured by the followings:-

(i) First party pledged over the Group's fixed deposit with licensed bank as disclosed in Note 18 to the financial statements;

(ii) Guarantee executed by Syarikat Jaminan Pembiayaan Perniagaan Berhad; and

(iii) Corporate guaranteed by the Company.

(e) The bank overdrafts are corporate guaranteed by the Company.

(f) The interest rate profile of the borrowings of the Group are summarised below;

	Interest Rate	Effective Interest Rate THE GROUP	
		2025	2024
Term loans	Floating	4.27%	4.52%
Term loans	Fixed	23.70%	-
Bank overdrafts	Floating	7.01%	7.20%
Hire purchase payables	Fixed	2.17% - 5.30%	2.17% - 5.30%
Trade bills	Fixed	4.87% - 6.42%	1.50%

The borrowings of the Group is subject to maintain financial covenant ratio on adjusted leverage ratio and tangible net worth of the Group. These financial covenant ratios has been fully complied for the financial year ended 31 December 2025.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

23. DEFERRED TAX ASSETS/(LIABILITIES)

No deferred tax assets were recognised as at 31 December 2025.

THE GROUP	AT 1.1.2024 RM	DISPOSAL OF A SUBSIDIARY (NOTE 31) RM	AT 31.12.2024 RM
2024			
Deferred Tax Assets			
Accelerated capital allowance	(52,121)	52,121	-
Impairment loss on trade receivables	49,088	(49,088)	-
Unused tax losses	196,851	(196,851)	-
Unabsorbed capital allowance	27,741	(27,741)	-
	221,559	(221,559)	-

THE GROUP	AT 1.1.2025 RM	RECOGNISED IN PROFIT OR LOSS (NOTE 29) RM	AT 31.12.2025 RM
2025			
Deferred Tax Liabilities			
Accelerated capital allowance	(1,151,748)	-	(1,151,748)
Impairment loss on trade receivables	87,565	-	87,565
	(1,064,183)	-	(1,064,183)
2024			
Deferred Tax Liabilities			
Accelerated capital allowance	(1,151,748)	-	(1,151,748)
Impairment loss on trade receivables	87,565	-	87,565
	(1,064,183)	-	(1,064,183)

The amounts of temporary differences for which no deferred tax asset have been recognised in the statements of financial position of the Group comprises unabsorbed capital allowances of RM1,372,562 (2024: Nil). Unabsorbed capital allowances do not expire under the current tax legislations.

24. TRADE PAYABLES

The normal trade credit terms granted to the Group range from 30 to 90 days (2024 - 30 to 90 days).

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25. OTHER PAYABLES AND ACCRUALS

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Other payables:-				
Third parties	1,634,520	611,963	61,182	393,138
Services tax payable	629,968	205,661	-	-
	2,264,488	817,624	61,182	393,138
Accruals	3,895,507	3,659,974	305,831	396,477
Deposits received	51,125	51,125	-	-
	6,211,120	4,528,723	367,013	789,615

Included in accruals is an amount of RM873,092 representing the settlement amount for the legal claim as disclosed in Note 38 to the financial statements.

26. REVENUE

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Revenue from Contracts with Customers				
Services rendered	96,160,742	95,398,927	-	-
Construction contract	22,041,858	16,507,916	-	-
	118,202,600	111,906,843	-	-

The revenue from contracts with customers is recognised over time.

27. NET CHANGE IN IMPAIRMENT LOSSES ON FINANCIAL ASSETS AND CONTRACT ASSETS

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Impairment losses:-				
- trade receivables (Note 12)	-	392,135	-	-
- other receivables (Note 14)	8,017,797	-	7,975,542	-
Reversal of impairment losses:-				
- trade receivables (Note 12)		(233,161)	-	-
	8,017,797	158,974	7,975,542	-

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28. (LOSS)/PROFIT BEFORE TAXATION

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
(Loss)/profit before taxation is arrived at after charging/(crediting):-				
Auditors' remuneration:				
- audit fees	180,000	215,000	60,000	60,000
- overprovision in prior year	(200)	-	-	-
- non-audit fees	5,000	5,000	5,000	5,000
Depreciation:				
- property, plant and equipment	3,115,302	3,351,941	10,746	29,766
- investment properties	95,933	95,934	-	-
- right-of-use assets	573,586	419,228	-	-
Directors' remuneration (Note 33(a))	1,740,281	2,117,277	1,392,560	1,410,637
Interest expense on financial liabilities that are not at fair value through profit or loss:				
- lease liabilities	429,774	443,281	-	-
- bank overdraft	110,265	11,726	-	-
- trade bills	61,114	-		
- term loans	562,668	299,065	-	-
- hire purchase payables	104,102	191,869	-	-
- bank guarantee	35,643	-	-	-
Short-term leases expenses	1,597,255	3,012,268	-	-
Staff costs (including other key management personnel as disclosed in Note 33(b)):				
- short-term employee benefits	18,910,466	22,400,783	458,236	356,323
- defined contribution plan	1,645,601	1,771,173	44,096	42,768
- others	264,883	266,483	4,763	3,030
Fair value gain on short-term investment	(1,467)	(509,359)	(1,467)	(509,359)
Gain on disposal of investment properties	(651,694)	-	-	-
Gain on disposal of property, plant and equipment	(37,567)	(73,138)	-	-
(Gain)/loss on disposal of subsidiaries (Note 31)	(955)	(119,596)	613,000	(270,965)
Interest income on financial assets measured at fair value through profit or loss:				
- short-term investments	(2,814)	(200,617)	(2,475)	(152,513)
Interest income on financial assets measured at amortised cost:				
- inter-company interest income	-	-	(713,613)	(438,709)
- others	(15,410)	(157,469)	(3,395)	(1,787)
Lease income:				
- rental income from investment properties	(49,200)	(34,900)	-	-
Loss on foreign exchange, net:				
- realised	142,699	408,658	-	-
- unrealised	8,313	3,931	-	-

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
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29. INCOME TAX EXPENSE

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Current tax expense	1,073,616	1,199,625	-	-
Under/(Over) provision in the previous financial year	253,992	74,932	-	(23,244)
Real property gain tax	90,000	-	-	-
Total income tax expense	1,417,608	1,274,557	-	(23,244)

A reconciliation of income tax expense applicable to (loss)/profit before taxation at the statutory tax rate to income tax expense at the effective tax rate of the Group and of the Company is as follows:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
(Loss)/profit before taxation	(9,783,142)	3,372,904	(10,879,772)	(1,454,692)
Tax at the statutory tax rate of 24%	(2,347,954)	809,497	(2,611,145)	(349,126)
Tax effects of:-				
Non-deductible expenses	3,636,338	682,694	2,612,091	613,694
Non-taxable income	(214,768)	(292,566)	(946)	(264,568)
Under/(Over) provision of tax expense in the previous financial year	253,992	74,932	-	(23,244)
Real property gain tax	90,000	-	-	-
	1,147,608	1,274,557	-	(23,244)

30. (LOSS)/EARNINGS PER SHARE

	THE GROUP	
	2025	2024
(Loss)/Profit attributable to owners of the Company (RM)	(12,028,582)	1,777,754
Weighted average number of ordinary shares in issue	496,511,069	401,495,506
Basic (loss)/earnings per share (Sen)	(2.42)	0.44

The diluted loss per share for the financial year ended 31 December 2025 is the same as the basic loss per share as potential ordinary shares of the Company do not have dilutive effect.

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31. ACQUISITION AND DISPOSAL OF SUBSIDIARIES

Acquisition of subsidiaries during the financial year

On 29 August 2025, the Company acquired 100% equity interests in BASB and BDVSB for a purchase consideration of RM100 each.

Fair value of the identifiable assets and liabilities acquired recognised as follow:-

	BDVSB RM	BASB RM	TOTAL RM
Cash and bank balances	932	932	1,864
Amount due to Directors	(832)	(832)	(1,664)
Fair value identifiable net assets acquired	100	100	200
Less: Purchase consideration	(100)	(100)	(200)
	-	-	-

Effect of acquisition on cash flow of the Group is as follows:-

	BDVSB RM	BASB RM	TOTAL RM
Purchase consideration	100	100	200
Less: Cash and cash equivalents of subsidiaries acquired	(932)	(932)	(1,864)
Net cash inflows on acquisition	(832)	(832)	(1,664)

Disposal of subsidiaries during the financial year

On 3 October 2025, the Company disposed of its entire equity interest in a subsidiary, LCSB for a consideration of RM137,000.

The gain on disposal of LCSB that has been presented separately in the statements of profit or loss and other comprehensive income of the Group and of the Company are as follows:-

	THE GROUP RM	THE COMPANY RM
Sales consideration:-		
Cash consideration received	137,000	137,000
Carrying amount of shares disposed of	-	(750,000)
Assets and liabilities derecognised:-		
Cash and bank balances	136,045	
	136,045	-
Non-controlling interest derecognised	-	-
Company's share of net assets derecognised	136,045	-
Gain/(loss) on disposal recognised in profit or loss (Note 28)	955	(613,000)

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(CONT'D)

31. ACQUISITION AND DISPOSAL OF SUBSIDIARIES (CONT'D)

Disposal of subsidiaries during the financial year (Cont'd)

Effect of disposal on cash flow of the Group is as follows:-

	THE GROUP RM
Cash consideration received	137,000
Less: Net cash and cash equivalent of a subsidiary disposed	(136,045)
Net cash inflow on disposal	955

Disposal of subsidiaries in the previous financial year

On 31 December 2024, the Company disposed of its entire equity interest in a subsidiary, Borderless Connection Sdn. Bhd. for a consideration of RM5,915,052.

The gain on disposal of Borderless Connection Sdn. Bhd. that has been presented separately in the statements of profit or loss and other comprehensive income of the Group and of the Company are as follows:-

	THE GROUP RM	THE COMPANY RM
Sales consideration:-		
Cash consideration received	5,915,052	5,915,052
Carrying amount of shares disposed of	-	(5,644,087)
Assets and liabilities derecognised:-		
Plant and equipment	679,494	-
Deferred tax assets	221,559	-
Trade receivables and contract assets	29,272,946	-
Amount owing by shareholder	4,850	-
Other receivables, deposits and prepayments	2,231,767	-
Current tax assets	783,429	-
Cash and bank balances	770,422	-
Borrowings	(2,997,378)	-
Trade payables	(8,858,283)	-
Other payables and accruals	(9,205,167)	-
Amount owing to shareholder	(1,540,000)	-
	11,363,639	-
Non-controlling interest derecognised (49%)	(5,568,183)	-
Company's share of net assets derecognised	5,795,456	-
Gain on disposal recognised in profit or loss (Note 28)	119,596	270,965

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(CONT'D)

31. ACQUISITION AND DISPOSAL OF SUBSIDIARIES (CONT'D)

Disposal of subsidiaries in the previous financial year (Cont'd)

Effect of disposal on cash flow of the Group is as follows:-

	THE GROUP RM
Cash consideration received	5,915,052
Less: Net cash and cash equivalent of a subsidiary disposed	1,171,312
Net cash inflow on disposal	7,086,364

32. CASH FLOW INFORMATION

(a) The cash disbursed for the purchase of property, plant and equipment and the additions of right-of-use assets is as follows:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Property, plant and equipment				
Cost of property, plant and equipment purchased (Note 6)	199,067	1,587,727	-	-
Less: Acquired through hire purchase arrangements	-	-	-	-
	199,067	1,587,727	-	-

	THE GROUP	
	2025 RM	2024 RM
Right-of-use assets		
Cost of right-of-use assets acquired (Note 8)	392,261	46,548
Less: Addition of lease liabilities (Note 21)	(392,261)	(46,548)
	-	-

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(CONT'D)

32. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliation of changes in liabilities arising from financing activities are as follows:-

THE GROUP	TERM LOANS AND TRADE BILLS RM	HIRE PURCHASE PAYABLES RM	LEASE LIABILITIES RM	TOTAL RM
At 1 January 2025	6,957,825	2,308,197	11,725,714	20,991,736
Changes in Financing Cash Flows				
Drawdown of borrowings	5,000,000	-	-	5,000,000
Repayment of principal	(9,349,371)	(791,048)	(678,365)	(10,818,784)
Repayment of interests	(623,782)	(104,102)	(429,774)	(1,157,658)
	(4,973,153)	(895,150)	(1,108,139)	(6,976,442)
Other Changes				
Additions of lease liabilities	-	-	392,261	392,261
Interest expense recognised in profit or loss (Note 28)	623,782	104,102	429,774	1,157,658
	623,782	104,102	822,035	1,549,919
At 31 December 2025	2,608,454	1,517,149	11,439,610	15,565,213
At 1 January 2024	5,478,729	3,955,353	12,182,250	21,616,332
Changes in Financing Cash Flows				
Drawdown of borrowings	7,133,186	-	-	7,133,186
Repayment of principal	(5,254,788)	(990,814)	(503,084)	(6,748,686)
Repayment of interests	(299,065)	(191,869)	(443,281)	(934,215)
	1,579,333	(1,182,683)	(946,365)	(549,715)
Other Changes				
Additions of lease liabilities	-	-	46,548	46,548
Interest expense recognised in profit or loss (Note 28)	299,065	191,869	443,281	934,215
Disposal of a subsidiary	(399,302)	(656,342)	-	(1,055,644)
	(100,237)	(464,473)	489,829	(74,881)
At 31 December 2024	6,957,825	2,308,197	11,725,714	20,991,736

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32. CASH FLOW INFORMATION (CONT'D)

(c) The total cash outflows for leases as a lessee are as follows:-

	THE GROUP	
	2025 RM	2024 RM
Payment of short-term leases	1,597,255	3,012,268
Interest paid on lease liabilities	429,774	443,281
Payment of lease liabilities	678,365	503,084
	2,705,394	3,958,633

(d) The cash and cash equivalents comprise the following:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash and bank balances	8,248,652	6,628,676	1,140,740	210,540
Fixed deposit with licensed bank	388,560	-	-	-
Short-term investments	1,000,000	5,738,259	1,000,000	5,730,526
Less: Bank overdrafts	(293,773)	(1,911,898)	-	-
Less: Pledged fixed deposit with licensed bank	(388,560)	-	-	-
	8,954,879	10,455,037	2,140,740	5,941,066

33. KEY MANAGEMENT PERSONNEL COMPENSATION

The key management personnel of the Group and of the Company include executive directors and non-executive directors of the Company and certain members of senior management of the Group and of the Company.

The key management personnel compensation during the financial year are as follows:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
(a) Directors				
Directors of the Company				
Short-term employee benefits:-				
- fees	231,000	252,000	231,000	252,000
- salaries, bonuses and other benefits	1,062,040	1,037,317	1,062,040	1,037,317
Defined contribution plan	99,520	121,320	99,520	121,320
	1,392,560	1,410,637	1,392,560	1,410,637

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33. KEY MANAGEMENT PERSONNEL COMPENSATION (CONT'D)

The key management personnel compensation during the financial year are as follows:- (Cont'd)

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
(a) Directors (Cont'd)				
Directors of subsidiaries				
Short-term employee benefits:-				
- salaries, bonuses and other benefits	310,641	633,680	-	-
Defined contribution plan	37,080	72,960	-	-
	347,721	706,640	-	-
Total directors' remuneration (Note 28)	1,740,281	2,117,277	1,392,560	1,410,637
(b) Other key management personnel				
Short-term employee benefits:-				
- salaries, bonuses and other benefits	855,636	883,089	309,159	274,062
Defined contribution plan	102,100	105,264	36,960	32,760
Total compensation for other key management personnel	957,736	988,353	346,119	306,822

34. RELATED PARTY DISCLOSURES

(a) Identities of Related Parties

Parties are considered to be related to the Group if the Group or the Company has the ability, directly or indirectly, to control or jointly 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.

In addition to the information detailed elsewhere in the financial statements, the Group has related party relationships with its directors, key management personnel and entities within the same group of companies.

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(CONT'D)

34. RELATED PARTY DISCLOSURES (CONT'D)

(b) Significant Related Party Transactions and Balances

Other than those disclosed elsewhere in the financial statements, the Group and the Company also carried out the following significant transactions with the related parties during the financial year: -

	2025 RM	2024 RM
THE GROUP		
Related party		
Purchase	2,639,711	3,512,136
Subcontractor charges	467,237	77,118
THE COMPANY		
Subsidiaries		
Interest income	(713,613)	(438,709)

The significant outstanding balances of the related parties together with terms and conditions of the balances are disclosed in the respective notes to the financial statements.

35. OPERATING SEGMENTS

Operating segments are prepared in a manner consistent with the internal reporting provided to the Board of Directors as its chief operating decision maker in order to allocate resources to segments and to assess their performance on a quarterly basis. For management purposes, the Group is organised into business units based on their services provided.

The Group is organised into 2 main reportable segments as follows:-

- Segment 1 - Satellite, mobile and fibre optic telecommunications networks.
- Segment 2 - Power and telecommunication infrastructure works.

The satellite, mobile and fibre optic telecommunications networks and power and telecommunication infrastructure works are managed as 2 different operating segments within the Group. The components in each operating segment are aggregated to form a reportable segment due to the nature and economic characteristics of the products and services which are similar and inter-related.

35. OPERATING SEGMENTS (CONT'D)

35.1 BUSINESS SEGMENT INFORMATION

2025	SATELLITE, MOBILE AND FIBRE OPTIC TELECOMMUNICATIONS NETWORKS RM	PROPERTY INVESTMENT AND MANAGEMENT RM	INVESTMENT HOLDING RM	CONSOLIDATION ADJUSTMENTS RM	THE GROUP RM
External revenue	118,202,600	-	-	-	118,202,600
Inter-company revenue	-	-	-	-	-
Total revenue	118,202,600	-	-	-	118,202,600
Results					
Segment profit/(loss)	3,447,103	(151,215)	(11,417,514)	(357,950)	(8,479,576)
Finance cost	(2,376,704)	(1,232)	-	1,074,370	(1,303,566)
Tax expense	(1,417,608)	-	-	-	(1,417,608)
Consolidated loss after taxation	(347,209)	(152,447)	(11,417,514)	716,420	(11,200,750)
Other information					
Interest income	12,354	-	719,483	(713,613)	18,224
Interest expenses	(2,376,704)	(1,232)	-	1,074,370	(1,303,566)
Depreciation:					
- Property, plant and equipment	(3,104,556)	-	(10,746)	-	(3,115,302)
- Right-of-use assets	(1,185,600)	-	-	612,014	(573,586)
- investment property	(95,933)	-	-	-	(95,933)
Impairment losses on financial assets	(42,255)	-	(7,975,542)	-	(8,017,797)

35. OPERATING SEGMENTS (CONT'D)

35.1 BUSINESS SEGMENT INFORMATION (CONT'D)

2025	SATELLITE, MOBILE AND FIBRE OPTIC TELECOMMUNICATIONS NETWORKS RM	PROPERTY INVESTMENT AND MANAGEMENT RM	INVESTMENT HOLDING RM	CONSOLIDATION ADJUSTMENTS RM	THE GROUP RM
Assets					
Segment assets	163,807,498	30,964,985	100,915,057	(109,191,938)	186,495,602
Unallocated assets:					
- Current tax assets	5,748,922	-	176,676	-	5,925,598
					192,421,200
Additions to non-current assets other than financial instrument:					
- Property, plant and equipment	199,067	-	-	-	199,067
- Right-of-use assets	392,261	-	-	-	392,261
Liabilities					
Segment liabilities	70,743,950	31,117,232	367,013	(46,821,970)	55,406,225
Unallocated liabilities:					
- Deferred tax liabilities					1,064,183
- Current tax liabilities					424,098
					56,894,506

35. OPERATING SEGMENTS (CONT'D)

35.1 BUSINESS SEGMENT INFORMATION (CONT'D)

2024	SATELLITE, MOBILE AND FIBRE OPTIC TELECOMMUNICATIONS NETWORKS RM	POWER AND TELECOMMUNICATION INFRASTRUCTURE WORKS RM	INVESTMENT HOLDING RM	CONSOLIDATION ADJUSTMENTS RM	THE GROUP RM
External revenue	95,398,927	16,507,916	-	-	111,906,843
Inter-company revenue	-	-	-	-	-
Total revenue	95,398,927	16,507,916	-	-	111,906,843
Results					
Segment profit/(loss)	5,943,386	285,549	(1,454,692)	(465,398)	4,318,845
Finance cost	(1,392,742)	(377,453)	-	824,254	(945,941)
Tax expense	(1,297,800)	-	23,243	-	(1,274,557)
Consolidated profit/(loss) after taxation	3,252,844	(91,904)	(1,431,449)	358,856	2,098,347
Other information					
Interest income	199,746	-	593,009	(434,669)	358,086
Interest expenses	(1,392,742)	(377,453)	-	824,254	(945,941)
Depreciation:					
- Property, plant and equipment	(3,069,331)	(252,844)	(29,766)	-	(3,351,941)
- Right-of-use assets	(1,063,956)	-	-	644,728	(419,228)
- investment property	(95,934)	-	-	-	(95,934)
Reversal of Impairment losses on financial assets and contract assets	(363,507)	204,533	-	-	(158,974)

35. OPERATING SEGMENTS (CONT'D)

35.1 BUSINESS SEGMENT INFORMATION (CONT'D)

2024	SATELLITE, MOBILE AND FIBRE OPTIC TELECOMMUNICATIONS NETWORKS RM	POWER AND TELECOMMUNICATION INFRASTRUCTURE WORKS RM	INVESTMENT HOLDING RM	CONSOLIDATION ADJUSTMENTS RM	THE GROUP RM
Assets					
Segment assets	143,202,588	-	86,630,321	(74,349,217)	155,483,692
Unallocated assets:					
- Current tax assets					6,105,904
					161,589,596
Additions to non-current assets other than financial instrument:					
- Property, plant and equipment	1,574,117	13,610	-	-	1,587,727
- Right-of-use assets	46,548	-	-	-	46,548
Liabilities					
Segment liabilities	65,737,526	-	789,615	(27,210,533)	39,316,608
Unallocated liabilities:					
- Deferred tax liabilities					1,064,183
- Current tax liabilities					149,700
					40,530,491

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(CONT'D)

35. OPERATING SEGMENTS (CONT'D)

35.2 GEOGRAPHICAL SEGMENT

The Group separates predominantly in Malaysia, hence, no geographical segment is presented.

35.3 MAJOR CUSTOMERS

The following are major customers with revenue equal to or more than 10% of the Group's total revenue.

	THE GROUP	
	2025 RM	2024 RM
Customer A	23,244,643	30,864,861
Customer B	22,041,858	-

36. CAPITAL COMMITMENTS

	THE GROUP	
	2025 RM	2024 RM
Approved and contract for :		
Purchase of investment properties	51,371,402	73,687,750

37. FINANCIAL INSTRUMENTS

The Group's and the Company's activities are exposed to a variety of market risk (including foreign currency risk, interest rate risk, equity price risk and price risk), credit risk and liquidity risk. The Group's and the Company's overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's and the Company's financial performance.

37.1 FINANCIAL RISK MANAGEMENT POLICIES

The Group's and the Company's policies in respect of the major areas of treasury activity are as follows:-

(a) Market Risk

(i) Foreign Currency Risk

The Group is exposed to foreign currency risk on transactions and balances that are denominated in currencies other than the respective functional currency of entities within the Group. The currency giving rise to the risk is primarily United States Dollar ("USD"), Singapore Dollar ("SGD") and Chinese Yuan ("CNY"). Foreign currency risk is monitored closely on an ongoing basis to ensure that the exposure is at an acceptable level.

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(CONT'D)

37. FINANCIAL INSTRUMENTS

37.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

The Group's exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below: -

Foreign Currency Exposure

	THE GROUP	
	2025 RM	2024 RM
USD		
Financial Assets		
Trade receivables	1,356,222	703,886
Cash and bank balances	27,595	140,440
	1,383,817	844,326
Financial Liabilities		
Trade payables	198,553	91,205
Other payables	1,274	1,395
	199,827	92,600
Currency Exposure	1,183,990	751,726
SGD		
Financial Liabilities		
Trade payables	1,288	1,288
Currency Exposure	(1,288)	(1,288)
CNY		
Financial Liabilities		
Trade payables	(3,748,088)	
Currency Exposure	3,748,088	-

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(CONT'D)

37. FINANCIAL INSTRUMENTS (CONT'D)

37.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the foreign currency at the end of the reporting period, with all other variables held constant: -

	THE GROUP	
	2025 RM	2024 RM
Effects on Profit After Taxation		
USD/RM - strengthened by 5% (2024 - 5%)	+44,992	+28,566
- weakened by 5% (2024 - 5%)	-44,992	-28,566
SGD/RM - strengthened by 5% (2024 - 5%)	-49	-49
- weakened by 5% (2024 - 5%)	+49	+49
CNY/RM - strengthened by 5% (2024 - 5%)	-142,427	-
- weakened by 5% (2024 - 5%)	+142.427	-

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to interest rate risk arises mainly from long-term borrowings with variable rates. The Group's policy is to obtain the most favourable interest rates available. Any surplus funds of the Group will be placed with licensed financial institutions to generate interest income.

The Group's fixed rate borrowings are carried at amortised cost. Therefore, they are not subject to interest rate risk as in defined MFRS 7 since neither carrying amounts nor the future cash flows will fluctuate because of a change in market interest rates.

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(CONT'D)

37. FINANCIAL INSTRUMENTS (CONT'D)

37.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(ii) Interest Rate Risk (Cont'd)

The interest rate profile of the Group and of the Company significant interest-bearing financial instruments, based on the carrying amounts as at the end of the reporting period were: -

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed rate instruments				
Financial Assets				
Amount owing by subsidiaries	-	-	50,941,549	19,471,515
Financial Liabilities				
Hire purchase payables	1,517,149	2,308,197	-	-
Term loans	750,000	-	-	-
Trade bills	934,676	4,000,000	-	-
	3,201,825	6,308,197	-	-
Floating rate instruments				
Financial Liabilities				
Term loans	923,778	2,957,825	-	-
Bank overdrafts	293,773	1,911,898	-	-
	1,217,551	4,869,723	-	-

Interest Rate Risk Sensitivity Analysis

Sensitivity analysis is not disclosed for fixed rate instruments as fixed rate instruments are not exposed to interest rate risk and are measured at amortised cost.

The following table details the sensitivity analysis for a reasonably possible change in the interest rates as the end of the reporting period with all other variables held constant on floating rate term loans and trade bills of the Group: -

	THE GROUP	
	2025 RM	2024 RM
Effect on profit after tax		
Increase by 50 basis points	-4,626	-18,505
Decrease by 50 basis points	+4,626	+18,505

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(CONT'D)

37. FINANCIAL INSTRUMENTS (CONT'D)

37.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(iii) Equity Price Risk

The Group and the Company does not have any quoted investments and hence, is not exposed to equity price risk.

(iv) Price Risk

The Group's and the Company's principal exposure to price risk arises mainly from changes in money market funds.

The prices of money market funds as at the end of the reporting period were: -

	2025 RM	2024 RM
The Group		
Financial Assets		
Short-term investments	1,000,000	5,738,259
The Company		
Financial Assets		
Short-term investments	1,000,000	5,730,526

Price Risk Sensitivity Analysis

The following table details the sensitivity analysis for a reasonably possible change in the prices of money market funds as the end of the reporting period: -

	2025 RM	2024 RM
The Group		
Effect on profit after tax		
Increase by 50 basis points	+3,800	+21,805
Decrease by 50 basis points	-3,800	-21,805
The Company		
Effect on profit after tax		
Increase by 50 basis points	+3,800	+21,776
Decrease by 50 basis points	-3,800	-21,776

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37. FINANCIAL INSTRUMENTS (CONT'D)

37.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk

The Group's and the Company's exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade and other receivables, contract assets and amount owing by subsidiaries. The Group and the Company manages its exposure to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including cash and bank balances), the Group and the Company minimises credit risk by dealing exclusively with high credit rating counterparties.

(i) Credit Risk Concentration Profile

The Group's major concentration of credit risk relates to the amounts owing by 4 (2024 - 3) customers which constituted approximately 53% (2024 - 57%) of its trade receivables at the end of the reporting period.

In addition, the Group also determine concentration of credit risk by monitoring the geographical region of its trade receivables and contract assets on an ongoing basis. The credit risk concentration profile of trade receivables and contract assets at the end of the reporting period is as follows:-

	THE GROUP	
	2025 RM	2024 RM
Malaysia	96,753,027	70,129,633
Netherlands	863,774	687,318
Hong Kong	494,696	273,188
Others	7,815	78,399
	98,119,312	71,168,538

(ii) Maximum Exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

(iii) Assessment of Impairment Losses

The Group has an informal credit policy in place and the exposure to credit risk is monitored on an on-going basis through periodic review of the ageing of the trade receivables. The Group closely monitors the trade receivables' repayment and financial strength to reduce the risk of loss.

At each reporting date, the Group assesses whether any of the financial assets at amortised cost and contract assets are credit impaired.

The gross carrying amounts of financial assets are written off when there is no reasonable expectation of recovery (i.e. the debtor does not have assets or sources of income to generate sufficient cash flows to repay the debt) despite the fact that they are still subject to enforcement activities.

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37. FINANCIAL INSTRUMENTS (CONT'D)

37.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

A financial asset is credit impaired when any of following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:

- Significant financial difficulty of the receivable;
- A breach of contract, such as a default or past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty; and
- It is becoming probable that the receivable will enter bankruptcy or other financial reorganisation.

Trade Receivables and Contract Assets

The Group considers the probability of default upon initial recognition of asset and applies the simplified approach to measure expected credit losses ("ECL") using lifetime ECL allowance for all trade receivables and contract assets. An impairment analysis is performed at each reporting date using provision matrix to measure ECL for all trade receivables and contract assets.

The Group considers a receivable as being in default requiring individual impairment assessment when the debtor fails to make payment for invoices more than 365 days past due, based on invoice acceptance date by customers, or invoice date (in the event there is no acceptance date). Financial assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. Where receivables have been written off, the Group continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

The ECL assessment incorporate historical default experience, customers' financial information, past trends of payments of each customer individually and forward-looking information such as forecast of economic conditions where the gross domestic product is expected to increase/decrease over the next year, leading to change in the number of defaults.

The following are credit risk management practices and quantitative and qualitative information about amounts arising from ECL for trade receivables and contract assets.

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(CONT'D)

37. FINANCIAL INSTRUMENTS (CONT'D)

37.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables and Contract Assets (Cont'd)

The information about the exposure to credit risk and the loss allowances calculated under MFRS 9 for both trade receivables and contract assets are summarised below:-

THE GROUP	GROSS AMOUNT RM	LIFETIME ECL RM	CREDIT IMPAIRED RM	CARRYING AMOUNT RM
2025				
Current (not past due)	17,912,359	-	-	17,912,359
1 to 30 days past due	2,471,043	-	-	2,471,043
31 to 60 days past due	2,743,607	-	-	2,743,607
61 to 90 days past due	2,821,753	-	-	2,821,753
More than 90 days past due	13,111,497	-	-	13,111,497
Credit impaired	728,360	(728,360)	-	-
Trade receivables	39,788,619	(728,360)	-	39,060,259
Retention sum	1,779,085			1,779,085
Contract assets	57,279,968	-	-	57,279,968
	98,847,672	(728,360)	-	98,119,312
2024				
Current (not past due)	18,405,339	-	-	18,405,339
1 to 30 days past due	1,834,212	-	-	1,834,212
31 to 60 days past due	808,538	-	-	808,538
61 to 90 days past due	2,955,004	-	-	2,955,004
More than 90 days past due	2,983,473	-	-	2,983,473
Credit impaired	728,360	(728,360)	-	-
Trade receivables	27,714,926	(728,360)	-	26,986,566
Contract assets	44,181,972	-	-	44,181,972
	71,896,898	(728,360)	-	71,168,538

The movements in the loss allowances in respect of trade receivables and contract assets are disclosed in Notes 12 and 13 to the financial statements respectively.

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(CONT'D)

37. FINANCIAL INSTRUMENTS (CONT'D)

37.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Other Receivables

The Group and the Company applies the 3-stage general approach to measuring expected credit losses for its other receivables.

Under this approach, loss allowance is measured on either 12-month expected credit losses or lifetime expected credit losses, by considering the likelihood that the receivable would not be able to repay during the contractual period (probability of default, "PD"), the percentage of contractual cash flows that will not be collected if default happens (loss given default, "LGD") and the outstanding amount that is exposed to default risk (exposure at default, "EAD")

In deriving the PD and LGD, the Group and the Company considers the receivable's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts.

Based on the assessment performed, the identified impairment losses were recognised as disclosed in Note 14 to the financial statements.

Cash and Bank Balances

The Group and the Company consider these banks and financial institutions to have low credit risks. In addition, some of the bank balances are insured by government agencies. Therefore, the Group and the Company is of the view that the loss allowance is immaterial and hence, it is not provided for.

Amount Owing By Subsidiaries (Non-trade Balance)

The Company applies the 3-stage general approach to measuring expected credit losses for all inter-company balances. The Company considers loans and advances to subsidiaries to have low credit risks. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly.

The Company measures the expected credit losses on individual basis, which is aligned with its credit risk management practices on the inter-company balances.

For loans and advances that are repayable on demand, impairment loss is assessed based on the assumption that repayment of the outstanding balances is demanded at the reporting date. If the subsidiary does not have sufficient highly liquid resources when the loans and advances are demanded, the Company will consider the expected manner of recovery to measure the impairment loss; the recovery manner could be either through 'repayable over time' or a fire sale of less liquid assets by the subsidiary.

For loans and advances that are not repayable on demand, impairment loss is measured using techniques that are similar for estimating the impairment losses of other receivables as disclosed above.

At the end of the reporting period, there was no indication that the amount owing is not recoverable.

NOTES TO THE FINANCIAL STATEMENTS
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(CONT'D)

37. FINANCIAL INSTRUMENTS (CONT'D)

37.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iv) Financial guarantee contracts

	THE GROUP	
	2025 RM	2024 RM
Guarantee given to licensed bank	5,147,132	4,442,106
Performance guarantee given to customers	5,953,026	300,000

	THE COMPANY	
	2025 RM	2024 RM
Corporate guarantees given to licensed financial institution to secure credit facilities granted to the subsidiaries	7,931,475	11,601,918
Corporate guarantees given to licensed financial institution to secure credit facilities granted to the third party	5,147,132	1,276,017

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties for which the financial guarantee contracts were issued to. Accordingly, there is no loss allowance as determined by the Group and the Company for the financial guarantee.

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practise prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

37. FINANCIAL INSTRUMENTS (CONT'D)

37.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

	CARRYING AMOUNT RM	CONTRACTUAL UNDISCOUNTED CASH FLOWS RM	WITHIN 1 YEAR RM	2 - 5 YEARS RM	OVER 5 YEARS RM
THE GROUP					
2025					
Non-derivative Financial Liabilities					
Lease liabilities	11,439,610	16,461,877	1,021,470	3,030,050	12,410,357
Hire purchase payables	1,517,149	1,605,346	858,752	746,594	-
Term loans and trade bills	2,608,454	2,911,376	1,850,456	303,120	757,800
Bank overdrafts	293,773	293,773	293,773	-	-
Trade payables	32,782,940	32,782,940	32,782,940	-	-
Other payables and accruals	6,211,120	6,211,120	6,211,120	-	-
	54,853,046	60,266,432	43,018,511	4,079,764	13,168,157
Financial guarantee contract*	-	11,100,158	11,100,158	-	-

37. FINANCIAL INSTRUMENTS (CONT'D)

37.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):- (Cont'd)

	CARRYING AMOUNT RM	CONTRACTUAL UNDISCOUNTED CASH FLOWS RM	WITHIN 1 YEAR RM	2 - 5 YEARS RM	OVER 5 YEARS RM
THE GROUP					
2024					
Non-derivative Financial Liabilities					
Lease liabilities	11,725,714	17,149,163	928,501	3,080,284	13,140,378
Hire purchase payables	2,308,197	2,500,497	895,152	1,605,345	-
Term loans and trade bills	6,957,825	7,848,174	4,329,124	1,316,496	2,202,554
Bank overdrafts	1,911,898	1,911,898	1,911,898	-	-
Trade payables	10,082,006	10,082,006	10,082,006	-	-
Other payables and accruals	4,528,723	4,528,723	4,528,723	-	-
	37,514,363	44,020,461	22,675,404	6,002,125	15,342,932
Financial guarantee contract*	-	4,742,106	4,742,106	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

37. FINANCIAL INSTRUMENTS (CONT'D)

37.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):- (Cont'd)

	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM
THE COMPANY			
2025			
Non-derivative Financial Liability			
Other payables and accruals	367,103	367,103	367,103
Financial guarantee contract*	-	13,078,607	13,078,607
2024			
Non-derivative Financial Liability			
Other payables and accruals	789,615	789,615	789,615
Financial guarantee contract*	-	12,877,935	12,877,935

* This has been included for illustration purposes only as the related financial guarantee contracts have not crystallised as at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

37. FINANCIAL INSTRUMENTS (CONT'D)

37.2 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial Assets				
At Fair Value Through Profit or Loss				
Short-term investments	1,000,000	5,738,259	1,000,000	5,730,526
Amortised Cost				
Trade receivables	40,839,344	26,986,566	-	-
Other receivables and deposits	36,050,118	25,081,835	9,500	13,441,983
Amount owing by a subsidiary	-	-	50,941,549	19,471,515
Amount owing by related parties	67,393	4,000	67,393	-
Fixed deposit with licensed bank	388,560	-	-	-
Cash and bank balances	8,248,652	6,628,676	1,140,740	210,540
	85,594,067	58,701,077	52,159,182	33,124,038
Financial Liability				
Amortised Cost				
Term loans	1,673,778	2,957,825	-	-
Trade bills	934,676	4,000,000	-	-
Trade payables	32,782,940	10,082,006	-	-
Hire purchase payables	1,517,149	2,308,197	-	-
Bank overdrafts	293,773	1,911,898	-	-
Lease liabilities	11,439,610	11,725,714		-
Other payables and accruals	6,211,120	4,528,723	367,013	789,615
	54,853,046	37,514,363	367,013	789,615

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

37. FINANCIAL INSTRUMENTS (CONT'D)

37.3 GAINS OR LOSSES ARISING FROM FINANCIAL INSTRUMENTS

	THE GROUP	
	2025 RM	2024 RM
Financial Assets		
At Fair Value through Profit or Loss		
Net gains recognised in profit or loss	4,281	709,976
Amortised Cost		
Net (loss)/gains recognised in profit or loss	(8,243,005)	(198,373)
Financial Liability		
Amortised Cost		
Net losses recognised in profit or loss	(1,213,621)	(1,165,702)

	THE COMPANY	
	2025 RM	2024 RM
Financial Assets		
At Fair Value through Profit or Loss		
Net gains recognised in profit or loss	3,942	661,872
Amortised Cost		
Net gains recognised in profit or loss	(7,258,535)	440,496

37.4 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group and of the Company which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

(i) Fair Value of Financial Instruments Carried at Fair Value

Financial assets carried at fair value are disclosed in Note 37.2 to the financial statements. The fair value of the financial asset at fair value through profit or loss is at Level 2. There was no material transfer between Level 1, 2, and 3 during the financial year.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

38. MATERIAL LITIGATION

Appeal Number.: No.B-04 (IM)(NCVC)-136-04/2025 between Binasat Sdn. Bhd. ("Binasat SB ") and TM Technology Services Sdn. Bhd. ("TMT")

This is an appeal by Binasat SB against the Sessions Court's dismissal of Binasat SB's application to set aside the judgment in default ("JID") obtained by TMT against Binasat SB.

Pursuant to the JID, Binasat SB shall pay TMT the sum of RM873,092 ("Judgment Sum") together with interest at 5% per annum on the Judgment Sum from 12 March 2024 until full settlement, and cost of RM1,306.

The Judgment Sum pertains to TMT's claim against Binasat SB for costs and expenses incurred in repairing the fibre optic cables and duct ways purportedly damaged by Binasat SB.

This appeal was subsequently dismissed by the High Court on 4 March 2025 ("High Court Decision"). Following this, on 26 March 2025, Binasat SB appealed to the Court of Appeal against the High Court Decision ("COA Appeal"). On 2 April 2026, the Court of Appeal has allowed the appeal to set aside the JID. The matter has been remitted to the Petaling Jaya Sessions Court for a full trial. As at the date of these financial statements, the case is pending case management, and no trial date has been fixed.

Summons Number: WA-B53-5-01/2024 between Binasat Sdn. Bhd. ("Binasat SB") and Etagreen Biomas Engergy Sdn. Bhd. ("EBE")

EBE filed a writ against Binasat SB to claim for damages to underground fibre optic cable. The claim comprises an uninsured consequential loss of RM187,679 and an insured claim for cable repairs amounting to RM42,755. Sealed judgement on 21 August 2025 concluded RM40,000 as final settlement amount.

Summons Number: PA-A72NCVC-439-07/2024 between Binasat Sdn. Bhd. ("Binasat SB") and TM Technology Services Sdn. Bhd. ("TMT")

TMT filed a writ against Binasat SB to claim for damages to underground cables amounting to RM99,962 for uninsured consequential loss. The trial is scheduled for 21 September 2025 but postponed to 21 September 2026.

Case Number: DA-22C-1-05/2023 between Binasat Digital Sdn. Bhd. ("BDSB") and Kelantan ICT Gateway Sdn. Bhd. ("KIGSB")

On 16 May 2023, BDSB filed a writ against KIGSB for RM1,237,028 in damages, alleging unlawful contract termination. The original trial dates of 9–11 September 2024 were vacated and rescheduled to 23–26 June 2025. However, the Court later informed on 8 January 2025 that the June dates were also vacated. A Case Management was held on 5 February 2025, following the Court directed the parties to file their witness statements by 9 March 2026 and new trial dates have been fixed from 16 March 2026 to 18 March 2026 and will continue on 22 June 2026.

Suit No.: AC-A73-1-01/2026 between TM Technology Services Sdn. Bhd. ("TMT") and Binasat Communications Berhad ("BCB")

A judgment in default was previously entered against the Company for the sum of RM32,127. The Company had subsequently applied to set aside the judgment in default, which was allowed by the Teluk Intan Magistrates Court.

The matter has been fixed for case management on 24 April 2026, for the TMT to reply to the BCB's statement of defence. As at the date of these financial statements, the case is ongoing.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

39. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

(a) On 21 November 2023, the Company had announced to undertake a private placement of up to 58,244,300 new ordinary shares, representing not more than 10% of the total number of issued shares of the Company to third party investor(s).

On 30 January 2024, the Company had obtained the approval of the listing and quotation of up to 58,244,300 placement shares to be issued pursuant to the Private Placement.

On 28 May 2024, the Company completed the first tranche of the Private Placement for 12,000,000 placement shares at an issue price of RM0.235 per placement share. Subsequently, on 28 June 2024, the Company had completed the second tranche of the Private Placement for 11,000,000 placement shares at an issue price of RM0.250 per placement share.

On 16 July 2024, the Company submitted an application to Bursa Malaysia for an extension of time up to 30 January 2025 for the Company to complete the implementation of the Private Placement. On 13 August 2024, Bursa Malaysia granted an extension of time up to 30 January 2025.

On 28 January 2025, the Private Placement was completed following the issuance of the third and final tranche of 15,829,500 placement shares at an issue price of RM0.165 per placement share to be issued pursuant to the Private Placement exercise.

(b) On 4 December 2024, the Company announced proposed to undertake the following:

(i) proposed acquisitions by Legacy Core Sdn. Bhd. (formerly known as Civispace Sdn. Bhd. and Binasat Properties Sdn. Bhd. ("LCSB"), a wholly-owned subsidiary of Binasat Sdn. Bhd., of 3 properties located within Sazean Business Park ("SBP")("SBP Properties") for a total cash consideration of RM8,340,000 ("Proposed Acquisitions of SBP Properties"). LCSB will then enter into proposed leases of the SBP Properties that shall commence upon completion of the Proposed Acquisitions of SBP Properties ("Proposed Leases of SBP Properties"). (The Proposed Acquisitions of SBP Properties and Proposed Leases of SBP Properties are collectively referred to as "Proposed Acquisitions and Leases of SBP Properties");

(ii) proposed acquisitions by LCSB, of 241 units of fully furnished proposed hotel suites located on the 8th to 17th floors of Block L, forming part of an integrated mixed use commercial development of Empire City ("Empire City Properties") for a total purchase consideration of RM73,535,250 to be satisfied via a combination of RM63,240,350 in cash and RM10,294,900 via the issuance of 49,023,333 Shares ("Consideration Share(s)") at an issue price of RM0.21 each ("Proposed Acquisitions of Empire City Properties");

(iii) proposed diversification of the principal activities of Binasat Sdn. Bhd. and its subsidiaries to include property investment, property management, property development and construction ("Proposed Diversifications"); and

(iv) proposed private placement of up to 128,137,500 new Shares ("Placement Share(s)"), representing not more than 30% of the issued Shares of the Company to third party investor(s) at an issue price to be determined later ("Proposed Private Placement").

(The Proposed Acquisitions and Leases of SBP Properties, Proposed Acquisitions of Empire City Properties, Proposed Diversifications and Proposed Private Placement are collectively referred to as the "Proposals").

The listing application in relation to the Proposals has been submitted to Bursa Malaysia on 23 January 2025 and approval was granted on 14 March 2025.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

39. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR (CONT'D)

(b) On 4 December 2024, the Company announced proposed to undertake the following: (Cont'd)

On 23 April 2025, the Company announced that all the resolutions as prescribed in the notice convening the Extraordinary General Meeting ("EGM") of the Company dated 7 April 2025 were duly passed by the shareholders at the Company's EGM.

On 23 April 2025, the Company announced that the conditional sale and purchase agreements entered by LCSB pursuant to the Proposed Acquisitions and Leases of SBP Properties ("SBP SPAs") have become unconditional.

On 25 April 2025, the Company announced that the conditional sale and purchase agreement entered by LCSB pursuant to the Proposed Acquisitions of Empire City Properties ("Empire City SPA") has become unconditional. On 9 May 2025, the Company announced that LCSB and vendor have mutually agreed to extend the settlement period for the cash payment by 3 months from 16 May 2025 until 16 August 2025. On 15 May 2025, the Company announced that LCSB and vendor have mutually agreed to extend the settlement period for the share payment by 1 month from 16 May 2025 until 16 June 2025. On 3 June 2025, the Company had issued 49,023,333 new ordinary shares at an issue price of RM0.21 each for the settlement of share payment.

On 7 July 2025, the Company announced that LCSB and SBP vendors have mutually agreed to extend the completion period of SBP SPAs by 3 months from 23 July 2025 until 23 October 2025.

On 15 August 2025, the Company announced that LCSB and vendor of Empire City Properties have mutually agreed to further extend the settlement period for the cash payment by 3 months from 16 August 2025 until 16 November 2025.

On 27 August 2025, the Company completed the first tranche of the Private Placement for 100,000,000 placement shares at an issue price of RM0.10 per placement share. On 9 September 2025, the Private Placement was completed following the issuance of the second and final tranche of 28,137,500 placement shares at an issue price of RM0.10 per placement share to be issued pursuant to the Private Placement exercise.

On 25 September 2025, LCSB and Binasat Asset Sdn. Bhd. (formerly known as Sengchea Group Sdn. Bhd.) ("BASB") had entered into separate novation agreements with the SBP Vendors to novate LCSB's rights and liabilities under each SBP SPAs and Lease agreements to BASB. On even date, LCSB and Binasat Development Sdn Bhd (formerly known as ENIG Sdn. Bhd.) ("BDVSB") had entered into a novation agreement with vendor of Empire City Properties to novate LCSB's rights, obligations and liabilities under the Empire City SPA to BDVSB.

Subsequently, the Company announced multiple extensions of the completion period of SBP SPAs from 23 October 2025 until 23 June 2026, as mutually agreed by BASB and the SBP vendors. On 14 November 2025, the Company also announced that LCSB and vendor of Empire City Properties have mutually agreed to further extend the settlement period for the remaining cash payment by 6 months from 16 November 2025 until 16 May 2026.

(c) On 3 October 2025, the Company entered into a share sale agreement to dispose 750,000 ordinary shares in LCSB, representing 100% equity interest in LCSB, for a cash consideration of RM137,000. The disposal of shares was completed on 3 October 2025.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

40. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains strong credit rating and healthy capital ratio in order to support its business and maximise shareholder value.

The Group manages its capital structure and make adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies and processes during the financial year ended 31 December 2025 and 31 December 2024.

The Group manages capital using debt-to-equity ratio. The debt-to-equity ratio is calculated as net debts divided by total shareholders' equity. Net debt is calculated as bank borrowings less cash and cash equivalents.

The debt-to-equity ratio of the Group as at the end of the reporting period is as follows:

	2025 RM	2024 RM
THE GROUP		
Borrowings	4,419,376	11,177,920
Less: Cash and cash equivalents	(9,637,212)	(12,366,935)
Net cash	(5,217,836)	(1,189,015)
Total shareholders' equity attributable to owners of the Company	133,836,348	120,271,591
Debt-to-equity ratio	N/A*	N/A*

* The debt-to-equity ratio is not applicable as the cash and cash equivalents is sufficient to cover the entire debt obligation.

LIST OF PROPERTIES

No.	Title No./ Property Address	Tenure	Description of Property/ Existing Use	Land Area/ Built-up Area (sq. ft.)	Acquisition Date	Approximately Age of Building	Audited Net Book Value as at 31 December 2025 (RM)
1	HS (D) 560747, PTD 8688, Mukim Jelutong, Tempat Taman Nusantara Daerah Johor Bahru, Negeri Johor./ Lot 24, Tiong Nam Business Park @ SiLC7, 79200 Johor Bahru, Johor ("SiLC7 Property")	Freehold	Three storey shop office/ Rented to third party	1,540/ 4,620	30.3.2014	8 years	1,132,427
2	Parcel No. TKP3/DS-114 erected on land held under HS(D) 40768, PT 56152, Mukim Dengkil, Daerah Sepang, Negeri Selangor./ No. 85, Jalan SP 3/4 Salak Perdana, 43900 Sepang, Selangor ("Salak Perdana Property")	Freehold	Two and half storey terrace house/ Rented to third party	1,400/ 1,558	22.9.2014	11 years	239,087
3	H.S.(D) 116031, PT 13824, Mukim of Petaling, District of Kuala Lumpur, State of Wilayah Persekutuan Kuala Lumpur./ Menara Binasat, Lot PT 13824, Jalan Teknologi 4, Technology Park Malaysia, Bukit Jalil, 57000 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur	60 years lease expiring on 1 June 2078	Three storey corporate office and storage facility/ Office & Warehouse	147,132/ 22,366	20.7.2020	5 years	24,907,518

ANALYSIS OF SHAREHOLDINGS
AS AT 1 APRIL 2026

ORDINARY SHARE

Total Number of Issued Shares	:	604,285,839
Class of Shares	:	Ordinary Shares
Voting Rights	:	One vote per share
Number of Shareholders	:	4,684

ANALYSIS BY SIZE OF SHAREHOLDINGS

	No. of Shareholders	%	No. of Shares Held	%
1 – 99	14	0.30	437	(*)0.00
100 – 1,000	461	9.84	252,300	0.04
1,001 – 10,000	1,749	37.34	11,289,812	1.87
10,001 – 100,000	1,988	42.44	75,218,700	12.45
100,001 to less than 5% of issued shares	470	10.04	299,605,600	49.58
5% and above of issued shares	2	0.04	217,918,990	36.06
Total	**4,684**	**100.00**	**604,285,839**	**100.00**

Note: -
(*) *Less than 0.01%*

LIST OF SUBSTANTIAL SHAREHOLDERS

Substantial Shareholders	No. of Ordinary Shares Direct	%	Indirect	%
OVCSB	180,183,939	29.82	-	-
Dato' Ong Choo Meng (*)	-	-	180,183,939	29.82
HCB (^)	-	-	180,183,939	29.82
Na Bon Tiam	37,735,051	6.25	-	-

Notes: -
(*) *Deemed interested pursuant to Section 8(4) of the CA 2016 by virtue of his interests in HCB which in turn is the holding company of OVCSB.*
(^) *Deemed interested by virtue of its shareholding in OVCSB pursuant to Section 8(4) of the CA 2016.*

DIRECTORS' SHAREHOLDINGS

Name of Directors	No. of Ordinary Shares Direct	%	Indirect	%
Tan Sri Datuk Cham Hak Lim	1,200,000	0.20	-	-
Ong Soon Lim	-	-	-	-
Zulamran Bin Hamat	1,500,000	0.25	-	-
Sharon Ng Saw Ean	-	-	-	-
Abby Lee Gin Mun	-	-	-	-
Teh Li King	-	-	-	-

ANALYSIS OF SHAREHOLDINGS
AS AT 1 APRIL 2026
(CONT'D)

LIST OF THIRTY LARGEST SHAREHOLDERS

No.	Shareholders	No. of Shares Held	%
1	Malaysia Nominees (Tempatan) Sendirian Berhad *Pledged Securities Account for OVCSB (05-00056-000)*	180,183,939	29.82
2	Na Bon Tiam	37,735,051	6.25
3	City Exotic Sdn Bhd *Pledged Securities Account for Ng Vic Ca*	25,000,000	4.14
4	City Exotic Sdn Bhd *Pledged Securities Account for Liaw Ling Syin*	18,000,000	2.98
5	Kejaya Kaya Sdn Bhd *Pledged Securities Account for Ng Chee Chong*	15,000,000	2.48
6	Kejaya Kaya Sdn Bhd *Pledged Securities Account for Kenny Tan Keng Seng*	13,000,000	2.15
7	City Exotic Sdn Bhd *Pledged Securities Account for Tan Pei Shiun*	12,000,000	1.99
8	Kejaya Kaya Sdn Bhd *Pledged Securities Account for Pu Seong En*	10,000,000	1.65
9	Alliancegroup Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Lim Aun Chuan (8041381)*	8,198,600	1.36
10	Mah Chuen Huei	7,605,100	1.26
11	Ang Eng Bee	4,196,600	0.69
12	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. *Pledged Securities Account for Ong Xeng Thou (MY4534)*	4,000,000	0.66
13	Public Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Lim Guan Chong (E-KLG)*	3,244,000	0.54
14	Kenanga Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Chong Fut Ling (001)*	3,168,700	0.52
15	CGS International Nominees Malaysia (Tempatan) Sdn Bhd *Pledged Securities Account for Yap Jin Xiang (MY4652)*	2,809,300	0.47
16	RHB Capital Nominees (Tempatan) Sdn Bhd *Lee Yuet Ngor*	2,578,000	0.43
17	Yu Lian Hai	2,400,000	0.40
18	Yap Kiow Chai @ Yap Hon Fah	2,253,700	0.37
19	Lim Soon Tut	2,231,300	0.37
20	Koh Soon Kiat	2,077,400	0.34
21	Yap Kah Hooi	2,000,100	0.33
22	See Keng Huat	2,000,000	0.33
23	Ng Choon Hua	1,925,000	0.32
24	RHB Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Mok Yau Choy*	1,900,000	0.31
25	Tan Pooi Fan	1,900,000	0.31
26	Andy Lim Chin Keat	1,860,000	0.31
27	Ng Bun Bu	1,755,000	0.29
28	Alliancegroup Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Hon Pansy (8124416)*	1,600,000	0.26
29	Yu Kim Lung	1,600,000	0.26
30	Maybank Nominees (Tempatan) Sdn Bhd *Siew Chee Seng*	1,550,000	0.26
	Total	**373,771,790**	**61.85**

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Ninth Annual General Meeting ("**9th AGM**") of Binasat Communications Berhad ("**BINASAT**" or "**the Company**") will be held on Tuesday, 30 June, 2026 at 10:00 a.m. at Hextar Hall, Level 17, Hextar Centre, Hextar Tower, No. 8, Jalan Damansara, Empire City, PJU 8, Damansara Perdana, 47820 Petaling Jaya, Selangor Darul Ehsan to transact the following business: -

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and Auditors thereon. [Please refer to Explanatory Note 1]

2. To approve the payment of Directors' fees to the Non-Executive Directors of the Company up to an aggregate amount of RM234,000.00 for the period from 1 July 2026 until the next Annual General Meeting of the Company. **ORDINARY RESOLUTION 1** [Please refer to Explanatory Note 2]

3. To re-elect the following Directors who retire pursuant to Clause 96 of the Company's Constitution: - [Please refer to Explanatory Note 3]

   (i) Encik Zulamran bin Hamat **ORDINARY RESOLUTION 2**

   (ii) Mr. Teh Li King **ORDINARY RESOLUTION 3**

4. To re-elect Ms. Abby Lee Gin Mun who retire pursuant to Clause 102 of the Company's Constitution. **ORDINARY RESOLUTION 4**

5. To re-appoint Messrs. Ecovis Malaysia PLT as Auditors of the Company for the ensuing financial year and to authorise the Directors to determine their remuneration. **ORDINARY RESOLUTION 5**

AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolution with or without modifications: -

6. **AUTHORITY TO ISSUE AND ALLOT SHARES** **ORDINARY RESOLUTION 6** [Please refer to Explanatory Note 4]

   "**THAT** pursuant to Sections 75 and 76 of the Companies Act 2016 ("**the Act**"), the Constitution of the Company, ACE Market Listing Requirement of Bursa Malaysia Securities Berhad ("**Bursa Securities**") and approval from Bursa Securities and any other relevant governmental and/or regulatory authorities, where such approval is required, the Directors of the Company be and are hereby authorised and empowered to issue and allot shares ("**New Shares**") in the capital of the Company from time to time, at such price, and upon such terms and conditions, for such purposes, and to such person or persons as the Directors may in their absolute discretion deem fit, provided always that the aggregate number of such New Shares to be issued and allotted, pursuant to this resolution, aggregated with the total number of any such shares issued during the preceding twelve (12) months does not exceed ten percent (10%) of the total number of issued shares (excluding treasury shares, if any) of the Company for the time being as stipulated under Rule 6.04(1) of ACE Market Listing Requirements of the Bursa Securities ("**Proposed General Mandate**"); **AND THAT** the Directors be and are hereby also empowered to obtain the approval from Bursa Securities for the listing of and quotation for such New Shares on the ACE Market of Bursa Securities.

   THAT authority be and is hereby given to the Directors of the Company, to give effect to the Proposed General Mandate with full powers to assent to any conditions, modifications, variations and/or amendments as they may deem fit in the best interest of the Company and/or as may be imposed by the relevant authorities.

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

THAT the Directors of the Company, be and are hereby authorised to implement, finalise, complete and take all necessary steps and to do all acts (including execute such documents as may be required), deeds and things in relation to the Proposed General Mandate.

THAT such authority shall commence immediately upon the passing of this resolution and continue to be in force until the conclusion of the next Annual General Meeting ("**AGM**") of the Company.

THAT pursuant to Section 85 of the Act read together with Clause 14 of the Company's Constitution, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company and to offer New Shares arising from the issuance and allotment of the New Shares pursuant to Sections 75 and 76 of the Act, the Constitution of the Company and the approvals from Bursa Securities and any other relevant governmental and/or regulatory authorities, where such approval is required; **AND THAT** such New Shares when allotted shall rank pari passu in all respects with the existing class of ordinary shares.

FURTHER THAT the Board of Directors of the Company is exempted from the obligation to offer such New Shares to the existing shareholders of the Company."

7. **PROPOSED RENEWAL OF EXISTING SHAREHOLDERS' MANDATE AND PROPOSED NEW SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED SHAREHOLDERS' MANDATE")**

ORDINARY RESOLUTION 7
[Please refer to Explanatory Note 5]

"**THAT** subject to the provisions of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**"), approval be and is hereby given to the Company and/or its subsidiary(ies) ("**Binasat Group**") to enter into and give effect to the recurrent related party transactions of a revenue or trading nature with the related parties as set out in Section 2.5 of the Circular to the Shareholders dated 29 April 2026 in relation to the Proposed Shareholders' Mandate which are necessary for the day-to-day operations of Binasat Group, and are carried out in the ordinary course of business, the transactions are undertaken at an arm's length basis and are on normal commercial terms which are not more favourable to the related parties than those generally available to third party and on terms not detrimental to the minority shareholders of the Company.

AND THAT such authority shall continue to be in force until:

(i) the conclusion of the next Annual General Meeting ("**AGM**") of the Company at which it will lapse unless the authority is renewed by a resolution passed at the next AGM;
(ii) the expiration of the period within which the next AGM after that date is required by law to be held pursuant to Section 340(2) of the Companies Act 2016 ("**the Act**") [but must not extend to such extension as may be allowed pursuant to Section 340(4) of the Act]; or
(iii) revoked or varied by an ordinary resolution passed by the shareholders of the Company at a general meeting,

whichever is earlier.

AND FURTHER THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including, without limitation, to execute all such documents and to assent to any conditions, variations and/or amendments) as they may consider expedient or necessary in the best interest of the Company to give effect to the Proposed Shareholders' Mandate."

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

8. To transact any other business of the Company of which due notice shall have been given in accordance with the Constitution of the Company and the Companies Act, 2016.

BY ORDER OF THE BOARD

WONG MEE KIAT (MAICSA 7058813) (SSM PC No. 202008001958)
LIM LI HEONG (MAICSA 7054716) (SSM PC No. 202008001981)

Company Secretaries
Kuala Lumpur

Wednesday, 29 April, 2026

NOTES

1) Subject and without prejudice to any special privileges or restrictions as to voting for the time being attached to any special class of shares for the time being forming part of the capital of the Company, every holder of ordinary or preference shares who is personally present, who is a member or proxy or represented by attorney on a show of hands on any question shall have one vote and upon a poll every such member shall have one vote for every ordinary or preference share held by him. A proxy need not be a member of the Company and there shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at a meeting of the Company shall have the same rights as the member to speak at the meeting. A member may appoint not more than two (2) proxies to attend the same meeting. Where a member appoints two (2) proxies, he shall specify the proportion of his shareholdings to be represented by each proxy.

2) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("**SICDA**"), it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

3) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.

4) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing (or if such appointor be a corporation, under its common seal or under the hand of an officer or attorney duly authorised or in some other manner approved by Directors). An instrument appointing a proxy to vote at a meeting shall be deemed to include the power to demand or concur in demanding a poll on behalf of the appointor.

5) The instrument appointing a proxy must be deposited at the Poll Administrator's office at **Bina Management (M) Sdn. Bhd., Lot 10, The Highway Centre, Jalan 51/205, 46050 Petaling Jaya, Selangor** or submit via email to **agm-support.Binasat@virtualagm.asia** not less than forty-eight (48) hours before the time appointed for holding the meeting or any adjournment thereof.

6) In respect of deposited securities, only a depositor whose name appears on the Record of Depositors on Tuesday, 23 June, 2026 (General Meeting Record of Depositors) shall be eligible to attend the meeting or appoint proxy(ies) to attend and/or vote on his / her behalf.

7) By submitting the duly executed instrument appointing a proxy, a member and his/her proxy consent to the Company (and / or its agents / service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010 for this meeting and any adjournment thereof.

8) For Individual Shareholder, you may wish to **register your proxy** online at **https://cygnusurl.com/1AyF7k** or scan the QR code.

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

EXPLANATORY NOTES ON ORDINARY AND SPECIAL BUSINESS:

1.0 AUDITED FINANCIAL STATEMENTS

Agenda item no. 1 is meant for discussion only as the provision of Section 340(1)(a) of the Act does not require a formal approval of shareholders for the Audited Financial Statements. Hence, this item on the Agenda is not put forward for voting.

2.0 ORDINARY RESOLUTION 1
Proposed Payment of Directors' Fee

Pursuant to Section 230(1) of the Act, the Directors' Fees and any benefits payable to the Directors of a listed company and its subsidiaries shall be approved by the shareholders at a general meeting.

There are no benefits payable to Directors. In this respect, shareholders' approval shall be sought at this 9th AGM on the Directors' fees under Ordinary Resolution 1.

The proposed Ordinary Resolution 1 is to facilitate the payment of Directors' fees on a current year basis based on the current board size and the number of scheduled meetings. In the event that the amount proposed is insufficient (due to enlarged Board size and/or additional number of meetings), approval will be sought at the next Annual General Meeting for the shortfall.

3.0 ORDINARY RESOLUTION 2 AND 3
Re-election of Directors

The Board through the Nomination Committee ("**NC**"), has assessed individual Directors for financial year ended 31 December 2025 based on their self/peer assessments and Independent Directors' annual confirmations of independence. Furthermore, the NC has evaluated Encik Zulamran bin Hamat and Teh Li King (referred to as "**retiring Directors**") in terms of their character, experience, integrity, competence and commitment of time to effectively discharge their roles and responsibilities based on the criteria outlined in the Directors' Fit and Proper Policy ("**Fit and Proper Criteria**").

The Board and the NC are satisfied that the retiring Directors meets the Fit and Proper Criteria for re-election to the Board and able to continue to diligently discharge their duties as Directors. The Board recommends that shareholders approve the re-election of the retiring Directors, who have offered themselves for re-election at the 9th AGM. The retiring Directors has abstained from deliberations and decision on their re-election at the relevant meetings of the Board and the NC.

4.0 ORDINARY RESOLUTION 6
Authority to Allot and Issue Shares Pursuant to Sections 75 and 76 of the Companies Act 2016

The Company wishes to renew the mandate on the authority to issue shares pursuant to Sections 75 and 76 of the Companies Act 2016 at the 9th AGM of the Company.

The Company had been granted a general mandate by its shareholders at the 8th AGM of the Company on 20 June 2025 ("**Previous Mandate**"). The previous mandate granted by the shareholders had not been utilized and hence, no proceed was raised therefrom.

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

The proposed Ordinary Resolution 6, if passed, is a renewal general mandate to empower the Directors of the Company to issue and allot shares up to an amount not exceeding 10% of the total number of issued shares of the Company for the time being subject to the approvals of all the relevant governmental and/or other regulatory bodies and for such purposes as the Directors consider would be in the best interest of the Company.

The 10% General Mandate will provide flexibility to the Company for any possible fund-raising activities, including but not limited to further placing of shares, repayment of bank borrowing(s), if any, for purpose of funding future investment project(s), working capital and / or acquisitions. The 10% General Mandate, unless revoked or varied by the Company in a general meeting, will expire at the conclusion of the next AGM.

The approval of the issuance and allotment of the new shares under Sections 75 and 76 of the Companies Act 2016 shall have the effect of the shareholders having agreed to irrevocably waive their statutory pre-emptive rights pursuant to Section 85 of the Act and Clause 14 of the Constitution of the Company, pertaining to the issuance and allotment of new shares under Sections 75 and 76 of the Companies Act 2016, which will result in a dilution to their shareholding percentage in the Company.

5.0 ORDINARY RESOLUTION 7

Proposed Renewal of Existing Shareholders' Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature ("Proposed Shareholders' Mandate")

The proposed Ordinary Resolution 7, if passed, will allow the Company and / or its subsidiary(ies) ("**Binasat Group**") to enter into the Recurrent Related Party Transactions of a Revenue and / or Trading Nature in the ordinary course of its business, which is necessary for the Binasat Group's day-to-day operations with the related parties as set out in the Circular to Shareholders dated 29 April, 2026.

Please refer to the Circular to Shareholders dated 29 April, 2026 for further details.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

PURSUANT TO RULE 8.29(2), APPENDIX 8A OF THE ACE MARKET LISTING REQUIREMENTS OF BURSA MALAYSIA SECURITIES BERHAD

1.0 Details of person who are standing for re-election as Directors

The Directors standing for re-election pursuant to Clause 96 of the Company's Constitution and offered themselves for re-election at the Ninth Annual General Meeting is Encik Zulamran Bin Hamat and Mr. Teh Li King. Their profiles are stated on page 39 and 42 of the 2025 Annual Report respectively.

The details of the Directors' interest in the securities of the Company are stated in the "Analysis of Shareholdings" section of the 2025 Annual Report.

2.0 Detail of person who is standing for re-election as Director

The Director standing for re-election pursuant to Clause 102 of the Company's Constitution and offered herself for re-election at the Ninth Annual General Meeting is Abby Lee Gin Mun. Her profile is stated on page 41 of the 2025 Annual Report.

The details of the Directors' interest in the securities of the Company are stated in the "Analysis of Shareholdings" section of the 2025 Annual Report.

3.0 Statement relating to general mandate for issue of securities in accordance with paragraph 6.04(1) of Ace Market Listing Requirements of Bursa Malaysia Securities Berhad

Details of the general mandate to issue securities pursuant to Sections 75 and 76 of the Act are set out under Explanatory Note 4 of this Notice.

BINASAT COMMUNICATIONS BERHAD
[201701008491 (1222656-D)
(Incorporated in Malaysia)

CDS ACCOUNT NO	TOTAL NUMBER OF SHARES HELD

INSTRUMENT OF PROXY

I / We _____
(Full Name as per NRIC / Passport / Certificate of Incorporation in Capital Letters)

NRIC No. / Passport No. / Registration No.: _____

Contact No.: _____; Email: _____

Of _____

Being shareholder of **BINASAT COMMUNICATIONS BERHAD**, do hereby appoint the following:

Full Name *(In block letters)*:	MyKad / Passport No.:	Proportion of Shareholdings	
		No. of Shares	Percentage (%)
Address:			
Email address:	Contact No.:		

*OR failing him / her / AND,

Full Name *(In block letters)*:	MyKad / Passport No.:	Proportion of Shareholdings	
		No. of Shares	Percentage (%)
Address:			
Email address:	Contact No.:		

or failing *him / her, the CHAIRMAN OF THE MEETING, as *my / our proxy, to vote for *me / us and on *my/our behalf at the **Ninth Annual General Meeting (9th AGM) of BINASAT COMMUNICATIONS BERHAD** to be held at the **Hextar Hall, Level 17, Hextar Centre, Hextar Tower, No. 8, Jalan Damansara, Empire City, PJU 8, Damansara Perdana, 47820 Petaling Jaya, Selangor** on **Tuesday, 30 June, 2026** at **10:00 a.m.** or at any adjournment thereof.

Please indicate with an "X" in the space provided below how you wish your vote to be casted. If no specific direction is given, the proxy will vote or abstain from voting at his / her discretion.

RESOLUTIONS RELATING TO			
ORDINARY RESOLUTIONS		**FOR**	**AGAINST**
1	Payment of Directors' fees to the Non-Executive Directors of the Company up to an aggregate amount of RM234,000.00 for the period from 1 July 2026 until the next Annual General Meeting of the Company		
2	Re-election of Encik Zulamran bin Hamat as a Director		
3	Re-election of Mr. Teh Li King as a Director		
4	Re-election of Ms. Abby Lee Gin Mun as a Director		
5	Re-appointment of Messrs. Ecovis Malaysia PLT as Auditors of the Company for the ensuing financial year and to authorize the Directors to determine their remuneration		
6	Authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016		
7	Proposed Renewal of Existing Shareholders' Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature		

Dated this _____ day of _____ 2026

_____
Signature / Common Seal of Shareholder(s)
(*Delete if not applicable)

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the Annual General Meeting ("**AGM**") and any adjournment thereof, the Shareholder / Proxy of the Company ("**Binasat Communications Berhad**") acknowledges and agrees as follows:

1.0 Binasat Communications Berhad is the Data Controller, responsible for determining the purposes and means of processing personal data in connection with the AGM.

2.0 Bina Management (M) Sdn. Bhd. has been appointed as the Poll Administrator by Binasat Communications Berhad. In carrying out this role, Bina Management (M) Sdn. Bhd. utilizes the VirtualAGM.asia platform to receive and manage Digital Proxy Forms. VirtualAGM.asia acts solely as a Data Processor, processing personal data strictly on behalf of and in accordance with the documented instructions of Binasat Communications Berhad and Bina Management (M) Sdn. Bhd.

3.0 The Shareholder / Proxy consents to the collection, use, disclosure, storage and retention of their personal data by Binasat Communications Berhad (as Data Controller) and its appointed Data Processor(s) (including the Poll Administrator) for the purposes of:
- 3.1 Processing and administering proxies and representatives appointed for the AGM;
- 3.2 Preparing and compiling attendance lists, minutes, and other documents relating to the AGM; and
- 3.3 Ensuring compliance with applicable laws, listing rules, regulations, and guidelines (collectively, the "**Purposes**").

4.0 Where the Shareholder / Proxy discloses personal data of proxy(ies) and / or representative(s) to Binasat Communications Berhad and its appointed Data Processor(s), the Shareholder / Proxy warrants that prior consent has been obtained from such proxy(ies) and / or representative(s) for the collection, use, disclosure, storage and retention of their personal data for the Purposes.

5.0 The Shareholder / Proxy agrees to indemnify and hold harmless Binasat Communications Berhad against all penalties, liabilities, claims, demands, losses and damages arising directly or indirectly from any breach of the above warranty.

Fold This Flap For Sealing

NOTES

1) *Subject and without prejudice to any special privileges or restrictions as to voting for the time being attached to any special class of shares for the time being forming part of the capital of the Company, every holder of ordinary or preference shares who is personally present, who is a member or proxy or represented by attorney on a show of hands on any question shall have one vote and upon a poll every such member shall have one vote for every ordinary or preference share held by him. A proxy need not be a member of the Company and there shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at a meeting of the Company shall have the same rights as the member to speak at the meeting. A member may appoint not more than two (2) proxies to attend the same meeting. Where a member appoints two (2) proxies, he shall specify the proportion of his shareholdings to be represented by each proxy.*
2) *Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA"), it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.*
3) *Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.*
4) *The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing (or if such appointor be a corporation, under its common seal or under the hand of an officer or attorney duly authorised or in some other manner approved by Directors). An instrument appointing a proxy to vote at a meeting shall be deemed to include the power to demand or concur in demanding a poll on behalf of the appointor.*
5) *The instrument appointing a proxy must be deposited at the Poll Administrator's office at* ***Bina Management (M) Sdn. Bhd., Lot 10, The Highway Centre, Jalan 51/205, 46050 Petaling Jaya, Selangor*** *or submit via email to* ***agm-support.Binasat@virtualagm.asia*** *not less than forty-eight (48) hours before the time appointed for holding the meeting or any adjournment thereof.*
6) *In respect of deposited securities, only a depositor whose name appears on the Record of Depositors on Tuesday, 23 June, 2026 (General Meeting Record of Depositors) shall be eligible to attend the meeting or appoint proxy(ies) to attend and/or vote on his / her behalf.*
7) *By submitting the duly executed instrument appointing a proxy, a member and his/her proxy consent to the Company (and / or its agents / service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010 for this meeting and any adjournment thereof.*
8) *For Individual Shareholder, you may wish to* **register your proxy** *online at* ***https://cygnusurl.com/1AyF7k*** *or scan the QR code above.*

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AFFIX
STAMP

BINASAT COMMUNICATIONS BERHAD
Registration No. 201701008491 (1222656-D)

Bina Management (M) Sdn. Bhd.
Lot 10, The Highway Centre, Jalan 51/205,
46050 Petaling Jaya,
Selangor Darul Ehsan

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BINASAT COMMUNICATIONS BERHAD
[Registration No: 201701008491 (1222656-D)]
(Incorporated in Malaysia under the Companies Act 2016)

Menara Binasat, Lot PT 13824,
Jalan Teknologi 4, Technology Park Malaysia,
Bukit Jalil, 57000 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur.

Tel: + 603-9546 1881 | Fax: + 603-9546 1850
Email: contact@binagroup.com.my

www.binacom.com.my