

TUJU SETIA
builder *of* choice

ACHIEVING NEW HEIGHTS

2025
ANNUAL REPORT



CONTENT

6th

Annual General Meeting Of Tuju Setia Berhad

Kuala Lumpur Golf & Country Club,
Function Room 1 & 2,
Level 1, Main Lobby
No. 10, Jalan 1/70D,
Bukit Kiara,
60000 Kuala Lumpur.

Tuesday

16 June 2026

10:00 am



Scan to view our
Annual Report
2025

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COVER RATIONALE

Tuju Setia continues to overcome challenges and scale new heights in FY2025.

With each step forward, we rise higher, towards a brighter skyline.

CORPORATE INFORMATION

BOARD OF DIRECTORS

YAM Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj
(Independent Non-Executive Chairman)

Wee Eng Kong
(Managing Director)

Wee Beng Chuan
(Executive Director)

Dato' Wee Beng Aun
(Non-Independent Non-Executive Director)

Datin Seri Raihanah Begum binti Abdul Rahman
(Independent Non-Executive Director)

Loo Ming Chee
(Independent Non-Executive Director)

Dato' Nor Adha bin Yahya
(Independent Non-Executive Director)

AUDIT AND RISK MANAGEMENT COMMITTEE

Dato' Nor Adha bin Yahya
Chairman

Datin Seri Raihanah Begum binti Abdul Rahman
Member

Loo Ming Chee
Member

NOMINATION AND REMUNERATION COMMITTEE

Loo Ming Chee
Chairman

Datin Seri Raihanah Begum binti Abdul Rahman
Member

Dato' Nor Adha bin Yahya
Member

COMPANY SECRETARIES

Tai Yit Chan
(MAICSA 7009143)
(SSM PC No.: 202008001023)

Tia Hwei Ping
(MAICSA 7057636)
(SSM PC No.: 202008001687)

REGISTERED OFFICE

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No. 5, Jalan Prof. Khoo Kay Kim
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46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

Telephone No. : (03) 7890 4800
Facsimile No. : (03) 7890 4650
Email : boardroom-kl@boardroomlimited.com

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Bandar Puteri
47100 Puchong
Selangor Darul Ehsan
Malaysia

Telephone No. : (03) 8066 8800
Facsimile No. : (03) 8066 8777
Email : enquiry@tujusetia.my
Website : www.tujusetia.my

EXTERNAL AUDITORS

KPMG PLT (LLP0010081-LCA & AF0758)

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
Malaysia

Telephone No. : (03) 7890 4700
Facsimile No. : (03) 7890 4670
Email : bsr.helpdesk@boardroomlimited.com

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
Stock Name: TJSETIA
Stock Code: 5297

CORPORATE PROFILE & STRUCTURE

Tuju Setia Berhad (“Tuju Setia”) has been listed on the Main Market of Bursa Malaysia Securities Berhad (“Bursa Securities”) under the construction sector since 19 May 2021.

OUR VISION

To Be The Builder of Choice

OUR MISSION

- ❖ To Achieve High Client Satisfaction Rating Through Performance
 - ❖ Quality Control And Assurance At Every Stage of Works
 - ❖ Timely Completion For All Projects
 - ❖ Excel In Cost Management And Control

Since commencement in 2006, Pembinaan Tuju Setia Sdn. Bhd. (“PTS”), a wholly-owned subsidiary of Tuju Setia, provides construction services as a main contractor with experience in high-rise commercial, residential, and institutional buildings, as well as design & construction of hospitals.

PTS is accredited with:

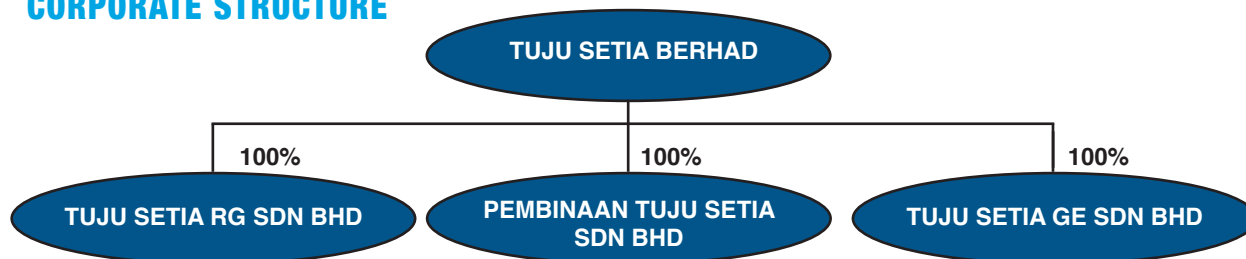


- ISO 9001:2015 Quality Management System for the provision of project management for construction of buildings and engineering works
- QLASSIC (Quality Assessment System in Construction)
- CONQUAS (Construction Quality Assessment System) quality certification
- SHASSIC (Safety and Health Assessment System) assessment for health and safety performance

On top of that, PTS is a Grade G7 contractor registered with the Construction Industry Development Board (CIDB) of Malaysia, allowing us to undertake projects with unlimited value. Additionally, PTS is registered under Category B29 to undertake construction of hospitals and healthcare facilities.

With the Sijil Perolehan Kerja Kerajaan, PTS is able to participate in tenders for Government projects.

CORPORATE STRUCTURE



CONSTRUCTION

Since the commencement of our business operations in 2006, we have completed 38 projects with an aggregated contract value of RM 4.6 billion timely and with credible rating from relevant authorities. Notable recent completed projects include Sunway d’hill Residences, The Pulse Residence, One Equine (Phase 1), 121 Residences, Savvy @ Riana Dutamas, Emerald Hills Lakefront and Tengku Permaisuri Norashikin Hospital at Kajang.

Our core competencies include:

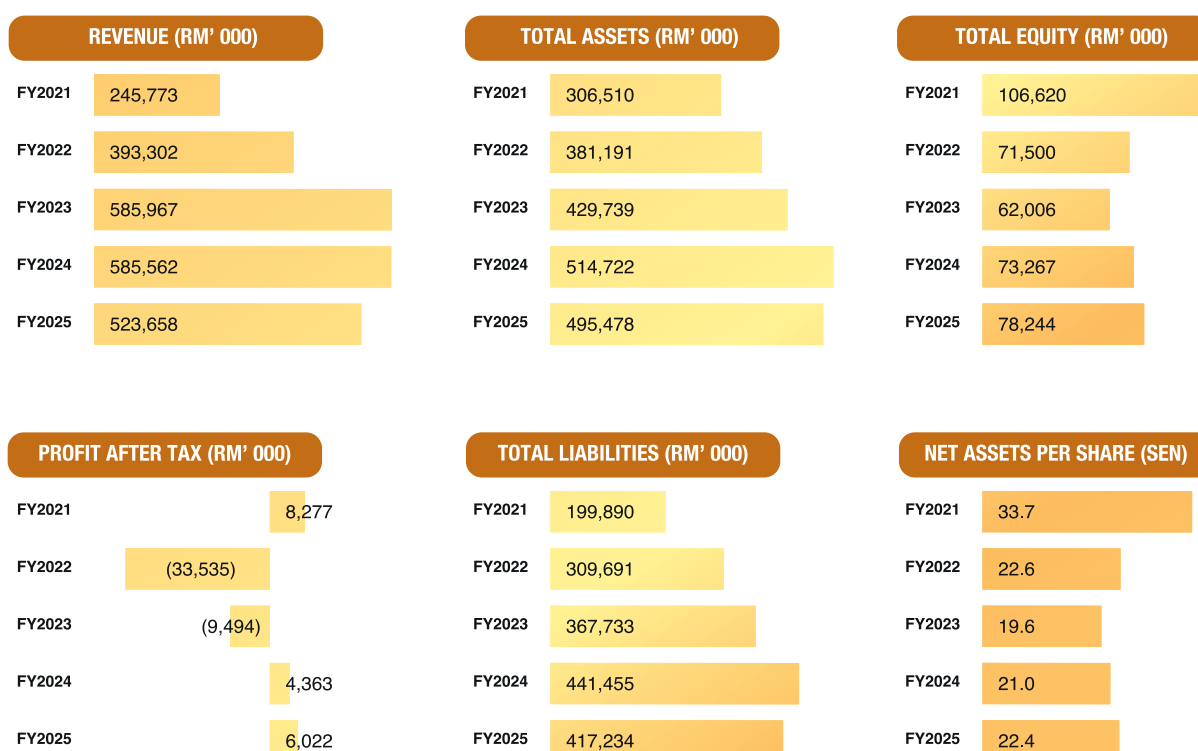
<p>Value Engineering:</p> <p>Our in-house civil and structural, as well as mechanical and electrical engineering expertise allows us to offer value engineering such as providing alternative designs on certain parts of the building construction to fulfil clients’ objectives.</p>	<p>Design and Construction of Hospitals and Healthcare Facilities:</p> <p>We are registered with CIDB under category B29, which permits us to undertake construction of hospitals and healthcare facilities, as well as procurement and installation of Group 1 medical equipment such as diagnostic imaging system, operating room equipment and dental equipment.</p>	<p>Industrialised Building System (“IBS”):</p> <p>We employ IBS techniques comprising the use of aluminium formwork system for cast-in-situ construction, and prefabricated concrete components manufactured on-site and off-site. We also use prestressed concrete slab fabricated on-site, which allow for longer spans of up to 13.5 metres between columns for our building construction.</p>	<p>Building Information Modelling (“BIM”):</p> <p>We utilise this three dimensional digital platform to integrate the planning, scheduling, costing, procurement, design, specification, construction and facility operation data and information required to simulate the physical construction of the project.</p>
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FIVE -YEAR FINANCIAL HIGHLIGHTS

	FY2021 ⁽¹⁾	FY2022	FY2023	FY2024	FY2025
	RM'000	RM'000	RM'000	RM'000	RM'000
Financial Results					
Revenue	245,773	393,302	585,967	585,562	523,658
Profit/(Loss) Before Taxation	11,144	(45,895)	(10,150)	6,045	8,233
Profit/(Loss) After Taxation	8,277	(33,535)	(9,494)	4,363	6,022
Financial Positions					
Total Assets	306,510	381,191	429,739	514,722	495,478
Total Liabilities	199,890	309,691	367,733	441,455	417,234
Net Assets	106,620	71,500	62,006	73,267	78,244
Financial Ratios					
Net Assets per share ⁽²⁾ (<i>sen</i>)	33.7	22.6	19.6	21.0	22.4
Basic Earnings/(Loss) per share ⁽³⁾ (<i>sen</i>)	2.6	(10.6)	(3.0)	1.37	1.73
Net Gearing ⁽⁴⁾ (<i>times</i>)	Net cash	0.28	1.17	1.07	1.35

Notes:

- (1) Tuju Setia Berhad (the "Company") was incorporated on 18 February 2020 and was listed on the Main Market of Bursa Malaysia Securities Berhad on 19 May 2021. The combined financial statements are shown (for comparison purposes) on the basis of a combined group i.e., the Group completed the acquisition of its subsidiary, Pembinaan Tuju Setia Sdn. Bhd. on 31 March 2021 and is assumed to be under common control prior to the acquisition.
- (2) Net Assets per share is calculated based on Net Assets divided by the issued share capital of 316,828,700 shares for FY2021-FY2023 and 348,511,570 shares for FY2024-FY2025.
- (3) Basic Earnings/(Loss) per share is calculated based on Profit/(Loss) after Taxation divided by the issued share capital of 316,828,700 shares for FY2021-FY2023, weighted average issued share capital of 319,468,939 shares for FY2024 and 348,511,570 shares for FY2025.
- (4) Net Gearing is calculated based on Total Borrowings minus Cash and Cash Equivalents, divided by Shareholders' Equity.



Dear Valued Shareholders,

Tuju Setia Berhad (“Tuju Setia” or “the Group”) remains steadfast in its vision of becoming the “Builder of Choice”, guided by disciplined execution and strong emphasis on consistently delivering good quality work on a timely basis.

Building on the successful turnaround achieved in the previous year, Tuju Setia concluded the financial year ended 31 December 2025 (“FY2025”) on a positive note, with improved profitability and meaningful project wins from reputable and repeat clientele.

On behalf of the Board of Directors, it is my privilege to present the Annual Report and Audited Financial Statements of Tuju Setia for FY2025.

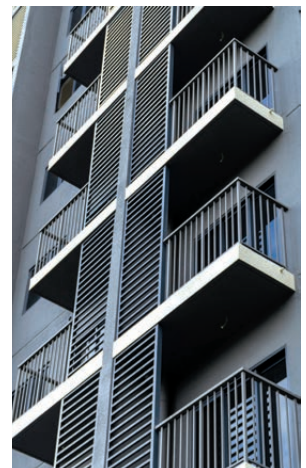


Robust Order Book Underpinning Earnings Visibility

The Group’s order book continued to grow robustly to RM2.1 billion as at the end of FY2025, bolstered by three new project wins amounting to RM738.1 million. The successful order book replenishment not only provides a strong foundation for profitability until 2029, but also highlights the trust that the clientele placed on Tuju Setia’s capability to consistently maintain construction excellence.



Delivering Excellence with Industry Quality Scores



In FY2025, the Group successfully delivered two projects on schedule, namely The Pulse Residence and One Equine (Phase One). Notably, both projects achieved impressive CIDB Malaysia Quality Assessment System in Construction (“QLASSIC”) scores of 83%, in recognition of the Group’s commitment to stringent quality control.

Coupled with our consistent attainment of QLASSIC and BuildQAS scores above 80%, these accomplishments further strengthen our long-standing reputation for delivering reliable and quality work in the construction industry.

Growth Momentum Continues

Tuju Setia further improved its profit after tax ("PAT") to RM6.0 million in FY2025 from RM4.4 million in FY2024, while revenue stood at RM523.7 million, compared to RM585.6 million in FY2024. The lower revenue recorded was mainly due to disruptions in the supply of building materials in the last quarter of FY2025 which resulted in slower work progress, whilst the higher PAT achieved reflects the Group's improving fundamentals, attributable to improved margin from ongoing projects alongside the reduced role from the legacy projects that were impacted by the COVID-19 pandemic.

With several ongoing projects in progress, the Group is expected to remain busy in the coming years to deliver increasing profitability and shareholder value.

Rewarding Shareholders With Dividend

Following the return to profitability in FY2024, the Group reaffirmed its commitment to the set dividend policy and continues to do so in FY2025, in recognition of our shareholders' steadfast support. The Board of Directors has proposed a final dividend of 0.40 sen per ordinary share for FY2025 (FY2024: 0.30 sen). The proposed dividend represents a total payout of RM1.4 million, or a payout ratio of 23.1% and is subject to shareholders' approval at the forthcoming Annual General Meeting.

Appreciation

I wish to extend my deep appreciation to Tuju Setia's Board of Directors, management and all our employees for their unwavering support and dedication to the Group's aspirations for growth and commitment to consistently deliver good quality work on a timely basis. Your efforts have been instrumental in keeping us on track towards our vision of being the Builder of Choice.

I also wish to acknowledge the valuable support of our clientele and business associates to our success, along with heartfelt thanks to our shareholders for your continued confidence and trust in Tuju Setia.

YAM Tengku Datuk Seri

Ahmad Shah Alhaj ibni Almarhum

Sultan Salahuddin Abdul Aziz Shah Alhaj

Independent Non-Executive Chairman



Dear Valued Shareholders,

Tuju Setia's journey since its listing has been one defined by resilience and determination. After listing on the Main Market of Bursa Malaysia in 2021, we faced the unprecedented challenges of the COVID-19 pandemic era and the substantial price surge of building materials arising from the Russia-Ukraine war. The turbulence and uncertainties amidst the recovery thereof have been very difficult and required many of our plans to be constantly recalibrated.

Although the years that followed have been plagued with difficulties, we have never wavered in fulfilling our commitment made to the stakeholders, including clientele, shareholders, suppliers, financiers and employees. With much perseverance and unwavering dedication of our team, Tuju Setia has successfully navigated the challenging period and remains steadfast in our plan for the future. Today, we are encouraged by the progress we have made. With improving financial performance, a robust order book and the continued trust of our clientele and partners, the Group is now on a stronger footing for the future. As we move forward, Tuju Setia will continue to strengthen our capabilities and resources, staying true to our commitment to consistently deliver quality projects timely, affirming our journey towards becoming the Builder of Choice.

With great pleasure, I present an overview of our operational and financial performance for FY2025 along with our strategic growth plans and key risk considerations as we move forward into the financial year ending 31 December 2026 ("FY2026").

Operational Highlights

FY2025 was a year of careful execution of our ongoing projects, at the same time active participation in tenders to strengthen our order book, and we have progressed well on both fronts. As at the end of FY2025, the Group's order book stood at RM2.1 billion, providing long term earnings visibility until 2029.

During the year, the Group secured three (3) new project wins with a combined contract value of RM738.1 million. Notably, two of these projects were awarded by existing clientele, namely Sunway Berhad Group and MKH Berhad Group, reflecting their continued trust in Tuju Setia's delivery capabilities. In addition, the award of Syntec Malaysia Facility Phase 1 project marked the Group's entry into industrial building construction, further expanding our portfolio beyond high-rise residential and healthcare developments.



Syntec Malaysia Facility Phase 1

Operationally, the Group remained actively engaged across a diverse portfolio of ongoing residential, healthcare and mixed-use developments. Our teams focused on maintaining construction progress, quality standards and safe practices across all sites, ensuring that projects are delivered efficiently and timely.



Sunway Cochrane



Naluri Residence



Milla Residence

During FY2025, the Group has successfully completed The Pulse Residence and One Equine (Phase 1), both achieving QCLASSIC scores of 83%. The outstanding scores not only enhance the developments' market value, but also serve as a testament to Tuju Setia's meticulous construction work quality and attention to detail.

Several key projects are scheduled for completion in FY2026, including Sunway d'hill Residences, Jernih Residence, One Equine (Phase 2), Emerald 9 Cheras (Tower C & D), and Alora Residences. The Group is on track to deliver these projects as planned and their completion will progressively free up our capacity and resources, enabling Tuju Setia to take on more new projects in the years ahead.



Sunway d'hill Residences



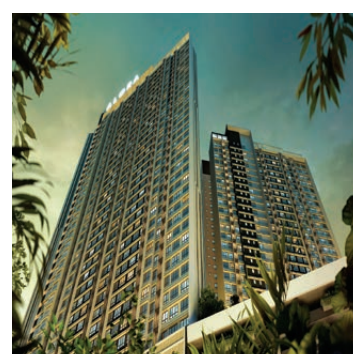
Gleneagles Hospital (Block C)



Sunway Serene 2



Hype Residences



Alora Residences



One Equine (Phase 2)



Jernih Residence



Emerald 9 (Tower C & D)

Financial Performance Highlights

FY2025 marked another year of improving profitability for Tuju Setia, with the Group recording a PAT of RM6.0 million, representing a 38.0% increase from RM4.4 million in the previous financial year.

The improvement in earnings was mainly supported by better margin on ongoing projects, stabilising raw material costs as well as the completion of legacy projects which had been previously affected by elevated construction costs.

For the year under review, the Group generated a lower revenue of RM523.7 million, as compared to RM585.6 million in FY2024 primarily attributable to disruption in the supply of building materials in the last quarter of FY2025 which resulted in slower work progress.

Overall, the Group's financial performance reflects efficient project execution amidst stabilising material cost, enabling the Group to benefit further as several ongoing projects with better margin proceed with their construction stages.

As at 31 December 2025, Tuju Setia recorded total assets of RM495.5 million compared to RM514.7 million last year. The Group's asset base continues to be largely construction-related balances, namely contract assets and trade receivables arising from the progress and billing cycle of ongoing projects, as well as property, plant, equipment and right-of-use assets.

Total liabilities reduced to RM417.2 million from RM441.5 million, in line with better working capital management, whilst total equity strengthened to RM78.2 million from RM73.3 million, supported by the Group's improved profitability during the year.

To support the growing order book and finance increasing ongoing projects, the Group has taken on matching project financing facilities resulting in the increase in total borrowings from RM130.0 million to RM148.1 million. With projects execution firmly on track and improving earnings, the Group's financial position is expected to strengthen gradually as the projects progress.



Anticipated and Known Risks

Operating in the construction sector requires the Group to remain vigilant in identifying and managing risks that may affect project execution, cost management, and overall business performance. Tuju Setia continues to actively monitor developments within the industry and the broader global environment to ensure that potential risks are recognised early and addressed on a timely and prudent manner.

One of the key challenges facing the construction industry is the volatility of the prices of essential building materials such as reinforcing steel bars, cement and concrete. These materials are closely linked to global commodity markets and are significantly influenced by supply and demand conditions, freight costs, and energy prices. In particular, the ongoing geopolitical tensions in the Middle East have resulted in higher oil prices, which leads to increasing transportation and building material costs.

The management remains mindful of these developments and continues to monitor cost trends closely, as well as implement value engineering initiatives and operational efficiencies to mitigate potential cost pressures.

The construction industry also remains keenly competitive, as the tendering process typically places pressure on margin, particularly when market conditions are uncertain.

In navigating the competitive landscape, Tuju Setia continues to focus on strengthening its track record in delivering projects on schedule and with good quality. The Group also places strong emphasis on building long-term relationships with its clientele, which has contributed to repeat project awards from existing clientele.

In addition, the Group remains attentive to its liquidity and cash flow management, which are critical in supporting construction operations that require substantial working capital. Following the challenges experienced during the pandemic period, Tuju Setia continues to closely monitor project cash flows, manage payment cycles with clients and subcontractors, and evaluate appropriate funding sources to ensure adequate financial flexibility.

By maintaining a disciplined approach to risk management and project execution, Tuju Setia aims to navigate industry challenges while positioning the Group for sustainable growth in the years ahead.

2026 Outlook and Prospects

Tuju Setia enters FY2026 with a solid operational foundation supported by a healthy order book of RM2.1 billion as at 31 December 2025, providing the Group with clear earnings visibility in the coming years.

The Group also maintains a robust tender book of approximately RM3.2 billion as at 31 December 2025, comprising opportunities across industrial buildings, hotels, hospitals and healthcare facilities, as well as high-rise developments. Such a diverse pipeline reflects the Group's technical capabilities and underscores its strategic approach to expanding its presence across key construction segments.

Moving forward, Tuju Setia will continue to adopt a disciplined and selective tendering approach, focusing on projects that align with its technical capabilities and financial objectives.

At the same time, the Group intends to gradually increase the proportion of non-residential projects in its order book to approximately 40%, allowing for diversification and capturing opportunities in the growing industrial and institutional segments.

Despite the global economic landscape continuing to be influenced by geopolitical developments and market volatility, the Group remains focused on strengthening operational efficiency, managing project costs prudently, and maintaining disciplined project execution.

Supported by its healthy project pipeline and growing track record, Tuju Setia remains well-positioned to sustain its operational momentum and continue its journey as the Builder of Choice.



Appreciation

I wish to express my appreciation to the Board of Directors, management team, and all our employees for their unwavering dedication and contributions to Tuju Setia's journey.

Furthermore, I would like to extend our gratitude to our shareholders, clientele and business partners for their continued support and trust. Our recovery towards sustained profitability remains on track.

Sincerely,

Wee Eng Kong

Managing Director



PROFILE OF BOARD OF DIRECTORS

YAM Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj

Independent Non-Executive Chairman, appointed on 12 August 2020

Male | Age 71 | Malaysian

Qualification:

Diploma in Business Administration from Universiti Teknologi MARA

He started his career in Charles Bradburne (1930) Sdn. Bhd. as a stock broker from 1974 to 1981. Since 1981 up till today he has been a director of various public and private companies. Notably, he was a Director of TTDI Development Sdn. Bhd. from 1978 to 2000, Sime UEP Berhad from 1983 to 1987, and Tractors Malaysia Holdings Berhad from 1987 to 2007. He was also an Independent Non-Executive Chairman of Subang Jaya Medical Centre Sdn. Bhd. from 1987 to 2013, an Independent Non-Executive Director of Sime Darby Healthcare Sdn. Bhd. from 2010 to 2013. He was involved in various welfare organisations and was a member of the Board of Trustees of Cancer Research Malaysia from 2008 until his retirement on 1 March 2022.

Presently, he is a Non-Independent Non-Executive Director of Sime Darby Property Berhad and an Independent Non-Executive Director of Mycron Steel Berhad, both of which are public listed companies on the Main Market of Bursa Malaysia Securities Berhad.

He has no family relationship with any Director and/or major shareholder of Tuju Setia Berhad and has no conflict of interest with the Group except which may arise by virtue of him being a Director of Sime Darby Property Berhad. He has no conviction of any offences in the past five (5) years other than traffic offences (if any). There were no public sanctions or penalties imposed on him by the regulatory bodies during the financial year. He attended all five (5) board meetings held in the financial year ended 31 December 2025.

Wee Eng Kong

Managing Director, appointed on 18 February 2020

Male | Age 65 | Malaysian

Qualification:

Bachelor of Engineering (Civil Engineering) degree, Master of Engineering Science degree, University of Sydney, Australia. Master of Business Administration (International Business) degree, Universiti Putra Malaysia

He is the co-founder of Pembinaan Tuju Setia Sdn. Bhd. and has more than 40 years of experience in civil and structural engineering consultancy, project management, property development and construction. Over the years, he was involved in the foundation and structural design of numerous high-rise buildings. He was also involved in project and development management of some significant developments for high-rise apartments, hospitals, schools, shopping malls and commercial office towers.

He has no family relationship with any Director. He is a major shareholder of Tuju Setia Berhad and has no conflict of interest with the Group. He does not hold directorship in any other public listed companies. He has no conviction of any offences in the past five (5) years other than traffic offences (if any). There were no public sanctions or penalties imposed on him by any regulatory bodies during the financial year. He attended all five (5) board meetings held in the financial year ended 31 December 2025.



Wee Beng Chuan

Executive Director,
appointed on 12 August 2020

Male | Age 64 | Malaysian

Qualification:

Fellow of Association of Chartered Certified Accountants,
Member of Malaysian Institute of Accountants

He has more than 30 years of experience in accounting and audit services in a wide range of companies which include public listed companies and multinationals in various industries, including manufacturing of industrial products, consumer products and services, plantation, property development and construction, transportation and logistics and was an audit partner of KPMG PLT from 2003 to 2017.

Presently, he is an Independent Non-Executive Director of QL Resources Berhad and V.S. Industry Berhad, both are public listed companies on the Main Market of Bursa Malaysia Securities Berhad. He is also a Director of I-REIT Managers Sdn. Bhd. (Manager of AME REIT).

He is the sibling of Dato' Wee Beng Aun, a major shareholder and Non-Independent Non-Executive Director of Tuju Setia Berhad. He has no conflict of interest with the Group and has no conviction of any offences in the past five (5) years other than traffic offences (if any). There were no public sanctions or penalties imposed on him by any regulatory bodies during the financial year. He attended all five (5) board meetings held in the financial year ended 31 December 2025.

Dato' Wee Beng Aun

Non-Independent Non-Executive Director,
appointed on 18 February 2020

Male | Age 67 | Malaysian

Qualification:

Bachelor of Civil Engineering from the University of Melbourne, Australia

He has more than 40 years of working experience in civil engineering, building construction and property development. He held various senior management positions in companies in Malaysia and prior to joining the Group, he was the Managing Director of a subsidiary of a public listed company in Malaysia. During his tenure with these companies, he had been involved in the development and construction of several prestigious projects such as The Pavilion Kuala Lumpur's mega integrated urban commercial, shopping, entertainment centre with luxury residential towers, The Pearl @ KL City Centre high-end condominiums and mixed development of Bukit Rimau township in Shah Alam, Selangor Darul Ehsan.

Presently, he is an Executive Director of Global Oriental Berhad which is a public listed company on the Main Market of Bursa Malaysia Securities Berhad. He is also a Director of Hope Asia Berhad, a public company.

He is the sibling of Wee Beng Chuan, the Executive Director of the Group. He is a major shareholder of Tuju Setia Berhad. He has no conflict of interest with the Group and has no conviction of any offences in the past five (5) years other than traffic offences (if any). There were no public sanctions or penalties imposed on him by any regulatory bodies during the financial year. He attended all five (5) board meetings held in the financial year ended 31 December 2025.



Datin Seri Raihanah Begum binti Abdul Rahman

Independent Non-Executive Director, appointed on 12 August 2020, Member of the Audit and Risk Management Committee and member of Nomination and Remuneration Committee

Female | Age 64 | Malaysian

Qualification:

Associate of the Malaysian Insurance Institute and the Chartered Insurance Institute of United Kingdom

She started her insurance career in 1984 and has experiences in risk evaluation and analysis, brokerage, risk management and consultancy services in the insurance industry.

Currently, she is an Independent Non-Executive Director of MAA Group Berhad, Mycron Steel Berhad and Melewar Industrial Group Berhad, all of which are public listed companies on the Main Market of Bursa Malaysia Securities Berhad.

She has no family relationship with any Director and/or major shareholder of Tuju Setia Berhad and has no conflict of interest with the Group. She has no conviction of any offences in the past five (5) years other than traffic offences (if any). There were no public sanctions or penalties imposed on her by the regulatory bodies during the financial year. She attended all five (5) board meetings in the financial year ended 31 December 2025.

Loo Ming Chee

Independent Non-Executive Director, appointed on 12 August 2020, Chairman of the Nomination and Remuneration Committee and member of the Audit and Risk Management Committee

Male | Age 68 | Malaysian

Qualification:

BSc (Hons. 1) in Quantity Surveying, MSc (Warwick) in Management Science & Operational Research, FRICS, MISM, MHKIE, CITP, MBCS, CQS.

With over four decades of experience, he brings a wealth of expertise in quantity surveying, project management and construction management. Throughout his tenure at the Davis Langdon & Seah Group (Arcadis), he held numerous senior management roles, including directorships in Malaysia, Hong Kong and China, as well as a partnership at Juru Ukur Bahan Malaysia. In addition, he also led Arcadis' operations as the Regional Head for South East Asia.

His project proficiency encompasses various aspects such as cost planning, procurement and overall project management for significant building and infrastructure projects across Asia. With extensive experience exceeding 40 years, he has worked across a broad spectrum of sectors, both domestically and internationally.

He has no family relationship with any Director and/or major shareholder of Tuju Setia Berhad and has no conflict of interest with the Group. He does not hold directorship in any other public listed companies. He has no conviction of any offences in the past five (5) years other than traffic offences (if any). There were no public sanctions or penalties imposed on him by any regulatory bodies during the financial year. He attended four (4) out of five (5) board meetings held in the financial year ended 31 December 2025.

Dato' Nor Adha bin Yahya

Independent Non-Executive Director, appointed on 12 August 2020, Chairman of the Audit and Risk Management Committee and member of the Nomination and Remuneration Committee

Male | Age 55 | Malaysian

Qualification:

Bachelor of Accountancy degree from Universiti Pertanian Malaysia (now known as Universiti Putra Malaysia), Member of Malaysian Institute of Accountants

He started his career at Arthur Anderson & Co in 1994 and has more than 25 years of experience in finance, accounting and management for companies involved in sales, distribution, support services of compact construction and industrial equipment and in maintenance, repair and overhaul of rolling stocks. He was based in the United Kingdom with Steel Engineers & Consultant Ltd. (UK), a company which is involved in project management consulting works in steel industry and he was in charge of the accounting, budgeting and tax planning of the company from 1996 to 1999. He has been the Executive Director cum Chief Executive Officer of CKM Landas MRO Sdn. Bhd., a company providing maintenance services for locomotives and their related services since 2014 where he is in charge of the operations of the company.

He has no family relationship with any Director and/or major shareholder of Tuju Setia Berhad and has no conflict of interest with the Group. He has no conviction of any offences in the past five (5) years other than traffic offences (if any). There were no public sanctions or penalties imposed on him by the regulatory bodies during the financial year. He attended all five (5) board meetings in the financial year ended 31 December 2025.



PROFILE OF KEY SENIOR MANAGEMENT

Tee Huei Tsyr

Chief Executive Officer

Male | Age 49 | Malaysian

He joined our Group since 2011 and he has more than 22 years of experience in project and construction management. He graduated from Tunku Abdul Rahman College, Malaysia with Advanced Diploma in Technology (Building).

He joined us as a Site Manager in 2011 and he was then promoted to Senior Project Manager in 2013, General Manager in 2015, Senior General Manager in 2018 and Chief Operating Officer in 2021. In February 2024, he was promoted to Chief Executive Officer. He is currently assisting the Managing Director in managing the construction division and supporting the business development of our Group. He is also responsible for overall project planning and coordinating site progress to ensure timely completion without compromising work quality and site safety, control on project budget as well as providing technical guidance in tendering projects.

He has no family relationship with any Director and/or major shareholder of Tuju Setia Berhad and has no conflict of interest with the Group. He does not hold directorship in any other public listed companies. He has no conviction of any offences in the past five (5) years other than traffic offences (if any). There were no public sanctions or penalties imposed on him by any regulatory bodies during the financial year.

Seon Yen Kong

Chief Operating Officer

Male | Age 55 | Malaysian

He joined our Group as a Senior General Manager, Projects in March 2023 and was promoted to Chief Operating Officer in February 2024. He graduated with a Bachelor of Civil Engineering from Universiti Teknologi Malaysia.

He has more than 30 years of experience in project and construction management involving civil and infrastructural works. Prior to joining the Group, he has held multiple senior positions, including Chief Executive Officer of a construction company for 16 years and he has extensive experience leading teams and coordinating construction activities, developing strategies and managing tenders. He was also involved in some significant development projects in Malaysia such as high-rise apartments, commercial towers and hospitals.

He has no family relationship with any Director and/or major shareholder of Tuju Setia Berhad and has no conflict of interest with the Group. He does not hold directorship in any other public listed companies. He has no conviction of any offences in the past five (5) years other than traffic offences (if any). There were no public sanctions or penalties imposed on him by any regulatory bodies during the financial year.



Wong Loo Min

Technical Director

Male | Age 70 | Malaysian

He joined our Group as a Technical Director since 2017 and has been assisting the management in policy making, leadership development and motivation, bidding strategy, technical proposal and design coordination.

He graduated with a Bachelor of Science in Civil and Structural Engineering degree from the University of Wales, United Kingdom. He is a registered Professional Engineer with the Board of Engineers, Malaysia. He was the President of the Associate of Consulting Engineers, Malaysia (ACEM) from 2011 to 2013, whilst appointed as the Director of Green Building Index Sdn. Bhd from 2010 to 2013. Being a member of the Green Building Index ("GBI") Accreditation Panel from 2013 to 2015, he is also an accredited GBI Certifier of Green Building Index Sdn. Bhd. since 2019.

He has more than 40 years of experience in civil and structural engineering works and he has held multiple senior positions, including former Managing Director of T. Y. Lin International Sdn. Bhd. (Malaysia office) and he was then responsible for the administration of the office, coordination of design developments and implementation of projects and business development in Malaysia, China, Vietnam and South Korea. He was also involved in the design of some of the notable projects locally and abroad, including shopping complex, office tower, retail centre, serviced residences, condominium, hotel and highway. After his retirement in August 2017, he was appointed as an Advisor to T. Y. Lin International Sdn. Bhd. (Malaysia office) in assisting business development and marketing and technical expertise.

He has continued to serve in the Board of Engineers, Malaysia in various committees such as chairing the committee to conduct Professional Competence Examination for Professional Engineers, Committee of Certificate of Completion and Compliance and involving in investigation of complaints against the practising engineers.

He has no family relationship with any Director and/or major shareholder of Tuju Setia Berhad and has no conflict of interest with the Group. He does not hold directorship in any other public listed companies. He has no conviction of any offences in the past five (5) years other than traffic offences (if any). There were no public sanctions or penalties imposed on him by any regulatory bodies during the financial year.

Liau Kok Foh

General Manager – Projects

Male | Age 55 | Malaysian

He has over 26 years of experience in a variety of fields, including project and construction management for structural and building work on residential, hypermarket and commercial development projects. He joined our Group as a Site Agent in 2007 and was promoted to Site Manager in 2010. He left the Group in 2014 and re-joined the Group as an Assistant General Manager in 2015 and was then promoted to General Manager for Projects in 2018. He is responsible for the overall project management and planning for various projects.

He has no family relationship with any Director and/or major shareholder of Tuju Setia Berhad and has no conflict of interest with the Group. He does not hold directorship in any other public listed companies. He has no conviction of any offences in the past five (5) years other than traffic offences (if any). There were no public sanctions or penalties imposed on him by any regulatory bodies during the financial year.



Lim Gaik Ling

Senior General Manager – Cost & Contracts

Female | Age 52 | Malaysian

She joined our Group in January 2024. She obtained a Bachelor of Science (Housing, Building and Planning) with honours degree and a Master of Science (Planning) from the Universiti Sains Malaysia and is a registered Quantity Surveyor (“QS”) of the Board of Quantity Surveyors, Malaysia and a member of the Royal Institution of Surveyors, Malaysia as well as the Royal Institution of Chartered Surveyors, Malaysia respectively.

She gained her 24 years of experience working in one of the largest QS consultancy firms in Malaysia. She is proficient in all aspects of quantity surveying, including cost estimation, procurement, contract administration, and cost control. She has over the years been involved in various projects ranging from high-rise residential and commercial buildings, supermarkets, shopping malls, convention centres, industrial buildings, infrastructure works and mixed township development.

She has no family relationship with any Director and/or major shareholder of Tuju Setia Berhad and has no conflict of interest with the Group. She does not hold directorship in any other public listed companies. She has no conviction of any offences in the past five (5) years other than traffic offences (if any). There were no public sanctions or penalties imposed on her by the regulatory bodies during the financial year.

Raja Aziah Bt Raja Aziz

Senior Administration Manager

Female | Age 59 | Malaysian

She joined our Group as a Secretary to the Senior Manager in 2012. She was then promoted to Office Administrator position responsible for administration, human resources and payroll function in 2013, Human Resources and Administration Manager in 2018 and Senior Administration Manager in 2024. She is responsible for the administration of our Group and co-ordinating the administration of ISO's overall Quality Management System. She is also a Personal Assistant to the Managing Director.

She has no family relationship with any Director and/or major shareholder of Tuju Setia Berhad and has no conflict of interest with the Group. She does not hold directorship in any other public listed companies. She has no conviction of any offences in the past five (5) years other than traffic offences (if any). There were no public sanctions or penalties imposed on her by the regulatory bodies during the financial year.



SUSTAINABILITY STATEMENT

SUSTAINABILITY STATEMENT

ABOUT THIS STATEMENT

Tuju Setia Berhad (“Tuju Setia” or “the Company”) is pleased to present its Sustainability Statement for the financial year ended 31 December 2025 (“FY2025”). This Sustainability Statement outlines our sustainability approach and the related economic, environmental, social and governance (“ESG”) impacts on Tuju Setia and its companies (“the Group”). It provides an update on key sustainability matters, initiatives and performance during the financial year under review, and describes how sustainability considerations are integrated into our operations and business planning.

Sustainability at Tuju Setia is closely linked to the way projects are tendered, designed, procured, executed, tested, commissioned and handed over. The most relevant ESG issues for the Group arise from project safety, quality of workmanship, subcontractor and supplier management, environmental control at construction sites, workforce capability, ethical conduct in tendering and procurement, and the broader impact of projects on clients, end-users and local communities.

As a result, the Sustainability Statement is intended to provide stakeholders, including customers, suppliers, employees, directors, investors, regulators and local communities, with a consolidated view of what sustainability means to Tuju Setia and how we aim to deliver long-term value.

Assurance Statement

The information presented in this Sustainability Statement has not been subjected to assurance by our internal audit function or by an independent sustainability/ESG assurance provider.

The Board of Directors (“Board”) provides oversight of sustainability governance and is collectively responsible for the Group’s sustainability direction. The Board has reviewed and approved this Sustainability Statement for FY2025, and considered that the disclosures presented are, to the best of its knowledge, supported by underlying records and prepared based on management’s reasonable judgement.

Limitations

Tuju Setia recognises that there are ongoing challenges in collecting certain sustainability data indicators. We are actively strengthening our data collection processes and performance monitoring to improve the completeness and quality of sustainability information over time.



SUSTAINABILITY FRAMEWORK AND STANDARDS

Tuju Setia develops this Sustainability Statement with reference to applicable sustainability reporting requirements and recognised guidance, including:

- (i) the Main Market Listing Requirements issued by Bursa Malaysia Securities Berhad (“Bursa Malaysia”),
- (ii) the Sustainability Reporting Guide issued by Bursa Malaysia,
- (iii) the Enhanced Sustainability Reporting Framework issued by Bursa Malaysia,
- (iv) Practice Note 9 (Main Market) on Risk Management and Internal Control, Corporate Governance and Sustainability Statement issued by Bursa Malaysia. and
- (v) the United Nations Sustainable Development Goals (“UN SDGs”).

SUSTAINABILITY STATEMENT (CONT'D)



In addition, we are progressively strengthening our sustainability disclosures by aligning, where applicable, with the IFRS Sustainability Disclosure Standards, including:

- (vi) IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information (“IFRS S1”); and
- (vii) IFRS S2 Climate-related Disclosures (“IFRS S2”).

We monitor relevant sustainability-related regulations and guidelines that may affect the Group and incorporate sustainability considerations into our decision-making, including risk management and business planning processes.

This Sustainability Statement highlights the Group’s approach and initiatives to manage sustainability-related risks and opportunities, including efforts to reduce our environmental footprint, safeguard employee welfare and workplace safety, strengthen responsible supply chain practices, innovate in products and services, and uphold high standards of corporate governance and ethics.

SUSTAINABILITY APPROACH

The Group’s sustainability approach is rooted in responsible project delivery. As a building works contractor, Tuju Setia creates value by delivering projects safely, on time, within budget and to the required quality standards, while managing the environmental and social impacts of construction activities and maintaining the trust of clients, regulators, workers, subcontractors, investors and communities.

Tuju Setia’s sustainability approach aims to contribute to a more sustainable future while creating long-term value through responsible business practices for its group of companies. We recognise the importance of embedding sustainability considerations into our strategy and operations to manage impacts on stakeholders, including customers, suppliers, employees, directors, investors, regulators and the communities in which we operate. Our sustainability approach is guided by economic, environmental, social and governance considerations, which are integrated into our day-to-day operations and decision-making, including business planning and risk management processes.

Sustainability considerations are integrated into our business decisions and the project lifecycle:

Project Lifecycle Stage	Key Sustainability Considerations
Tendering and pre-construction	Project selectivity, safety feasibility, technical complexity, client requirements, design review, commercial discipline and risk acceptance.
Procurement and mobilisation	Supplier and subcontractor due diligence, contract controls, ethical procurement, project logistics, statutory approvals and site readiness.
Construction execution	Occupational safety and health, workmanship quality, environmental controls, schedule discipline, resource efficiency, site welfare and community interface management.
Testing, commissioning and handover	Defect rectification, client satisfaction, documentation control, asset reliability and orderly project close-out.

Tuju Setia also differentiates itself using construction management capabilities such as value engineering, Industrialised Building System (“IBS”) applications and Building Information Modelling (“BIM”). These tools are relevant to sustainability because they can improve coordination, reduce rework, optimise material usage, support productivity and enhance constructability.

SUSTAINABILITY STATEMENT (CONT'D)

To support consistent implementation, the Group has established a Sustainability Framework and Policy to guide the Board, relevant Board Committees and Senior Management in overseeing and driving our sustainability agenda.

The disruptions experienced in recent years, including the COVID-19 pandemic, climate-related events, geopolitical instability and broader economic uncertainty, have reinforced the importance of sustainability and resilience. These events highlighted the need to strengthen risk management and business continuity planning, and to prioritise the welfare of employees and engagement with local communities.

We continue to build internal awareness and capability by encouraging the Board and employees, particularly Heads of Division and departmental leaders — to participate in relevant ESG-related training, seminars and workshops that support operational improvement, compliance readiness and effective risk management.

Progress against key sustainability priorities is monitored through management reporting, with oversight by the Board and relevant Committees.

By embedding sustainability into our operations, the Group seeks to balance business growth with social and environmental responsibility and to support a resilient and sustainable future for our stakeholders.

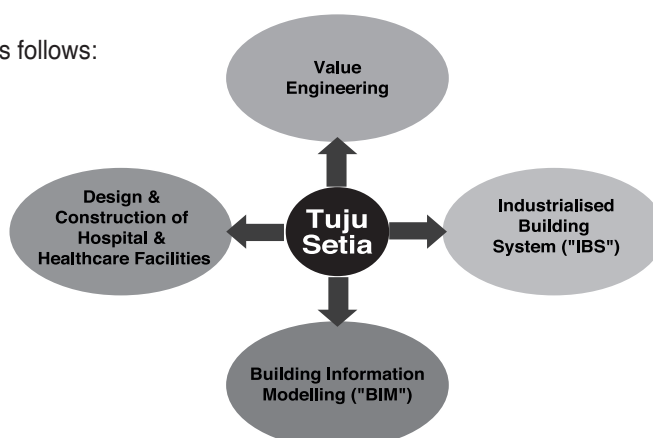
REPORTING SCOPE

Unless otherwise stated, this Sustainability Statement covers the sustainability performance of Tuju Setia and its subsidiaries for FY2025. The reporting boundary is based on areas where Tuju Setia has management control or significant influence over the outcome. Construction is a project-based business, and the relevance of certain indicators may vary depending on the number, type and stage of active projects during the year.

The operational boundary includes corporate office activities, active project sites, selected worker accommodation arrangements under the Group's control, and relevant upstream and downstream activities where they are sufficiently connected to the Group's material matters.

Boundary Area	Scope Covered in this Statement
Entities	Tuju Setia and its operating subsidiaries involved in construction services and supporting functions.
Operations	Corporate office, active construction sites, project management activities, temporary site facilities and selected worker accommodation arrangements, where relevant.
Value chain	Suppliers, subcontractors, transporters, waste contractors and service providers that materially affect project delivery, safety, quality, environmental performance or compliance.

The core business segments of the Group are as follows:



SUSTAINABILITY GOVERNANCE AND BOARD LEADERSHIP

Strong governance underpins the Tuju Setia's sustainability journey. The Group is committed to conducting business responsibly and in accordance with applicable laws, principles of good governance, and high standards of integrity.

In a construction environment, weak governance can quickly translate into safety incidents, cost overruns, defective work, non-compliance, project delays, bribery and corruption exposure, or loss of stakeholder confidence. For that reason, sustainability at Tuju Setia is governed as an operational and commercial discipline rather than as a standalone reporting exercise. As a result, our governance structure is designed to promote transparency and accountability through clearly defined roles and responsibilities to support effective decision-making and implementation of sustainability priorities.



Governance Structure

Board Oversight

The Board of Directors ("Board") holds ultimate accountability for sustainability governance and ESG integration. The Board ensures that ESG considerations are embedded into the Group's strategic decision-making and enterprise risk management, and it oversees sustainability-related disclosures.

Audit and Risk Management Committee

The Audit and Risk Management Committee ("ARMC") supports the Board in discharging its oversight responsibilities. The ARMC provides oversight of sustainability-related matters, including monitoring the Group's ESG initiatives, performance indicators and progress against sustainability priorities, as well as reviewing the adequacy of related processes and reporting.

ESG Committee

The ESG Committee ("ESGC") comes under the purview of the ARMC. The ESGC serves as the primary management-level oversight body responsible for reviewing sustainability strategies, policies, performance outcomes, and key initiatives. The Committee ensures alignment between the Group's sustainability objectives and its corporate strategy, while promoting accountability and continuous improvement across all business segments.

ESG Working Group

The ESGC is supported by the ESG Working Group ("ESGWG"), which coordinates the implementation of sustainability initiatives across the Group. The ESGWG is headed by a Chief Sustainability Officer ("CSO") and its members comprise of Heads of Department ("HOD") and/or their representatives from key business and support functions.

The ESGWG is responsible for executing approved action plans, facilitating data collection and performance monitoring, and reporting progress and key issues related to ESG, to the ESGC for review and escalation.

Policies Supporting Sustainability Governance

The Group's sustainability governance is supported by relevant policies and standards, including the Anti-Bribery and Corruption ("ABC") Policy, Whistleblower Policy, Supplier Code of Conduct, Employee Discipline Policy and, Code of Ethics and Business Conduct. These policies provide guidance on expected conduct, controls and accountability across the Group and relevant business partners

Project and Functional Heads

Own day-to-day execution of controls, targets, corrective actions and compliance requirements across project delivery, procurement, safety, HR, finance and administration.

Integration of Governance and Leadership

This governance structure is intended to ensure that sustainability is integrated into leadership priorities and not treated as a peripheral agenda. Directors provide oversight across key areas of responsibility aligned to the Group's strategic priorities and risk landscape, including financial stewardship, compliance, innovation and workforce welfare.

By integrating governance structures with leadership oversight, the Group reinforces that sustainability is both people-driven and policy-driven, supported by accountability, implementation discipline and continuous improvement.

Continuous Review and Materiality Oversight

To ensure that our sustainability priorities remain relevant and responsive to evolving stakeholder expectations, regulatory developments, and environmental and social challenges, both the Board and the ARMC conduct quarterly reviews of key sustainability matters. These reviews include progress against targets, emerging ESG risks, industry developments, and stakeholder feedback.

This structured and periodic review process reinforces proactive risk management, strengthens accountability mechanisms, and enhances transparency in our sustainability reporting practices.

Commitment to Continuous Enhancement

By fostering a clear governance hierarchy, defined roles and responsibilities, and strong Board-level oversight, the Group has established a mature and disciplined sustainability governance framework. We remain committed to continuously enhancing our governance structures, strengthening internal controls, improving data integrity, and elevating disclosure quality in line with Bursa Malaysia's requirements and evolving global sustainability standards.

As the Group strengthens its sustainability maturity, governance priorities for the next phase include clearer ownership of ESG data, more structured tracking of management actions, improved documentation of assumptions and methodologies, and stronger linkage between material matters, key performance indicators and Board reporting.

The Board continues to strengthen its sustainability oversight through periodic training and briefings on sustainability developments. The Board also considers the adequacy of sustainability-related competencies as part of its ongoing efforts to enhance Board effectiveness and leadership on sustainability matters.

STAKEHOLDER ENGAGEMENT

Tuju Setia recognises that meaningful stakeholder engagement is a cornerstone of effective sustainability management and reporting. The Group engages a broad range of stakeholders who influence, or are impacted by, our operations and decisions. These engagements help us understand stakeholder concerns and expectations, identify emerging risks and opportunities, and strengthen collaboration to support long-term value creation.

Meaningful stakeholder engagement helps Tuju Setia understand which matters are most relevant to business performance and to those affected by the Group's operations. In a project-based construction environment, engagement is continuous rather than annual. Feedback from clients, consultants, workers, subcontractors, regulators, local authorities and communities often arises during project execution and can have immediate implications for safety, quality, schedule, reputation and compliance

Stakeholder Engagement During FY2025

During FY2025, the Group carried out structured engagements with key stakeholder groups, including:

Stakeholders	Common Engagement Methods	Key Focus Areas
Customers	Surveys and feedback sessions	Product quality, delivery standards, sustainability attributes
Suppliers and Contractors	Supplier assessments (including ESG practices), briefings, surveys, compliance audits against Supplier Code of Conduct	Responsible sourcing, compliance, supplier performance
Employees	Surveys, town halls, grievance mechanism	Workplace safety, welfare, career development
Communities	Corporate Social Responsibility (“CSR”) programmes, community consultation, engagement with Non-Governmental Organisations (“NGOs”) and local community leaders	Social impact, community needs and priorities
Shareholders and Investors	Annual General Meetings (“AGMs”), analyst briefings, ESG-focused investor discussions	Performance outlook, governance, sustainability initiatives
Government Agencies / Regulators	Ongoing compliance dialogues with Bursa Malaysia and relevant agencies	Regulatory compliance, approvals, OSH, environmental compliance

Regular Engagement and Communication Channels

The Group engages stakeholders regularly to provide updates on sustainability initiatives, address areas of concern, and reinforce responsible business practices. We aim to achieve mutually beneficial outcomes for the Group and our stakeholders.

Stakeholders are identified based on their level of influence on, and dependence on, our business. Engagement is conducted through formal and informal channels. Through these interactions, the Group identifies relevant material matters, strengthens stakeholder trust, and responds to stakeholder needs effectively.

We emphasise open and transparent communication to maintain stakeholder trust. The evolving risk environment continues to drive improvements in how we operate, including initiatives to safeguard employee welfare and strengthen resilience across our operations.

Stakeholder engagement outcomes are systematically recorded, categorised and evaluated to identify emerging sustainability risks and opportunities. These outcomes inform the Group’s materiality assessment and the prioritisation of sustainability initiatives and KPIs. The SWG tracks agreed actions arising from stakeholder feedback, including owners, timelines and status, and reports progress to the ARMC for oversight and direction.

For significant issues, the Group applies a “listen – assess – act – report” approach: (i) gather feedback, (ii) assess materiality and risk implications, (iii) implement corrective or improvement actions, and (iv) report progress internally and, where relevant, to stakeholders.

Addressing Concerns and Expectations

Our stakeholders are key business partners and play an important role in supporting day-to-day operations and sustainable growth amid local and global challenges. The Group seeks to ensure that legitimate stakeholder concerns and expectations are considered through established engagement processes and internal actions.

Key Stakeholders: Engagement, Concerns and Responses

Stakeholder Group	Typical Engagement Channels	Key Matters Raised	How the Group Responds
Clients / developers	Tender clarifications, design coordination meetings, progress meetings, quality inspections, handover sessions, feedback surveys.	Project delivery, workmanship quality, safety performance, schedule adherence, variation management, documentation and client responsiveness.	Strengthens planning, coordination, quality assurance, defect management and client communication throughout the project lifecycle.
Suppliers / subcontractors / specialist trades	Quotation and tender processes, onboarding, contract briefings, site coordination meetings, performance reviews and safety briefings.	Pricing, payment discipline, specifications, safety rules, logistics, productivity, quality and compliance expectations.	Applies procurement controls, onboarding requirements, supervision, performance monitoring and corrective action, where needed.
Employees and site personnel	Induction, toolbox talks, project briefings, appraisals, training, grievance channels, internal communications and engagement sessions.	Safety, welfare, remuneration, career development, working conditions, workload, accommodation and communication	Improves training, welfare measures, human resource (“HR”) processes, site controls and grievance handling.
Shareholders / investors	Annual report, AGM, quarterly results, Bursa announcements and investor engagement.	Financial resilience, order book, governance, risk management, safety and sustainability performance.	Provides more transparent disclosure and strengthens linkage between ESG management and long-term value creation.
Regulators / local authorities	Inspections, audits, permit and approval processes, statutory submissions and formal dialogue.	Regulatory compliance, safety, environmental controls, permits, labour and tax matters.	Monitors legal requirements, implements controls, rectifies findings and strengthens compliance discipline.
Local communities / neighbours	Project interface meetings, site notices, complaint channels, Corporate Social Responsibility (“CSR”) programmes and community outreach.	Noise, dust, traffic, site safety, working hours, nuisance, local impact and community support.	Implements mitigation measures, responds to complaints, monitors sensitive impacts and carries out selected community initiatives.

Stakeholder engagement outcomes inform the Group’s materiality review, risk management priorities and performance improvement plans. The intent is not merely to collect feedback, but to translate it into action through project controls, training, supervision, policy refinement or targeted initiatives.

RISK MANAGEMENT

Tuju Setia integrates sustainability-related matters into its broader enterprise risk management framework alongside operational, financial and compliance risks. In a project-based business, the most material ESG-related risks often manifest as cost, schedule, quality, safety, environmental or reputational events. Effective risk management therefore requires close coordination between the Board, ARMC, management and project teams.

Hence, the Group recognises that effective risk management is integral to sustainability planning and long-term resilience. We align our risk management processes to strengthen readiness through the identification, assessment and management of key risks encountered by the Group. Accordingly, the Group integrates sustainability-related risks into its Enterprise Risk Management (“ERM”) framework, alongside corporate, operational and financial risks.

SUSTAINABILITY STATEMENT (CONT'D)

The Group monitors identified risks against our capacity, capability and risk appetite. Designated risk owners are responsible for implementing controls and mitigation plans, with periodic review and monitoring to ensure risks remain appropriately managed.

This Sustainability Statement should be read together with the Group's broader risk management and internal control disclosures in the annual report. From a sustainability perspective, the critical point is that material ESG matters are monitored, assigned to risk owners, and addressed through controls, mitigation measures and escalation where necessary.

Selected Material Risk	Potential Impact	How Tuju Setia Manages the Matter
Project safety failure	Injury, fatality, delay, legal exposure, reputational damage.	Site supervision, inductions, toolbox talks, PPE, incident investigation, corrective actions and safety leadership.
Quality failure / rework	Defects, delay, cost overruns, client dissatisfaction.	Quality planning, inspections, testing, supervision, design coordination, close-out controls and rectification management.
Supplier or subcontractor failure	Disruption, poor quality, safety issues, cost pressure.	Due diligence, onboarding, performance reviews, contractual controls and alternative sourcing where needed.
Environmental non-compliance	Regulatory action, delay, community complaints, reputational harm.	Environmental controls, monitoring, waste management, runoff and pollution prevention, site response and corrective action.
Bribery, corruption or unethical conduct	Legal risk, sanctions, loss of trust.	ABC policy, approvals, segregation of duties, declarations, training, audits and whistleblowing

Material Matters, Key Risks and Opportunities

The table below summarises selected risks and opportunities linked to the Group's material matters:

Material Matters	Key Risks	Opportunities / Value Creations
Our Business Performance		
Supply Chain Management	Supplier, vendor or non-compliance contractor may undermine ethical standards and safety culture and expose the Group to operational disruption.	Strong procurement governance helps attract and retain credible business partners. Regular assessments, including ESG considerations, support consistent standards across the supply chain.
Business Conduct, Ethics & Compliance	Weak governance practices may damage reputation, credibility and stakeholder confidence.	Strong governance and ethical practices strengthen trust and the Group's reputation among stakeholders.
Financial Performance	Weak financial performance may affect creditworthiness, business continuity and investment capacity.	Sustainable financial performance supports long-term value creation and strengthens investor confidence.
Product & Service Quality	Poor product quality or service may erode customer confidence and impact long-term business prospects; reputational risk.	Strong quality and service standards can strengthen customer loyalty, improve prospects and support better margins.
Customer Satisfaction & Relationship	Failure to meet customer expectations may reduce customer confidence and loyalty, affecting revenue.	Proactive engagement and feedback loops support continuous improvement and stronger customer relationships.

SUSTAINABILITY STATEMENT (CONT'D)

Material Matters, Key Risks and Opportunities (cont'd)

Technology, Innovation & Development	Cyber threats, loss of sensitive information (e.g., design/IP), or breaches of customer data may cause reputational harm and loss of trust.	Robust cybersecurity and data governance protect critical information and sustain stakeholder trust.
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Our Environmental Management

Climate Change & Environmental Issue	Non-compliance with environmental or climate-related regulations may result in penalties and potential trade implications, particularly in export markets.	Effective mitigation and adaptation planning supports continuity and helps manage potential trade barriers.
Material Management	Inability to meet demand for sustainable materials may result in loss of sales and/or market share.	Using more sustainable materials can enhance brand positioning and attract sustainability-conscious customers and investors.
Energy Management	Inefficient energy management may increase costs and expose the Group to energy supply risks.	Improved efficiency can reduce operating costs and strengthen energy conservation practices.
Waste Management	Non-compliance with environmental requirements may result in regulatory action and reputational risk.	Waste reduction and resource efficiency can create cost savings and improve operational performance.

Our People

Talent Attraction, Development & Retention	Disengaged or underdeveloped employees may reduce productivity. Unattractive remuneration/benefits may weaken motivation and retention.	Talent development and upskilling, supported by competitive remuneration and benefits, can improve retention, attract talent and strengthen performance culture.
Labour Practices & Human Rights	Breaches may lead to penalties, reputational damage and adverse impacts on culture and retention.	Strong labour and human rights practices reinforce reputation as a responsible employer.
Employee Well Being, Health & Safety	Accidents and injuries may lead to productivity loss, legal exposure and reputational damage.	A strong safety culture and conducive workplace improve well-being and productivity and strengthen employer reputation.
Diversity, Equity & Inclusion ("DEI")	Discriminatory practices may damage reputation and employee trust.	Inclusive and empowering culture supports talent attraction and retention and brings diverse viewpoints that strengthen decision-making.

Our Outreach

Local Community and Social Impact	Negative community impacts may affect the Group's social license to operate.	Community programmes and regular engagement can strengthen relationships and trust with local communities.
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Key sustainability risks are reviewed at least annually as part of ERM, and material changes are escalated to the ARMC and the Board. Selected risk indicators are tracked for priority ESG risks (e.g., safety incidents, compliance findings, supplier ESG screening coverage).

Strengthening ESG Risk Awareness

The Group plans to further strengthen understanding of significant ESG issues among stakeholders. Considering ESG implications across our value chain supports clearer sustainability goal setting and the implementation of relevant practices to advance our sustainability targets. We also plan to enhance sustainability awareness through training and workshops for internal and external stakeholders, including coverage of sustainability trends, ESG-related risks and potential impacts on business strategy and performance.

MATERIALITY ASSESSMENT





Tuju Setia recognises that material sustainability matters, whether economic, environmental, social or governance (“ESG”), may directly or indirectly affect our ability to create long-term value for stakeholders. A robust materiality process helps us prioritise the sustainability matters that are most relevant to our business, stakeholders and risk profile, and informs our strategy, resource allocation and management actions.

The Group uses a materiality process to determine which sustainability matters are most relevant to its business and stakeholders. For a construction group such as Tuju Setia, materiality is closely connected to project delivery risk, regulatory exposure, client expectations, workforce welfare, supply chain reliability and community interface impacts.

During the materiality review, the Group assessed the relevance of our previously identified material matters against our strategic priorities and stakeholder expectations. We also considered emerging risks and relevant sustainability frameworks and benchmarked our material matters against local and regional peer practices to support continuous improvement.

In the materiality assessment, we assessed and confirmed the continued relevance of the 15 material matters and are aligned with our strategic priorities and stakeholder expectations. These matters were further categorized into sustainability themes, providing us with a focused approach to achieving our sustainability objectives. These were also benchmarked against our local and regional peers as well as considered emerging risks and relevant frameworks.

The Group’s top 15 material matters are categorized under the following sustainability themes:

 Our Business Performance	 Our Environmental Management	 Our People	 Our Outreach
<ul style="list-style-type: none"> • Supply chain management • Business conduct, ethics & compliance • Financial performance • Product & service quality • Customer satisfaction & relationship • Technology, innovation & development 	<ul style="list-style-type: none"> • Climate change & environmental issue • Material management • Energy management • Waste management 	<ul style="list-style-type: none"> • Attracting, developing, rewarding & retaining employees • Labour practices & rights • Employee well-being, health & safety • Diversity & inclusion 	<ul style="list-style-type: none"> • Local community & social impact

These material matters reflect the fact that Tuju Setia’s most significant sustainability impacts arise at and around its projects. Safety, workmanship, subcontractor discipline, environmental controls, public interface and ethical conduct are central to the Group’s license to operate and to its commercial credibility.

The Group intends to conduct a comprehensive materiality assessment involving key internal and external stakeholders once every three (3) years, complemented by an annual review to assess whether previously prioritised matters remain relevant and whether emerging risks, regulatory expectations or stakeholder concerns require updates. This approach supports the ongoing management of sustainability-related risks and opportunities and helps ensure that our priorities remain aligned with business strategy and operational realities.

United Nations Sustainable Development Goals (“UNSDGs”)

The United Nations Sustainable Development Goals (“UN SDGs”) provide a globally recognised framework to connect sustainability challenges with business practices. The Group considers the UN SDGs as a useful reference for strategic alignment, stakeholder communication and consistent reporting, and to support identification of sustainability-related risks and opportunities.



The importance can be explained in several dimensions -

(i) Strategic Alignment and Global Relevance

By aligning business operations with the UN SDGs, we demonstrate that we are not only meeting local regulatory expectations but also contributing to global priorities. This enhances the Group’s international credibility and positions it as a responsible corporate citizen.

(ii) Stakeholder Trust and Transparency

Stakeholders, such as investors, regulators, customers, and communities, expect Tuju Setia to demonstrate how our activities contribute to sustainable development. Linking activities to the UN SDGs provides a transparent and standardized way of reporting. This helps build trust, as stakeholders can clearly see the company’s positive contributions to issues that matter globally, such as climate action (SDG 13) or decent work (SDG 8).

(iii) Risk Management and Opportunity Creation

The UN SDGs highlight areas where businesses may face emerging risks (e.g., climate change, inequality, resource scarcity) and where we can create and capture new opportunities. In addition, we can proactively manage risks while positioning ourselves for growth in sustainable markets.

(iv) Access to Capital and ESG Financing

Global investors and financial institutions increasingly use the UN SDGs as a framework for sustainability-linked loans, bonds and sukuk, and investment screening. We plan to clearly align their strategies and disclosures with the UN SDGs, which are usually more attractive to ESG-conscious investors, which can lower our cost of capital and improve our access to financing alternatives.

(v) Benchmarking and Performance Measurement

The UN SDGs provide measurable targets that help companies benchmark their performance. For example, energy efficiency and renewable adoption align with SDG 7, while gender equality metrics align with SDG 5. By embedding UN SDG targets into corporate KPIs, we can set clear sustainability goals, track progress, and report consistently.

(vi) Integration Across Business Segments




Tuju Setia strongly supports the UN SDG's 2030 Global Goals where the 17 identified Goals are to lead communities, corporations, and governments into creating a better world for all of us. We are integrating the following Sustainability Development Goals ("SDGs") into our main business segments.

This multi-layered governance structure ensures that ESG risks and opportunities are not considered in isolation but are integrated into enterprise risk management, capital allocation, and business decision-making. This mapping demonstrates how each business segment contributes to broader sustainable development, linking core operations to global challenges and solutions. In addition, this combined framework ensures accountability from the top down, with Directors directly responsible for ESG integration in their respective domains.

During FY2025, we also internally selected the relevance of our SDGs for Tuju Setia and its group of companies, by taking into consideration our material matters, business strategies, principal risks, stakeholder influence and effects on our community.

The 3 SDGs that were identified as the most relevant are as follows -

Top Three SDGs of Tuju Setia

Sustainable Development Goals	Definition	Key Stakeholders Impacted
 <p>03 GOOD HEALTH & WELL-BEING</p>	Ensure healthy lives and promote wellbeing for all at all ages	<ul style="list-style-type: none"> • Employees/ Management/ Directors • Community
 <p>08 DECENT WORK AND ECONOMIC GROWTH</p>	Promote sustainable economic growth, full and productive employment, and decent work for all	<ul style="list-style-type: none"> • Customers • Investors and Shareholders • Employees/ Management/ Directors • Community
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> • Customers • Community • Vendors/Suppliers/ Contractors

MATERIALITY MATRIX

Tuju Setia views materiality as a critical part of our corporate sustainability strategy, particularly in a volatile and unpredictable operating environment. A robust materiality process helps ensure that we provide stakeholders with sustainability information that is most relevant to them and to our business operations.

The Materiality Matrix is not only a reporting tool but also a strategic compass that enables Tuju Setia to:

- prioritise sustainability initiatives that matter most to stakeholders and the business,
- allocate resources efficiently, ensuring high-impact areas are addressed first,
- anticipate sustainability-related risks and opportunities that may influence long-term enterprise value; and
- align sustainability priorities and disclosures with relevant frameworks and guidance, including the UN SDGs and with reference to other reporting references, such as IFRS S1/S2, where applicable.

By visualising stakeholder expectations against business relevance, the Materiality Matrix supports transparency and helps build stakeholder trust.

Materiality Sustainability Assessment Process

Tuju Setia conducted its MSA survey, guided principally by Bursa Malaysia's Sustainability Reporting Guide and related toolkits.

Step 1 – Scope and stakeholder identification

The Group defined the scope of the assessment and identified key stakeholder groups relevant to Tuju Setia's operations, including employees, management, directors, customers, suppliers/contractors, investors/shareholders, regulators and local communities.

Step 2 – Topic identification (long list)

The SWG identified sustainability topics relevant to the Group, based on the operating context, stakeholder engagement outcomes, prior-year material matters, principal risks and business priorities, and relevant reporting guidance.

Step 3 – Stakeholder engagement and data collection

Stakeholders were engaged through structured methods (including surveys and internal discussions) to obtain views on which topics matter most and why.

Step 4 – Assessment and prioritisation criteria

Topics were assessed to determine which matters are "material" to the Group, with reference to:

- (i) issues that matter to the Group's business performance and strategy,
- (ii) issues that matter to the Group's stakeholders, and
- (iii) issues that presently have, or could potentially have, a significant impact on the Group.

This initial analysis was then refined by evaluating each topic based on:

- (i) the significance of its potential impact on economic, environmental and social matters; and/or
- (ii) the extent of its influence on stakeholder assessments and decisions.

Step 5 – Validation and governance review

The SWG reviewed the preliminary results to ensure consistent topic definitions and that the outcomes were supported by engagement inputs and business context. The results were then presented to the ARMC for review and recommendation to the Board.

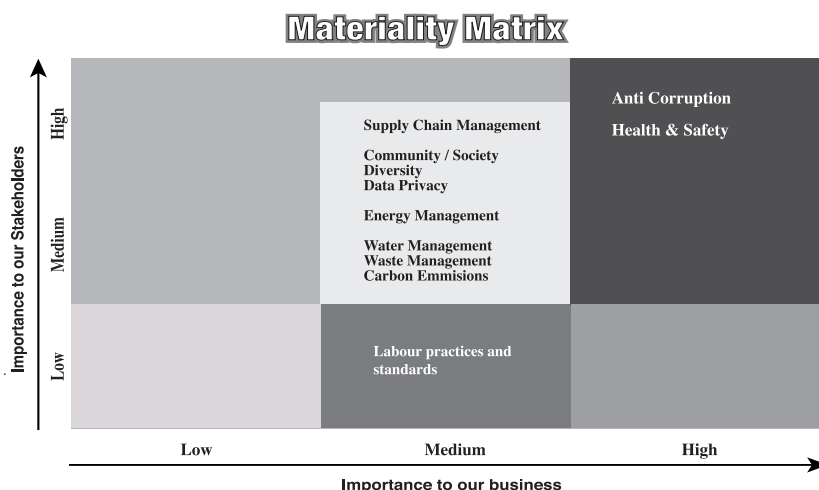
Step 6 – Board approval and integration

The Board reviewed and approved the final list of material matters for disclosure. The material matters were used to guide sustainability priorities, initiatives, performance monitoring and reporting.

SUSTAINABILITY STATEMENT (CONT'D)

During FY2024, Tuju Setia conducted a systematic Materiality Sustainability Assessment (“MSA”) survey. For FY2025, we did not conduct another MSA as the Board deliberated and concluded that the materiality assessment conducted in FY2024 was still relevant and applicable to our corporate sustainability strategy in FY2025. Tuju Setia plans to conduct an MSA survey during the FY2026 to gauge the latest influence of ESG on our stakeholders.

Our materiality matrix for FY2024/2025 is shown below:



SUSTAINABILITY THEMES

To support sustainable growth, the Group continuously monitors industry trends, operational challenges and stakeholder expectations. This helps us identify priorities that support long-term value creation for shareholders and other stakeholders, including the communities in which we operate.

To manage sustainability in a structured manner, we organise our sustainability focus areas into three themes:

Economics			
Customers	Vendors / Suppliers / Contractors	Investors / Shareholders	
<ul style="list-style-type: none"> • Creating economic value for stakeholders through resilient and responsible business practices • Prioritising safety and productivity to strengthen operational performance • Delivering innovative solutions to customers to support long-term relationships and market competitiveness 			
Environmental			
Energy		Water & Waste	
<ul style="list-style-type: none"> • Respecting and protecting the environment through responsible operational practices • Continuously improving energy efficiency and reducing carbon emissions, where practicable • Managing materials, water and waste responsibly, with emphasis on reducing wastage and improving efficiency 			
Social & Governance			
Employees/Directors /Management	Community	Authorities	Media
<ul style="list-style-type: none"> • Safeguarding the safety, health and well-being of our people • Conducting business ethically, with transparency and accountability • Engaging with and supporting local communities through meaningful initiatives • Maintaining compliance with applicable requirements and expectations from regulators and local authorities 			

These themes guide our identification of material matters and the prioritization of sustainability initiatives, performance indicators and reporting disclosures.

OUR BUSINESS PERFORMANCE

Overview of Economic Contribution

The economic performance of Tuju Setia extends beyond profitability. As a public listed company, the Group creates value through jobs, payments to suppliers and subcontractors, taxes and statutory contributions, skills development, and the delivery of buildings and facilities that serve commercial, residential, educational, healthcare and other institutional needs. Sustainable financial performance remains critical because it underpins project execution capability, working capital discipline, investment capacity and stakeholder confidence.

As a result, Tuju Setia creates value not only for shareholders, but also for employees, suppliers, communities and the government. By maintaining sustainable financial performance across business segments, the Group supports national development and strengthens business resilience while aligning growth with our sustainability priorities.

In the construction sector, financial sustainability depends heavily on selective tendering, robust contract administration, disciplined cost control, productivity management, cash flow visibility, claims and variation management, and prudent management of credit and counterparty exposure. For Tuju Setia, order book quality is as important as order book size. The Group therefore aims to pursue projects that fit its technical strengths and risk appetite, particularly in high-rise buildings and healthcare-related construction where execution discipline and coordination capability are essential.

Value Creation for Stakeholders

The Group's economic value creation is reflected through the following stakeholder outcomes:

- **Employees:** Competitive remuneration, benefits, training and career development opportunities support workforce stability, capability building and long-term performance.
- **Suppliers and Contractors:** Engagement with local suppliers contributes to domestic economic resilience and supports inclusive growth. The Group strives to maintain fair procurement practices and timely payments, and continues to strengthen responsible procurement expectations, including ESG considerations where relevant.
- **Government:** Through corporate taxes, statutory contributions, and ongoing compliance with applicable requirements, the Group contributes to Malaysia's fiscal stability and socio-economic objectives, including employment generation.
- **Communities:** The Group supports community development through targeted CSR initiatives, which may include education support, welfare assistance and disaster relief, where appropriate.

Linking Economic Performance with ESG

The Group recognises that long-term economic performance is increasingly linked to ESG considerations:

- **Environmental:** Operational efficiency, responsible resource use and emissions reduction initiatives can contribute to cost efficiency and competitiveness over time.
- **Social:** Workforce productivity, retention and capability are key drivers of performance. Investments in employee health, safety and training support operational continuity and quality outcomes.
- **Governance:** Transparent reporting, strong compliance practices and ethical conduct reduce financial and reputational risks and strengthen investor confidence.

Sustaining Business Performance

Tuju Setia aims to sustain robust economic performance by ensuring that our business strategy remains relevant to current and foreseeable trends. This is supported by appropriate technology adoption, talent development, prudent financial management (including healthy cash flow and balance sheet strength), and disciplined risk management. The Group remains mindful of identifiable and inherent risks across our operations and takes steps to mitigate such risks through ongoing monitoring and management actions.

SUSTAINABILITY STATEMENT (CONT'D)

	FY2025 (RM'000)	FY2024 (RM'000)	FY2023 (RM'000)
Revenue	523,658	585,562	585,967
Profit Before Tax	8,233	6,045	(10,150)
Profit After Tax	6,022	4,363	(9,494)
Shareholders' Fund	78,244	73,267	62,006
Total Assets	495,478	514,722	429,739

Product & Service Quality And Customer Satisfaction

Tuju Setia recognises that customer value is fundamental to our long-term success. Customer satisfaction is therefore a priority, and we continuously strengthen our product and service quality, engagement channels and responsiveness to feedback across all business segments.

For Tuju Setia, “product and service quality” should be understood as project delivery quality, workmanship quality and client service performance. The Group’s clients are primarily developers, institutional clients and project owners. Accordingly, quality management focuses on design coordination, buildability, supervision, inspection and testing, workmanship standards, handover readiness, defect management and overall client experience throughout the project lifecycle.

The Group’s construction capability is supported by quality and execution disciplines such as value engineering, BIM coordination, IBS applications where relevant, structured inspection processes, subcontractor supervision and project close-out management. In hospital and healthcare projects, quality expectations are particularly stringent due to specific user requirements, technical interfaces, commissioning requirements and medical-equipment integration.

Tuju Setia’s quality narrative should also be linked to its recognised operating credentials. PTSSB is a CIDB Grade G7 contractor, holds the relevant registration for hospital and healthcare facility construction, and has experience with ISO 9001:2015 quality management and project quality benchmarks such as QLASSIC and CONQUAS where applicable. The purpose of these capabilities is to reduce rework, strengthen client confidence and improve project outcomes.

(i) Commitment to Excellence

Product and service quality is embedded in the Group’s value proposition. We are committed to delivering reliable, safe and progressively more sustainable solutions that meet customer expectations and applicable certification requirements. Quality is treated as a core driver of competitiveness, brand reputation and stakeholder trust.

We demonstrate our commitment to delivering high-quality and safe products and services in accordance with the standards upheld by our customers and certification bodies. Our products reinforce Tuju Setia’s presence and branding, encourage customer loyalty and promote business viability. Our customers are the core of our operations, and we work hard to ensure that our products and services remain highly relevant to their requirements and affordable.

The Group maintains quality controls throughout the value chain — from procurement of raw materials, inspection and production processes, through to delivery and after-sales support. Our production operations apply Quality Control and Inspection procedures supported by internal policies and guidelines to help ensure consistency and compliance.

(ii) Customer Engagement and Satisfaction

We engage customers through structured channels to understand expectations and continuously improve performance. The Group conducts customer satisfaction surveys and collects feedback regularly. In addition, periodic discussions are held with customers when required to address project requirements, service matters and operational improvements.

Ethical Customer Relations

The Group is committed to transparency and ethical conduct in customer interactions. Our approach includes:

Customer Engagement and Education - Ethical Marketing

Transparency is of utmost importance to customers. Ensuring communications are accurate and responsible.

Customer Feedback and Continuous Improvement

We establish strong channels for customer feedback and continuously improve our customers' experience, which also reward customers for supporting sustainable and ethical practices, while encouraging long-term, positive engagement.

Product Quality and Safety

We strive to maintain industry-appropriate safety and quality standards.

Ethical Customer Service

We ensure that customer interactions reflect ethical practices, promoting honesty, fairness, and transparency in all business dealings.

Customer Complaints Handling and Corrective Actions

When complaints arise, the Group conducts investigations in accordance with established Standard Operating Procedures ("SOP"), within a stipulated timeframe, to ensure complaints are addressed in a timely and effective manner. This is our commitment to ensure that our customer's complaint is resolved in a timely and effective manner.

Constant customer engagements and feedback are systematically gathered through surveys, after-sales engagement, project review sessions, and digital support channels. Issues raised are tracked in a central system, with corrective and preventive actions monitored by senior management. Satisfaction metrics are reported periodically to the heads of Division, ensuring accountability at the highest level.

We understand the importance of these engagements where we will strengthen areas in which we receive praise while we strive to rectify areas receiving negative feedback and work on constructive suggestions. The planned periodic customer satisfaction survey allows us to measure our performance in various aspects, for instance, product quality, delivery lead time, communication response, enquiry response, complaint response and courtesy from our staff.

Customer Satisfaction Survey Insights

The Group's customer satisfaction survey measures performance across multiple service and quality criteria (e.g., product quality, delivery lead time, communication and response time, enquiry and complaint handling, and service courtesy). For the period 2023 to 2025, feedback indicated overall satisfaction at an acceptable level. The Group takes key comments seriously and uses them to guide improvements, including:

- improving delivery lead time,
- reviewing price competitiveness, and
- enhancing the frequency and pace of product updates and new product introductions.

Where low ratings or negative feedback are received, the Group engages the relevant customers to understand concerns and identify corrective actions to improve outcomes.

Tuju Setia has strictly followed our customer satisfaction procedures, and we will continue to show our efforts in maintaining and improving our customers' relationship.

Link to ESG and Risk Management

Product and service quality is linked to environmental and social outcomes. Poor quality materials or services may contribute to delays, safety issues and avoidable waste. By strengthening quality, the Group reduces operational risk and enhances customer trust. From a financial perspective, effective quality assurance helps reduce warranty claims, rework costs, non-compliance exposure and reputational risks, while supporting competitiveness in markets with increasing sustainability expectations.

Future Targets

Tuju Setia recognises that many of our major customers, including project owners and developers, are strengthening their ESG practices and expectations. Accordingly, the Group intends to progressively enhance ESG alignment in our operations and offerings. Planned focus areas include:

- expanding relevant ISO certifications across business units, where applicable,
- introducing lifecycle considerations for selected key products (e.g., durability, maintainability and end-of-life considerations),
- leveraging digital technologies (including data-driven tools such as AI and IoT, where feasible) to strengthen quality monitoring and predictive maintenance in operations, and
- exploring enhancements to digital platforms and systems to support more transparent service delivery, performance monitoring and customer experience.

Supply Chain Management

Supply chain management is a core sustainability issue for Tuju Setia because project performance depends on the reliability, competency and conduct of suppliers, subcontractors and specialist trades. The Group's supply chain includes building materials such as ready-mixed concrete, reinforcement steel, bricks or blocks, timber or formwork systems, mechanical & electrical ("M&E") components, finishing materials, logistics providers, waste contractors and a wide range of subcontractors performing site works.

The Group's priorities are to ensure that suppliers and subcontractors meet requirements on quality, delivery, safety, integrity and statutory compliance, while also supporting business continuity and project cost discipline. Responsible procurement in construction is not limited to purchase price; it also includes technical capability, track record, manpower adequacy, site safety discipline, ability to comply with project specifications, responsiveness to corrective action, and willingness to work to the Group's standards.

Where feasible, the Group prioritizes local sourcing and local contracting because this can shorten lead times, support domestic industry, reduce logistics complexity and strengthen supply resilience. The Group should however avoid absolute claims such as "100% local procurement" unless supported by complete procurement records and a clearly defined methodology.

As a result, Tuju Setia recognises that a resilient, transparent, and responsible supply chain is fundamental to the sustainability and long-term success of our business. As a construction company operating within a complex project ecosystem, our supply chain plays a critical role in ensuring timely project delivery, maintaining quality standards, and supporting sustainable operational practices.

Supply Chain Priority	Construction-Sector Application at Tuju Setia
Vendor and subcontractor due diligence	Assessment of capability, price competitiveness, delivery reliability, quality, safety track record, technical resources and compliance history.
Contractual and operational controls	Clear scope, specifications, approvals, variation control, payment terms, site rules, safety obligations and documentation requirements.
Performance monitoring	Project-level review of quality, productivity, safety, responsiveness and rectification performance, with escalation where standards are not met.
Responsible sourcing opportunities	Use of local suppliers where feasible, exploration of lower-impact materials or recycled content, where technically suitable, and alignment with client-specific ESG requirements.



The Group's supply chain spans raw materials, logistics providers, subcontractors and technology-related vendors, and is therefore a critical component of Tuju Setia's sustainability performance. We recognise that business sustainability is closely linked to supply chain practices. Accordingly, supplier engagement, accountability and procurement governance remain strategic ESG priorities for the Group.

Sound procurement practices support business resilience by strengthening product quality, delivery reliability and cost competitiveness. Suppliers are valued business partners, and we collaborate with them, particularly in project and product development, to align specifications, capabilities and quality expectations. These practices support stable sourcing of key inputs, effective delivery performance, and continuous improvement in product and service quality.

Recent global disruptions, including the COVID-19 pandemic, geopolitical instability and trade-related uncertainties, reinforced the importance of crisis readiness and supply continuity planning. The Group has strengthened supply chain risk mitigation for critical materials by identifying alternative sources and service providers to reduce dependency risks and minimise potential disruption impacts.

As part of our commitment to product and service quality, Tuju Setia incorporates ISO 9001:2015 Quality Management System principles into procurement and supplier evaluation processes, where applicable.

(i) Supplier Standards and Policies

Tuju Setia is guided by internal procurement procedures and relevant supplier-related policies and requirements, including expectations on product/service quality, delivery performance, integrity and compliance. Where applicable, suppliers are expected to comply with relevant Malaysian laws and regulations.

The Group maintains a structured procurement governance framework designed to ensure that all purchasing activities are conducted in a fair, transparent, and ethical manner. Our procurement practices are guided by internal policies and procedures that emphasise integrity, accountability, and compliance with applicable regulatory requirements.

Key elements of our procurement framework include:

Supplier Evaluation and Due Diligence

All suppliers and vendors are subject to a structured evaluation process before engagement. This assessment considers factors such as product quality, pricing competitiveness, delivery reliability, technical capability, and alignment with our ethical and sustainability expectations.

Transparent and Independent Procurement Processes

Procurement decisions are conducted through a structured and impartial process to ensure fair competition among vendors. This helps prevent conflicts of interest and ensures that supplier selection is based on objective performance and value considerations.

Internal Controls and Performance Monitoring

The Group maintains an internal control and monitoring mechanism to evaluate supplier performance on an ongoing basis. Suppliers are assessed on their ability to meet required standards of quality, compliance, and operational reliability, ensuring that our supply chain remains robust and dependable.

Where higher-risk categories are identified, the Group may apply additional screening and monitoring measures (e.g., document verification, site visits, performance evaluation or corrective action requirements). Repeated non-compliance may result in escalation, remediation requirements and/or termination of the business relationship, depending on severity and circumstances.

Tuju Setia is guided by the following procedures and documents :

Quality Procedure	Quality Assurance & Production	Purchasing Policy
New Vendor Selection & Registration	Supplier Evaluation Form	Vendor Performance Review
Approval Authorisation Policy	Approval Suppliers List	Limit of Purchase Approval

Suppliers are expected to comply with applicable labour laws and internationally recognised labour standards, where relevant.

These expectations are reflected in contractual clauses and/or the Supplier Code of Conduct.

(ii) Local Sourcing and Economic Development

The Group prioritises sourcing materials and services from local Malaysian suppliers wherever feasible. This local procurement strategy allows us to enhance supply chain stability, improve operational efficiency, and strengthen relationships with trusted industry partners. Local sourcing also supports domestic economic activity and can improve resilience by reducing logistics complexity, lead times and dependency on distant suppliers that may be exposed to geopolitical, market or climate-related disruptions.

These reduce supply risks, logistics-related emissions, stabilise costs, and support community development, while contributing to the nation building.

During the reporting period, the Group maintained a 100% local procurement rate, sourcing all key construction materials from Malaysian vendors. These materials include essential components used across our construction projects, such as:

- Timber
- Steel bars
- Ready-mixed concrete
- Bricks
- Reinforced fabric of steel ("BRC")

By prioritizing local sourcing, we are also promoting local job creation and strengthening Malaysia's construction ecosystem. In addition, sourcing materials locally helps reduce transportation distances and associated carbon emissions, thereby contributing to our broader environmental sustainability objectives.

(iii) Sustainable Collaboration & Innovation with Partners

Beyond procurement activities, the Group places strong emphasis on maintaining collaborative relationships with suppliers and subcontractors. Through continuous engagement and communication, we encourage our supply chain partners to adopt responsible business practices, including adherence to safety standards, ethical conduct, and regulatory compliance.

These partnerships enable us to create a mutually beneficial supply chain ecosystem, where suppliers and contractors work together with the Group to achieve a higher standard of operational performance and sustainability.

The Group also engages selected suppliers to explore opportunities for improved environmental performance in products and operations, including options such as lower-impact materials, recycled content and material efficiency improvements, where feasible and without compromising quality and safety requirements.

The Group strongly supports ESG-related initiatives led by relevant business partners, including financial institutions that promote sustainable finance, where applicable.

(iv) Financial Linkage and Value Creation

Stronger supply chain governance helps reduce risks of operational disruption, non-compliance exposure and reputational damage. Resilient procurement practices support delivery continuity and cost management, which strengthens overall operational performance.

Where sustainability requirements are relevant to customer projects or tender specifications, enhanced procurement standards may also support eligibility for ESG-related project requirements and financing opportunities.

Future Targets

Tuju Setia continues to expand its operations, we remain committed to strengthening our supply chain governance and sustainability practices. Our future priorities include:

Future Commitments
<ul style="list-style-type: none"> • Enhancing supplier engagement and collaboration initiatives • Strengthening procurement governance and internal monitoring processes • Encouraging responsible environmental and safety practices among suppliers • Supporting the continued growth and resilience of Malaysia’s local construction supply chain

By maintaining responsible sourcing practices and fostering strong local partnerships, The Group aims to build a sustainable supply chain that supports long-term business growth while contributing positively to the broader economic and environmental landscape.

Through these efforts, the Group reinforces its commitment to responsible business conduct, transparency, and sustainable value creation across our entire supply chain network.

OUR ENVIRONMENTAL MANAGEMENT

Commitment to Environmental Stewardship

Tuju Setia’s environmental impacts arise primarily from construction activities and supporting operations. These impacts include fuel and electricity consumption, greenhouse gas emissions, use of construction materials, generation of waste, consumption of water, discharge of site runoff or wastewater, and localized impacts such as dust, noise, traffic and nuisance near project sites.

SUSTAINABILITY STATEMENT (CONT'D)

The Group's environmental priorities are therefore practical and site-based:

- comply with legal requirements, prevent pollution, use resources responsibly,
- reduce avoidable waste, improve environmental monitoring, and
- strengthen resilience to weather-related disruption.

As a result, Tuju Setia recognises that environmental responsibility supports long-term sustainability and competitiveness. Our operations have environmental impacts, particularly through greenhouse gas ("GHG") emissions, energy use and resource consumption. Managing these impacts helps strengthen regulatory compliance, operational efficiency and long-term resilience.

Climate Resilience and Environmental Compliance

Climate change affects the Group through both physical and transition channels. Physical risks include heavy rainfall, flooding, extreme heat, disruption to site access, worker heat stress, damage to temporary works, and delays to procurement or logistics. Transition risks include tighter environmental regulation, carbon-related policy developments, changing client expectations, and increasing demand for lower-impact materials and better environmental disclosures in tender documentation.

The Group considers these matters within its ERM framework and project planning processes. Mitigation measures may include site environmental management plans, drainage and sediment control, weather preparedness, emergency response arrangements, heat stress awareness, logistics contingency planning, and progressive improvement in environmental data capture.

Carbon Footprint and Greenhouse Gas ("GHG") Management

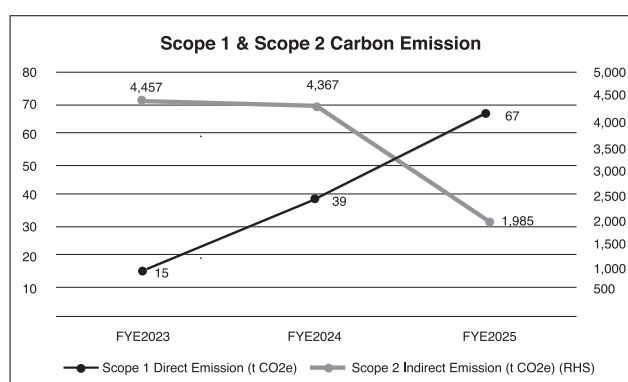
The Group monitors GHG emissions across its operations using the following scope definitions:

GHG Scopes

Scope 1 (Direct Emissions)	Scope 2 (Indirect Emissions)	Scope 3 (Other Indirect Emissions)
Emissions from sources owned or controlled by the Group (e.g., fuel combustion in equipment and machinery)	Emissions associated with purchased electricity consumed by the Group.	Emissions that occur in the Group's value chain (e.g., logistics and upstream/downstream activities) that are not owned or controlled by the Group.
We aggregate consumption across different fuel sources, before translating that data into a carbon footprint		

During FY2025, Tuju Setia reported the following -

Greenhouse Gas	Emissions
Scope 1 Emissions	67 t CO ₂ e, primarily from fuel combustion in machinery at sites.
Scope 2 Emissions	1,985 t CO ₂ e from electricity usage at sites
Scope 3 Emissions	Logistics-related emissions. The Group is strengthening data collection and aims to expand Scope 3 coverage across the value chain by FY2027.

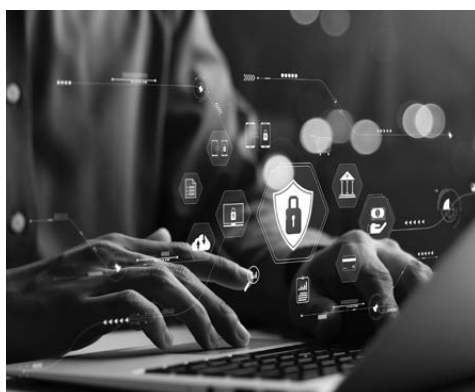


Carbon Footprint and GHG Reduction Strategies

The Group’s GHG management approach integrates emissions monitoring with reduction initiatives and longer-term transition planning. Key strategies and ongoing actions include:

Strategies	On-Going Actions
Energy Transition & Resources Efficiency	Transitioning to energy-efficient equipment and cleaner fuels; replacing older combustion systems with higher-efficiency motors and lower-emission boilers, where applicable. Key operational areas — including scheduled waste management, water consumption, electricity usage, and fuel consumption (petrol and diesel) receive focused attention to optimise efficiency and minimise environmental impact.
Renewable Integration	Expanding solar and hybrid initiatives to reduce reliance on grid electricity, subject to feasibility and approvals.
Electrification of Equipment	Strengthening monitoring and reporting of site emissions and progressively adopting electric equipment/vehicles where suitable to reduce diesel consumption.
Process Optimisation	Gradually installing monitoring systems to track energy use, leaks and inefficiencies to support continuous improvement.
Logistics Efficiency	Optimising delivery routes, encouraging fuel-efficient practices, and exploring lower-carbon alternatives where feasible.

By strengthening emissions management, the Group aims to reduce environmental risks and improve readiness for evolving regulatory and market expectations, including potential carbon-related policy developments.



Carbon Offset and Circular Economy

The Group recognises that not all emissions can be eliminated immediately. Where appropriate, we plan to explore carbon offset initiatives that may deliver environmental and community co-benefits, such as community-based replanting and mangrove restoration programmes in collaboration with relevant partners.

In parallel, the Group continues to explore circular economy practices to reduce waste and improve resource efficiency, including increasing recycled content and reducing upstream emissions embedded in materials, where feasible and without compromising product quality and safety requirements.

Energy Efficiency and Resource Optimisation

The Group continues to improve energy and resource efficiency through initiatives such as:

- Continuously improving operational workflows to enhance efficiency and minimise emissions,
- Installing energy-efficient motors, LED lighting and monitoring systems at plants, where applicable,
- increasing recycling rates and strengthening waste segregation practices,
- Building partnerships with suppliers, clients, and industry peers to collectively drive carbon reduction initiatives and promote best practices across the value chain, and
- Reducing water intensity through process improvements (including closed-loop water systems at selected facilities, where applicable).

Green Initiatives and Circular Economy

Tuju Setia remains committed to mitigating negative environmental impacts associated with our operations. Key areas of emphasis include waste management, water consumption, electricity consumption, and fuel usage, alongside compliance with the Department of Environment (“DOE”) requirements and standards.

The Group continues to explore initiatives aligned to national and international sustainability priorities, including:

- Research and development: exploring lower-carbon alternatives to conventional materials,
- Renewable energy expansion: scaling solar/hybrid initiatives to support renewable energy goals,
- Green operations: integrating sustainable materials and, where applicable, pursuing relevant certifications, and
- Technology solutions: exploring digital tools (including automation and AI applications) to improve efficiency and reduce energy use and emissions across operations.

Circular economic practices are also being embedded into business processes.

Climate Resilience and Risk Management

Environmental management is linked to climate risk preparedness. Physical climate risks such as floods, storms and heatwaves may affect operations and supply chains. The Group considers these risks within its enterprise risk management (“ERM”) framework and continues to strengthen resilience measures through operational improvements and transition planning.

Integration into Risk and Financial Decisions

The Group plans to progressively integrate carbon and GHG information into its ERM and relevant investment decision-making processes. For example:

- incorporating carbon/energy considerations into evaluation of major projects, where relevant; and
- prioritising selected energy efficiency and renewable initiatives that support both sustainability outcomes and long-term risk management.

Targets and Pathway

Tuju Setia has established targets to guide its improvement in environmental performance:

Period	Target
Short-term (FY2026 – 2030)	<ul style="list-style-type: none"> • Expand disclosure to include full Scope 3 emissions across the value chain (target: by FY2027 for data readiness and by 2030 for fuller coverage, where applicable). • 15% energy efficiency improvement across equipment & machinery utilised. • Introduce building materials lifecycle assessments to quantify environmental impact.
Medium-term (FY2031 - 2035):	<ul style="list-style-type: none"> • Increase renewable energy share to 30% of total energy use. • Achieve a 50% waste diversion rate through recycling and reuse. • 40% reduction in carbon intensity (t CO₂e per RM revenue).
Long-term (> FY2035)	<ul style="list-style-type: none"> • Work towards net zero emissions, through a combination of emissions reduction initiatives and, where appropriate, credible offsetting approaches.

ENERGY MANAGEMENT

Commitment to the Environment

Tuju Setia recognises that responsible environmental management is fundamental to long-term competitiveness and our social license to operate. The Group’s operations interact with natural ecosystems and resource systems, and we are committed to minimising environmental impacts through improved energy efficiency, emissions management and responsible resource use. The Group also recognises that responsible energy management plays a vital role in ensuring operational efficiency, business continuity, and environmental stewardship. As a construction company with energy-intensive operations across project sites and corporate facilities, we are committed to managing our energy consumption prudently while minimising the environmental footprint associated with our activities.

Energy consumption within the construction sector is closely linked to project scale, operational timelines, and the deployment of equipment and temporary site infrastructure. In addition, the increasing impacts of climate change present emerging challenges to energy security and supply stability. Extreme weather events, disruptions to power generation facilities, and volatility in the supply of fossil fuels — such as coal and natural gas, which remain key sources of electricity generation in Malaysia — may affect electricity reliability and availability.

Recognising these risks, the Group continues to strengthen its energy management practices while collaborating closely with project partners, clients, and relevant stakeholders to ensure that adequate energy planning and contingency measures are incorporated into project execution. Through proactive planning and responsible consumption practices, we aim to mitigate potential operational disruptions while contributing to national and global sustainability efforts.

Greenhouse Gas and Carbon Footprint Management

A key component of the Group’s environmental responsibility is the systematic monitoring and management of greenhouse gas (“GHG”) emissions. The Group calculates and discloses Scope 1 and Scope 2 emissions annually, with reference to the GHG Protocol. Scope 3 emissions are currently assessed for logistics and transportation, and the Group is working to expand value-chain reporting by FY2027.

GHG Scopes, Sources and Mitigation Measures

GHG Scope	Primary Sources	Mitigation and Improvement Measures (Progressive)
Scope 1 (Direct Emissions)	On-site fuel consumption (e.g., diesel used in plants and machinery).	<ul style="list-style-type: none"> • Transitioning to more energy-efficient equipment & machinery and, where feasible, electrification of equipment. • Exploring renewable energy adoption in operations, wherever applicable. • Introducing real-time digital energy monitoring. • Exploring credible carbon offset initiatives such as rehabilitation of sites and community-based planting • Improving energy efficiency (equipment upgrades, lighting, monitoring). • Exploring on-site renewables (e.g., solar/hybrid) subject to feasibility and approvals. • Strengthening data collection, supplier engagement and methodology readiness to improve completeness of Scope 3 disclosures.
Scope 2 (Indirect Emissions)	Purchased electricity across production facilities and offices.	
Scope 3 (Value Chain Emissions)	Currently measured for logistics and transportation; planned expansion to broader value chain by FY2027.	

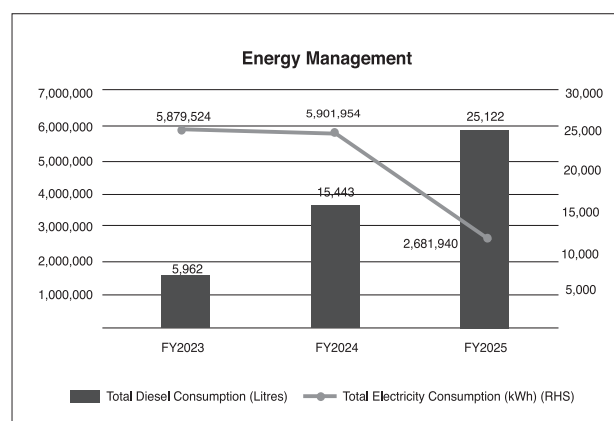
The Group’s longer-term ambitions include reducing carbon intensity and increasing the share of renewable energy as part of our transition planning.

Energy Consumption Management of Key Business Segments

The Group's energy consumption is primarily driven by electricity usage associated with operation and construction activities, including machinery and equipment used. The Group monitors and tracks energy consumption across its operations as part of its environmental management efforts.

Energy Management	FY2023	FY2024	FY2025
Total Diesel Consumption (Litres)	5,962	15,443	25,122
Site & Stores (kWh)	5,757,841	5,778,705	2,571,043
Office (kWh)	121,683	123,249	110,897
Total Electricity Consumption (kWh)	5,879,524	5,901,954	2,681,940
Electricity - Carbon Emission (t CO ₂ e)	4,457	4,367	1,985
Diesel - Carbon Emission (t CO ₂ e)	15	39	67
Total Carbon Emission (t CO₂e)	4,472	4,406	2,052
Revenue (RM '000)	585,967	585,562	523,658
Carbon Emission per Revenue (t CO₂e/RM)	0.0076	0.0075	0.0039

In FY2025, the Group recorded total energy consumption of 2,682 MWh, representing a 55% reduction compared to 5,902 MWh in FY2024. This substantial reduction reflects both the effectiveness of our ongoing energy management initiatives and changes in operational activities during the reporting period. A key contributing factor to the reduction was the completion of the KJH Hospital Project in July 2024, which had previously been a significant source of energy consumption during the Testing and Commissioning phase. During 2024, the KJH project accounted for approximately 3,080 MWh of electricity usage, largely driven by intensive operational and commissioning requirements. With the completion of this project, the Group's overall energy consumption in 2025 has returned to levels more reflective of our normal operational requirements across active sites.



In FY2025, the Group recorded 2,051 metric tons of carbon dioxide equivalent (CO₂e) in GHG emissions. This represents a significant reduction compared to 4,406 metric tons of CO₂e recorded in FY2024. The reduction in GHG emissions can be attributed to several initiatives implemented across our project sites and operational processes. These include enhanced fuel efficiency management, improved equipment utilisation planning, and the strengthening of operational monitoring and controls to minimise unnecessary fuel consumption. In addition, our project teams have increasingly adopted more efficient work practices and scheduling approaches that optimise the deployment of machinery and reduce idle running time. The Group has also continued to raise awareness among operational personnel on the importance of responsible fuel usage and emissions management, reinforcing a culture of environmental accountability throughout our workforce. These collective efforts have contributed to the measurable reduction in GHG emissions during the reporting period.

Looking ahead, the Group will continue to build on this progress by enhancing data collection processes, strengthening emissions monitoring systems, and exploring opportunities to adopt lower-emission technologies and equipment, where feasible. As part of our broader carbon management strategy, the Group aims to further integrate emissions reduction considerations into project planning and operational decision-making.

Tuju Setia is cognizant of its carbon footprint, especially arising from our construction activities. Due to the rapid advancement in construction processes, logistics planning and technology and the shifting of our gradual adoption of green materials, we are seeking ways on how to capitalize on these progresses, to establish a roadmap and targets towards reducing our carbon footprint by seeking ways to improve the efficiency of our energy consumption.

Energy Efficiency and Resource Optimisation

Tuju Setia adopts a proactive approach to energy conservation by embedding energy efficiency practices into our operational procedures and workplace culture. Our energy management initiatives focus on reducing unnecessary consumption, promoting responsible energy use among employees, and identifying opportunities for continuous improvement.

Improving energy efficiency is a key lever for reducing cost, emissions and environmental risk exposure. Initiatives being considered and/or implemented include:

- **Optimising Energy Usage.** Operational guidelines are implemented to ensure that electrical equipment — including lighting, air-conditioning systems, and office appliances — is switched off when not in use. This simple but effective measure helps reduce unnecessary electricity consumption across our offices and project sites.
- **Employee Awareness and Engagement.** Regular awareness programmes and internal communications are conducted to encourage employees to adopt energy-saving habits and participate actively in sustainability initiatives. These efforts foster a culture of environmental responsibility within the organisation.
- **Monitoring and Energy Reviews.** The Group periodically monitors energy consumption patterns to identify areas where operational efficiency can be improved. Through internal reviews and monitoring processes, we continue to explore opportunities to optimise energy use and enhance operational performance. This includes deploying smart or digital energy management systems to improve monitoring and reduce consumption, and replacing conventional lighting and selected equipment with energy-efficient alternatives.

These measures improve productivity, reduce costs, and lower environmental risk exposure.

Green Innovation and Circular Economy

The Group plans to strengthen investment in green innovations to support Malaysia’s transition toward a sustainable economy. Key focus areas include:

- **Renewable energy expansion:** scaling solar and hybrid initiatives in line with Malaysia’s National Energy Transition Roadmap (“NETR”), subject to feasibility and approvals,
- **Circular economy practices:** improving waste management and exploring reuse or repurposing opportunities to reduce disposal, and
- **Green construction technologies:** identifying suitable technology solutions that support efficiency and sustainability outcomes.

Climate Resilience and Adaptation

Environmental responsibility also includes preparedness for climate-related physical risks. The Group considers climate risks within its ERM framework, with potential disruptors including flooding, heatwaves and extreme weather events that may affect operations and supply chains. Adaptive measures may include enhancing site drainage, protect critical assets, and strengthen energy resilience through diversified sources.

Link to ESG Value Creation

Effective energy management supports value creation across ESG dimensions:

Goals	Details
Environmental Goals	Reduced emissions and more efficient resource consumption, supporting relevant goals such as SDG 7 (Affordable and Clean Energy) and SDG 12 (Responsible Consumption and Production).
Social Goals	Improved working environment and operational reliability, supporting stakeholder well-being and continuity.
Governance Goals	Strengthened compliance readiness and transparent reporting, reducing legal and reputational risks.

Future Targets and Commitments

Looking ahead, Tuju Setia plans to strengthen environmental performance through the following commitments:

Future Commitments

- Expand Scope 3 GHG reporting to cover a broader range of value-chain emissions,
- Strengthening energy monitoring and reporting practices across our operations
- Increase the use of recycled and lower-carbon materials across the value chain, where feasible and without compromising quality and safety,
- Strengthen biodiversity-related initiatives, where relevant to our operational footprint; and
- Progressively enhance environmental disclosures with reference to relevant reporting expectations and guidance, including Bursa Malaysia requirements and, where applicable, IFRS S1/IFRS S2 and climate-related disclosure recommendations.

WATER MANAGEMENT

Commitment to the Environment

Tuju Setia recognises the importance of responsible water management, including reducing water use, improving efficiency and ensuring that wastewater discharges meet applicable regulatory and environmental standards. Our approach to water management is guided by the principles of resource efficiency, regulatory compliance, environmental protection and continuous improvement. We are committed to optimising water consumption, minimising wastage, and ensuring that our operational activities do not adversely impact surrounding ecosystems or local communities.

Water is used at project sites for activities such as concrete curing, testing, dust suppression, drilling, cleaning and domestic purposes. At the same time, construction activities can create risks of runoff, siltation, polluted discharge and nuisance to surrounding areas if not properly controlled. Tuju Setia's water management focuses on both resource efficiency and pollution prevention.

The Group's site controls may include the use of silt traps, temporary drainage, wheel-wash or washdown controls where required, wastewater management for worker facilities, periodic sampling at relevant discharge points, engagement of environmental consultants or accredited laboratories where necessary, and corrective action when results indicate non-compliance or heightened risk.

Because water use varies significantly by project stage and site conditions, claims relating to percentage reduction, closed-loop systems or formal water-risk assessment should only be published once they are supported by site records and a clear methodology.

By embedding responsible water management practices across our project lifecycle, we aim to contribute positively to environmental preservation while maintaining operational resilience and compliance with applicable regulatory standards.

Water Security and Resource Availability

Our project sites are generally located in areas with reliable and regulated municipal water supply provided by licensed water utility operators. During FY2025, the Group did not encounter any significant water shortages or supply disruptions that affected project operations. Adequate water resources were available throughout the year to support construction activities, enabling projects to proceed according to planned timelines.

While water availability has remained stable, we continue to adopt a proactive and precautionary approach to water stewardship. This approach recognises that long-term sustainability requires ongoing efforts to improve efficiency and reduce unnecessary consumption.

To strengthen our water management framework, the Group focuses on:

- Improving water efficiency across construction activities to minimise resource wastage.
- Reducing environmental risks associated with excessive water consumption.
- Supporting sustainable resource utilisation in line with industry's best practices.
- Aligning operational practices with responsible water stewardship principles.

Through these initiatives, we aim to balance operational requirements with responsible environmental management.

Water Quality Monitoring and Regulatory Compliance

Maintaining water quality is a key environmental responsibility for the Group, particularly in construction environments where activities may potentially affect nearby waterways.

In line with regulatory requirements established by the Department of Environment (“DOE”) Malaysia, we conduct regular monitoring and assessment of water bodies located in proximity to our project sites. These assessments allow us to evaluate potential environmental impacts and ensure that construction activities remain compliant with national environmental standards.

Key Monitoring Measures Implemented

Our water quality monitoring programme includes several key initiatives:

- Conducting periodic water sampling surveys at designated monitoring points, including upstream and downstream locations near project sites.
- Assessing critical water quality parameters, such as Biochemical Oxygen Demand, pH levels, turbidity and suspended solids.
- Engaging qualified environmental consultants and accredited laboratories to perform independent testing and analysis.
- Implementing mitigation measures and environmental control procedures where necessary.

This monitoring process enables the Group to identify potential environmental risks early and take appropriate corrective actions to prevent adverse impacts on surrounding ecosystems.

Water Quality Assessment Results

Based on the water monitoring assessments conducted during the reporting period, all recorded parameters were within the permissible limits established under the National Water Quality Standards (“NWQS”).

These findings indicate that our construction activities are being managed effectively with appropriate environmental control measures in place. Nevertheless, the Group recognises that continuous monitoring and preventive actions remain essential to maintain compliance and further improve environmental performance.

Managing Water Supply Disruption Risks

Water plays a critical role in many construction activities, including:

- Architecture & RC works
- Dust suppression
- Drilling and piling activities
- Soak away testing
- Site maintenance

Any disruption to water supply could potentially affect operational efficiency, project timelines and site safety. As such, the Group continuously evaluates potential risks related to water availability.



Potential Water Disruption Factors

Possible water supply disruptions may arise from:

- Extreme weather events associated with climate change, including flash floods affecting water treatment facilities
- Scheduled maintenance or infrastructure upgrades undertaken by local water authorities
- Unexpected interruptions within municipal water distribution systems

Recognising these risks, the Group has implemented several mitigation strategies to enhance water resilience across project sites.

- Stakeholder Engagement and Coordination. We maintain regular engagement with clients, local authorities and water utility providers to stay informed of potential water supply risks and planned service disruptions. This proactive communication enables us to plan appropriate contingency measures.
- Enhanced On-Site Water Storage. Where necessary, project sites are equipped with expanded water storage facilities, including larger storage tanks to maintain adequate water reserves during temporary supply disruptions.
- Operational Efficiency Measures. We continuously evaluate opportunities to optimise water usage, including implementing water-saving practices and exploring water reuse solutions where feasible.
- Climate Risk Monitoring. The Group actively monitors climate-related risks and incorporates climate resilience considerations into project planning and site management to reduce vulnerabilities associated with water availability.

Through these measures, we aim to ensure **business continuity, operational stability and sustainable resource management**.

Managing Construction Wastewater and Preventing Water Pollution

As a responsible participant in the construction industry, we recognise our duty to protect surrounding water bodies from potential pollution arising from construction activities.

Construction wastewater may contain silt, sediments, mud and other particulates that, if discharged untreated, could lead to:

- Blockage of drainage systems and increased flooding risks
- Degradation of downstream aquatic ecosystems
- Health and safety concerns for workers and nearby communities

To address these risks, we implement structured wastewater management processes at all active project sites, such as:

- Strengthening Water Discharge Management. Our wastewater management practices include several control mechanisms designed to ensure environmental compliance and minimise pollution risks.
- Wastewater Treatment and Sediment Control. The Group adopts appropriate sediment control and wastewater treatment measures, including the use of silt traps and filtration systems to remove suspended particles before discharge.
- Engagement with Environmental Specialists. We collaborate with environmental consultants and monitoring specialists to evaluate water discharge quality and ensure compliance with applicable environmental regulations.

Water Quality Testing

Water samples are regularly collected from critical discharge points, including silt traps and worker accommodation areas. These samples are submitted to accredited laboratories for analysis.

Testing results during the reporting period confirmed that discharged water remained within the acceptable limits of the National Water Quality Standards ("NWQS") Class II, demonstrating effective site environmental management.

Future Enhancement: Water Discharge Monitoring System

While the Group currently implements comprehensive monitoring procedures, we recognise the importance of developing more structured measurement systems to strengthen environmental data management.

Moving forward, we are exploring the implementation of a more efficient water discharge monitoring mechanisms, which may include:

- Quantitative tracking of wastewater discharge volumes
- Installation of monitoring equipment at key discharge points
- Enhanced environmental data reporting and performance analysis

These initiatives will allow the Group to further strengthen transparency and improve environmental performance monitoring.

Water Consumption and Resource Efficiency

The Group’s water consumption is primarily associated with water used at sites.

Water Management	FY2024	FY2025
Water Consumption (m ³)	212	148
Revenue (RM'000)	585,562	523,658
Water Consumption per Revenue (m ³ /RM)	0.0004	0.0003

During FY2025, the Group recorded a reduction of approximately 30% in total water consumption compared to the previous financial year. The improvement was mainly due to the completion of 4 projects in year 2024 resulting in high usage of water during the final stage which involved heavy washing/cleaning of the project sites. The improvement also reflects the effectiveness of our ongoing efforts to optimise water usage and promote responsible resource management across project sites during FY2025.

The reduction was primarily achieved through:

- Improved site water management practices
- Increased awareness among project teams regarding water conservation
- More efficient construction processes

Water Management Approach and Actions

The Group’s water management practices focus on efficiency, compliance and continuous improvement:

Water Management Focus	Actions Taken / Practices
Efficient Use	Closed-loop water recycling systems are progressively being introduced at selected facilities to enable reuse for suitable activities, where feasible.
Monitoring and Compliance	Wastewater quality is monitored to support compliance with applicable DOE requirements. Wastewater is treated before discharge, with parameters such as pH, turbidity and relevant pollutant indicators monitored to reduce the risk of contamination to waterways.
Water Intensity Reduction	The Group continues to identify opportunities to reduce water intensity through process improvements, maintenance practices and operational discipline, where applicable.
Risk Management	Water-related risks (e.g., water supply disruption, flooding or changes in rainfall patterns) are considered as part of operational risk management. The Group plans to conduct site-level water risk assessments to identify vulnerabilities and resilience measures.
Community Responsibility	The Group seeks to use water responsibly and minimise potential impacts on surrounding communities, particularly where local resources are shared. Where relevant, the Group engages stakeholders to support responsible water use and access to clean water.

Link to ESG Value Creation

Effective water management supports ESG outcomes as follows:

ESG Goals Area	Details
Environmental Goals	Improved water efficiency and responsible discharge management support SDG 6 (Clean Water and Sanitation) and SDG 12 (Responsible Consumption and Production).
Social Goals	Responsible wastewater management supports community well-being and workplace hygiene, reducing the risk of water-related health impacts.
Governance Goals	Compliance with DOE-related requirements and transparent monitoring practices reduce legal and reputational risks.

Future Targets

Looking ahead, the Group remains committed to further strengthening its water sustainability strategy. Planned initiatives include:

Future Commitments
<ul style="list-style-type: none"> • Exploring water recycling solutions for non-potable construction applications • Enhancing site-level water efficiency practices • Integrating innovative technologies to reduce dependence on freshwater sources • Strengthening environmental monitoring and reporting systems

These initiatives align with our broader sustainability and ESG commitments, reinforcing our responsibility to manage natural resources prudently while maintaining high standards of operational excellence.

By embedding sustainable water management practices throughout our operations, the Group reaffirms its commitment to:

- Environmental stewardship
- Regulatory compliance
- Resource conservation
- Responsible construction practices

We will continue to enhance our water management framework to ensure that our operations remain environmentally responsible, resilient, and aligned with Malaysia’s sustainability goals and regulatory expectations.



WASTE MANAGEMENT

Commitment to the Environment

Waste generation is an inherent aspect of construction and operational activities. Hence, Tuju Setia remains steadfastly committed to minimising its environmental footprint through a structured, proactive, and comprehensive waste management strategy.

Material management is a major ESG issue in construction because large volumes of concrete, steel, timber or formwork, bricks or blocks, packaging, M&E materials and finishing products pass through project sites. Weak material planning can lead to unnecessary wastage, excess purchasing, rework, higher disposal costs and avoidable environmental impact.

Tuju Setia's priorities on accurate material take-off, better planning and coordination, reuse of temporary materials where feasible, segregation of waste streams, responsible scheduled waste handling, engagement of licensed contractors, and progressive exploration of recycled or lower-impact materials where those solutions are technically appropriate and client-approved.

Construction by-products, including scrap metal, concrete remnants, wooden pallets, plastics, and packaging materials, are systematically identified, segregated, and directed toward recycling or repurposing. Reusable components, such as formwork, containers, and scaffolding elements, are cleaned, maintained, and redeployed across projects, resulting in reduced material consumption, enhanced cost efficiency, and long-term operational sustainability.

As a result, our waste management philosophy is firmly anchored in the principles of the 4Rs—Reduce, Reuse, Recycle, and Responsible Disposal. These principles serve as the foundation for responsible resource utilisation and the promotion of a circular economy within our operations.

- **Reduce** - We constantly explore how to reduce the waste generated from our projects, through improvement in operational efficiency.
- **Reuse** - Excess raw materials generated across project activities are carefully segregated into reusable and non-reusable streams. Reusable materials — including drums, containers, and wooden or metal crates — are retained for future deployment, whereas non-reusable items are assessed for their scrap value and, where feasible, sold for material recovery, thereby reducing landfill dependency and contributing to resource efficiency.
- **Recycle** - We explore ways on how to recycle materials that cannot be reduced and/or reused, to reduce our waste.
- **Responsible Disposal** - If our waste cannot be reduced, reused or recycled, we will dispose it responsibly, through licensed waste collector(s).

Our approach is guided by a meticulously developed Scheduled Waste Management Plan, which ensures that all construction-related waste is systematically collected, categorized, and directed to licensed and legally designated facilities, fully compliant with the Department of Environment (“DOE”) requirements and relevant regulations.

All our waste handling practices are strictly aligned with regulatory requirements, including:

- (i) the Water Services Industry Act 2005 (Act 655),
- (ii) the Environmental Quality Act 1974 (Act 127), and
- (iii) the Environmental Quality (Scheduled Waste) Regulations 2005 (amended 2007).

These legal frameworks provide guidance and assurance that our operations maintain the highest standards of environmental compliance and responsible resource management.

Tuju Setia remains committed to exploring innovative waste management solutions and cultivating a culture of environmental responsibility throughout all levels of the organisation.

Waste Management Controls and Operational Practices

The Group applies the following controls to support safe handling and compliance, particularly for scheduled (hazardous) waste:



Appropriate Waste Storage On-Site

Hazardous waste is stored on-site in designated areas and labelled appropriately to reduce contamination and leakage risks.



On-Site Inspections

Regular inspections are conducted on waste storage areas and related facilities to support compliance with scheduled waste handling requirements.



Licensed Waste Contractors

Only licensed waste contractors are engaged for the collection, transport and disposal of hazardous waste, as required by regulators.



Trained and Experienced Personnel

Waste management activities are supported by trained and experienced personnel, with ongoing training to maintain competence.

Scheduled waste, as defined by the Environmental Quality (Scheduled Wastes) Regulations 2005 (amended 2007), comprises materials that may pose risks to human health or the environment if improperly managed. Within our construction operations, such waste predominantly includes contaminated soil, debris, and absorbent materials (e.g., rags, plastics, and paper products) that have been in contact with hazardous substances, such as oils, paints, and solvents.

In addition, our sites generate various non-hazardous solid wastes, including domestic waste from on-site worker accommodations and construction debris, such as scrap metals, nails, wiring, cement residues, broken bricks, and plaster. While these materials are non-hazardous, they are managed with equal diligence through systematic collection, segregation, and disposal in accordance with environmental protection guidelines.

All scheduled waste is handled exclusively by licensed contractors approved by the DOE, and stored temporarily in secure, designated containment areas with clear labelling and documentation before being transported to approved facilities for treatment or disposal.

Waste Streams and Actions Taken

Waste Management Area	Waste Management Area
Industrial Waste	The Group segregates hazardous and non-hazardous waste. Hazardous waste is disposed of via licensed contractors in accordance with applicable DOE guidelines and requirements.
Recycling and Recovery	The Group is exploring material recovery initiatives where suitable leftover materials may be repurposed, where feasible.
Circular Economy Practices	The Group is progressively exploring opportunities to integrate recycled materials and reuse certain by-products in the production cycle, where feasible and without compromising quality and safety requirements.
Community and Employee Engagement	Employees (and where relevant, local communities) are engaged through awareness initiatives on waste segregation and recycling to reinforce a sustainability culture.

The Group also continues to strengthen staff awareness through environmental training to support compliance in scheduled waste handling, labelling, packaging and storage requirements. To foster a culture of responsible waste management, we actively educate and engage our workforce and subcontractors through toolbox talks, awareness sessions, and periodic audits. These practices align with national environmental regulations and international sustainability standards, reinforcing our commitment to reducing our environmental footprint.

As we are working hard to minimise the waste generated from our production, we also constantly send our competent personnel to attend environmental training. This is to ensure that all the staff within the Group are aware of the latest in scheduled waste compliance such as scheduled waste handling, labeling, packaging and storing.

Performance Update

During FY2025, we successfully diverted 657 metric tons of waste from disposal, a substantial increase from 152 metric tons in FY2024. This improvement reflects the effectiveness of our enhanced waste segregation practices, increased recycling initiatives, and strengthened collaboration with licensed waste contractors and recycling partners.

This notable progress demonstrates our operational discipline in managing construction waste and our proactive commitment to embedding sustainable practices across all project sites. Moreover, it reflects growing environmental awareness among our teams and underscores our dedication to creating a more sustainable built environment.

Waste Management	FY2024	FY2025
Total Waste Directed To Disposal (tonnes)	7,074	5,537
Total Waste Diverted To Disposal (tonnes)	152	657
Total Waste Generated (tonnes)	7,226	6,194
Revenue (RM '000)	585,562	523,658
Total Waste Generated per Revenue (tonnes/RM '000)	0.0123	0.0118

Link to ESG Value Creation

The Group recognises that responsible waste management is an important component of environmental stewardship. By minimising waste generation and improving resource efficiency, the Group supports regulatory compliance, reduces environmental risk, and strengthens transparency in sustainability reporting.

Future Targets

Tuju Setia will continue to strengthen waste management through improved practices, technology options and partnerships that support circular economy outcomes and resource efficiency. By embedding waste and water management into operational planning, we aim to improve operational efficiency, enhance environmental stewardship and strengthen stakeholder trust.

The Group continuously seeks to enhance waste management through innovative technologies and upstream waste minimisation, including measures to reduce waste generation at source wherever possible. We consistently review waste tracking mechanisms, conduct internal training, and refine site procedures to raise awareness among employees and subcontractors on the critical importance of responsible waste disposal.

We plan to integrate digital tools and data analytics to monitor and report waste diversion performance more efficiently and effectively, enabling us to set targets, track progress, and continually improve environmental outcomes. This would be part of our sustainability journey, in implementing data-driven waste management practices, enhancing reporting transparency, and strengthening our capabilities in hazardous waste minimisation, contributing meaningfully to our broader sustainability objectives and environmental protection commitments.

Future Commitments

From FY2030 onwards, the Group aims to achieve a 50% waste diversion rate through the adoption and expansion of our 4R initiatives, subject to operational feasibility and measurement readiness.

OUR PEOPLE

COMMITMENT TO OUR PEOPLE

The Group's people are central to its project delivery capability. Tuju Setia's workforce includes management, engineers, project managers, quantity surveyors, site supervisors, safety personnel, administrative staff and other employees who support tendering, planning, execution and corporate functions. The Group also works closely with subcontractor workforces and specialist trades whose conduct and capability directly affect site safety, quality and schedule performance.



Therefore, Tuju Setia recognises that long-term success is closely linked to the well-being and capability of our people. Employees are a key stakeholder, and the Group is committed to attracting, developing and retaining talent through competitive remuneration, career development pathways and inclusive workplace practices.

Social responsibility is embedded in the Group's sustainability framework through a focus on fair labour practices, safe workplaces, community engagement and inclusivity across our operations.

Workforce Development and Employee Welfare

Construction is labour-intensive and operationally demanding. Responsible workforce management at Tuju Setia therefore includes fair employment practices, clear communication, lawful working arrangements, appropriate welfare support, grievance handling, and respect for labour rights. The Group frames its workforce narrative in a way that recognises both direct employees and the broader site ecosystem without overstating control over subcontractor workforces.

The Group does not tolerate child labour, forced labour, human trafficking, discrimination or abusive treatment. Employment-related policies and procedures are aligned with applicable Malaysian laws and regulations, and where accommodation is provided or arranged, relevant housing and welfare standards were considered. Grievance channels should allow concerns to be raised and addressed in a timely and fair manner.

People Metrics	FY2025
Total Employees	233
Employee turnover rate (<25%)	22%
Female workforce representation (>25%)	34%
Employee grievances received and resolved	NIL
Confirmed incidents relating to child labour / forced labour / human trafficking	NIL

SUSTAINABILITY STATEMENT (CONT'D)

The Group aims to create a workplace where employees feel valued, motivated and supported to grow. We recognise the importance of labour rights and remain attentive to updates in labour-related requirements and expectations, including relevant provisions under Malaysia's employment laws.

Key initiatives	Details
Fair Compensation and Benefits	Competitive remuneration packages, allowances and incentive schemes to support employee welfare and retention. For employees requiring accommodation, the Group provides clean and safe housing arrangements and seeks to align practices with the standards under the Workers' Minimum Standards of Housing and Amenities Act (and its amendments), where applicable. Meal subsidies are also provided to eligible employees.
Learning, Training and Development	During FY2025, training efforts focused on technical competency, leadership capability, safety protocols and ESG awareness, aligned to operational needs and risk management priorities.
Talent Retention	Career progression frameworks and mentoring programmes support succession planning and long-term retention.
Diversity and Inclusion	The Group promotes an inclusive workplace. In FY2025, women represented 34% of the workforce, and the Group continues to identify opportunities to strengthen female representation and leadership development for younger talent.



The diagram below shows our benefits to our employees -



SUSTAINABILITY STATEMENT (CONT'D)

In addition, the Group organises employee engagement activities such as departmental and company trips and festive celebrations to strengthen teamwork and create a positive working environment. Where appropriate, the Group may also include selected external stakeholders (e.g., clients and suppliers) in certain events to strengthen relationships.



Occupational Health and Safety

Occupational safety and health is one of the Group's most material sustainability matters. Construction activities inherently involve risks such as work at height, lifting operations, moving plant and machinery, scaffolding, excavation, electrical works, manual handling, housekeeping issues, traffic management and interface risks involving contractors, visitors and the public.



Health, safety, and well-being of our employees, contractors, and all stakeholders remain a fundamental priority of Tuju Setia. As a construction company operating in a high-risk industry environment, we recognise that maintaining robust occupational health and safety ("OHS") practices is essential to safeguarding lives, ensuring operational continuity, and sustaining long-term business performance.

Tuju Setia's construction-site safety system includes project-specific risk assessment, hazard identification, risk assessment and risk control ("HIRARC"), site induction, toolbox briefings, permit-to-work controls where relevant, personal protective equipment ("PPE"), supervision, incident reporting and investigation, emergency preparedness, first-aid readiness, subcontractor coordination and ongoing leadership attention to site discipline.

Our approach to health and safety is guided by the principle that every incident is preventable. We are therefore committed to cultivating a strong safety culture that prioritizes hazard identification, risk mitigation, and continuous improvement across all operational levels. By embedding safety considerations into our project planning, operational procedures, and employee training, we aim to create a workplace environment where employees can perform their duties safely, confidently, and responsibly.

To ensure the health and safety of our workforce, particularly those operating at construction sites, Tuju Setia has implemented a range of structured initiatives designed to protect employees and promote a safe working environment.

(i) Comprehensive Safety Induction Programmes

All newly appointed employees, subcontractors, and construction workers are required to undergo mandatory safety induction training before commencing work at project sites. These induction programmes familiarize personnel with site-specific hazards, safety procedures, personal protective equipment (“PPE”) requirements, and emergency response protocols.

(ii) Regular Toolbox Meetings

Weekly and monthly toolbox meetings are conducted across construction sites to reinforce safety awareness among workers. These sessions provide a platform for discussing key safety topics, reviewing potential hazards, sharing lessons learned, and reinforcing preventive measures to mitigate workplace risks.

(iii) Safe and Conducive On-Site Facilities

Recognising the importance of employee welfare, the Group provides appropriate on-site accommodation and supporting facilities to enhance the well-being of our workers. These facilities include a centralized kitchen, canteen areas, and hygienic restroom facilities to support daily living needs.

Dedicated prayer areas (surau) are provided to accommodate the religious needs of Muslim employees, reflecting our commitment to inclusivity and respect for cultural practices. In addition, site accommodations are safeguarded by 24-hour security surveillance and facial recognition-controlled access systems, ensuring a secure living and working environments for all personnel.

(iv) Robust Health and Safety Policies

The Group continuously reviews and enhances its occupational health and safety policies, procedures, and management systems to ensure their effectiveness and alignment with organisational objectives. Safety protocols are embedded within daily operational practices and reinforced through clear communication, supervisory oversight, and regular safety briefings. Our Occupational Health and Safety Management System (“OHSMS”) is aligned with internationally recognised standards and best practices. We maintain strict compliance with applicable regulatory requirements and industry guidelines, ensuring that safety considerations are integrated into every stage of our project lifecycle – from planning and construction to commissioning and handover.

Our goal is to ensure that health and safety considerations remain an integral component of workplace culture, empowering employees to take ownership of their personal safety as well as the safety of their colleagues.

(v) Employee Health and Protection

To further support the well-being of our workforce, the Group provides medical coverage and insurance benefits to employees, enabling them to access essential healthcare services when needed. These benefits are designed to promote employee welfare while providing reassurance and protection for our workforce and their families.

The Group places high priority on the health and safety of employees, contractors, visitors and other persons present at our premises. We aim to minimise workplace injuries and illnesses by maintaining a safe, healthy and conducive working environment. We believe that strong safety practices support productivity, operational continuity and employee well-being.

(vi) Safety Governance and Compliance

To ensure continued compliance with global safety standards, the OHSMS undergoes annual external audits, which assess the effectiveness of our safety management framework and provide recommendations for further improvements.

For the FY2025, the Group is pleased to report that we have Zero Major Non-Compliance Cases. This reflects the effectiveness of our safety management systems, employee training programmes, and ongoing safety monitoring practices.

SUSTAINABILITY STATEMENT (CONT'D)

Tuju Setia remains committed to continuously strengthening its health and safety practices in order to further enhance workplace safety and protect the well-being of all personnel. Moving forward, the Group will continue to prioritise the following initiatives:



Key initiatives	Details
Safety, Health and Environment (“SHE”) Working Committee	Supports implementation of the Safety and Health Policy, facilitates reporting and follow-up of concerns, and reviews requirements periodically.
Learning, Training and Development	Conducts and enhances awareness initiatives, safety training programmes and emergency response readiness programmes to reinforce a safety-first mindset across all levels of the Group. This includes basic emergency response training such as cardiopulmonary resuscitation (“CPR”) delivered with support from relevant professionals.
Periodic Review	Regularly reviews the relevance and adequacy of safety training and procedures, including emergency response, hazard identification, risk management and safety awareness.
Medical Care and Surveillance	Provides medical care support, including periodic health screening and annual health surveillance programmes, where applicable.
Medical Supplies	First-aid boxes and basic medical supplies are positioned at suitable locations to enable timely access during emergencies.
Leveraging Technology for Safety Monitoring	Exploring the use of digital tools and technological solutions to improve safety monitoring, incident reporting, and risk assessment processes.
Enhancing Stakeholder Collaboration	Working closely with industry experts, regulatory authorities, consultants, and business partners to adopt best-in-class safety practices and continuously improve our safety standards.

Performance and Safety Culture

Tuju Setia firmly believe that a safe workplace is a productive and sustainable workplace. By embedding strong safety governance, fostering a proactive safety culture, and continuously enhancing our operational safeguards, we aim to ensure that every employee and stakeholder can work in an environment that prioritizes their health, safety, and well-being.

Through these efforts, the Group reaffirms its commitment to embrace construction’s best practices, employee welfare, and sustainable business operations as part of our broader ESG and corporate governance framework.

Workplace safety remains a fundamental and non-negotiable priority embedded within our operational framework and corporate culture. Operating within the construction industry — where workplace hazards are inherent — we place strong emphasis on ensuring that robust safety measures, proactive risk management, and strict regulatory compliance are consistently upheld across all project sites and operational facilities



SUSTAINABILITY STATEMENT (CONT'D)

Best Practices	Results
Performance	The Group monitors lost-time incidents and reports no major lost-time incidents during FY2025. The Group also recorded zero fatalities in FY2025.
Preventive Measures	We continue to strengthen a safety culture through preventive measures such as regular drills, hazard reporting practices, and personal protective equipment (“PPE”) requirements, supported by training and leadership engagement at sites.
Culture of Safety	We are monitoring the pattern on lost-time incidence and wishes to report that there is no major lost-time incident.

This significant achievement reflects the effectiveness of our comprehensive OHS management framework, as well as the collective commitment of our employees, contractors, and management teams in maintaining a safe working environment.

Our safety practices are aligned with the requirements of the Occupational Safety and Health Act (OSHA) 1994, as well as other applicable regulatory guidelines governing workplace safety within Malaysia’s construction sector. Through continuous monitoring, supervision, and improvement of our safety management systems, we aim to ensure that all operations are conducted in a manner that safeguards the well-being of our workforce and stakeholders.

This positive safety performance underscores our dedication to fostering a strong safety culture based on vigilance, accountability, and continuous improvement.

Labour Practices and Rights

The Group promotes fair labour practices and an inclusive workplace. Our Code of Conduct and relevant HR and labour-related policies are designed to protect employee rights and support compliance with applicable employment-related requirements, including Malaysia’s Employment Act 1955 and relevant industry standards.

Key labour rights and practices include:



The Group aims to uphold high standards of labour practices through the following measures:

Best Practices	Results / Approach
Alignment with recognised labour standards	The Group prohibits forced labour, child labour and workplace discrimination. Where applicable, the Group aligns practices with recognised labour principles and relevant legal requirements.
Grievance Mechanism	Confidential channels enable employees to raise issues without fear of retaliation, supported by review processes intended to ensure fair outcomes. During FY2025, the Group did not receive any grievance reports.
Employee Conduct and Discipline	A documented framework guides employee conduct, discipline and grievance handling to protect employee rights and organisational standards.

These initiatives reflect our holistic approach to social responsibility, supporting both its workforce and the broader communities where it operates.

SUSTAINABILITY STATEMENT (CONT'D)

Grievances Mechanism

The Group recognises the importance of providing employees with avenues to raise grievances so that issues can be addressed early and fairly. Employees are encouraged to speak to Human Resource (“HR”) representatives if they have concerns. When grievances are received, HR handles cases in accordance with internal SOPs. Depending on complexity and severity, the Group aims to resolve cases within a reasonable timeframe.

During FY2025, the Group did not receive any reported grievances.

When a grievance is received, the HR Department will proceed in accordance with Tuju Setia’s SOP for handling grievances. Depending on the complexity and seriousness of grievance, we aim to close all grievance cases within a reasonable timeframe.

Link to ESG and Value Creation

The Group’s people-related initiatives support ESG outcomes as follows:

Link	Details
Environmental Link	Training and awareness programmes encourage sustainable practices that may reduce waste and improve resource efficiency in operations.
Governance Link	Upholding labour rights and fair practices supports compliance readiness, reduces reputational risks and strengthens stakeholder confidence.
Economic Link	Investment in employee development and well-being supports productivity, reduces turnover risk and strengthens long-term stakeholder relationships.

Future Targets

Looking ahead, the Group aims to strengthen people and community outcomes through the following priorities:

Future Commitment
<ul style="list-style-type: none"> Maintain female representation of at least 25% and identify opportunities to increase representation progressively, Establish a formal community engagement framework with measurable impact indicators, Expand partnerships with the Human Resource Development Corporation (“HRD Corp”) and academic institutions to strengthen workforce upskilling, Strengthen the Employee Well-Being Programme, including mental health and wellness support, and Increase annual CSR investment to support communities alongside business growth.

GOVERNANCE AND ETHICAL CONDUCT

Commitment to Strong Governance

Ethical conduct is a material sustainability matter for Tuju Setia because the construction sector is exposed to bribery and corruption risk in tendering, procurement, subcontractor management, site administration, claims handling, permits, inspections and third-party engagement. Strong ethics controls are therefore essential to protect the Group’s reputation, legal position and stakeholder trust.

Tuju Setia views strong governance as a cornerstone of sustainability and long-term corporate resilience. Effective governance supports regulatory compliance, strengthens investor confidence, builds stakeholder trust and enhances long-term value creation. The Board plays a central role by providing oversight, setting ethical expectations and ensuring that sustainability considerations are integrated into business decision-making.

Ethics and Compliance Metrics	FY2025
Confirmed corruption cases	NIL
Anti-Bribery and Corruption training coverage	YES (100%)
Whistleblowing reports received	NIL
Substantiated whistleblowing cases	NIL
Material fines / sanctions for non-compliance	NIL

Compliance with Laws and Regulations

The Group is committed to complying with applicable requirements, including Bursa Malaysia Listing Requirements, the Companies Act, relevant environmental and labour regulations, and applicable data protection requirements (including the Personal Data Protection Act 2010 (“PDPA”). Compliance obligations are monitored as part of governance and risk management processes.

Corporate Governance

We believe that good Corporate Governance is a prerequisite for the Group to build sustainable long-term value for its shareholders. We are therefore guided by legislative and regulatory requirements, including corporate governance, best practices published by the relevant authorities.

Our Corporate Governance Overview Statement forms part of our Annual Report.

Culture of Ethical Leadership

Governance and ethical conduct are reinforced through leadership expectations and day-to-day practices. Directors and senior management are expected to lead by example and promote ethical conduct throughout the organisation. Ethical leadership is supported through measures such as:

- (i) periodic governance reviews,
- (ii) open communication channels for employee feedback, and
- (iii) a commitment to transparent reporting and disclosures.

Governance Structure and Responsibilities

The Group’s governance structure is designed to provide oversight and accountability across key decision-making levels:

Governance Body	Roles & Duties
Board of Directors	Provides strategic oversight and ultimate accountability for ESG matters.
Audit and Risk Management Committee	Provides strategic oversight and holds ultimate accountability for sustainability governance and ESG integration.
Sustainability Working Group	Coordinates execution of sustainability initiatives and supports data collection and performance monitoring, reporting progress and key issues to the ARMC and Board for oversight.

This structure is supported by the Group’s Enterprise Risk Management (“ERM”) framework, which integrates sustainability-related risks such as climate change, cybersecurity, supply chain vulnerabilities and regulatory developments.

Code of Ethics and Business Conduct

The Group is committed to maintaining high standards of integrity and professionalism to safeguard shareholder value and reinforce stakeholder confidence. Our core values emphasise honesty, integrity and operational excellence.

The Group has adopted a Code of Ethics and Business Conduct (“Code”) that applies to employees and directors, and communicates expectations on conduct when dealing with customers, suppliers and other stakeholders. The Group does not tolerate breaches of the Code and encourages reporting of malpractice or non-compliance through established channels.

SUSTAINABILITY STATEMENT (CONT'D)

The Code sets expectations for, among others:

- integrity in business dealings,
- fair competition and responsible marketing,
- confidentiality of company and stakeholder information, and
- compliance with applicable laws and regulations.

Training and awareness initiatives are conducted to support understanding and adherence to the Code.

Our corporate governance practices include the following:

Code of Ethics & Conduct	Risk Management	Internal Audits and Controls
External Audit	Anti-Bribery & Corruption Policy	Whistle-Blowing Policy
Anti-Money Laundering ("AML") Policy	Personal Data Protection Act ("PDPA") Policy	Housing and Occupational and Safety Policy

Anti-Bribery and Corruption ("ABC") Policy

The Anti-Corruption Amendments requires Public Listed Companies ("PLCs") on Bursa Malaysia to establish and implement policies and procedures on anti-corruption and whistleblowing to prevent corrupt practices, which will enable PLCs to have a measure of defense against corporate liability for corruption under Section 17A of the MACC Act. In addition, the Anti-Corruption Amendments require PLCs and their board of directors to review the policies and procedures periodically or at least once every three years to assess their effectiveness. The Anti-Corruption Amendments also require PLCs to ensure that corruption risks are included in the annual risk assessment of PLCs and their group of companies.

In line with the Malaysian Anti-Corruption Commission Act 2009 ("MACC Act"), including Section 17A on corporate liability, the Group maintains policies and procedures intended to prevent bribery and corruption. The Group adopts a zero-tolerance approach toward bribery and corruption.

Key elements of the ABC framework include:

- declaration and management of conflicts of interest,
- prohibition of facilitation payments and kickbacks,
- due diligence practices for suppliers, contractors and third parties where applicable, and
- training for employees, particularly those in higher-risk functions (e.g., procurement and project management).

During FY2025, ABAC training was conducted as part of staff orientation for new joiners. Compliance is reinforced through governance oversight and internal controls, and disciplinary action may be taken for breaches. The Group recorded no reported incidents of bribery or corruption during the financial year under review.

Whistleblower Policy

To strengthen transparency, we have established a Whistleblower Policy that allows employees, contractors, and stakeholders to report suspected misconduct safely and anonymously. Multiple reporting channels are available, including independent third-party hotlines. All reports are investigated confidentially, with protection guaranteed against retaliation. Outcomes are reported to the ARMC for accountability.

The Whistleblower Policy of Tuju Setia was formulated based on the Whistle Blower Protection Act 2010. This Whistle Blower Protection Act provides assurance and confidence to our employees and external parties that we have an effective channel to report on any activity that breaches our Code and/or any breach of ethics or omission by an employee of Tuju Setia.

Our Whistleblower Policy can be accessed from our website <https://tujusetia.my/>. Whistle blowers can write to whistleblowing@tujusetia.my and the report will go directly to Chairman of ARMC.

There were no whistleblowing reports received during the financial year.

Standard Code of Ethics and Employees' Discipline & Conduct ("Code")

The Group enforce a clear framework for employee conduct and discipline. This framework :

- Ensures fairness in disciplinary proceedings.
- Provides clear escalation procedures for grievances.
- Reinforces company values of respect, professionalism, and accountability.
- Links performance evaluation with compliance to ethical standards, not just financial results.

All employees of the Group are expected to comply with the Code which is adopted at all levels within the group. It covers the principles by which behaviours are assessed and guides an employee's direct and indirect roles and responsibilities inside and outside the group. These principles are shared with all employees and emphasised during training sessions. Upon employment within the Group, employees pledge their agreement to the Code when signing their letter of offer.

By aligning conduct with values, the Code strengthens workplace culture while protecting employee rights.

The Code encompasses the following policies –



Stakeholder Engagement and Shareholder Rights

Under Stakeholder Dialogue, we engage with key stakeholders, including shareholders, customers, employees, and suppliers, on important issues like sustainability, ethics, and governance. We conduct such dialogue through AGM and direct consultations.

We protect and uphold shareholders' rights by ensuring fair treatment and transparency in communications. We provide shareholders with opportunities to participate in major decisions, such as voting on key resolutions during AGM.

Transparency & Reporting

The Group publishes a Sustainability Statement as part of the Annual Report and provides disclosures aligned with applicable reporting requirements. The Group also discloses relevant business risks, including environmental, social and financial risks, together with risk management approaches intended to mitigate issues such as supply chain vulnerabilities and regulatory changes.

Integration with ESG and Value Creation

Strong governance and ethical conduct support ESG outcomes and value creation by:

- reducing legal, operational and reputational risks,
- strengthening stakeholder trust with regulators, investors, customers and communities,
- supporting access to financing, including sustainability-linked financing opportunities where applicable, and
- aligning with global frameworks such as IFRS S1/S2, wherever applicable.

By ensuring governance structures are robust and ethical conduct is ingrained, the Group not only complies with regulations but also positions itself as a responsible and trustworthy corporate leader.

Future Targets

The Group will continue strengthening governance and ethical conduct through initiatives such as:

Future Commitments

- Expanding appropriate digital tools for compliance monitoring,
- Enhancing third-party due diligence and supplier screening, where relevant, and
- Increasing Board and management training on emerging ESG regulations and expectations.

COMMUNITY ENGAGEMENT & SOCIAL RESPONSIBILITY

Tuju Setia recognises that construction projects can directly affect surrounding communities through noise, dust, traffic, safety interface, visual impact and disruption to normal activity. Community engagement is therefore not limited to philanthropy or donations; it also includes responsible site management, timely communication and responsiveness to concerns raised by neighbours, building users, road users and local stakeholders.

Where feasible, the Group seeks to minimise nuisance and maintain good relations with communities near its project sites through traffic control, housekeeping, hoarding and signage, dust and noise mitigation, working-hour discipline where required, and the prompt investigation and resolution of complaints. In addition, the Group may carry out selected corporate social responsibility (“CSR”) or community-support initiatives that are aligned with local needs and its available resources.

As a result, the Group engages local communities through community investment and philanthropic initiatives, with emphasis on areas such as education, healthcare and skills development. Our community programmes are intended to create shared value for stakeholders and to contribute to sustainable development in the communities where we operate.



Community and Social Impact Metrics

Material community complaints
 Serious public safety incidents linked to sites
 CSR / Community initiatives carried out
 Community beneficiaries – Contribution value

FY2025

NIL
 NIL
 7
 RM223,600

We recognise that local communities are an important stakeholder group, particularly as many of our employees come from the same communities in which we operate. The Group therefore encourages employee volunteerism to foster empathy, social awareness and a culture of giving back.

Corporate Social Responsibility (“CSR”)

The Group supports community initiatives through donations, fundraising activities and participation in community programmes, particularly those that support underserved or vulnerable groups. Where appropriate, we collaborate with community organisations and non-governmental organisations (“NGOs”) to improve outreach and effectiveness.

Philanthropy

As part of our CSR initiatives, Tuju Setia contributes to charitable causes, particularly those aligned with:

- **Education and Youth Development:** Supporting access to quality education, skill-building programmes, and youth empowerment initiatives to nurture future-ready talent and reduce inequality.
- **Healthcare and Well-being:** Contributing to healthcare access, medical assistance, and well-being programmes aimed at strengthening community health outcomes.
- **Social Welfare and Inclusivity:** Assisting disadvantaged and marginalized communities through financial contributions, essential aid, and collaborative outreach programmes.
- **Sports and Community Development:** Promoting sports participation and community-building activities that encourage healthy lifestyles, teamwork, and social cohesion.

This can involve donating a portion of profits or organising fundraising events in partnership with local NGOs.

Governance and Compliance

In line with our strong governance standards, all donations, sponsorships, and community contributions are subject to internal approval processes and strict compliance with Malaysian laws and regulatory requirements. We ensure that funds are channeled to legitimate and recognised organisations, supported by appropriate documentation and due diligence procedures. This structured oversight framework safeguards against misuse of funds and reinforces our commitment to ethical and transparent conduct.

Local Economic Development

The Group contributes to local economic development by supporting local suppliers and vendors where feasible. This strengthens local economic resilience and livelihoods, and supports responsible sourcing practices while reducing reliance on long-distance supply chains.

Tuju Setia believes in giving back to society, in this case, the communities in which we are located, while investing in the future of our next generations. The communities around us form a significant pillar in our growth, especially when many of our employees come from these same communities. As we perform our social responsibilities, we encourage our employees to volunteer for the causes we believe in as they develop their compassion and empathy towards society.

Supporting government, public and private organisations

During the financial year under review, the Group significantly increased its community investment, reflecting our strengthened commitment to social impact. In FY2024, we contributed RM35,000 towards community initiatives. In FY2025, our total CSR contributions increased to RM223,600, supporting a range of programmes across education, healthcare, social welfare, and sports development.

This substantial increase demonstrates the Group’s proactive approach to scaling its social contributions in line with our growth trajectory and sustainability ambitions. Beyond financial contributions, our initiatives also include employee participation and collaborative engagement, further amplifying our positive societal impact.

Stakeholder Engagement and Communication

The Group seeks to maintain open and transparent communication with stakeholders — including investors, customers and employees—on matters relating to social impact, community initiatives and sustainability performance. We continue to strengthen sustainability reporting and provide relevant updates to foster trust and long-term relationships

Commitment to Continuous Improvement

Sustainability is an ongoing journey. The Group is committed to progressively enhancing ESG performance and improving how we monitor and report our progress, so that we can continue contributing positively to the environment, economy and society.

Future Targets - Driving Long-Term Social Value

Tuju Setia recognises that sustainable community development requires consistency, strategic alignment, and continuous improvement. As such, we will continue to refine our CSR framework by identifying high-impact initiatives, strengthening partnerships, and monitoring outcomes to enhance effectiveness and accountability.

Looking ahead, the Group remains committed to expanding its social responsibility footprint in a responsible and sustainable manner. By leveraging our resources, expertise, and stakeholder partnerships, we aim to create enduring social value, contribute to inclusive development, and reinforce our role as a trusted and responsible corporate steward. Through purposeful community investment and responsible governance, we reaffirm our commitment to fostering resilient communities and delivering sustainable value beyond our business operations.



DIVERSITY, EQUITY & INCLUSION (“DEI”) - WORKFORCE

Commitment to an Inclusive Workforce

The Group aims to maintain a respectful and inclusive workplace where recruitment, development and progression are based on merit, capability and business needs. In practice, diversity for a construction company includes gender diversity, age diversity, diversity of professional background and the creation of fair opportunities across functions and levels of responsibility.

Therefore, Tuju Setia believes that diversity, equity, and inclusion are not just ethical imperatives but also strategic drivers of innovation, productivity, and long-term value creation. We are committed to cultivating a workplace environment where mutual respect, fairness, and equal opportunity form the foundation of our employment practices. The Group maintains a zero-tolerance stance against discrimination and ensures that all employees—regardless of age, gender, ethnicity, religion, nationality, disability status, or other personal attributes — are treated with dignity and have equitable opportunities to grow and contribute. By embracing diverse perspectives and experiences, we strengthen our ability to innovate, make informed decisions, and deliver sustainable value to our stakeholders.

Our human capital management framework is grounded in the principles of meritocracy, transparency, and accountability. Recruitment, talent development, performance evaluation, and career progression are guided by objective criteria based on competency, experience, and performance. This merit-based approach ensures that employees are recognised and rewarded fairly while enabling the Group to attract, retain, and develop high-performing talent.

In addition, the Group promotes a supportive and inclusive workplace through fair employment practices, structured training programmes, and career development initiatives designed to empower employees at all levels. These initiatives help foster a culture of continuous learning, collaboration, and mutual respect, allowing our employees to reach their full potential while contributing to the Group’s strategic objectives.

Aligned with our broader ESG commitments, Tuju Setia remains dedicated to continuously strengthening our DEI practices by reviewing and enhancing our policies, monitoring workforce diversity metrics, and fostering an inclusive organisational culture where every employee feels valued and respected. Through these efforts, we aim to build a workforce that reflects the diverse communities in which we operate while reinforcing our position as a responsible and progressive employer.

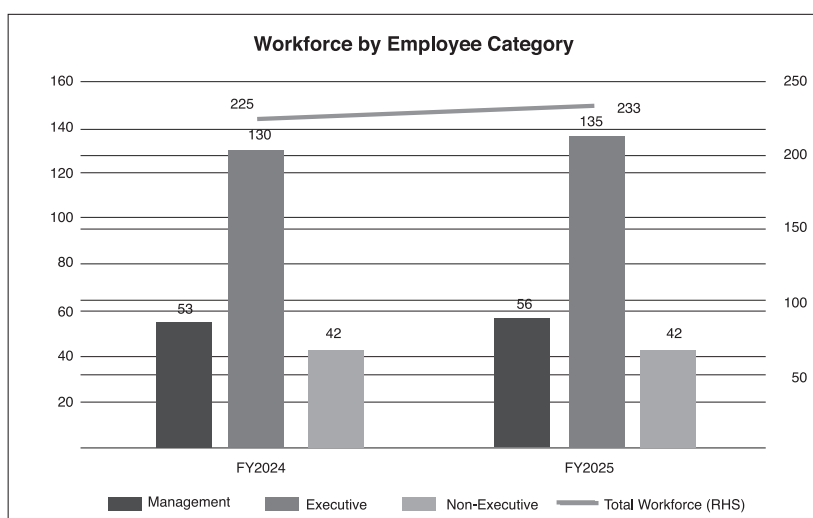
By embedding DEI into our organisational framework, the Group not only strengthens its human capital but also enhances its long-term sustainability, operational resilience, and ability to deliver sustainable growth in an increasingly dynamic business environment.

SUSTAINABILITY STATEMENT (CONT'D)

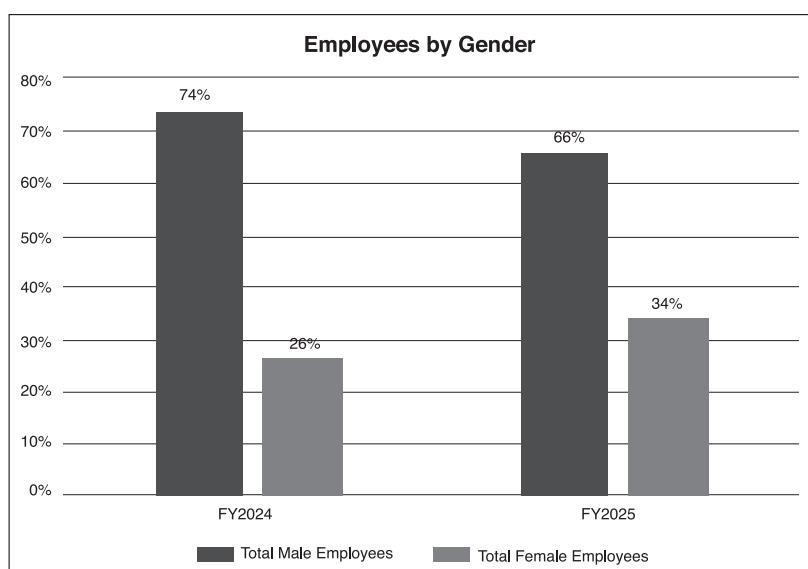
DEI Metrics	FY2025
Women in workforce (of total workforce)	79 (34%)
Women in senior management (of total senior management)	5 (19%)
Women on Board (minimum 1 woman member)	1
DEI-related targets or commitments (by FY2030)	25%

In addition, we are focusing on grooming its next level of workforce that are managerial material and ready to support the future growth of the Group.

As at 31 December 2025, the Group employs a total workforce of 233 Malaysian employees, compared to 225 Malaysian employees a year ago, across our operational and project sites. This diverse workforce reflects the nature of the construction industry and underscores our commitment to providing inclusive employment opportunities while ensuring a balanced and capable workforce to support our operational needs.



Gender Diversity by Employee Category



Gender Diversity Analysis: Fostering an Inclusive and Equitable Workplace

Tuju Setia recognises that gender diversity is a key component of a progressive and inclusive workplace. Promoting balanced gender representation across all levels of the organisation strengthens our ability to foster innovation, enhance decision-making, and cultivate a dynamic and collaborative work environment. As part of our broader DEI commitment, the Group continues to promote equitable opportunities for both male and female employees, ensuring that recruitment, professional development, and career progression are guided by merit-based principles.

The construction industry has traditionally been male dominated, particularly in operational and technical roles. Despite this industry-wide challenge, the Group remains committed to encouraging greater female participation and representation across our workforce, while ensuring a fair and inclusive workplace environment that supports equal opportunities for all employees.

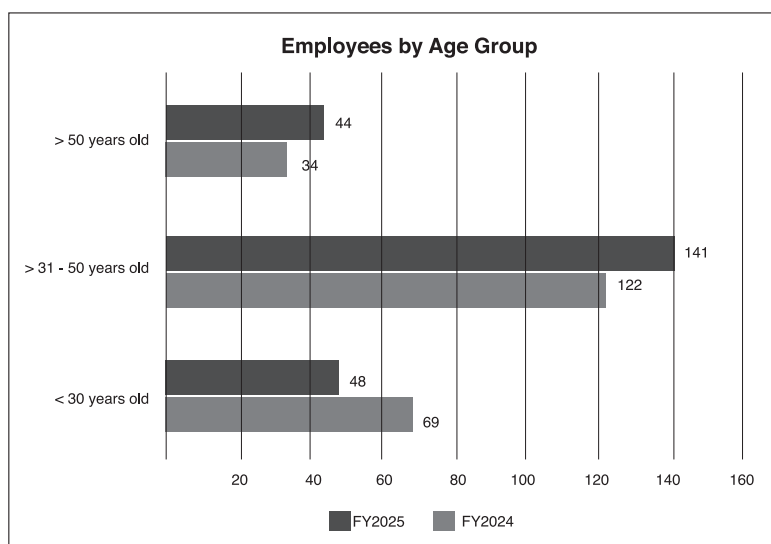
A review of the Group's workforce composition indicated steady progress in improving gender diversity across several employee categories between FY2024 and FY2025.

Overall, the Group has demonstrated positive progress in strengthening gender diversity across multiple organisational levels, particularly within management and executive positions. While the construction industry continues to face structural gender imbalances, we remain committed to narrowing these gaps through inclusive hiring practices, career development programmes, and fair workplace policies.

Moving forward, the Group will continue to enhance its gender diversity initiatives by promoting equal employment opportunities, encouraging leadership development among female employees, and fostering a workplace culture that values diversity and inclusivity. Through these efforts, the Group aims to strengthen organisational resilience, empower talent across all levels, and create a more balanced and sustainable workforce aligned with our long-term ESG commitments.

Age Group Analysis: Strengthening Leadership Diversity and Workforce Sustainability

Tuju Setia recognises that a balanced age distribution within the workforce is essential to sustaining organisational resilience, strengthening leadership continuity, and fostering a culture of knowledge transfer across generations. In line with Bursa Malaysia's sustainability reporting expectations, we continue to monitor the demographic composition of our workforce to ensure an effective blend of experience, institutional knowledge, and emerging talent across all organisational levels.



Overall, the Group's workforce demographics demonstrate a structured talent pipeline, where younger employees are primarily concentrated in operational roles while experienced professionals assume leadership and strategic positions. This distribution supports effective knowledge transfer, mentorship, and leadership succession planning, which are critical elements of long-term organisational sustainability.

Moving forward, the Group remains committed to strengthening inter-generational workforce diversity, investing in talent development programmes, and cultivating leadership capabilities among younger employees to ensure a sustainable and well-balanced leadership pipeline. Through continuous monitoring of workforce demographics and targeted human capital initiatives, we aim to maintain a resilient organisation capable of adapting to evolving business and industry demands.

During FY2025, Tuju Setia managed its staff attrition rate below 25% at 22% compared to 20% in FY2024, as employees continue to seek better paying job opportunities. We are stepping up on our retention programme to invest in our employees through training and staff development programs, in our efforts to manage the staff turnover rate.

Diversity Across the Workforce

The Group’s workforce includes employees from a wide range of professional, cultural, and educational backgrounds. This diversity strengthens Tuju Setia’s ability to adapt to changing markets and customer expectations.

Diversity	Details
Gender Diversity	During FY2025, women account for more than 25% of our workforce, with an explicit target to raise female representation in leadership positions.
Age and Generational Diversity	The Group benefits from the energy of younger employees and the experience of senior professionals. Structured mentoring programmes encourage knowledge transfer across generations.
Cultural and Ethnic Representation	Reflecting Malaysia’s multicultural society, Tuju Setia values the perspectives of employees from different backgrounds, ensuring inclusive decision-making.

Equity in Opportunities and Rewards

Equity ensures that employees have **fair access to growth opportunities**, regardless of personal background or status. Key initiatives include -

Equity	Details
Equal Pay for Equal Work	Regular benchmarking exercises ensure that pay structures are competitive and non-discriminatory.
Transparent Promotion Pathways	Career advancement is merit-based, supported by performance appraisals and leadership assessments.
Targeted Development Programmes	Leadership programmes for women and underrepresented groups support career progression into senior management.
Inclusive Benefits	Employee benefits are designed to support both full-time and contract staff, ensuring equitable treatment.

Inclusion in Culture and Practices

Inclusion means creating an environment where every voice is heard and valued. Tuju Setia fosters an inclusive culture through –

Inclusion	Details
Employee Engagement	Regular town halls, feedback surveys, and open-door policies ensure employees have a say in company direction.
Flexible Work Practices	Where possible, flexible hours and remote work arrangements accommodate employees’ diverse needs.
Cultural Awareness	Celebrations of cultural and religious events foster unity and mutual respect within the workforce.
Accessibility	The Group is assessing workplace facilities to ensure greater accessibility for employees with disabilities.

Governance and Accountability for DEI

DEI is overseen by the Board and monitored by the Sustainability Committee, supported by the Sustainability Working Group. Clear KPIs on diversity and inclusion are incorporated into management performance reviews. Progress is reported annually in the Sustainability Statement, ensuring transparency and accountability.

Link to ESG and Global Goals

DEI contributes directly to several UNSDGs –

SDG	Details
SDG 5 (Gender Equality)	Promoting women in leadership
SDG 8 (Decent Work and Economic Growth)	Ensuring fair pay and safe, inclusive workplaces.
SDG 10 (Reduced Inequalities)	Providing equitable opportunities for all.

From a business perspective, diverse teams improve problem-solving, creativity, and resilience, while inclusive practices reduce employee turnover and enhance employer branding.

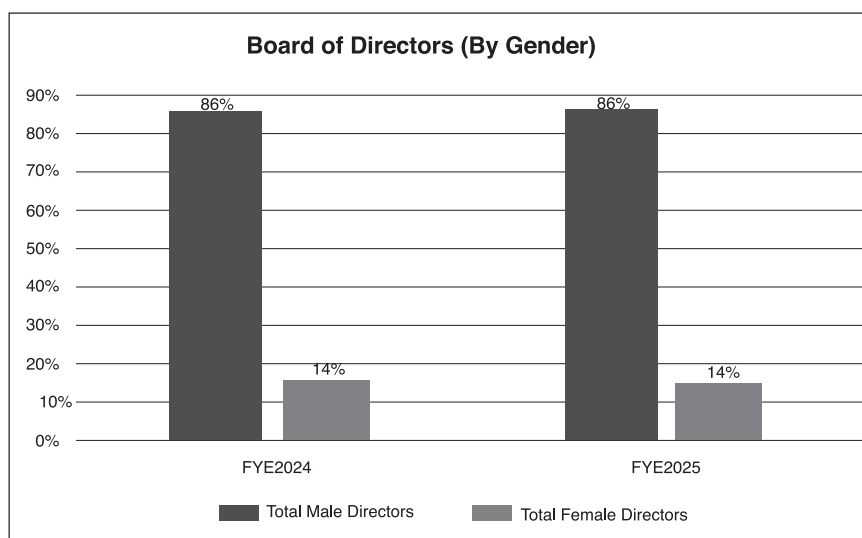
Future Targets

To strengthen its DEI journey, Tuju Setia will -

Future Commitments
<ul style="list-style-type: none"> • Gradually increase women's participation. • Establish a formal DEI Policy endorsed by the Board. • Introduce annual DEI training programmes for all employees, focusing on unconscious bias and inclusive leadership. • Implement metrics for monitoring pay equity across genders and roles. • Expand opportunities for underrepresented groups, including persons with disabilities, through targeted hiring initiatives.

DIVERSITY, EQUITY & INCLUSION (“DEI”) – BOARD OF DIRECTORS

Tuju Setia recognises that diversity, equity, and inclusion at the Board level are essential drivers of better governance, more robust decision-making, and the long-term sustainability of the organisation. The Board is committed to ensuring that its makeup reflects a breadth of perspectives—across gender, cultural backgrounds, age, tenure, expertise, and independence—to strengthen strategic oversight and stakeholder trust.



All the members of the Board of Directors are aged 50 years old and above.

Diversity on the Board

Diversity	Details
Gender Diversity	The Board ensures that there is female representation, in line with Tuju Setia's Diversity Policy, at least one-woman director is maintained on the Board in accordance with regulatory expectations (per Bursa / Listing Requirements).
Cultural & Ethnic Diversity	Given Malaysia's multicultural society, Tuju Setia plans to have a Board composition that includes representation from different ethnic and cultural backgrounds. This diversity enhances sensitivity to community issues and stakeholder engagement across various demographic groups.
Age & Tenure Diversity	The Board is balanced between experienced long-serving members and newer directors, ensuring continuity of institutional knowledge while infusing fresh perspectives and adaptability.
Independence & Expertise Diversity	A proportion of independent non-executive directors strengthens impartial oversight. Directors bring diverse functional expertise (finance, law, operations, technology, ESG) and international exposure, enhancing the Board's collective capabilities.

Equity and Inclusion at Board Level

Equity	Details
Equitable Access	Board nomination processes evaluate candidates based on merit, expertise, and alignment with DEI principles, not solely on networks or legacy criteria.
Inclusive Decision-Making	The Board fosters a culture where all directors, particularly those from underrepresented groups (if any) are encouraged to contribute fully, voice alternative views, and influence decisions without bias.
Succession Planning & Pipeline Development	The Board, via the Nomination Committee, supports mentorship and capacity-building initiatives to cultivate a diverse pipeline of future board candidates.
Performance & Accountability	DEI objectives are included in Board evaluations. Metrics such as gender ratio, attendance of diverse directors, and inclusivity in committee roles are tracked and reported.

Forward Commitments & Actions

Commitments	Actions
Targets	Maintaining high percentage of female representation.
Talent Sourcing	Expand candidate search beyond traditional networks to include underrepresented groups and cross-sector profiles.
Mentorship & Sponsorship	Participate in board mentoring programmes to support women and diverse candidates to progress to board positions.
DEI Reporting	Disclose board DEI metrics annually (gender ratio, attendance, diversity in committee roles) with trends across years.
Capacity Building	Provide DEI and unconscious-bias training for the Board and Nomination Committee to strengthen inclusive decision culture.

EMPLOYEE LEARNING & DEVELOPMENTS

Commitment to Continuous Growth

The Group recognises that employee capability development is integral to sustaining business performance and strengthening long-term resilience. A well-trained workforce can enhance operational efficiency, support innovation, reinforce safety culture and improve employee engagement. The Group views learning and development (“L&D”) as a continuous journey of upskilling, reskilling and capability building to meet evolving industry needs.

Strategic Focus Areas in L&D

The HR function prioritised essential and role-based training, particularly in upskilling and mandatory training to support operational continuity, compliance readiness and consistent performance standards. Training programmes are identified based on business strategy and operational requirements, regulatory and compliance obligations, and the development needs of employees across technical, interpersonal and leadership competencies.

Recognising that continuous learning and capability development are essential to maintaining a resilient and competitive organisation, we place strong emphasis on investing in the professional growth and development of its employees. Our L&D initiatives are designed to

equip employees with the knowledge, technical competencies, and leadership capabilities necessary to adapt to evolving industry demands, regulatory developments, and technological advancements.

The Group implements structured training and development programmes that are aligned with both organisational objectives and individual career progression pathways. These initiatives focus on strengthening core competencies while nurturing the leadership pipeline required to sustain long-term business performance.

Key objectives of our training and development initiatives include:

- **Enhancing Technical Competencies:** To ensure employees remain proficient and compliant with evolving industry standards, operational requirements, and regulatory expectations.
- **Developing Leadership Capabilities:** To support effective succession planning and cultivate future leaders who can drive strategic growth and organisational transformation.
- **Promoting Personal and Professional Growth:** Through skill-building programmes that strengthen critical thinking, problem-solving capabilities, adaptability, and innovation.
- **Fostering a Culture of Continuous Learning:** Encouraging employees to embrace lifelong learning and remain agile in responding to emerging business challenges and opportunities.

To support these objectives, the Group provides a diverse range of training opportunities, including technical workshops, professional certification programmes, internal knowledge-sharing sessions, compliance and awareness training, as well as leadership development initiatives. These programmes are carefully tailored to meet the varying requirements of different roles and levels within the organisation, ensuring that employees receive relevant and impactful learning experiences.

Looking ahead, Tuju Setia remains committed to strengthening its talent development ecosystem by enhancing training frameworks, expanding leadership development initiatives, and reinforcing succession planning strategies. By prioritizing the continuous development of our people, we aim to build a capable, motivated, and future-ready workforce that can support the Group’s long-term sustainability agenda.



Guided by our commitment to sustainable human capital development, the Group continues to invest in structured training and development programmes designed to enhance technical proficiency, leadership capabilities, regulatory awareness, and industry-relevant skills across all levels of the organisation. These initiatives are aligned with our broader ESG strategy and support the development of a knowledgeable workforce capable of driving innovation, operational efficiency, and responsible business practices.

Our training framework focuses on several key areas, including:

- Technical and Professional Skills Development to strengthen operational expertise and industry knowledge
- Leadership and Management Training to nurture future leaders and strengthen organisational governance.
- Health, Safety, and Environmental (“HSE”) Awareness to promote a safe and sustainable working environment.
- Compliance and Regulatory Training to ensure alignment with evolving industry standards and regulatory requirements.
- Digital and Innovation Capabilities to prepare employees for the growing adoption of new technologies within the construction sector.

Through these initiatives, we aim to empower our employees with the competencies required to adapt to changing industry dynamics while supporting their personal and professional growth. This approach reinforces our commitment to building a high-performing workforce that contributes to the Group’s operational resilience and long-term sustainability.

Through these efforts, the Group continues to position itself as an employer of choice, dedicated to nurturing talent, empowering individuals, and fostering a workplace culture that supports innovation, resilience, and sustainable growth.

Training -Training Hours	FY2024	FY2025
Senior Management	364	744
Management	414	354
Executive	1,430	1,474
Non-Executive	218	396
	2,426	2,968

In FY2025, the Group recorded a notable increase in total training hours across several employee categories. The significant rise in training hours reflects our emphasis on strengthening strategic leadership capabilities, governance and safety awareness, and sustainability competencies at the highest levels of the organisation.

Similarly, training participation among non-executive employees increased substantially, demonstrating our commitment to ensuring that operational and frontline personnel are equipped with the necessary technical and safety skills to perform their roles effectively.

Overall, the Group delivered more extensive and targeted training initiatives in FY2025, reinforcing our commitment to developing a highly capable workforce and nurturing a culture of continuous improvement and lifelong learning.

Link to ESG and Long-Term Value

Employee learning and development supports the Group’s ESG agenda and long-term value creation. L&D contributes to SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth) by strengthening workforce capability and employability. A skilled workforce supports product and service quality, enhances customer satisfaction, and strengthens stakeholder confidence.

Impact and Outcomes

L&D contributes to business outcomes across operations, including:

Benefits

- Improved operational efficiency through stronger role competency and reduced avoidable errors,
- Strengthened safety awareness and compliance through OSH training and safety reinforcement,
- Improved employee engagement and retention by providing clearer development pathways, and
- Improved adaptability, enabling employees to support digitalisation initiatives and sustainability-related improvements where relevant.

Future Targets and Commitments

Looking ahead, the Group plans to strengthen its L&D agenda through initiatives such as:

Future Commitments

- Introducing more structured training tracking and analytics to better monitor participation, effectiveness and competency progression,
- Establishing a structured ESG learning programme (e.g., a “Sustainability Academy”) to provide targeted ESG training to employees and, where relevant, contractors and suppliers,
- Partnering with universities and professional bodies to offer relevant certification programmes aligned to operational needs, and
- Embedding L&D indicators into performance management to reinforce accountability for continuous skills development.

CYBERSECURITY & IT MANAGEMENT

Tuju Setia recognises that the protection of data and digital infrastructure is fundamental to maintaining stakeholder trust, safeguarding corporate information, and ensuring the integrity and continuity of our business operations. As digital technologies increasingly support our operational and administrative processes, the Group remains committed to strengthening its data governance and cybersecurity capabilities to mitigate emerging cyber risks.

In this context, cybersecurity and IT management are important enablers of business resilience and stakeholder trust. Effective cybersecurity helps protect sensitive information, reduces the risk of business disruption, and supports compliance with applicable requirements.

Data privacy and information security are therefore embedded within our broader corporate governance and risk management framework. We are committed to ensuring that all personal, financial, and operational information entrusted to us is handled responsibly, securely, and in compliance with applicable legal and regulatory requirements.

The Group adheres to the provisions of Malaysia’s Personal Data Protection Act (“PDPA”) 2010, which governs the collection, processing, storage, and disclosure of personal data. Our internal policies and procedures are designed to ensure that personal information belonging to employees, clients, business partners, and other stakeholders is managed with the highest level of confidentiality and security.

Strengthening Our Cybersecurity Framework

Recognising the increasing sophistication of cyber threats and the evolving digital risk landscape, Tuju Setia continues to strengthen its cybersecurity infrastructure through proactive risk assessments and the implementation of robust security controls.

The Group has implemented several technological safeguards designed to protect critical information assets and prevent unauthorised access. These include:

(i) Network Security and Monitoring

Deployment of firewalls and intrusion detection systems to monitor network activity, identify suspicious behaviour, and block unauthorized access attempts.

(ii) Malware and Threat Protection

Implementation of anti-virus and anti-malware solutions to detect, prevent, and mitigate potential cyber threats that may compromise system integrity or disrupt business operations.

(iii) Data Encryption and Access Controls

Use of encryption protocols and role-based access controls to safeguard sensitive data and ensure that only authorised personnel can access confidential information.

These measures collectively strengthen the resilience of our IT systems and support the secure handling of corporate and personal data.

Policies and Governance

The Group maintains policies and procedures relating to cybersecurity and IT management and reviews them periodically to support relevance and effectiveness.

Commitment to Personal Data Protection

The Group places strong emphasis on responsible data governance and the protection of personal information. Our internal data protection framework is designed to minimise the risk of data breaches while ensuring that personal data is processed in accordance with regulatory requirements and industry best practices.

Key elements of our data protection approach include:

(i) Compliance with PDPA 2010

Strict adherence to the requirements of the PDPA 2010 to ensure responsible data collection, processing, storage, and usage practices.

(ii) Robust Internal Controls

Implementation of internal policies and procedures that regulate the access, handling, and storage of sensitive information across the organisation.

(iii) Employee Awareness and Training

Regular training and awareness initiatives are conducted to educate employees on cybersecurity practices, data privacy obligations, and proper information handling protocols. These programmes help cultivate a culture of cybersecurity awareness and accountability across the organisation.

Culture of Awareness

Cybersecurity awareness is reinforced through employee training and periodic communications. Where applicable, training may include refreshers and simulated phishing exercises to strengthen vigilance. The Group also seeks to apply minimum security expectations for relevant vendors and technology partners during onboarding, where appropriate.

Incident Response and Business Continuity

The Group maintains incident response arrangements to manage cybersecurity events, coordinate containment and recovery actions, and report significant incidents to management. Cybersecurity risks are considered within the Group's enterprise risk management ("ERM") framework and linked to business continuity planning to strengthen preparedness for operational disruptions.

Cybersecurity Performance

The Group is pleased to report that during FY2025, there were zero reported incidents of data breaches, supplier privacy violations, or loss of confidential business data. This outcome reflects the effectiveness of our cybersecurity measures, internal controls, and employee awareness programmes in safeguarding the Group's digital assets.

Maintaining this record remains a key priority as the Group continues to strengthen its information security, governance and monitoring practices.



Future Targets

As cyber threats continue to evolve, the Group remains committed to continuously strengthening its cybersecurity posture and data governance practices. Our ongoing priorities include:

Future Commitments

- Investing in advanced cybersecurity technologies to enhance system protection and threat detection capabilities
- Conducting periodic penetration tests, vulnerability assessments, and cybersecurity audits to identify potential risks
- Strengthening employee awareness programmes to promote responsible digital practices and cyber hygiene
- Enhancing internal data governance processes to ensure compliance with evolving regulatory requirements

By prioritizing data protection and cybersecurity resilience, the Group aims to safeguard its digital infrastructure, maintain stakeholder confidence, and ensure that our business operations remain secure and resilient in an increasingly digital business environment.

Through these proactive measures, the Group reinforces its commitment to responsible corporate governance, operational integrity, and long-term sustainable growth.

FORWARD PRIORITIES

As Tuju Setia strengthens its sustainability maturity, the next phase should focus on improving the quality, consistency and decision-usefulness of disclosures while continuing to enhance actual performance.

Priority Area	FY2026 Forward Focus
Climate and environmental reporting	Confirm energy and emissions boundary, improve project-level data capture, and progressively expand relevant Scope 3 categories.
Supply chain governance	Enhance supplier and subcontractor screening, documentation of ESG expectations and project-level performance review.
Data governance and reporting	Strengthen ownership, methodologies and evidence trails for sustainability indicators so that year-on-year disclosure becomes more robust and audit-ready.
Project quality and client metrics	Tuju Setia places top priority on our clients' satisfaction, defects, quality outcomes and on-time delivery. Hence, we constantly review and improve these indicators to enable us to improve ourselves.
Safety leadership	Increase focus on leading indicators such as inspections, near-miss reporting, behaviour observation, training completion and timely corrective action.
Materiality refresh	Undertake the next formal materiality review and align the outcome to Bursa Malaysia's evolving reporting expectations and the Group's business strategy.



Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Anti-Corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Senior Management	Percentage	100.0%	100%	Internal	-
Anti-Corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage	100.0%	100%	Internal	-
Anti-Corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage	100.0%	100%	Internal	-
Anti-Corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Non-Executive	Percentage	100.0%	100%	Internal	-
Anti-Corruption	Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.0%	100%	Internal	-
Anti-Corruption	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	Internal	-
Community/Society	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	223600	-	Internal	-
Community/Society	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	7	-	Internal	-

SUSTAINABILITY STATEMENT (CONT'D)

Tuju Setia Berhad
BMLR Transition Period

Date & Time: 2026-04-17 14:45:31
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Age Group by Employee Category - Senior Management Under 30	Percentage	0.0%	-	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Age Group by Employee Category - Senior Management Between 30-50	Percentage	23.1%	-	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Age Group by Employee Category - Senior Management Above 50	Percentage	76.9%	-	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Age Group by Employee Category - Management Under 30	Percentage	0.0%	-	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Age Group by Employee Category - Management Between 30-50	Percentage	70.0%	-	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Age Group by Employee Category - Management Above 50	Percentage	30.0%	-	Internal	-

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Age Group by Employee Category - Executive Under 30	Percentage	18.5%	-	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Age Group by Employee Category - Executive Between 30-50	Percentage	72.6%	-	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Age Group by Employee Category - Executive Above 50	Percentage	8.9%	-	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Age Group by Employee Category - Non-Executive Under 30	Percentage	54.8%	-	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Age Group by Employee Category - Non-Executive Between 30-50	Percentage	38.1%	-	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Age Group by Employee Category - Non-Executive Above 50	Percentage	7.1%	-	Internal	-

SUSTAINABILITY STATEMENT (CONT'D)

Tuju Setia Berhad
BMLR Transition Period

Date & Time: 2026-04-17 14:45:31
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Gender Group by Employee Category- Senior Management Male	Percentage	80.8%	-	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Gender Group by Employee Category - Senior Management Female	Percentage	19.2%	25.0%	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Gender Group by Employee Category - Senior Management Male	Percentage	70.0%	-	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Gender Group by Employee Category - Management Female	Percentage	30.0%	25.0%	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Gender Group by Employee Category - Executive Male	Percentage	75.6%	-	Internal	-
Diversity	Percentage of employees by gender and age group, for each employee category : Gender Group by Employee Category - Executive Female	Percentage	24.4%	25.0%	Internal	-

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Gender Group by Employee Category - Non-Executive Male	Percentage	23.8%	-	Internal	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category : Gender Group by Employee Category - Non-Executive Female	Percentage	76.2%	-	Internal	-
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Male	Percentage	85.7%	-	Internal	-
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Female	Percentage	14.3%	-	Internal	-
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Under 30	Percentage	0.0%	-	No assurance	-
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Between 30-50	Percentage	0.0%	-	No assurance	-
Diversity	Bursa C3(b) Percentage of directors by gender and age group - Above 50	Percentage	100.0%	-	Internal	-
Energy Management	Bursa C4(a) Total energy consumption	Megawatt	2682	-	Internal	-
Health & Safety	Bursa C5(a) Number of work-related fatalities	Number	0	0	Internal	-
Health & Safety	Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0	0	Internal	-

SUSTAINABILITY STATEMENT (CONT'D)

Tuju Setia Berhad
BMLR Transition Period

Date & Time: 2026-04-17 14:45:31
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Health & Safety	Bursa C5(c) Number of employees trained on health and safety standards	Number	86	-	Internal	-
Labour Practices & Standards	Bursa C6(a) Total hours of training by employee category - Senior Management	Hours	744	-	Internal	-
Labour Practices & Standards	Bursa C6(a) Total hours of training by employee category - Management	Hours	354	-	Internal	-
Labour Practices & Standards	Bursa C6(a) Total hours of training by employee category - Executive	Hours	1474	-	Internal	-
Labour Practices & Standards	Bursa C6(a) Total hours of training by employee category - Non-Executive	Hours	396	-	Internal	-
Labour Practices & Standards	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	2.0%	-	Internal	-
Labour Practices & Standards	Bursa C6(c) Total number of employee turnover by employee category - Senior Management	Number	3	-	Internal	-
Labour Practices & Standards	Bursa C6(c) Total number of employee turnover by employee category - Management	Number	5	-	Internal	-
Labour Practices & Standards	Bursa C6(c) Total number of employee turnover by employee category - Executive	Number	35	-	Internal	-
Labour Practices & Standards	Bursa C6(c) Total number of employee turnover by employee category - Non-Executive	Number	8	-	Internal	-

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SUSTAINABILITY STATEMENT (CONT'D)

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour Practices & Standards	Bursa C6(d) Number of substantiated complaints concerning human rights	Number	0	0	Internal	-
Supply Chain & Management	Bursa C7(a) Proportion of spending on local suppliers	Percentage	100.0%	100.0%	Internal	-
Data Privacy & Security	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	Internal	-
Water	Bursa C9(a) Total volume of water used	Megalitres	148	-	Internal	-
Waste	Total waste generated and disposed	Tons	6194	-	Internal	-

SUSTAINABILITY STATEMENT (CONT'D)

Tuju Setia Berhad
IFRS S1

Date & Time: 2026-04-17 14:45:31
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
-	-	-	-	-	No assurance	=

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SUSTAINABILITY STATEMENT (CONT'D)

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
GHC emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	67	-	Internal	-
GHC emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	1985	-	Internal	-

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“the Board”) of Tuju Setia Berhad (“the Company”) is pleased to present its statement on corporate governance (“CG”) practices of the Company and its subsidiaries (hereinafter referred to as the “Group”) during the financial year 2025. The Board in leading the Company in its CG practices is guided by the principles as set out in the Malaysian Code on Corporate Governance 2021 (“MCCG”).

This statement is prepared in compliance with Paragraph 15.25(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“MMLR”) and guided by Practice Note 9 of the MMLR and the Corporate Governance Guide (4th edition) issued by Bursa Malaysia Securities Berhad (“Bursa Securities”).

Detailed application of each practice of the MCCG during the financial year ended 31 December 2025 is disclosed in the Company’s Corporate Governance Report which is available on the Company’s website at <https://tjusetia.my/> as well as via announcement on the website of Bursa Securities.

This Corporate Governance Overview Statement should also be read in combination with the other statements in the Annual Report (e.g. Statement on Risk Management and Internal Control, Audit and Risk Management Committee Report and Sustainability Statement) as the application of certain governance enumerations may be more evidently expressed in the context of the respective statements.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I Board Responsibilities

1. Establishing clear roles and responsibilities of the Board

The Group is headed by an experienced and effective Board. The Board assumes overall responsibility in leading the strategic direction, future expansion, CG, risk management, human resource planning and development, investments made by the Group and overseeing the proper conduct of business of the Group.

The Board discharges its responsibilities in the best interest of the Group and assumes the following key responsibilities in discharging its fiduciary duties:-

- (a) reviews, adopts and monitors the implementation of management’s strategic plans;
- (b) ensures implementation of appropriate internal controls and mitigating measures to address the risks identified;
- (c) carries out periodic reviews of the Group’s financial performance and operating results and major capital commitments;
- (d) reviews the adequacy and integrity of the Group’s internal control system;
- (e) committed to acting professionally, fairly and with integrity in all our business dealings and relationships; and
- (f) oversees and evaluates the conduct and sustainability of the Group which includes strategies on economic, environmental and social considerations.

In order to ensure effective discharge of its stewardship role, the Board delegates some of its responsibilities to the Board Committees, namely Audit and Risk Management Committee (“ARMC”), Nomination and Remuneration Committee (“NRC”) which operate within defined Terms of Reference. The Chairman of the respective Board Committees report to the Board on key matters deliberated at the respective Board Committee meetings and make recommendations to the Board for final decisions, where necessary.

Although specific powers are delegated to the Board Committees, the Board keeps itself abreast of the key issues and/or decisions made by each Board Committee through reports made by the Chairman or representative of each Board Committee and the tabling of Board Committee Minutes of the applicable period for notation by the Board. The ultimate responsibility for decision making, however, lies with the Board.

2. Separation of positions of the Chairman and Managing Director

The Board is headed by an Independent Non-Executive Chairman who is responsible for the leadership, integrity and effectiveness of the governance of the Board. The responsibilities of the Chairman are set out in the Board Charter.

The Chairman of the Board is not a member of the ARMC and NRC of the Company and does not participate in any of the committees' meetings.

There is a clear division of roles and responsibilities between the Chairman and Managing Director in ensuring balance of power and authority in the Company. The Chairman is responsible for leadership of the Board in ensuring the effectiveness of all aspects of its role whilst, the Managing Director is the conduit between the Board and Management in ensuring the success of the governance and management functions of the Group.

3. Company Secretaries

The Board is supported by qualified and competent Company Secretaries. The Board has direct access to the advice and services of the Company Secretaries. The Company Secretaries play an advisory role to the Board in relation to the Company's Constitution, Board's policies and procedures, CG and compliance with the relevant regulatory requirements and legislations. The Company Secretaries are suitably qualified, competent and capable of carrying out the duties required.

The Board recognises that the decision-making process is highly dependent on the quality of information furnished. In furtherance to this, every Director has access to all information within the Group and all meeting materials are prepared and issued to the Board of Directors and Board Committee members at least five (5) business days prior to the meetings to enable them to receive the information in a timely manner.

4. Access of Information and Advice

In ensuring the effective functioning of the Board, all Directors have individual and independent access to the advice and support services of the Company Secretaries, Internal Auditors and External Auditors and may seek advice from the Management on issues under their respective purview. The Board members have full and unrestricted access to all information pertaining to the Group's businesses and affairs in a timely manner within the Group and the Board papers are distributed prior to the Board Meetings to enable the Directors to obtain relevant information and have sufficient time to deliberate on the issues to be raised at the meetings so as to discharge their duties diligently.

The Board papers which include the agenda and reports cover amongst others, areas of strategic, financial, operational and regulatory compliance matters that require the Board's approval. All proceedings of the Board meetings are duly minuted and circulated to all Directors for their perusal prior to the confirmation of the minutes by the Chairman as a correct record. The Company Secretaries record the proceedings of all meetings including pertinent issues, the substance of inquiries, if any, and responses thereto, members' suggestion and the decisions made, as well as the rationale for those decisions. By doing so, the Company Secretaries keep the Board updated on the follow-up actions arising from the Board's decisions and/or requests at subsequent meetings. The Board is therefore able to perform its fiduciary duties and fulfil its oversight role towards instituting a culture of transparency and accountability in the Group.

5. Board Charter

The Board Charter adopted by the Board serves as a source of reference and primary guide to the Board as it sets out the role, functions, composition, operation and processes of the Board. There is a schedule of matters specifically reserved for the Board's decision set out in the Board Charter.

The Board Charter delineates the duties and responsibilities of the Board, Board Committees and individual Directors, including the following matters that are solely reserved for the Board's decision: -

- a) Conflict of interest issues relating to a substantial shareholder or a Director including approving related party transactions;
- b) Material acquisitions and disposition of assets not in the ordinary course of business including significant capital expenditures;
- c) Strategic investments, mergers and acquisitions and corporate exercises;
- d) Limits of authority;
- e) Treasury policies;
- f) Risk management policies; and
- g) Key human resource issues.

The Board Charter also serves as a primary induction literature that guides newly appointed and existing Board members on their duties and functions of the Board and its Committees.

The Board Charter is periodically reviewed by the Board to be in line with regulatory changes and to reflect changes made to the terms of reference of the Board Committees. The Board Charter was last reviewed by the Board on 12 August 2020. The Board Charter is available at the Company's website at <https://tujusetia.my/>.

6. Code of Ethics and Conduct

The Board has formalised a Code of Ethics and Conduct for the Directors and adheres to the Code of Conduct expected for Directors as set out in the Company's Directors' Code of Ethics promulgated by the Companies Commission of Malaysia which governs the underlying core ethical values and commitment to lay standards of integrity, transparency, accountability and corporate social responsibility. The Code of Ethics and Conduct of Directors are available at the Company's website at <https://tujusetia.my/>.

7. Whistleblowing Policy

The Company has put in place a Whistleblowing Policy to strive to conduct its business relationships and dealings with the highest level of integrity and accountability and adopt zero-tolerance approach towards any misconduct that would jeopardise its good standing and reputation. This policy is intended to encourage and enable the directors, employees and Stakeholders of the Group to raise concerns about suspected and/or known malpractices, misconduct or wrongdoings. The Whistleblowing Policy is available at the Company's website at <https://tujusetia.my/>.

8. Anti-Bribery and Anti-Corruption Policy

The Company has adopted an Anti-Bribery and Anti-Corruption Policy (“ABAC Policy”), which is made available at the Company’s website at <https://tujusetia.my/>.

The Board has adopted a zero-tolerance approach against all forms of Bribery and Corruption, as defined in the ABAC Policy, and takes a strong stance against such acts. The ABAC Policy leverages on the core principles of the Company as set out in the Company’s Code of Ethics and Conduct. The ABAC Policy serves as a guideline on how to deal with Bribery and Corruption which may arise in the course of business.

9. Fit and Proper Policy

Following the amendments made to the MMLR of Bursa Securities, the Board has in June 2022 adopted a Directors’ Fit and Proper Policy which sets out the approach, guidelines and procedures to ensure a formal, rigorous and transparent process is adhered to the appointment, re-appointment and re-election of the Directors of the Group.

This Policy serves as a guide to the NRC and the Board in their review and assessment of candidates to be appointed to the Board with the objectives of ensuring the Board fulfils the requisite fit and proper criteria and includes diverse mixture of skills, professional and industry backgrounds, business experience and expertise, gender, ethnicity and age for effective functioning and succession.

For further information on the Directors’ Fit and Proper Policy, it is available at the Company’s website at <https://tujusetia.my/>.

II Board Composition

1. Board Composition and Balance

The Board is well balanced, comprising experienced businessmen and qualified professionals of diverse age and ethnicity. The Directors collectively bring with them diverse knowledge, skill, extensive experience and expertise in areas such as strategic planning, business development, professional engineering and consultancy, finance, corporate affairs, information technology and operations.

Currently, the Board has seven (7) members, comprising four (4) Independent Non-Executive Directors, one (1) Non-Independent Non-Executive Director, one (1) Managing Director and one (1) Executive Director. This complies with Paragraph 15.02 of the MMLR which requires at least two (2) or one-third (1/3) of the Board of the Company, whichever is higher, are Independent Directors. The composition of the Board is also in line with Practice 5.2 of MCCG, by virtue of the fact that 57% of its composition are Independent Directors.

A brief profile of each Directors is presented in the Profile of Directors section of the Annual Report.

2. Board Independence

The Board recognises that the independence and objective judgement are crucial and imperative in decision making process. The Independent Non-Executive Directors play a significant role in providing unbiased and independent view, advice and judgement taking into account the interest of relevant stakeholders including minority shareholders of the Group.

As to-date, the tenure of all Independent Directors is less than nine (9) years of service. The Board will justify and seek annual shareholders' approval through a two-tier voting process in the event it retains an Independent Director who has served in that capacity for a cumulative period of more than nine (9) years.

3. Boardroom Diversity

The Board acknowledged the importance of boardroom diversity and recognises the importance of providing fair and equal opportunities and fostering diversity within the Group. The Group endeavours to have a balanced representation in terms of mixture of skills, knowledge and experience, background, expertise, age, gender and ethnicity. The Board acknowledges the diverse Board as an essential element in maintaining competitive advantage in leveraging different perspective to various issues raised and quality decision making, which in return contribute to the development and sustainability of the Group.

At present, the Board has one (1) female Director which is less than 30% of the Board. The Board, through NRC will continue to consider gender diversity as part of its future selection of Board representation. The Board recognises that a diverse Board in the Group can offer greater depth and breadth of perspectives, and diversity in Management Team will lead to better collective decisions.

4. Appointment of Directors

The NRC is entrusted to develop the policies and procedures in formalising the approach in the recruitment process and annual assessment of Directors, which serve as guides for the NRC in discharging its duties in the aspects of nomination, evaluation, selection and appointment process of new Directors.

As part of the Fit and Proper Policy adopted in June 2022, the appointment of any additional Director is made as and when it is deemed necessary by the existing Board upon recommendation from the NRC. All nominees and candidates to the Board are first considered by the NRC taking into consideration, inter-alia, the competency, knowledge, expertise and experience, professionalism, integrity, time commitment of the candidates, including, where appropriate, the criteria on assessing the independence of candidates' appointment as Independent Non-Executive Directors.

In identifying candidates for appointment as Directors, the NRC would use a variety of approaches and sources to ensure that it identifies the most suitable candidates and will not limit themselves by solely relying on the recommendations from existing Board members, management or major shareholders.

5. Re-election of Directors

In accordance with the Company's Constitution, an election of Directors shall take place each year at an Annual General Meeting ("AGM") and one-third (1/3) of the Directors are subject to retirement by rotation, in any event, each Director shall retire from office once in every three (3) years. The Directors to retire each year are the Directors who have been longest in office since their last appointment or re-election. The Directors appointed by the Board during the financial year are subject to retirement at the next AGM held following their appointments in accordance with the Company's Constitution. All retiring Directors are eligible for re-election.

Based on the schedule of rotation, the following Directors are subject to retirement by rotation pursuant to Clause 96 of the Company's Constitution at the forthcoming Sixth AGM:-

- (a) Mr. Wee Eng Kong
- (b) Dato' Wee Beng Aun

At the forthcoming AGM, the aforesaid Directors have expressed their intention to seek re-election. The NRC had made recommendations to the Board on re-election of Mr. Wee Eng Kong and Dato' Wee Beng Aun. The Board is satisfied with the skills and contributions of these retiring Directors and recommends their re-election as Directors of the Company which is to be tabled at the forthcoming AGM.

6. Directors' Commitment

The Board meets on a quarterly basis with additional meetings convened where necessary to deal with urgent and important matters that require immediate attention and approval of the Board. All pertinent issues discussed at the Board meetings in arriving at the decisions and conclusions are properly recorded by the Company Secretaries. The Board is satisfied with the level of commitment given by the Directors towards fulfilling their roles and responsibilities as Directors of the Company, as all Directors complied with the minimum attendance of at least 50% of Board Meetings held during the financial year under review pursuant to the MMLR of Bursa Securities.

The Board met five (5) times during the financial year under review. The details of the Directors' attendance at the Board and Board Committee meetings during the financial year under review is set out below:-

Name	Board	ARMC	NRC
YAM Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj <i>Independent Non-Executive Chairman</i>	5/5	-	-
Mr. Wee Eng Kong <i>Managing Director</i>	5/5	-	-
Dato' Nor Adha Bin Yahya <i>Independent Non-Executive Director</i>	5/5	5/5	1/1
Dato' Wee Beng Aun <i>Non-Independent and Non-Executive Director</i>	5/5	-	-
Datin Seri Raihanah Begum Binti Abdul Rahman <i>Independent Non-Executive Director</i>	5/5	5/5	1/1
Mr. Loo Ming Chee <i>Independent Non-Executive Director</i>	4/5	4/5	1/1
Mr. Wee Beng Chuan <i>Executive Director</i>	5/5	-	-

7. Directors' Training

The Board acknowledges that continuous education is vital for the Board members to keep abreast with the latest developments in the industry and business environment as well as changes to statutory requirement and regulatory guidelines.

In addition to the Mandatory Accreditation Programme as required by Bursa Securities, the NRC and Directors will continue to identify and attend appropriate seminars, conferences and training courses to equip themselves effectively to discharge their duties as Directors on a continuous basis.

The Board through the NRC had conducted an assessment of each Director's training needs via its board evaluation assessment.

During the financial year under review, the Directors have attended the following key training programmes:

Seminar / Training Programme	Organiser
Leadership Engagement Action Programme	Sime Darby Property Berhad
Briefing on Occupational Safety and Health Act (OSHA) Gap Analysis	Sime Darby Property Berhad
Urban Biodiversity Conference (UBC) 2025	Sime Darby Property Berhad
The Human + Machine Future of Real Estate : Strategic Foresight for a Transforming Industry	Institute of Corporate Directors Malaysia (ICDM)
Future Frontiers: Technology Disruptions & Emerging Trends Shaping Real Estate	Institute of Corporate Directors Malaysia (ICDM)
MIA International Accountants Conference 2025 – Collaborative Leadership for A Sustainable Future	Malaysian Institute of Accountants (MIA)
E-Invoice Accounting and Its Implementation Mechanism	Malaysian Institute of Accountants (MIA)
ESG Governance for The Board of Directors	CAYS Group PLT
Malaysian Financial Reporting Standards (MFRS) Updates 2024	KPMG PLT
Directors Technology & Cyber Risk Training	SecurePath Sdn Bhd
Enhanced Conflict of Interest (COI) Obligations for Directors & Key Senior Management, aligned with updated Bursa Malaysia Listing Requirements	Lee Min On
SST 3.1 – New Service Tax Scope for Construction Industry	KAC Advisory Services PLT
Tax and Business Summit 2025	KPMG Tax Services Sdn Bhd
Essentials of Sustainability and ESG	Malaysian Institute of Accountants (MIA)
Sustainability – Regulatory Update of IFRS S1 and S2	Deloitte Business Advisory Sdn Bhd
Historical Themes: Current Policy Challenges Seminar	The Economic History of Malaysia (EHM) Project

The Company Secretaries circulated the relevant guidelines on statutory and regulatory requirements from time to time and update the Board on the same at Board meetings. The External Auditors also briefed the Board members on any current and future changes to the Malaysian Financial Reporting Standards that affect the Group's financial statements.

8. Board Committees

In discharging its fiduciary duties, the Board has delegated specific tasks to Board Committees. These Board Committees have the authority to examine particular issues and report to the Board on their proceedings and deliberations together with its recommendations. However, the ultimate responsibility for the final decision on all matters lies with the entire Board as a whole.

(a) Audit and Risk Management Committee (“ARMC”)

The ARMC assists the Board in its oversight of the Company’s financial statements and reporting in fulfilling its fiduciary responsibilities relating to the internal controls, financial and accounting records and policies as well as financial reporting practices of the Group.

A copy of the Terms of Reference of the ARMC is available for viewing at the Company’s website at <https://tujusetia.my/>.

The composition and activities of the ARMC during the financial year under review are set out in the ARMC Report of this Annual Report.

(b) Nomination and Remuneration Committee (“NRC”)

The NRC assists the Board in carrying out the annual assessment of the effectiveness of the Board as a whole, the Board Committees and the contribution or performance of each individual Director. The NRC also assists the Board in assessing the level of independence of the Independent Directors annually.

The duties and responsibilities of the NRC are set out in the Terms of Reference of the NRC, which is published and available for viewing at the Company’s website at <https://tujusetia.my/>.

The composition and activities of the NRC during the financial year under review are set out in the Statement of NRC in this Annual Report.

9. Annual Assessment on effectiveness of the Board and Individual Directors

The NRC has put in place a formal evaluation process to assess the effectiveness of the Board as a whole, the effectiveness of the Board Committees, contribution and performance of each director and performance of audit committee members on an annual basis.

The evaluation process is led by the NRC Chairman who is an Independent Non-Executive Director and supported by the Company Secretaries. The evaluation process is conducted via questionnaires to review the effectiveness of the Board and its Committees and based on self-review and peer assessment. The NRC reviews the outcome of the assessment and reports to the Board, in particular, areas for improvement, and is also used as the basis of recommending relevant Director(s) for re-election at the AGM.

The NRC reviews the effectiveness of the Board by taking into account the composition of the Board, time commitment, boardroom activities and the overall performance of the Board.

The NRC undertakes annual assessment on the independence of directors. When assessing independence, the NRC focuses on whether the Independent Directors are able to bring independent and objective judgement and act in the best interest of the Group.

Upon its annual assessment conducted on effectiveness of the Board and Board Committees; character, experience, integrity, competence and time commitment of each Director; mix of skills and experience of the Board; level of independence of the Directors; and term of office and performance of the ARMC and each of its members, the NRC had concluded that the Directors have discharged their duties more than satisfactory. The NRC was also satisfied with the performance of the Board and Board Committees. As for the balance and composition of the Board, the NRC concluded that the Directors have the appropriate mix of skills, experience, knowledge and professional qualifications which will contribute positively to the Board Committees and the Board as a whole.

III Remuneration

The NRC has established a Remuneration Policy for Directors and Key Senior Management which is linked to the strategic performance or long-term objectives of the Group to ensure that the Group is able to attract and retain capable Directors and Key Senior Management to run the Group successfully. The Executive Directors' remuneration is structured to link rewards to corporate and individual performances. In the case of Non-Executive directors, the level of remuneration reflects the experience and level of responsibilities undertaken.

In determining the remuneration of the Directors and Key Senior Management, the Group's objective is to provide fair and competitive remuneration to its Board and/or Key Senior Management in order for the Group to benefit by attracting and retaining a high quality team. The NRC is authorised by the Board to seek appropriate professional advice within and outside the Group as and when it considers necessary.

The annual salaries, incentive arrangements, service arrangements and other employment conditions for the Executive Directors and/or Key Senior Management are reviewed by the NRC and recommend to the Board for approval and where necessary, will be subject to shareholders' approval. Key Senior Management(s) who report directly to the Executive Directors are evaluated annually premised on annual measurements and targets set. Thereafter, the Executive Directors approve the remuneration of the Key Senior Management(s) based on their performance.

The Directors concerned abstain from deliberation and voting on their own remuneration at the Board meetings.

The remuneration of Non-Executive Directors for the financial year under review was determined by the Board as a whole, with the total quantum recommended by the Board for shareholders' approval at the AGM.

1. Remuneration of Directors

Details of Directors' remuneration for the financial year ended 31 December 2025 in respect of the Group and Company are as follows: -

Group

Name of Directors	Fees	Salary	Bonus	Allowances	Statutory Contributions EPF, SOCSO and EIS)	Benefits in-kind	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
YAM Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj	100	-	-	9	-	-	109
Wee Eng Kong	-	828	-	-	99	33	960
Dato' Nor Adha bin Yahya	50	-	-	9	-	-	59
Dato' Wee Beng Aun	50	-	-	6	-	-	56
Wee Beng Chuan	-	445	-	-	18	24	487
Datin Seri Raihanah Begum binti Abdul Rahman	50	-	-	6	-	-	56
Loo Ming Chee	50	-	-	7	-	-	57
Total	300	1,273	-	37	117	57	1,784

Company

Name of Directors	Fees	Salary	Bonus	Allowances	Statutory Contributions EPF, SOCSO and EIS)	Benefits in-kind	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
YAM Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj	100	-	-	9	-	-	109
Dato' Nor Adha bin Yahya	50	-	-	9	-	-	59
Dato' Wee Beng Aun	50	-	-	6	-	-	56
Datin Seri Raihanah Begum binti Abdul Rahman	50	-	-	6	-	-	56
Loo Ming Chee	50	-	-	7	-	-	57
Total	300	-	-	37	-	-	337

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

2. Remuneration of Key Senior Management

The Board is aware of the need for transparency in the disclosure of its Key Senior Management remuneration. Nonetheless, it is of the view that such disclosure could be detrimental to its business interests given the highly competitive human resource environment in which the Group operates where intense headhunting for personnel with the right expertise, knowledge and relevant working experience is the norm. As such, disclosure of specific remuneration information could give rise to recruitment and talent retention issues going forward.

The Board also took into consideration of sensitivity and security of the remuneration package of Key Senior Management, hence, opts not to disclose on named basis the remuneration or in bands of RM50,000 for the Senior Management.

Alternatively, the Board is of the view that the disclosure of the Key Senior Management's aggregated remuneration on an unnamed basis in the bands of RM50,000 in this Annual Report is adequate.

Details of Chief Executive Officer's ("CEO") remuneration for the financial year ended 31 December 2025 in respect of the Group are as follows:-

Name of CEO*	Fees	Salary	Bonus	Allowances	Statutory Contributions EPF, SOCSO and EIS)	Benefits in-kind	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Tee Huei Tsyr	-	470	87	-	68	17	642

*No remuneration at company level.

The aggregate remuneration and benefits paid to the Key Senior Management of the Group for the financial year ended 31 December 2025 are as follows:-

Remuneration Band	Number of Key Senior Management
RM50,001 to RM100,000	-
RM100,001 to RM150,000	1
RM150,001 to RM200,000	1
RM200,001 to RM250,000	-
RM250,001 to RM300,000	-
RM300,001 to RM350,000	-
RM350,001 to RM400,000	1
RM400,001 to RM450,000	1
RM450,001 to RM500,000	-
RM500,001 to RM550,000	-
RM550,001 to RM600,000	1
RM600,001 to RM650,000	1

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT**I Audit and Risk Management Committee****Composition**

The ARMC is responsible for assisting the Board in fulfilling its statutory and fiduciary responsibilities of monitoring the Group's management of its financial risk processes, accounting and financial reporting practices, ensuring the efficacy of the Group's system of internal control and in maintaining oversight of both the internal and external audit functions.

The ARMC comprises three (3) members, Dato' Nor Adha Bin Yahya as the Chairman, Datin Seri Raihanah Begum Binti Abdul Rahman and Mr. Loo Ming Chee, all of whom are Independent Non-Executive Directors. The ARMC Chairman is not the Chairman of the Board.

The independence, objectivity and integrity of the members of the ARMC are the key requirements which the Board of the Company recognises as essential for an effective and independent ARMC. None of the members of the ARMC is a former key audit partner. The ARMC has instituted a policy by way of inclusion in the Terms of Reference of the ARMC that requires a former key audit partner to observe a cooling-off period of at least three (3) years before being appointed as a member of the ARMC. More information on the ARMC and its activities during the financial year is set out in the ARMC Report of this Annual Report.

1. Financial Reporting

The Board is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Group and ensuring that the financial statements of the Group comply with the Companies Act 2016 and applicable approved financial reporting standards in Malaysia.

The ARMC assists the Board in discharging its fiduciary duties by ensuring that the audited financial statements and quarterly financial reports are prepared in accordance with the Malaysian Financial Reporting Standards and MMLR of Bursa Securities. In presenting the annual audited financial statements and quarterly announcements of results to shareholders, the Board aims to present a balance and fair assessment of the Group's financial position and prospects. The ARMC reviews the Group's quarterly financial results and annual audited financial statements to ensure accuracy adequacy and completeness prior to presentation to the Board for its approval.

2. Suitability and Independence of External Auditors

The Board maintains a good professional relationship with the external auditors through the ARMC in discussing with them their audit plans, audit findings and financial statements. The ARMC invites the external auditors at least twice a year to discuss their findings and audited financial statements of the Group. In addition, the ARMC also met with the external auditors during the financial year ended 31 December 2025 without the presence of the Executive Director, Managing Director and Key Senior Management of the Group.

The ARMC is responsible for the recommendation on the appointment and re-appointment of the Company and its subsidiary external auditors and the audit fees. The ARMC carried out an assessment of the performance and suitability of the external auditors based on the quality of services, sufficiency of resources, communication and interaction and independence and objectivity.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

Messrs KPMG PLT, the External Auditors of the Company and its subsidiaries have confirmed to the ARMC that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the independence criteria set out by the Malaysian Institute of Accountants.

The ARMC is satisfied with the suitability and independence of Messrs KPMG PLT based on the quality and competency of services delivered, sufficiency of the firm and professional staff assigned to the annual audit as well as the non-audit services performed for the financial year ended 31 December 2025.

For the financial year ended 31 December 2025, fees incurred to the external auditors, Messrs KPMG PLT and its affiliated firms by the Group and Company are stated in the table below:-

Nature of Services	Group (RM)	Company (RM)
Audit - KPMG PLT	190,000	30,000
Non-Audit: - KPMG PLT ⁽¹⁾ - KPMG Tax Services Sdn Bhd	10,000 30,000	10,000 4,000
Total	230,000	44,000

Note: ⁽¹⁾The non-audit fees of the Company were incurred mainly for the annual review of the Statement on Risk Management and Internal Control.

II Risk Management and Internal Control Framework

1. Risk Management and Internal Controls

The Board assumes its overall responsibility in establishing a risk management framework and maintaining a sound system of risk management and internal control throughout the Group which provides reasonable assurance in ensuring the effectiveness and efficiency of the Group's operations not limiting to financial aspects of the business but also operational and regulatory compliance. The ARMC has been entrusted by the Board to ensure effectiveness of the Group's internal control systems. The ultimate objectives are to protect the Group's assets and safeguard shareholders' investments.

The Board acknowledges that the internal control system is devised to cater for particular needs of the Group and risk management is to provide reasonable assurance against material misstatements or loss.

The Statement on Risk Management and Internal Control as set out in this Annual Reports provides an overview of the state of risk management and internal controls within the Group.

2. Internal Audit Function

The Board acknowledges the significance of a sound system of risk management and internal control to manage the overall risk exposure of the Group.

The Group has an internal audit function which is outsourced to Sterling Business Alignment Consulting Sdn. Bhd. and reports directly to the ARMC. The resources and scope of work covered by the internal audit function during the financial year under review, including its observation and recommendations, is provided in the ARMC Report of this Annual Report. Details on the person responsible for the internal audit are set out below:

Name	: Ms. So Hsien Ying
Qualification	: Certified Internal Control Professional ("CICP") with Internal Control Institute, USA. Master of Business Administration ("MBA") Degree specializing in Finance with University of Hull, UK, Honorable Bachelor Degree in Economics as well as Diploma in Economics with University of London, Permanent Member of the Internal Control Institute US, Member of the Malaysian Alliance of Corporate Directors; and Associate Member of the Institute of Internal Auditors Malaysia.
Independence	: Does not have any family relationship with any director and/or major shareholder of the Company
Public Sanction or penalty	: Has no convictions for any offences within the past five (5) years, other than traffic offences, if any and has not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year

The ARMC meets regularly to review the risks identified, discuss the mitigation actions in place and report to the Board on a quarterly basis. Details of the internal audit function are set out in the Statement on Risk Management and Internal Control and ARMC Report of this Annual Report.

The Board affirms its overall responsibility with established and clear functional responsibilities and accountabilities which are carried out and monitored by the ARMC. The adequacy and effectiveness of the internal controls and risk management framework were reviewed by the ARMC. Further information may be found in the Statement on Risk Management and Internal Control.

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

I Communication with Stakeholders

The Group recognises the value of transparent, consistent and coherent communications with the investment community consistent with commercial confidentiality and regulatory considerations.

The Board has established a dedicated section for corporate information on the Company's website at <https://tujusetia.my/>, where information on the Company's announcements, financial information and the Company's annual report may be accessed. It also contains all announcements made to Bursa Securities as well as the contact details of a designated person to address any queries.

It has always been the Company's practice to maintain good relationship with its shareholders. Major corporate developments and happenings in the Group have always been duly and promptly announced to all shareholders, in line with Bursa Securities' objectives of ensuring transparency and good corporate governance practices.

The Group's financial performance, major corporate developments and other relevant information are promptly disseminated to shareholders and investors via announcements of its quarterly results, annual report, corporate announcements to Bursa Securities and press conferences. Further updates of the Group's activities and operations are also disseminated to shareholders and investors through dialogue with analysts, fund managers, investor relations roadshows and the media.

II Conduct of General Meetings

The AGM serves as an important and effective platform for our Directors and Key Senior Management to communicate with our shareholders. Shareholders will be given the opportunity to seek clarification on any issue on the resolutions being proposed as well as the matter relating to the performance, developments and future direction of the Group.

In line with good corporate governance practice, the notice of the Sixth AGM together with the Annual Report 2025 is issued to shareholders at least 28 days before the date of meeting to allow sufficient time for the shareholders to go through the Annual Report 2025 and consider the proposed resolutions to be tabled at the AGM.

The Notice of AGM was also accompanied by explanatory notes which provides further explanation on each resolution proposed to facilitate informed decision-making by the shareholders. Barring unforeseen circumstances, all the Directors as well as the Chairman of the respective Board Committees and External Auditors shall be present at the forthcoming AGM of our Company to enable our shareholders to raise questions and concerns directly to those responsible.

All the resolutions set out in the Notice of the previous AGM were put to vote by poll and duly passed. The outcome of the previous AGM was announced to Bursa Securities on the same meeting day while the Minutes of the previous AGM (including all the questions raised at the meeting and the answers thereto) were circulated to shareholders by publishing it on the Company's website within thirty (30) business day upon approval by the Board members.

The Board is mindful of the need to continually strengthen its governance practices and processes in identified key focus areas and future priorities as part of its forward-looking strategies.

This CG Overview Statement was approved by the Board of Directors of the Company on 28 April 2026.

STATEMENT OF NOMINATION AND REMUNERATION COMMITTEE

The Board of Directors (“Board”) of Tuju Setia Berhad is pleased to present the Nomination and Remuneration Committee (“NRC”) report for the financial year ended 31 December 2025 (“FY2025”) in compliance with Paragraph 15.08A(3) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”). The NRC assisted the Board in managing the oversight of the recruitment, evaluation and retention of the Board and Board Committees. The NRC plays a vital role in enhancing good governance and to increase the efficiency and accountability of the Board, ensuring that decision-making processes are not only independent but are seen to be independent.

In line with its objective to ensure adequate checks and balances in the decision-making process and in compliance with the requirement of Paragraph 15.08(1) of the MMLR of Bursa Securities, the NRC comprises exclusively of Independent Non-Executive Directors as follows:-

CHAIRMAN

Loo Ming Chee

MEMBERS

Datin Seri Raihanah Begum binti Abdul Rahman

Dato’ Nor Adha bin Yahya

DUTIES

The main functions of our NRC include among others: -

- (i) identify and nominate, for the approval of the Board, candidates to fill the Board vacancies;
- (ii) recommend to our Board, Directors to fill the seats on Board Committees;
- (iii) assess the training needs of each Director;
- (iv) review and make recommendations to our Board on succession planning for management;
- (v) assess annually the effectiveness of our Board as a whole, the committees of our Board and the contribution of each individual Director vide a formal and objective assessment;
- (vi) assess annually the term of office and performance of our Audit and Risk Management Committee;
- (vii) setting the remuneration policy for all Directors and key senior management;
- (viii) recommend to our Board the appropriate remuneration packages for our Executive Directors and key senior management; and
- (ix) review the fees of the Directors and benefits payable to Directors.

BOARD DIVERSITY PRACTICES

The NRC recognises the importance of Board diversity and takes into consideration diversity in terms of gender, ethnicity and age when evaluating the composition of the Board. The NRC adopts a merit-based approach in Board appointments while ensuring that diversity is embedded into the nomination and re-appointment process. The Committee believes that a diverse Board contributes to balanced decision-making and supports the long-term sustainability of the Company and its subsidiaries (“the Group”).

SUMMARY OF ACTIVITIES

The NRC carried out the following work in discharging its functions and duties during the FY2025, which are in line with its responsibilities as set out in its terms of reference:

- (i) Deliberated and recommended to the Board the structure, size, balance and composition of the Board and Board Committees, taking into account the updated practices under the Malaysian Code on Corporate Governance 2021, the Group’s business and the wider business and economic environment during the year;
- (ii) Considered and recommended to the Board the re-appointments and re-election of Directors in accordance with the Fit and Proper Policy of the Company;
- (iii) Discussed and recommended the payment of Directors’ fees and benefits;
- (iv) Assessed the results of the annual performance assessment for FY2025 of the Board, each of the Board Committees, and each Board member (including introducing peer-to-peer review);
- (v) Assessed the effectiveness of the Board and Board Committees in FY2025;
- (vi) Discussed the succession plan for the Board and Senior Management; and
- (vii) Reviewed and assessed the Fit and Proper Policy for Directors of the Company and the Group, to the Board for any update approval and adoption with reference to Paragraph 15.08A of the MMLR.

FY2025 BOARD EFFECTIVENESS ASSESSMENT

The NRC conducted annual assessments of the effectiveness of the Board as a whole, Board Committees, and individual Directors using a combination of self-assessment and peer-to-peer reviews. The assessment results were compiled by the Company Secretary, tabled to the NRC, and thereafter, to the Board for review and notation.

The NRC upon its annual assessment carried out for FY2025, was satisfied that the Directors have discharged their duties more than satisfactory. The NRC was also satisfied with the performance of the Board and Board Committees. As for the balance and composition of the Board, the NRC concluded that the Directors have the appropriate mix of skills, experience, knowledge and professional qualifications which will contribute positively to the Board Committees and the Board as a whole.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Board of Directors (“Board”) of Tuju Setia Berhad (“TSB” or “the Company”) presents the Audit and Risk Management Committee (“ARMC”) Report of the Company for the financial year ended 31 December 2025 (“FY2025”) as follows:-

COMPOSITION OF THE ARMC

Name	Designation	Directorship
Dato’ Nor Adha bin Yahya	Chairman	Independent Non-Executive Director
Datin Seri Raihanah Begum binti Abdul Rahman	Member	Independent Non-Executive Director
Loo Ming Chee	Member	Independent Non-Executive Director

The ARMC consists solely of Independent Non-Executive Directors, who are qualified individuals with the required skills and expertise to discharge the ARMC’s functions and duties. This meets the requirements of Paragraph 15.09 of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and Step-Up Practice 9.4 under the Principle B of the Malaysian Code on Corporate Governance 2021 (“MCCG”).

The Chairman of the ARMC, Dato’ Nor Adha bin Yahya is a Chartered Accountant of the Malaysian Institute of Accountants and he is not the Chairman of the Board. In this respect, the Company complies with the Practice 9.1 under the Principle B of the MCCG.

The ARMC is governed by its terms of reference (“TOR”), which is available on the Company’s website at <https://tujusetia.my/>.

MEETING

During the FY2025, the ARMC held five (5) meetings and the attendance record is tabulated as below:

Name	Designation	Attendance
Dato’ Nor Adha bin Yahya	Chairman	5/5
Datin Seri Raihanah Begum binti Abdul Rahman	Member	5/5
Loo Ming Chee	Member	4/5

The ARMC meetings were conducted with sufficient quorum. The Company Secretary was appointed as the secretary of the ARMC. Minutes of each ARMC meeting were distributed electronically to the Board.

The External Auditors, Internal Auditors, Managing Director, Executive Director and certain designated Key Senior Management have attended meetings at the ARMC’s invitation to facilitate direct communication and to provide clarifications on audit issues, areas of concerns, operational matters as well as to brief the ARMC on specific issues arising from the internal audit report in respect of the internal controls of the Company and its subsidiaries (“the Group”).

SUMMARY OF ACTIVITIES

The ARMC carried out the following work in discharging its functions and duties during the FY2025, which are in line with its responsibilities as set out in its TOR:

- (i) Reviewed the unaudited quarterly financial reports of the Group including the announcements pertaining thereto, and recommended the same for Board’s approval;
- (ii) Reviewed and deliberated with the External Auditors, the audit planning memorandum and scope of the statutory audit of the Group’s financial statements for FY2025 before the audit commenced to ensure that the scope of the external audit is comprehensive

SUMMARY OF ACTIVITIES (CONT'D)

- (iii) Discussion with External Auditors on their audit findings which include any change in accounting policies and practices, significant adjustments arising from the audit and compliance with accounting standards and other legal requirements;
- (iv) Reviewed with the Internal Auditors, the adequacy of the scope, the methodology employed and functions of the internal audit plan, internal audit reports, and follow-up status reports and considered the findings of internal audit and management responses thereto, and ensured that appropriate actions were taken by the Management on the recommendations raised by the Internal Auditors;
- (v) Reviewed and confirmed with the Management on a quarterly basis of any related party transaction or recurrent related party transaction entered by the Group;
- (vi) Reviewed the Corporate Governance Policies before presenting to the Board for approval;
- (vii) Met the External and Internal Auditors without the presence of the Executive Directors and Management;
- (viii) Assessed the performance of External Auditors and recommended to the Board for re-appointment;
- (ix) Reviewed and monitored all conflict of interest ("COI") situations within the Group. The COI review was extended to encompass Directors and Key Senior Management within the Group. COI were reported during FY2025 due to the common directorships and involvement in the related companies;
- (x) Reviewed the Environmental, Social and Governance Report on a quarterly basis;
- (xi) Reviewed the Risk Registry assessment performed for FY2025; and
- (xii) Reviewed and recommended to the Board the ARMC Report and Statement on Risk Management and Internal Control for approval and inclusion in the Company's Annual Report.

INTERNAL AUDIT FUNCTIONS

The Company engaged Sterling Business Alignment Consulting Sdn. Bhd. ("Sterling" or "Internal Auditors") as its Internal Control Review Consultant to review the adequacy and sufficiency of the internal control of the Group. The Internal Auditors report directly to the ARMC during the ARMC meeting. The Internal Auditors is free from any relationships with the Board and Management or conflict of interest in the operations and activities of the Group, which could impair their objectivity and independence of the internal audit function.

The Internal Auditors use the Committee of Sponsoring Organisations of the Treadway Commission ("COSO") Internal Control-Integrated Framework as a basis for evaluating the effectiveness of the internal control systems. The internal audit reviews are conducted in accordance with the risk-based internal audit plan approved by the ARMC. The Internal Auditors reviewed the internal control and business processes of key functions or activities of the Group, identified internal control gaps, effectiveness and adequacy of the existing state of internal control and recommended possible improvements to the internal control process.

During FY2025, internal audit reviews were carried out by the Internal Auditors on Human Resources, Administration, Project Management and Procurement functions. The Internal Auditors also carried out follow-up status reviews on previously conducted audit findings.

The total cost incurred for the internal audit function for FY2025 was RM42,000.

EVALUATION

The Board, through the Nomination and Remuneration Committee, has evaluated the performance of the ARMC and its members. Based on the assessment conducted for FY2025, the ARMC and its members are found to have effectively discharged their duties and responsibilities in accordance with the ARMC's TOR.

ADDITIONAL COMPLIANCE INFORMATION

1. UTILISATION OF PROCEEDS RAISED FROM PUBLIC ISSUE (“IPO PROCEEDS”)

The status of the utilisation of the IPO Proceeds as at 31 December 2025 is as follows: -

Purposes	Initial Allocation	Deviation ⁽¹⁾	Variation ⁽²⁾	Actual Utilisation	Balance Unutilised	Estimated time frame for use (From the Listing Date)
	RM'000	RM'000	RM'000	RM'000	RM'000	
Capital expenditure	24,000	(2,786)	(4,000)	(17,214)	-	Within 24 months
- Purchase of construction machinery and equipment, and BIM system software						
- Purchase of land and construction of storage facilities	8,000	-	-	(2,705)	5,295	Within 60 months
Working capital	19,000	3,081	4,000	(26,081)	-	Within 12 months
Estimated IPO expenses	5,000	(295)	-	(4,705)	-	Within 3 months
Total	56,000	-	-	(50,705)	5,295	

Notes:

(1) The actual listing expenses and purchase of construction machinery and equipment, and BIM system software are lower than the estimated amount hence, the excess of RM3.08 million was used for working capital purposes.

(2) The initial allocation of RM4.00 million to purchase on-site batching plants has been re-allocated for working capital.

2. AUDIT AND NON-AUDIT FEES

The amount of audit fees and non-audit fees paid or payable to the Company's External Auditors and a firm affiliated to the External Auditors' firm by the Group and the Company for the financial year ended 31 December 2025 are as follows:

Type of fees	Group RM'000	Company RM'000
Audit fees	190	30
Non-audit fees ⁽ⁱ⁾	40	14
Total	230	44

Note: (i) The non-audit fees of the Group and the Company comprise mainly annual review of the Statement on Risk Management and Internal Control, corporate tax computation and submission services rendered to the Group by a firm affiliated to the External Auditors.

3. MATERIAL CONTRACTS

We have not entered into any contracts which are material (not being contracts entered into in the ordinary course of business) for the financial year ended 31 December 2025.

4. RECURRENT RELATED PARTY TRANSACTIONS OF REVENUE NATURE ("RRPT")

There were no RRPT or RPT entered into by the Group which involve the Directors' and/or major shareholders' interests, during the financial year ended 31 December 2025.

5. EMPLOYEES' SHARE SCHEME

The Company did not establish any employee share scheme and does not have any subsisting employee share scheme during the financial year under review.

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

INTRODUCTION

The Board of Directors (“the Board”) of Tuju Setia Berhad (“Tuju Setia” or “the Company”) is pleased to present the Statement on Risk Management and Internal Control (“Statement”) which outlines the nature and scope of risk management and internal control system of Tuju Setia Berhad and its subsidiaries (“the Group”) for the financial year ended 31 December 2025 (“FY2025”). This Statement has been prepared in accordance with paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the Malaysian Code on Corporate Governance 2021 (“MCCG”) and guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies (“SORMIC Guide 2025”).

BOARD RESPONSIBILITY

The Board is responsible for the adequacy and effectiveness of the Group’s system of risk management and internal controls. The system is designed to manage the Group’s key areas of risk within an acceptable risk profile, rather than eliminate the risk of failure to achieve the business objectives. Accordingly, the system of risk management and internal controls of the Group can only provide reasonable and not absolute assurance against material misstatement, loss or fraud.

The Board has established an ongoing process for identifying, evaluating, managing and monitoring the significant risks faced by the Group, and this process includes enhancing the system of risk management and internal controls as and when there are changes to the business environment or regulatory guidelines.

The Board also recognises its responsibility in overseeing emerging and sustainability-related risks and opportunities, including climate-related, cyber security and data protection risks in ensuring the long-term sustainability of the Group.

RISK MANAGEMENT FRAMEWORK

The Board regards the management of core risks as an integral and critical part of the day-to-day operations of the Group. The management’s experience, knowledge and expertise to identify and manage such risks throughout the financial year under review has enabled the Group to make cautious, mindful and well-informed decisions. Management has also formulated and implemented requisite action plans and monitoring regime which are imperative in ensuring the accomplishment of the Group’s objectives.

The Board is supported by a structured risk governance system which adopts the “three lines of defence” model, comprising operational management as the first line, risk oversight and compliance functions as the second line and the internal audit function as the third line providing independent assurance. The Group adopts a prudent and moderate risk appetite in pursuing its business objectives, balancing risk-taking with appropriate controls to achieve sustainable growth while ensuring compliance with regulatory requirements.

The Board is assisted by the Audit and Risk Management Committee (“ARMC”) to provide oversight, direction and counsel to the Group’s risk management process by identifying and assessing risks, and making recommendations to monitor, evaluate, manage and mitigate such risks throughout the business operations, particularly in respect of key risks which the Group faces on a regular basis.

As part of our Risk Management process, a Risk Management Handbook and Registry of Risk were adopted. The Registry of Risk is maintained to identify principal business risks and key risk areas, their impact, likelihood of occurrence, risk owner and risk control actions and is updated to address changes in risk profiles. The Registry of Risk forms part of the Group’s Enterprise Risk Management (“ERM”) framework and is developed with reference to COSO-ERM. It facilitates a structured process of identifying, analysing, evaluating, treating and monitoring risks across the Group. The Risk Management Handbook summarises risk management methodology, approach and processes, roles and responsibilities, and various risk management concepts. The level of risk tolerance is established and monitored through the use of a risk impact and likelihood matrix where the ratings are assessed in response to changes in the business environment.

The respective risk owners are assigned and responsible for identifying risks as well as ensuring that adequate control systems are implemented to mitigate risks faced by the Group. The process of identifying, evaluating, monitoring and managing risks is embedded in the various work processes and procedures of the respective operational functions. The Risk Register is reviewed and updated on at least once a year and key risk matters together with mitigation plans are reported to the ARMC and thereafter to the Board for deliberation and oversight.

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

The Group continues to enhance its risk management processes to address evolving business and external environment risks, including economic uncertainties, project execution risks, sustainability considerations, climate-related risks and information technology and cyber security risks.

The key risk categories which have been reviewed by the respective risk owners during the financial year under review encompassed strategic, operational, financial, compliance and sustainability-related risks, including:

1. Financial
2. Procurement
3. Human Resources Management
4. Business Development
5. Project Management
6. Information System
7. Business Continuity
8. Sustainability
9. Tuju Setia Berhad as a Listed Investment Holding Company

INTERNAL AUDIT FUNCTION

The internal audit function of the Group is currently outsourced to a professional services firm and reports directly to the ARMC. The primary objective of the internal audit function is to undertake independent, regular and systematic review of the risk management and internal control systems of the Group so as to provide reasonable assurance that such systems are adequate and continue to operate satisfactorily and effectively in the Group. The internal auditors conduct audit assignments based on an approved risk-based internal audit plan and report their findings, including recommendations for improvement, to the ARMC on a quarterly basis. Follow-up reviews are conducted to ensure that agreed corrective actions are effectively implemented by the Management. Further details of the Internal Audit Function are set out in ARMC Report on page 104 and 105 of this Annual Report.

OTHER KEY ELEMENTS OF RISK MANAGEMENT AND INTERNAL CONTROL

The other key elements of the Group's internal control system include:

1. Well-defined organisational structure with clear lines of authority, limits of authority, accountability and responsibilities of the Managing Director, Executive Director and Senior Management;
2. Clearly defined terms of reference, authorities and responsibilities of the various Board committees which include the ARMC and Nomination and Remuneration Committee;
3. Quarterly financial results were reported to the ARMC and Board for approval.
4. Clearly defined and formalised policies and procedures and guidelines are in place to support the Group in achieving its corporate objectives. These policies and procedures including COVID-19 preventive procedures and Anti-Bribery and Anti-Corruption Policy provide a basis for ensuring compliance with applicable laws and regulations, and also internal controls with respect to the conduct of business; These policies are subject to periodic review to ensure relevance and alignment with regulatory requirements and best practices.
5. Clearly documented internal procedures in respect of operational processes as set out in the ISO 9001:2015-Occupational Health and Safety Management System;
6. Implementation of information technology controls, including system access controls, data protection measures and cyber security monitoring to safeguard the integrity and confidentiality of the Group's information systems;
7. The Management Committee meets on a monthly basis to discuss key operational and management issues. Under the purview of the Managing Director, the heads of the respective operational units of the Group are empowered with the responsibilities of managing their respective operations and business;
8. Performance and key risk indicators are monitored regularly to ensure alignment with the Group's strategic objectives and timely identification of any emerging issues.

RISK MANAGEMENT AND INTERNAL CONTROL PROCESSES IN FY2025

During the financial year under review, the Group undertook continuous efforts to strengthen its risk management and internal control practices. Key initiatives included:

1. Ongoing monitoring and updating of the Risk Register to reflect current business conditions and emerging risks;
2. Enhancement of internal policies and procedures to improve operational efficiency and governance;
3. Strengthening of business continuity readiness and responses;
4. Continued focus on sustainability-related risks and opportunities, including environmental and social considerations; and
5. Improvement of information technology controls and cyber security measures.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The external auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in Audit and Assurance Practice Guide (“AAPG”) 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants (“MIA”) for inclusion in the annual report of the Group for FY2025, and reported to the Board that nothing has come to their attention that cause them to believe that the statement intended to be included in the annual report of the Group, in all material respects:

- (a) has not been prepared in accordance with the disclosures required by section 7 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies, or
- (b) is factually inaccurate.

AAPG 3 does not require the external auditors to consider whether the Directors’ Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group’s risk management and internal control system including the assessment and opinion by the Board of Directors and management thereon. The auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the annual report will, in fact, remedy the problems.

ASSURANCE TO THE BOARD MEMBERS

The Board is of the opinion that the Group’s risk management and internal control systems are satisfactory and have no internal control failure nor any significant weaknesses that resulted in any loss to the Group during the financial year under review. The Board is also cognizant that the Group’s risk management framework and system of internal control must be continuously reviewed and evolved to meet the changing and challenging business environment. The Group is committed to continuing take all necessary measures to strengthen the risk management and internal control system to further enhance its effectiveness to ensure all identified risks are managed on a timely basis and are within tolerance limits.

The Board is satisfied that the Group’s risk management framework and system of internal control are operating adequately and effectively in all material aspects for FY2025.

The Board has received assurance from the Managing Director and Executive Director that the Group’s risk management and internal control systems are operating adequately and effectively, in all material aspects, based on the risk management and internal control systems adopted by the Group.

The Board acknowledges that the system of risk management and internal control is continuously evolving and will take appropriate measures to further enhance the system in line with the Group’s growth and changing business environment.

This Statement on Risk Management and Internal Control is made in accordance with a resolution of the Board of Directors dated 28 April 2026 and up to the date of approval of this Statement.

DIRECTORS' RESPONSIBILITY STATEMENT

FOR THE AUDITED FINANCIAL STATEMENTS

(PURSUANT TO PARAGRAPH 15.26(a) OF THE MAIN MARKET LISTING REQUIREMENTS OF BURSA MALAYSIA SECURITIES BERHAD)

The Directors are required by the Companies Act 2016 ("Act") to prepare the financial statements for each financial year in accordance with applicable Financial Reporting Standards, the requirements of the Act and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Directors are responsible for ensuring the financial statements give a true and fair view of the state of affairs of the Group and the Company at the end of the financial year as well as of the results and cash flows of the Group and the Company for the financial year.

In preparing the financial statements for the year ended 31 December 2025, the Directors have deliberated:

- i. appropriate and relevant accounting policies have been adopted and applied consistently;
- ii. judgements and estimates have been made on reasonable and prudent basis;
- iii. all applicable accounting standards have been followed; and
- iv. the financial statements have been prepared on a going concern basis.

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

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

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DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2025

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

Principal activities

The Company is principally engaged in investment holding activities, whilst the principal activities of the subsidiaries are as stated in Note 4 to the financial statements. There has been no significant change in the nature of these activities during the financial year.

Subsidiaries

The details of the Company's subsidiaries are disclosed in Note 4 to the financial statements.

Results

	Group RM'000	Company RM'000
Profit for the year	6,022	1,542

Reserves and provisions

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

Dividends

Since the end of the previous financial year, the Company declared a final ordinary dividend of 0.30 sen per ordinary share totalling RM1,045,535 in respect of the financial year ended 31 December 2024 on 12 June 2025 and paid on 15 July 2025.

On 27 February 2026, the Board of Directors proposed a final dividend of 0.40 sen per ordinary share totalling RM1,394,046 in respect of the financial year ended 31 December 2025, which is to be approved by the shareholders at the forthcoming annual general meeting.

Directors of the Company

Directors who served during the financial year until the date of this report are:

YAM Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj
Wee Eng Kong
Wee Beng Chuan
Dato' Wee Beng Aun
Datin Seri Raihanah Begum binti Abdul Rahman
Loo Ming Chee
Dato' Nor Adha bin Yahya

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

Directors' interests in shares

The interests and deemed interests in the shares of the Company and of its wholly-owned subsidiaries of those who were Directors at the financial year end as recorded in the Register of Directors' Shareholdings are as follows:

Interests in the Company:	Number of ordinary shares			
	At 1.1.2025	Bought	Sold	At 31.12.2025
YAM Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj	370,000	-	-	370,000
Wee Eng Kong	140,985,229	-	-	140,985,229
Wee Beng Chuan	888,800	200,000	-	1,088,800
Dato' Wee Beng Aun	69,243,471	-	-	69,243,471
Loo Ming Chee	355,100	178,400	-	533,500
Dato' Nor Adha bin Yahya	150,000	-	-	150,000
Datin Seri Raihanah Begum binti Abdul Rahman	100,000	-	-	100,000

By virtue of their interests in the shares of the Company, Wee Eng Kong and Dato' Wee Beng Aun are also deemed interested in the shares of the subsidiaries during the financial year to the extent that Tuju Setia Berhad has an interest.

Directors' benefits

Since the end of the previous financial year, no Director of the Company has received nor become entitled to receive any benefit (other than those shown below) 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.

The directors' benefits paid to or receivable by directors in respect of the financial year ended 31 December 2025 are as follows:

Directors of the Company:	From the Company RM'000	From Subsidiaries RM'000
Fees	300	-
Remuneration	37	1,390
Estimated money value of any other benefits	-	57
	337	1,447

There were no arrangements during and at the end of the financial year which had the object of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

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

Issue of shares and debentures

There were no changes in the issued and paid-up capital of the Company during the financial year. There were no debentures issued during the financial year.

Options granted over unissued shares

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

Indemnity and insurance costs

During the financial year, there was no indemnity given to or insurance effected for the Directors, officers or auditors of the Company.

Other statutory information

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

- i) all known bad debts have been written off and adequate provision made for doubtful debts, and
- ii) any current assets which were unlikely to be realised in the ordinary course of business have been written down to an amount which they might be expected so to realise.

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

- i) that would render the amount written off for bad debts or the amount of the provision for doubtful debts in the Group and in the Company inadequate to any substantial extent, or
- ii) that would render the value attributed to the current assets in the financial statements of the Group and of the Company misleading, or
- iii) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate, or
- iv) not otherwise dealt with in this report or the financial statements that would render any amount stated in the financial statements of the Group and of the Company misleading.

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

- i) any charge on the assets of the Group or of the Company that has arisen since the end of the financial year and which secures the liabilities of any other person, or
- ii) any contingent liability in respect of the Group or of the Company that has arisen since the end of the financial year.

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

In the opinion of the Directors, the financial performance of the Group and of the Company for the financial year ended 31 December 2025 have not been substantially affected by any item, transaction or event of a material and unusual nature nor has any such item, transaction or event occurred in the interval between the end of that financial year and the date of this report.

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

Auditors

The auditors, KPMG PLT, have indicated their willingness to accept re-appointment.

The auditors' remunerations of the Group and of the Company during the year are as follows:

	Group RM'000	Company RM'000
Audit fees	190	30
Non-audit fees		
- KPMG PLT	10	10
- Local affiliates of KPMG PLT	30	4
	<u>230</u>	<u>44</u>

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

Wee Eng Kong

Director

Wee Beng Chuan

Director

Petaling Jaya,

Date: 28 April 2026

STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Assets					
Property, plant and equipment	2	29,147	30,191	4,967	5,056
Right-of-use assets	3	54,836	48,101	-	-
Investments in subsidiaries	4	-	-	86,393	86,393
Trade and other receivables	5	-	-	9,847	9,273
Deferred tax assets	6	1,340	3,551	-	-
Total non-current assets		85,323	81,843	101,207	100,722
Trade and other receivables	5	176,407	171,249	64	12
Property development expenditure	7	4,142	-	-	-
Contract assets	8	181,336	208,370	-	-
Contract costs	8	4,241	-	-	-
Current tax assets		1,567	1,614	-	7
Cash and cash equivalents	9	42,203	51,387	46	74
Assets classified as held for sale	10	259	259	-	-
Total current assets		410,155	432,879	110	93
Total assets		495,478	514,722	101,317	100,815
Equity					
Share capital	11	98,558	98,558	98,558	98,558
Restructuring reserve	11	(36,393)	(36,393)	-	-
Retained earnings		16,079	11,102	969	472
Total equity		78,244	73,267	99,527	99,030
Liabilities					
Loans and borrowings	12	1,949	4,552	1,327	1,407
Lease liabilities		22,390	19,659	-	-
Total non-current liabilities		24,339	24,211	1,327	1,407
Trade and other payables	13	267,571	311,529	385	303
Loans and borrowings	12	114,017	93,644	78	75
Lease liabilities		9,701	12,071	-	-
Contract liabilities	8	1,606	-	-	-
Total current liabilities		392,895	417,244	463	378
Total liabilities		417,234	441,455	1,790	1,785
Total equity and liabilities		495,478	514,722	101,317	100,815

The notes on pages 125 to 156 are an integral part of these financial statements.

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

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue	14	523,658	585,562	2,500	2,500
Cost of sales		(509,906)	(574,162)	-	-
Gross profit		13,752	11,400	2,500	2,500
Other income		4,272	4,114	-	-
Administrative expenses		(9,074)	(8,658)	(786)	(680)
Net loss on impairment of contract assets	18	(242)	(449)	-	-
Other expenses		(925)	(914)	(89)	(88)
Results from operating activities		7,783	5,493	1,625	1,732
Finance income	15	831	1,003	1	9
Finance costs	16	(381)	(451)	(84)	(91)
Net finance income/(costs)		450	552	(83)	(82)
Profit before tax		8,233	6,045	1,542	1,650
Taxation	17	(2,211)	(1,682)	-	-
Profit and total comprehensive income for the year	18	6,022	4,363	1,542	1,650
Basic profit per ordinary share (sen)	19	1.73	1.37		
Diluted profit per ordinary share (sen)	19	1.73	1.37		

The notes on pages 125 to 156 are an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Share capital RM'000	Restructuring reserve RM'000	Distributable Retained earnings RM'000	Total equity RM'000
Group					
At 1 January 2024		91,660	(36,393)	6,739	62,006
New shares issued by the Company		6,970	-	-	6,970
New shares issuance expenses		(72)	-	-	(72)
Profit and total comprehensive income for the year		-	-	4,363	4,363
At 31 December 2024/1 January 2025		98,558	(36,393)	11,102	73,267
Profit and total comprehensive income for the year		-	-	6,022	6,022
Dividends to owners of the Company	20	-	-	(1,045)	(1,045)
At 31 December 2025		98,558	(36,393)	16,079	78,244
		Note 11	Note 11		

The notes on pages 125 to 156 are an integral part of these financial statements.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Share capital RM'000	Distributable (Accumulated losses)/ Retained earnings RM'000	Total equity RM'000
Company				
At 1 January 2024		91,660	(1,178)	90,482
New shares issued by the Company		6,970	-	6,970
New shares issuance expenses		(72)	-	(72)
Profit and total comprehensive income for the year		-	1,650	1,650
At 31 December 2024/1 January 2025		98,558	472	99,030
Profit and total comprehensive income for the year		-	1,542	1,542
Distribution to owners of the Company - Dividends to owners of the Company	20	-	(1,045)	(1,045)
At 31 December 2025		98,558	969	99,527

Note 11

The notes on pages 125 to 156 are an integral part of these financial statements.

STATEMENTS OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash flows from operating activities					
Profit before tax		8,233	6,045	1,542	1,650
<i>Adjustments for:</i>					
Depreciation of property, plant and equipment	2, 18	3,047	3,174	89	88
Depreciation of right-of-use assets	3, 18	9,045	7,693	-	-
Finance income	15	(831)	(1,003)	(1)	(9)
Finance costs	16	381	451	84	91
Interest expense on lease liabilities recognised in cost of sales	18	1,691	1,479	-	-
Gain on disposal of property, plant and equipment	18	(374)	(1,667)	-	-
Gain on disposal of right-of-use assets	18	(2,435)	(1,270)	-	-
Gain on disposal of assets classified as held for sale	18	-	(22)	-	-
Loss on lease modification		99	53	-	-
Property, plant and equipment written off	18	4	16	-	-
Net loss on impairment of contract assets	18	242	449	-	-
Operating profit before changes in working capital		19,102	15,398	1,714	1,820
Change in trade and other receivables		(5,158)	1,428	(2,552)	(2,475)
Change in trade and other payables		(39,151)	70,589	82	(67)
Change in property development expenditure		(4,142)	-	-	-
Change in contract assets		26,792	(80,543)	-	-
Change in contract costs		(4,241)	-	-	-
Change in contract liabilities		1,606	(993)	-	-
Cash (used in)/generated from operations		(5,192)	5,879	(756)	(722)
Tax refunded		84	500	7	-
Tax paid		(37)	(38)	-	-
Net cash (used in)/from operating activities		(5,145)	6,341	(749)	(722)

The notes on pages 125 to 156 are an integral part of these financial statements.

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

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash flows from investing activities					
Acquisition of property, plant and equipment	(a)	(6,495)	(5,705)	-	-
Acquisition of right-of-use assets	(b)	(3,782)	4,046	-	-
Interest received from fixed deposits	15	831	1,003	1	9
Proceeds from disposal of property, plant and equipment		583	2,060	-	-
Proceeds from disposal of right-of-use assets		3,857	2,752	-	-
Proceeds from disposal of assets classified as held for sale		-	1,018	-	-
Repayment from/(Advances to) subsidiary		-	-	1,926	(6,773)
Net cash (used in)/from investing activities		(5,006)	5,174	1,927	(6,764)
Cash flows from financing activities					
Dividends to owners of the Company	20	(1,045)	-	(1,045)	-
Change in pledged deposits		(3,661)	5,293	-	-
Net drawdown of invoice financing/revolving credits		11,326	12,446	-	-
Interest paid on loans and borrowings		(371)	(437)	(84)	(91)
Interest paid in relation to lease liabilities	16	(10)	(14)	-	-
Interest paid in relation to lease liabilities recognised in cost of sales	18	(1,691)	(1,479)	-	-
Payment of lease liabilities		(13,686)	(11,579)	-	-
Net repayment of term loans		(6,616)	(6,586)	(77)	(70)
Net proceeds from issuance of shares		-	6,898	-	6,898
Net cash (used in)/from financing activities		(15,754)	4,542	(1,206)	6,737
Net (decrease)/increase in cash and cash equivalents		(25,905)	16,057	(28)	(749)
Cash and cash equivalents at 1 January		14,927	(1,130)	74	823
Cash and cash equivalents at 31 December	9	(10,978)	14,927	46	74

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

a) Acquisition of property, plant and equipment

	Note	Group	
		2025 RM'000	2024 RM'000
Acquisition of property, plant and equipment	2	10,211	8,953
Financed by way of finance lease arrangement		(3,716)	(3,248)
Cash payments on property, plant and equipment		6,495	5,705

b) Acquisition of right-of-use assets

	Note	Group	
		2025 RM'000	2024 RM'000
Acquisition of right-of-use assets	3	8,742	8,945
Transfer from property, plant, equipment	3	8,523	9,416
Financed by way of finance lease arrangement		(13,483)	(22,407)
Cash payments on right-of-use assets		3,782	(4,046)

c) Cash outflows for leases as lessee

	Note	Group	
		2025 RM'000	2024 RM'000
Included in net cash from operating activities:			
Payment relating to short-term leases	18	185	593
Payment relating to leases of low-value assets	18	8	13
Payment relating to variable lease payments not included in the measurement of lease liabilities	18	-	369
Interest paid in relation to lease liabilities recognised in cost of sales	18	1,691	1,479
Included in net cash from financing activities:			
Interest paid in relation to lease liabilities	16, 18	10	14
Payment of lease liabilities		13,686	11,579
Total cash outflows for leases		15,580	14,047

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

d) Reconciliation of movements of liabilities to cash flows arising from financing activities

Group	Note	At 1 January 2024	Net changes from financing cash flows	Acquisition of new lease	Other changes	At 31 December 2024/ 1 January 2025	Net changes from financing cash flows	Acquisition of new lease	Other changes	At 31 December 2025
		RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Secured term loans	12	17,749	(6,586)	-	-	11,163	(6,616)	-	-	4,547
Invoice financing/ Revolving credits	12	73,633	12,446	-	-	86,079	11,326	-	-	97,405
Lease liabilities		20,757	(11,579)	22,407	145	31,730	(13,686)	13,483	564	32,091
		112,139	(5,719)	22,407	145	128,972	(8,976)	13,483	564	134,043

Company	Note	At 1 January 2024	Net changes from financing cash flows	Acquisition of new lease	Other changes	At 31 December 2024/ 1 January 2025	Net changes from financing cash flows	Acquisition of new lease	Other changes	At 31 December 2025
		RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Secured term loans	12	1,552	(70)	-	-	1,482	(77)	-	-	1,405

NOTES TO THE FINANCIAL STATEMENTS

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

Principal place of business

No. 31-1, Jalan Puteri 4/8
Bandar Puteri
47100 Puchong
Selangor Darul Ehsan

Registered office

12th Floor, Menara Symphony
No.5, Jalan Prof. Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan

The consolidated financial statements of the Company as at and for the financial year ended 31 December 2025 comprise the Company and its subsidiaries (together referred to as the “Group” and individually referred to as “Group entities”). The financial statements of the Company as at and for the financial year ended 31 December 2025 do not include other entities.

The Company is principally engaged in investment holding activities, whilst the principal activities of the subsidiaries are as stated in Note 4 to the financial statements. There has been no significant change in the nature of these activities during the financial year.

These financial statements were authorised for issue by the Board of Directors on 28 April 2026.

1. Basis of preparation

(a) Statement of compliance

The financial statements of the Group and of the Company have been prepared in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board (“MFRS Accounting Standards”), IFRS Accounting Standards as issued by the International Accounting Standards Board (“IFRS Accounting Standards”) and the requirements of the Companies Act 2016 in Malaysia.

The following are accounting standards, interpretations and amendments of the MFRS Accounting Standards that have been issued by the Malaysian Accounting Standards Board (“MASB”) but have not been adopted by the Group and by the Company:

MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after 1 January 2026

- Amendments to MFRS 9, Financial Instruments and MFRS 7, Financial Instruments: Disclosures – Classification and Measurement of Financial Instruments
- Amendments that are part of Annual Improvements — Volume 11:
 - ✦ Amendments to MFRS 1, First-time Adoption of Malaysian Financial Reporting Standards
 - ✦ Amendments to MFRS 7, Financial Instruments: Disclosures
 - ✦ Amendments to MFRS 9, Financial Instruments
 - ✦ Amendments to MFRS 10, Consolidated Financial Statements
 - ✦ Amendments to MFRS 107, Statement of Cash Flows
- *Amendments to MFRS 9, Financial Instruments and MFRS 7, Financial Instruments: Disclosures – Contracts Referencing Nature-dependent Electricity*

(a) Statement of compliance (continued)

MFRS Accounting Standards, interpretations and amendments 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
- Amendments to MFRS 121, The Effects of Changes in Foreign Exchange Rates – Translation to a Hyperinflationary Presentation Currency

MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after a date yet to be confirmed

- *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 accounting standards, interpretations and amendments:

- from the annual period beginning on 1 January 2026 for the amendments that are effective for annual periods beginning on or after 1 January 2026.
- from the annual period beginning on 1 January 2027 for the accounting standards that are effective for annual periods beginning on or after 1 January 2027.

The initial application of the abovementioned accounting standards, amendments and interpretations is not expected to have any material financial impact to the current period and prior period financial statements of the Group and the Company.

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis.

(c) Functional and presentation currencies

These financial statements are presented in Ringgit Malaysia (“RM”), which is the Company’s functional currency. All financial information is presented in RM and has been rounded to the nearest thousand, unless otherwise stated.

(d) Use of estimates and judgements

The preparation of the financial statements in conformity with MFRS Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than those disclosed in the following note:

- Note 14 - revenue recognition

2. Property, plant and equipment

Group	Right-of-use assets		Owned assets					Total RM'000
	Long-term leasehold land RM'000	Buildings RM'000	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Store equipment, site equipment, portable cabins and computers RM'000	Renovation RM'000	Software RM'000	
Cost								
At 1 January 2024	7,540	5,696	312	829	31,374	238	674	46,663
Additions	-	-	-	98	8,780	9	66	8,953
Written off	-	-	(32)	-	(29)	-	-	(61)
Transfer to right-of-use assets (Note 3)	-	-	-	-	(9,416)	-	-	(9,416)
Disposals	-	-	-	-	(1,512)	-	-	(1,512)
At 31 December 2024/ 1 January 2025	7,540	5,696	280	927	29,197	247	740	44,627
Additions	-	-	-	63	10,148	-	-	10,211
Written off	-	-	(28)	-	-	-	-	(28)
Transfer to right-of-use assets (Note 3)	-	-	-	-	(8,523)	-	-	(8,523)
Disposals	-	-	-	-	(1,747)	-	-	(1,747)
At 31 December 2025	7,540	5,696	252	990	29,075	247	740	44,540

2. Property, plant and equipment (continued)

Group	Right-of-use assets			Owned assets					Total RM'000
	Long-term leasehold land RM'000	Buildings RM'000	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Store equipment, site equipment, portable cabins and computers RM'000	Renovation RM'000	Software RM'000		
Depreciation									
At 1 January 2024	270	1,329	290	298	10,520	131	158	12,996	
Charge for the year	106	114	6	55	2,759	33	101	3,174	
Written off	-	-	(24)	-	(21)	-	-	(45)	
Transfer to right-of-use assets (Note 3)	-	-	-	-	(570)	-	-	(570)	
Disposals	-	-	-	-	(1,119)	-	-	(1,119)	
At 31 December 2024/ 1 January 2025	376	1,443	272	353	11,569	164	259	14,436	
Charge for the year	106	114	1	64	2,622	34	106	3,047	
Written off	-	-	(24)	-	-	-	-	(24)	
Transfer to right-of-use assets (Note 3)	-	-	-	-	(528)	-	-	(528)	
Disposals	-	-	-	-	(1,538)	-	-	(1,538)	
At 31 December 2025	482	1,557	249	417	12,125	198	365	15,393	

2. Property, plant and equipment (continued)

Group	Right-of-use assets		Owned assets					Total RM'000
	Long-term leasehold land RM'000	Buildings RM'000	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Store equipment, site equipment, portable cabins and computers RM'000	Renovation RM'000	Software RM'000	
Carrying amounts								
At 1 January 2024	7,270	4,367	22	531	20,854	107	516	33,667
At 31 December 2024/ 1 January 2025	7,164	4,253	8	574	17,628	83	481	30,191
At 31 December 2025	7,058	4,139	3	573	16,950	49	375	29,147

2.1 Security

At 31 December 2025, the buildings and long-term leasehold land amounting to RM8,717,000 were pledged to secure banking facilities granted to the Group (see Note 12.1).

2. Property, plant and equipment (continued)

Company	Long-term leasehold land	Office equipment RM'000	Total RM'000
Cost			
At 1 January 2024/31 December 2024/ 1 January 2025/31 December 2025	5,178	63	5,241
Depreciation			
At 1 January 2024	80	17	97
Charge for the year	82	6	88
At 31 December 2024/1 January 2025	162	23	185
Charge for the year	82	7	89
At 31 December 2025	244	30	274
Carrying amounts			
At 1 January 2024	5,098	46	5,144
At 31 December 2024/1 January 2025	5,016	40	5,056
At 31 December 2025	4,934	33	4,967

2.2 Material accounting policy information

(a) Recognition and measurement

Items of property, plant and equipment are measured at cost less any accumulated depreciation and any accumulated impairment losses.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

(b) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date that they are available for use. Capital work-in-progress are not depreciated until the assets are ready for their intended use.

The estimated useful lives for the current and comparative periods are as follows:

- Long-term leasehold land 99 years
- Buildings 50 years
- Motor vehicles 5 years
- Office equipment, furniture and fittings 10 years
- Store equipment, site equipment, portable cabins and computers 5 - 10 years
- Renovation 10 years
- Software 7 years

Depreciating methods, useful lives and residual values are reviewed at end of the reporting period, and adjusted as appropriate.

3. Right-of-use assets

Group	Buildings RM'000	Motor vehicles RM'000	Site equipment RM'000	Total RM'000
Cost				
At 1 January 2024	1,836	3,196	59,674	64,706
Additions	-	228	8,717	8,945
Transfer from property, plant and equipment (Note 2)	-	-	9,416	9,416
Disposals	-	(465)	(5,752)	(6,217)
Lease modification	92	-	-	92
At 31 December 2024/1 January 2025	1,928	2,959	72,055	76,942
Additions	559	-	8,183	8,742
Transfer from property, plant and equipment (Note 2)	-	-	8,523	8,523
Disposals	-	(352)	(5,973)	(6,325)
Lease modification	465	-	-	465
At 31 December 2025	2,952	2,607	82,788	88,347
Depreciation				
At 1 January 2024	1,237	1,937	22,139	25,313
Charge for the year	390	459	6,844	7,693
Transfer from property, plant and equipment (Note 2)	-	-	570	570
Disposals	-	(369)	(4,366)	(4,735)
At 31 December 2024/1 January 2025	1,627	2,027	25,187	28,841
Charge for the year	830	449	7,766	9,045
Transfer from property, plant and equipment (Note 2)	-	-	528	528
Disposals	-	(352)	(4,551)	(4,903)
At 31 December 2025	2,457	2,124	28,930	33,511
Carrying amounts				
At 1 January 2024	599	1,259	37,535	39,393
At 31 December 2024/1 January 2025	301	932	46,868	48,101
At 31 December 2025	495	483	53,858	54,836

The Group leases certain buildings, motor vehicles and site equipment. The leases are between 1 year and 5 years, with an option to renew the lease after the expiry date.

3.1 Variable lease payments based on occupancy (usage)

Some leases of buildings and site equipment contain variable lease payments based on occupancy (usage). Such leases have been disclosed under Note 18.

3. Right-of-use assets (continued)

3.2 Extension options

Some leases of buildings contain extension options exercisable by the Group up to one year before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant change in circumstances within its control.

The extension options of all leases are currently included in the lease term as the Group assessed that it is reasonably certain to exercise the extension options, which is supported by the high historical rate of extensions exercised by the Group. Hence, as at 31 December 2025 and 31 December 2024, there are no potential future lease payments not included in lease liabilities.

3.3 Security

At 31 December 2025, the motor vehicles and site equipment were pledged to secure lease liabilities granted to the Group.

3.4 Material accounting policy information

(a) Recognition and measurement

All right-of-use assets are measured at cost less any accumulated depreciation and any accumulated impairment losses.

(b) Recognition exemption

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

4. Investments in subsidiaries

	Company	
	2025 RM'000	2024 RM'000
Cost of investment	86,393	86,393

Details of the subsidiaries are as follows:

Name of entity	Principal place of business/ Country of incorporation	Principal activities	Effective ownership interest and voting interest	
			2025 %	2024 %
Pembinaan Tuju Setia Sdn. Bhd. ("PTS")	Malaysia	Provision of construction services	100	100
Tuju Setia GE Sdn. Bhd. ("TSGE")	Malaysia	Provision of construction services	100	100
Tuju Setia RG Sdn. Bhd. ("TSRG")	Malaysia	Property development	100	100

4. Investments in subsidiaries (continued)

4.1 Material accounting policy information

Investments in subsidiaries are measured in the Company's statement of financial position at cost less any impairment losses, if any.

5. Trade and other receivables

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current					
Non-trade					
Amount due from subsidiaries	5.1	-	-	9,847	9,273
Current					
Trade					
Trade receivables	5.2	157,707	160,602	-	-
Non-trade					
Other receivables		1,626	2,214	-	-
Advance payments	5.3	10,586	1,614	-	-
Deposits		5,496	5,374	5	5
Prepayments		992	1,445	-	-
Amount due from subsidiaries	5.1	-	-	59	7
		18,700	10,647	64	12
		176,407	171,249	64	12
		176,407	171,249	9,911	9,285

5.1 The non-current amount due from subsidiaries is in respective of advances that are unsecured, interest free and not receivable within the next twelve months.

The current amount due from subsidiaries is unsecured, interest free and repayable on demand.

5.2 Included in trade receivables of the Group are retentions of RM89,946,000 (2024: RM79,694,000) which would be collected upon expiry of defect liability period. Retentions are unsecured, interest free and are expected to be collected as follows:

	Group	
	2025 RM'000	2024 RM'000
Within 1 year	5,476	4,337
More than 1 year	84,470	75,357
	89,946	79,694

5.3 These are advances paid to sub-contractors for construction works which would be recouped from subsequent progress payments.

6. Deferred tax assets

Recognised deferred tax assets/(liabilities)

Deferred tax assets and liabilities are attributable to the following:

Group	Assets		Liabilities		Net	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Property, plant and equipment	-	-	(2,370)	(2,234)	(2,370)	(2,234)
Right-of-use assets	-	-	(4,933)	(726)	(4,933)	(726)
Lease liabilities	127	81	-	-	127	81
Contract liabilities	-	-	(5,323)	(11,209)	(5,323)	(11,209)
Provisions	27	-	-	-	27	-
Unutilised tax losses	11,340	11,309	-	-	11,340	11,309
Unabsorbed capital allowances	2,472	6,330	-	-	2,472	6,330
Tax assets/(liabilities)	13,966	17,720	(12,626)	(14,169)	1,340	3,551
Set off of tax	(12,626)	(14,169)	12,626	14,169	-	-
Net tax assets	1,340	3,551	-	-	1,340	3,551

Movement of temporary differences during the year

Group	At 1.1.2024 RM'000	Recognised in profit or loss (Note 17) RM'000	At 31.12.2024/ 1.1.2025 RM'000	Recognised in profit or loss (Note 17) RM'000	At 31.12.2025 RM'000
	Property, plant and equipment	(2,771)	537	(2,234)	(136)
Right-of-use assets	(3,883)	3,157	(726)	(4,207)	(4,933)
Lease liabilities	154	(73)	81	46	127
Contract liabilities	(229)	(10,980)	(11,209)	5,886	(5,323)
Provisions	-	-	-	27	27
Unutilised tax losses	6,409	4,900	11,309	31	11,340
Unabsorbed capital allowances	5,530	800	6,330	(3,858)	2,472
	5,210	(1,659)	3,551	(2,211)	1,340

Assumptions on generation of future taxable profits depend on management's estimates of future cash flows, which are closely linked to the outcome of future projects. Judgement is also required on the application of income tax legislation. These judgements and assumptions are subject to risks and uncertainty, hence there is a possibility that changes in circumstances will alter expectations and hence, the amount of deferred tax assets recognised in the statements of financial position.

7. Property development expenditure

	Group RM'000
At 1 January 2024/31 December 2024/1 January 2025	-
Additions	4,142
At 31 December 2025	4,142

Property development expenditure mainly consists of land premium made for the acquisition of government land.

8. Contract with customers

Contract assets/(liabilities)

	Group	
	2025 RM'000	2024 RM'000
Contract assets	181,336	208,370
Contract liabilities	(1,606)	-

The contract assets primarily relate to the Group's rights to consideration for work completed on construction contracts but not yet billed at the reporting date, subject to certification of the milestone achieved for billing. The amount will be billed on achievement of billing milestones as per the contracts.

The contract liabilities primarily relate to the advance consideration received from customers for construction contracts, which revenue is recognised over time during the construction.

Significant changes to contract assets and contract liabilities balances during the year are as follows:

	Group	
	2025 RM'000	2024 RM'000
Contract liabilities at the beginning of the period recognised as revenue	-	993
Decrease in revenue recognised in previous period arising from change in measure of progress	(9,220)	(44,509)

Contract costs

With anticipated further contracts that will be signed subsequently over the next year, pre-contract cost and set-up cost are capitalised and amortised based on the estimated future revenue. During the financial year, no amortisation was recognised and there was no impairment loss in relation to the costs capitalised.

9. Cash and cash equivalents

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Fixed deposits placed with licensed banks	39,467	35,799	-	-
Cash and bank balances	2,736	15,588	46	74
Cash and cash equivalents in the statements of financial position	42,203	51,387	46	74
Less: Pledged deposits	(39,167)	(35,506)	-	-
Bank overdraft	(14,014)	(954)	-	-
Cash and cash equivalents in the statements of cash flows	(10,978)	14,927	46	74

Fixed deposits placed with licensed banks of RM39,167,000 (2024: RM35,506,000) were pledged to secure banking facilities granted to the Group (see Note 12.1).

10. Assets classified as held for sale

Management initiated an active programme to locate potential buyers for the Group's units of building. The units of building are made available for immediate sale in their present condition. The Group initiated plans to sell the remaining units of building, and the sales are expected to complete within the next financial year.

Group	Units of building RM'000
Cost	
At 1 January 2024	1,373
Disposals	(1,088)
At 31 December 2024/1 January 2025/31 December 2025	285
Impairment loss	
At 1 January 2024	(118)
Disposals	92
At 31 December 2024/1 January 2025/31 December 2025	(26)
Carrying amounts	
At 1 January 2024	1,255
At 31 December 2024/1 January 2025/31 December 2025	259

11. Share capital and restructuring reserve

(a) Share capital

	Group and Company			
	Number of shares 2025 '000	Amount 2025 RM'000	Number of shares 2024 '000	Amount 2024 RM'000
Issued and fully paid shares with no par value classified as equity instruments:				
Ordinary shares				
At 1 January	348,512	98,558	316,829	91,660
New shares issued by the Company	-	-	31,683	6,970
New shares issuance expenses	-	-	-	(72)
At 31 December	348,512	98,558	348,512	98,558

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company.

(b) Restructuring reserve

In the event where a new company is formed to facilitate a restructuring exercise, in which the new company itself is not a business, book value accounting is applied. The assets and liabilities acquired are recognised in the consolidated financial statements at their respective carrying amounts as if the restructuring had occurred before the start of the earliest period presented. The other components of equity of the acquired entity are added to the same components within Group equity.

The restructuring reserve amounting to RM36,393,000 comprises the difference between cost of investment recorded by the Company and the share capital of PTS during the restructuring exercise.

12. Loans and borrowings

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current					
Secured term loans	12.1	1,949	4,552	1,327	1,407
Current					
Secured term loans	12.1	2,598	6,611	78	75
Bank overdraft	12.1	14,014	954	-	-
Invoice financing/ Revolving credits	12.1	97,405	86,079	-	-
		114,017	93,644	78	75
		115,966	98,196	1,405	1,482

12.1 Securities

Term loans and bank overdraft

The term loans and bank overdraft are secured by the following:

- The Group's land and buildings as disclosed in Note 2;
- Corporate guarantee by the Company;
- Assignment of Keyman/Life Insurance policy of a director; and
- Danajamin Prihatin Guarantee Scheme.

Invoice financing/Revolving credits

The invoice financing/revolving credits are secured by the following:

- Certain fixed deposits pledged as disclosed in Note 9;
- Assignment of contract proceeds;
- Corporate guarantee by the Company; and
- A memorandum of deposit and authorisation to the lending bank to create a sinking fund in the form of fixed deposits by way of deduction of 5% from each contract proceeds received.

Breach of loan covenants

During the year, the subsidiary breached the debt-to-equity ratio covenant for one of the invoice financing facilities. Nevertheless, the subsidiary obtained waivers of the breach of covenant prior to the end of current financial year.

13. Trade and other payables

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Trade					
Trade payables	13.1	262,408	305,563	-	-
Non-trade					
Other payables		1,846	2,537	351	269
Deposits		604	586	-	-
Accrued expenses		2,713	2,843	34	34
		5,163	5,966	385	303
		267,571	311,529	385	303

13. Trade and other payables (continued)

13.1 Included in trade payables of the Group are retentions of RM58,639,000 (2024: RM51,143,000) relating to projects under defect liability period. Retentions are unsecured, interest free and are expected to be paid as follows:

	2025 RM'000	2024 RM'000
Within 1 year	5,837	7,616
More than 1 year	52,802	43,527
	<u>58,639</u>	<u>51,143</u>

14. Revenue

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue from contracts with customers				
Construction services	523,658	585,562	-	-
Other revenue				
Dividend income	-	-	2,500	2,500

14.1 Disaggregation of revenue and timing of revenue recognition

Disaggregation of revenue has not been disclosed as the Group is solely engaged in the provision of construction services in Malaysia and timing of recognition for revenue is solely over time.

14.2 Nature of services

The following information reflects the typical transactions of the Group:

Nature of services	Timing of recognition or method used to recognise revenue	Significant payment terms	Variable element in consideration	Warranty
Construction services	Revenue is recognised over time using the cost incurred method by comparing the actual costs incurred with the estimated total costs required to complete the construction.	Based on agreed milestone, progress billings submitted to customers which are approved by accredited architects are subject to a credit period of 30 to 60 days.	The Group may submit variation orders (for additions or omissions of work) to customers based on actual work performed.	Defect liability period of 2 to 3 years is given to the customers.

14. Revenue (continued)

14.3 Transaction price allocated to the remaining performance obligations (continued)

The following table shows revenue from performance obligations that are unsatisfied (or partially unsatisfied) at the reporting date.

Group	2026 - 2028
2025	RM'000
Construction services	2,089,783
	<hr/> <hr/>
	2025 - 2028
	RM'000
2024	
Construction services	1,884,790
	<hr/> <hr/>

The above revenue does not include variable consideration.

The Group applies the practical expedient exemption not to adjust the promised amount of consideration for the effects of a significant financing component when the period between the transfer of a promised good or service to a customer and when the customer pays for that good or service is one year or less.

14.4 Significant judgements and assumptions arising from revenue recognition

Total contract costs

For construction contracts, the Group measured the performance of construction work done by comparing the actual costs incurred with the estimated total costs required to complete the construction. Significant judgements are required to estimate the total contract costs to complete. In making these estimates, management relied on professionals' estimates and also on past experience of completed projects. A change in the estimates will directly affect the revenue to be recognised.

During the year, the Group recognised an additional impairment loss on contract assets of RM242,000 (2024: RM449,000). There have been escalating construction material costs, labour costs, operating costs and project time prolongation costs, which arose from the revision of the completion date of certain projects. Therefore, management has revised the budgeted costs of such projects to reflect the prevailing market prices of material costs, labour costs, operating costs and project time prolongation costs.

The Directors applied the assumption that there will not be any further significant increases in such costs or events affecting the completion of the projects. Should either of these factors not materialise, this may result in further impairment of contract assets.

Liquidated and ascertained damages ("LAD")

LAD are penalties for not completing and delivering completed construction works on time. If a project is not completed and delivered within the contractual timelines, the Group shall be liable to pay a sum with a provision reducing the transaction price made unless it is highly probable that LAD will not be imposed. The estimated LAD provision is highly judgemental and based on experience from similar LAD situations and negotiations with customers in addition to an assessment of client relationship and economic impact.

15. Finance income

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Interest income of financial assets calculated using the effective interest method that are at amortised cost	831	1,003	1	9

16. Finance costs

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Interest expense of financial liabilities that are not at fair value through profit or loss	356	398	84	91
Interest expense on lease liabilities	10	14	-	-
Other finance costs	15	39	-	-
	381	451	84	91

17. Taxation

Recognised in profit or loss

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Current tax expense				
Current year	-	-	-	-
Under provision in prior years	-	23	-	-
Total current tax recognised in profit or loss	-	23	-	-
Deferred tax expense				
Original and reversal of temporary differences	3,189	886	-	-
(Over)/Under provision in prior years	(978)	773	-	-
Total deferred tax recognised in profit or loss (Note 6)	2,211	1,659	-	-
Total taxation	2,211	1,682	-	-
Reconciliation of taxation				
Profit before tax	8,233	6,045	1,542	1,650
Income tax calculated using Malaysian tax rate of 24%	1,976	1,451	370	396
Non-deductible expenses	1,412	648	230	204
Non-taxable income	-	-	(600)	(600)
(Over)/Under provision in prior years	(978)	796	-	-
Others	(199)	(1,213)	-	-
	2,211	1,682	-	-

18. Profit for the year

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit for the year is arrived at after charging/(crediting):					
Auditors' remunerations					
Audit fees		190	160	30	30
Non-audit fees					
- KPMG PLT		10	10	10	10
- Local affiliates of KPMG PLT		30	24	4	4
Material expenses/ (income)					
Depreciation of property, plant and equipment	2	3,047	3,174	89	88
Depreciation of right-of-use assets	3	9,045	7,693	-	-
Gain on disposal of property, plant and equipment		(374)	(1,667)	-	-
Gain on disposal of right-of-use assets		(2,435)	(1,270)	-	-
Gain on disposal of assets held for sales		-	(22)	-	-
Property, plant and equipment written off		4	16	-	-
Personnel expenses:					
- Wages, salaries and others		28,621	27,391	-	-
- Contribution to state plans		2,282	2,292	-	-
Expenses arising from leases					
Expenses relating to short-term leases	a	185	593	-	-
Expenses relating to leases of low-value assets	a	8	13	-	-
Expenses relating to variable lease payments not included in the measurement of lease liabilities	b	-	369	-	-
Interest expense on lease liabilities		10	14	-	-
Interest expense on lease liabilities recognised in cost of sales		1,691	1,479	-	-
Net loss on impairment of contract assets					
Contract assets		242	449	-	-

Note a

The Group leases office equipment and site equipment with contract terms of one month to three years. These leases are short-term and/or leases of low-value items. The Group has elected not to recognise right-of-use assets and lease liabilities for these leases.

Note b

The Group leases buildings and site equipment with contract terms of one to two years. The payment of these leases is based on occupancy (usage). Hence, right-of-use assets and lease liabilities are not recognised for these leases. Such leases are instead recognised upon payment.

19. Earnings per ordinary share

Basic earnings per ordinary share

The calculation of basic earnings per ordinary share was based on the profit attributable to ordinary shareholders and a weighted average number of ordinary shares outstanding, calculated as follows:

	Group	
	2025 RM'000	2024 RM'000
Profit for the year attributable to owners of the Company	6,022	4,363
	2025	2024
Weighted average number of ordinary shares at 31 December ('000)	348,512	319,469
	2025 Sen	2024 Sen
Basic profit per ordinary share	1.73	1.37
Diluted profit per ordinary share ⁽¹⁾	1.73	1.37

(1) Diluted earnings per share of the Company is equivalent to the basic earnings per share as the Company has no dilutive instruments as at the end of the current and previous financial years.

20. Dividends

Dividends recognised by the Company:

	Sen per share	Total amount RM'000	Date of payment
Final 2024 ordinary	0.30	1,045	15 July 2025

On 27 February 2026, the Board of Directors proposed a final dividend of 0.40 sen per ordinary share totalling RM1,394,046 in respect of the financial year ended 31 December 2025, which is to be approved by the shareholders at the forthcoming annual general meeting.

21. Segment reporting

The Group is solely engaged in the provision of construction services, the only business segment. All the Group's operations are carried out in Malaysia. Given that all the required disclosure for segmental reporting is only pertaining to construction services, hence, there is no other segmental information to be disclosed.

Major customers

The following are major customers with revenue equal or more than 10% of the Group's total revenue:

	Revenue	
	2025 RM'000	2024 RM'000
Customer A	118,879	108,134
Customer B	88,085	146,799
Customer C	84,104	-
Customer D	59,188	-
Customer E	56,999	118,126
Customer F	-	105,274

These customers combined, in aggregate, contributed 78% (2024: 82%) of the Group's total revenue.

22. Financial instruments

22.1 Categories of financial instruments

The table below provides an analysis of financial instruments categorised as amortised cost ("AC").

	Carrying amount RM'000	AC RM'000
2025		
Financial assets		
Group		
Trade and other receivables*	164,829	164,829
Cash and cash equivalents	42,203	42,203
	<u>207,032</u>	<u>207,032</u>
Company		
Other receivables	9,911	9,911
Cash and cash equivalents	46	46
	<u>9,957</u>	<u>9,957</u>
Financial liabilities		
Group		
Trade and other payables	(267,571)	(267,571)
Loans and borrowings	(115,966)	(115,966)
	<u>(383,537)</u>	<u>(383,537)</u>
Company		
Other payables	(385)	(385)
Loans and borrowings	(1,405)	(1,405)
	<u>(1,790)</u>	<u>(1,790)</u>
2024		
Financial assets		
Group		
Trade and other receivables*	168,190	168,190
Cash and cash equivalents	51,387	51,387
	<u>219,577</u>	<u>219,577</u>
Company		
Other receivables	9,285	9,285
Cash and cash equivalents	74	74
	<u>9,359</u>	<u>9,359</u>
Financial liabilities		
Group		
Trade and other payables	(311,529)	(311,529)
Loans and borrowings	(98,196)	(98,196)
	<u>(409,725)</u>	<u>(409,725)</u>
Company		
Other payables	(303)	(303)
Loans and borrowings	(1,482)	(1,482)
	<u>(1,785)</u>	<u>(1,785)</u>

* Excluded advance payments and prepayments

22. Financial instruments (continued)

22.2 Net gains and losses arising from financial instruments

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Net gains/(losses) on:				
Financial assets at amortised cost	589	554	1	9
Financial liabilities at amortised cost	(371)	(437)	(84)	(91)
	<u>218</u>	<u>117</u>	<u>(83)</u>	<u>(82)</u>

22.3 Financial risk management

The Group has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

22.4 Credit risk

Credit risk is the risk of a financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its receivables from customers and contract assets. The Company's exposure to credit risk arises principally from advances to subsidiaries and financial guarantees given to banks for credit facilities granted to subsidiaries. There are no significant changes as compared to prior periods.

Trade receivables and contract assets

Risk management objectives, policies and processes for managing the risk

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are usually performed on all customers.

At each reporting date, the Group assesses whether any of the trade receivables and contract assets are credit impaired.

The gross carrying amounts of credit impaired trade receivables and contract assets are impaired or written off (either partially or full) when there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, trade receivables and contract assets that are written off could still be subject to enforcement activities.

22. Financial instruments (continued)

22.4 Credit risk (continued)

Trade receivables and contract assets (continued)

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk arising from trade receivables and contract assets is represented by the carrying amounts in the statement of financial position.

Concentration of credit risk

The exposure of credit risk for trade receivables and contract assets as at the end of the reporting period arises solely from the domestic construction industry.

As at 31 December 2025, 5 (2024: 4) major customers which contributed in aggregate, 78% (2024: 82%) of the Group's total revenue as disclosed in Note 21, combined in aggregate, represent 54% (2024: 59%) of the Group's trade receivables and contract assets.

Recognition and measurement of impairment loss

In managing credit risk of trade receivables, the Group manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances. Generally, trade receivables will pay within 30 to 60 days. The Group's debt recovery process is as follows:

- a) Above 30 to 60 days past due after credit term, the Group will start to initiate a structured debt recovery process which is monitored by the project management and finance teams; and
- b) If there is any indication that the past due debts are uncollectable, the Group will commence legal proceeding against the customer.

The Group adopts the simplified approach and uses an allowance matrix to measure expected credit loss ("ECLs") of trade receivables individually. Consistent with the debt recovery process, invoices which customers have defaulted on debt recovery arrangements are generally considered as credit impaired.

Loss rates are determined for each individual customer using past payment trends and other external information relating to the customer that are publicly available.

The Group also considers differences between (a) economic conditions during the period over which the historic data has been collected, (b) current conditions and (c) the Group's view of economic conditions over the expected lives of the receivables. Nevertheless, the Group believes that these factors are immaterial for the purpose of impairment calculation for the year.

For construction contracts, as there are only a few customers, the Group assessed the risk of loss of each customer individually based on their financial information, past trend of payments and external credit ratings, where applicable. All of these customers have low risk of default.

22. Financial instruments (continued)

22.4 Credit risk (continued)

Trade receivables and contract assets (continued)

Recognition and measurement of impairment loss (continued)

The following table provides information about the exposure to credit risk and ECLs for trade receivables and contract assets which are grouped together as they are expected to have similar risk nature.

	Gross-carrying amount RM'000	Loss allowance RM'000	Net balance RM'000
2025			
Group			
Not past due	149,165	-	149,165
Past due 1 - 30 days	276	-	276
Past due 31 - 60 days	755	-	755
Past due 61 - 90 days	544	-	544
Past due more than 90 days	6,967	-	6,967
	157,707	-	157,707
Credit impaired			
Individually impaired	-	-	-
Trade receivables	157,707	-	157,707
Contract assets	181,446	(110)	181,336
	339,153	(110)	339,043
2024			
Group			
Not past due	145,754	-	145,754
Past due 1 - 30 days	9,049	-	9,049
Past due 31 - 60 days	1,502	-	1,502
Past due 61 - 90 days	506	-	506
Past due more than 90 days	3,791	-	3,791
	160,602	-	160,602
Credit impaired			
Individually impaired	-	-	-
Trade receivables	160,602	-	160,602
Contract assets	208,472	(102)	208,370
	369,074	(102)	368,972

22. Financial instruments (continued)

22.4 Credit risk (continued)

Trade receivables and contract assets (continued)

Recognition and measurement of impairment loss (continued)

The movements in the allowance for impairment losses of trade receivables and contract assets during the year are shown below:

	Group RM'000
Balance at 1 January 2024	1,480
Remeasurement of loss allowance on contract assets (Note 14.4)	449
Reversal of loss allowance on contract assets	(1,827)
Balance at 31 December 2024/1 January 2025	102
Remeasurement of loss allowance on contract assets (Note 14.4)	242
Reversal of loss allowance on contract assets	(234)
Balance at 31 December 2025	110

Cash and cash equivalents

The cash and cash equivalents and deposits are held with banks and financial institutions. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

The banks and financial institutions have low credit risks. In addition, some of the bank balances are insured by government agencies. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, it is not provided for.

Deposits

Credit risks on deposits are mainly arising from deposits paid for utilities and site equipment. The deposits paid will be refundable at the end of the contract period.

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

Financial guarantees

Financial guarantees issued are initially measured at fair value. Subsequently, they are measured at higher of:

- The amount of the loss allowance; and
- The amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance to the principle of MFRS 15, *Revenue from Contracts with Customers*.

22. Financial instruments (continued)

22.4 Credit risk (continued)

Financial guarantees (continued)

Risk management objectives, policies and processes for managing the risk

The Company provides unsecured financial guarantees to banks in respect of banking facilities granted to its subsidiary. The Company monitors the ability of the subsidiary to service the loans on an individual basis.

Exposure to credit risk, credit quality and collateral

The maximum exposure to credit risk amounts to RM114,561,000 (2024: RM96,714,000), representing the outstanding banking facilities of the subsidiary as at the end of the reporting period.

The financial guarantees are provided as credit enhancements to the subsidiary's secured loans.

Recognition and measurement of impairment loss

The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. The Company considers a financial guarantee to be credit impaired when:

- The subsidiary is unlikely to repay its credit obligation to the bank in full; or
- The subsidiary is continuously loss making and is having a deficit shareholders' fund.

The Company determines the probability of default of the guaranteed loans individually using internal information available.

As at the end of the reporting period, there was no indication that the subsidiary would default on repayment.

The financial guarantees have not been recognised since the fair value on initial recognition and the associated loss allowances, if any, were not material.

22. Financial instruments (continued)

22.4 Credit risk (continued)

Inter-company advances

Risk management objectives, policies and processes for managing the risk

The Company provides unsecured advances to its subsidiaries. The Company monitors the ability of the subsidiaries to repay the advances on an individual basis.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk is represented by its carrying amounts in the statement of financial position.

Recognition and measurement of impairment loss

Generally, the Company considers advances to the subsidiaries to have low credit risk. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. As the Company is able to determine the timing of payments of the subsidiary's advances when they are payable, the Company considers the advances to be in default when the subsidiary is not able to pay when demanded. The Company considers a subsidiary's advance to be credit impaired when:

- The subsidiary is unlikely to repay its advance to the Company in full; or
- The subsidiary is continuously loss making and is having a deficit shareholders' fund.

The Company determines the probability of default for these advances individually using internal information available.

As at the end of the reporting period, the Company did not recognise any allowance for impairment losses.

22.5 Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's exposure to liquidity risk arises principally from its various payables, loans and borrowings and lease liabilities.

The Group maintains a level of cash and cash equivalents and bank facilities deemed adequate by management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

22. Financial instruments (continued)

22.5 Liquidity risk (continued)

Maturity analysis

The table below summarises the maturity profile of the Group's and the Company's financial liabilities as at the end of the reporting period based on undiscounted contractual payments:

	Carrying amount RM'000	Contractual interest rate/ Discount rate %	Contractual cash flows RM'000	Under 1 year RM'000	1 - 5 years RM'000	More than 5 years RM'000
2025						
Group						
Trade and other payables	267,571	-	267,571	267,571	-	-
Secured term loans	4,547	3.65 - 7.10	5,351	2,809	1,488	1,054
Bank overdraft	14,014	BLR ⁽¹⁾ + 0.00 - 1.25	14,014	14,014	-	-
Invoice financing/Revolving credits	97,405	4.17 - 5.30	97,405	97,405	-	-
Lease liabilities	32,091	2.08 - 6.57	35,113	11,270	23,843	-
	415,628		419,454	393,069	25,331	1,054
Company						
Other payables	385	-	385	385	-	-
Secured term loans	1,405	5.81	2,006	159	793	1,054
Financial guarantees	-	-	114,561	114,561	-	-
	1,790		116,952	115,105	793	1,054

⁽¹⁾ BLR – Base lending rate

22. Financial instruments (continued)

22.5 Liquidity risk (continued)

	Carrying amount RM'000	Contractual interest rate/ Discount rate %	Contractual cash flows RM'000	Under 1 year RM'000	1 - 5 years RM'000	More than 5 years RM'000
2024						
Group						
Trade and other payables	311,529	-	311,529	311,529	-	-
Secured term loans	11,163	3.70 - 6.60	12,487	7,104	3,969	1,414
Bank overdraft	954	BLR ⁽¹⁾ + 0.50 - 1.25	954	954	-	-
Invoice financing/Revolving credits	86,079	3.94 - 6.31	86,079	86,079	-	-
Lease liabilities	31,730	1.67 - 5.57	34,687	13,406	21,281	-
	441,455		445,736	419,072	25,250	1,414
Company						
Other payables	303	-	303	303	-	-
Secured term loans	1,482	5.81	2,180	161	705	1,314
Financial guarantees	-	-	96,714	96,714	-	-
	1,785		99,197	97,178	705	1,314

⁽¹⁾ BLR – Base lending rate

22. Financial instruments (continued)

22.6 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and other prices will affect the Group's financial position or cash flows. The Group is not exposed to foreign currency risk and other price risk.

The ongoing conflict in the Middle East, including disruptions around the Strait of Hormuz, continues to create uncertainties in the global market. The circumstances have primarily led to crude supply disruption, higher energy cost, higher transportation cost and potential delay or shortage in certain raw materials. The scale of this current conflict is unprecedented and continues to evolve. The effect that this subsequent event will have on the Group and its financial impact, if any, cannot be reliably determined as at the date of these financial statements were authorised for issue.

22.6.1 Interest rate risk

The Group's fixed rate instruments are exposed to a risk of change in their fair value due to changes in interest rates. The Group's variable rate instruments are exposed to a risk of change in cash flows due to changes in interest rates. Short term receivables and payables are not significantly exposed to interest rate risk.

Risk management objectives, policies and processes for managing the risk

Management has an interest rate policy in place and management reviews interest rates exposure closely.

Exposure to interest rate risk

The interest rate profile of the Group's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<i>Fixed rate instruments</i>				
Financial assets	39,467	35,799	-	-
Lease liabilities	(32,091)	(31,730)	-	-
	<u>7,376</u>	<u>4,069</u>	<u>-</u>	<u>-</u>
<i>Floating rate instruments</i>				
Financial liabilities	(115,966)	(98,196)	(1,405)	(1,482)

Interest rate risk sensitivity analysis

Fair value sensitivity analysis for fixed rate instruments

The Group does not account for any fixed rate financial assets and financial liabilities at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points ("bp") in interest rates at the end of reporting period would have (decreased)/increased post-tax profit or loss by the amounts shown below. This analysis assumes that all other variables, remain constant.

22. Financial instruments (continued)

22.6 Market risk (continued)

22.6.1 Interest rate risk (continued)

Interest rate risk sensitivity analysis (continued)

Cash flow sensitivity analysis for variable rate instruments (continued)

	Profit or loss			
	Group 100 bp increase RM'000	Group 100 bp decrease RM'000	Company 100 bp increase RM'000	Company 100 bp decrease RM'000
2025				
Floating rate instruments	(881)	881	(11)	11
2024				
Floating rate instruments	(746)	746	(11)	11

22.7 Fair value information

The carrying amounts of cash and cash equivalents, short term receivables and payables and short term borrowings reasonably approximate their fair values due to the relatively short term nature of these financial instruments.

The fair values of other financial liabilities, together with the carrying amounts shown in the statements of financial position, are as follows:

Group	Fair value of financial instruments not carried at fair value			Total fair value RM'000	Carrying amount RM'000
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000		
2025					
Financial liabilities					
Secured term loans	-	-	4,410	4,410	4,547
2024					
Financial liabilities					
Secured term loans	-	-	10,792	10,792	11,163

22. Financial instruments (continued)

22.7 Fair value information (continued)

Company	Fair value of financial instruments not carried at fair value			Total fair value RM'000	Carrying amount RM'000
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000		
2025					
Financial liabilities					
Secured term loans	-	-	1,345	1,345	1,405
2024					
Financial liabilities					
Secured term loans	-	-	1,406	1,406	1,482

Level 3 fair value

Fair value for term loans is determined using the discounted cash flows valuation technique based on the current market rate of borrowings of the Group and the Company.

22.8 Material accounting policy information

The Group or the Company applies settlement date accounting for regular way purchase or sale of financial assets.

23. Capital management

The Group's objectives when managing capital are to maintain a strong capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Directors monitor and are determined to maintain an optimal debt-to-equity ratio that complies with debt covenants and regulatory requirements.

There was no change in the Group's approach to capital management during the financial year.

24. Related parties

Significant related party transactions

Related party transactions have been entered into in the normal course of business under negotiated terms. The significant related party transactions of the Group and the Company are shown below. The balances related to the below transactions are shown in Notes 5 and 13.

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
A. Subsidiaries				
Advances (repaid)/paid	-	-	(1,926)	6,773
Dividend income	-	-	2,500	2,500
Expenses paid on behalf	-	-	52	97
B. Key management personnel				
<i>Directors</i>				
- Fees	300	300	300	300
- Remuneration	1,427	1,388	37	37
- Estimated monetary value of any other benefits	57	57	-	-
	<u>1,784</u>	<u>1,745</u>	<u>337</u>	<u>337</u>

Statement by Directors pursuant to Section 251(2) of the Companies Act 2016

In the opinion of the Directors, the financial statements set out on pages 117 to 156 are drawn up in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board, IFRS Accounting Standards as issued by the International Accounting Standards Board 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 then ended.

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

Wee Eng Kong
Director

Wee Beng Chuan
Director

Petaling Jaya,

Date: 28 April 2026

Statutory declaration pursuant to Section 251(1)(b) of the Companies Act 2016

I, Wee Beng Chuan, the director primarily responsible for the financial management of Tuju Setia Berhad, do solemnly and sincerely declare that the financial statements set out on pages 117 to 156 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 abovenamed Wee Beng Chuan, MIA CA 8926 at Petaling Jaya in the state of Selangor Darul Ehsan on 28 April 2026.

Wee Beng Chuan

Before me:

N.Ravindran A/L Narayanan Nair

Pesuruhjaya Sumpah Malaysia

(No. B684)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF TUJU SETIA BERHAD

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Tuju Setia Berhad, 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 year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 117 to 156.

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 year then ended in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board ("MFRS Accounting Standards"), IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our auditors' 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"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. 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.

Key Audit Matters (continued)

Revenue and profit recognition from construction contracts

Refer to Note 14 - Revenue.

The key audit matter

The Group has recorded revenue from construction contracts amounting to RM524 million for the financial year ended 31 December 2025. The Group recognises revenue relating to construction contracts using the cost incurred method by comparing the actual costs incurred with the estimated total costs required to complete the construction.

We have identified this as a key audit matter as significant judgements and estimates were applied for revenue recognition, amongst others include:

- Estimated costs to complete the contracts (which resulted in impairment of contract assets for certain projects); and
- The ability to deliver the contract works within the contractual timelines and whether there is any exposure to liquidated and ascertained damages.

How the matter was addressed in our audit

We performed the following audit procedures, among others:

- Evaluated the design and implementation of the Group's key controls and performed walkthrough over the review and approval of construction contracts and project budgets;
- Read the construction contracts, on a sample basis to obtain an understanding of the specific terms and conditions and to determine that revenue recognised conforms with the Group accounting policies and the requirements of MFRS 15, Revenue from Contracts with Customers;
- Checked the estimated costs to completion to supporting documents such as approved budgets, letter of awards and variation orders with subcontractors;
- Corroborated the stage of completion and extent of costs incurred to date by comparing to external quantity surveyors' report;
- Obtained an understanding of accounting estimates that revolve around estimated budgeted costs;
- Evaluated the merits of extension of time application submitted to the contract customers to assess the exposure to liquidated and ascertained damages by inspecting relevant correspondences, including ongoing negotiations with contract customers for the late delivery of contract works;
- Assessed the adequacy of impairment made for contract assets;
- Agreed the contract sums by inspecting relevant correspondences, including approved contracts and variation orders with customers;
- Checked costs incurred to subcontractors' claims certificates and/or invoices, on a sample basis; and
- Recomputed percentage of completion by computing the proportion of actual costs incurred for work performed to date to the estimated total costs.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF TUJU SETIA BERHAD (CONT'D)

Information Other than the Financial Statements and Auditors' Report Thereon

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

Our opinion on the financial statements of the Group and of the Company does not cover the annual report 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 annual report and, in doing so, consider whether the annual report is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of the annual report, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and 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.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF TUJU SETIA BERHAD (CONT'D)

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the Group and of the Company.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that gives a true and fair view.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current 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 auditors' report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matter

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.

KPMG PLT
(LLP0010081-LCA & AF 0758)
Chartered Accountants

Lam Shuh Siang
Approval Number: 03045/02/2027 J
Chartered Accountant

Petaling Jaya,

Date: 28 April 2026

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements, below are the financial data that are relevant for 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	
	2025 RM'000	2024 RM'000
Total Income		
Revenue	523,658	585,562
Other income	4,272	4,114
Interest/Finance income	831	1,003
	528,761	590,679
Total Assets	495,478	514,722
(B) Business Activities	Group	
Shariah Non-Compliant Activities	2025 RM'000	2024 RM'000
Interest income	603	691
(C) Component of Financial Position	Group	
(i) Cash Component	2025 RM'000	2024 RM'000
Islamic Account/Instruments		
Cash and bank balances (exclude cash in hand)	992	5,527
Deposits with licensed bank	14,298	9,254
	15,290	14,781
Conventional Account/Instruments	2025 RM'000	2024 RM'000
Cash and bank balances (exclude cash in hand)	1,743	10,061
Deposits with licensed bank	25,170	26,545
	26,913	36,606
Total Cash	42,203	51,387
(ii) Debt Component	Group	
Islamic Financing	2025 RM'000	2024 RM'000
Current		
Term loans	2,000	6,000
Bank overdrafts	2,163	-
Invoice financing	39,699	18,122
Hire purchase payables	5,849	9,325
	49,711	33,447
Non-Current		
Term loans	-	2,000
Hire purchase payables	13,179	18,740
	13,179	20,740
Total Islamic Financing	62,890	54,187
Conventional Borrowing	2025 RM'000	2024 RM'000
Current		
Term loans	598	611
Bank overdrafts	11,851	954
Invoice financing	57,706	67,957
Hire purchase payables	3,852	2,746
	74,007	72,268
Non-Current		
Term loans	1,949	2,552
Hire purchase payables	9,211	919
	11,160	3,471
Total Conventional Borrowing	85,167	75,739
Total Debt	148,057	129,926

LIST OF PROPERTIES AS AT 31 DECEMBER 2025

No.	Registered / Beneficial owner	Title details / Property address	Description and existing use	Category of land use / Tenure of property	Restrictions in interest / Material encumbrance(s)	Date of issuance of certificate of fitness or certificate of completion and compliance	Land / Built-up area (sq. ft.)	NBV as at 31 December 2025 RM'000
1	PTS	H.S.(D) 313296, PT 80276, Mukim Petaling, Daerah Petaling, Negeri Selangor / No. G-31, 31-1, 31-2, 31-3, Jalan Puteri 4/8, Bandar Puteri, 47100 Puchong, Selangor	A unit of 4-storey shop office / Office	Building / Freehold	Nil / Charged to CIMB Bank Berhad	30 December 2011	Land area 1,873 Built-up area 7,500	2,070
2	PTS	H.S.(D) 313297, PT 80277, Mukim Petaling, Daerah Petaling, Negeri Selangor / No. G-29, 29-1, 29-2, 29-3, Jalan Puteri 4/8, Bandar Puteri, 47100 Puchong, Selangor	A unit of 4-storey shop office / Office	Building / Freehold	Nil / Charged to CIMB Bank Berhad	30 December 2011	Land area 1,873 Built-up area 7,500	2,070
3	PTS	PM 6704, Lot 12310, Mukim Tanjung Dua Belas, Tempat Sungai Labu, Daerah Kuala Langat, Negeri Selangor	Agricultural land / Storage	Agriculture / Leasehold of 99 years, expiring on 10 November 2090	This land shall not be sold, leased, charged or transferred in any way unless with the approval of the State Authority. Charged to Alliance Bank Malaysia Berhad	N/A	Land area 87,834	1,578
4	PTS	PM8388, Lot 104169, Tempat Revolusi Hijau Batu 5, Johan Setia, Mukim Klang, Daerah Klang, Negeri Selangor	Agricultural land / Vacant	Agriculture / Leasehold of 99 years, expiring on 17 November 2092	This land shall not be transferred, leased or charged unless with the approval of the State Authority. Charged to CIMB Bank Berhad	N/A	Land area 44,746	547
5	TSB	PM6709, Lot 12308 Mukim Tanjung Dua Belas, Tempat Sungai Labu, Daerah Kuala Langat, Negeri Selangor	Agricultural land / Storage	Agriculture / Leasehold of 99 years, expiring on 18 October 2090	Nil	N/A	Land area 178,789	2,481
6	TSB	PM5292, Lot 12301 Mukim Tanjung Dua Belas, Daerah Kuala Langat, Negeri Selangor	Agricultural land / Storage	Agriculture / Leasehold of 99 years, expiring on 10 May 2082	Charged to Alliance Bank Malaysia Berhad	N/A	Land area 180,511	2,453

SHAREHOLDINGS ANALYSIS AS AT 31 MARCH 2026

STATISTICS OF ORDINARY SHAREHOLDINGS

Class of Shares	: Ordinary Shares
Total Number of Issued Shares	: 348,511,570
Voting Rights	: One vote for each ordinary share held

Distribution of Shareholdings as at 31 March 2026

Size of Holding	No. of shareholders	No. of shares	Shares (%)
1-99	5	142	0.00
100-1,000	302	167,808	0.05
1,001-10,000	930	4,719,000	1.35
10,001-100,000	501	17,619,100	5.06
100,001 to less than 5% of Issued Shares	102	95,106,820	27.29
5% and above of Issued Shares	3	230,898,700	66.25
Total	1,843	348,511,570	100.00

Substantial Shareholders as at 31 March 2026

No.	Substantial Shareholders:	No. of ordinary shares held			
		Direct Shares	(%)	Indirect Shares	(%)
1	Wee Eng Kong	141,151,829	40.50	-	-
2	Dato' Wee Beng Aun	69,243,471	19.87	-	-
3	Yeong Sin Khong	15,318,900	4.40	8,514,600*	2.44
4	Khoo Yok Kee	21,353,400	6.13	-	-

Note: * Deemed interested by virtue of his interests in JBF Marketing & Distributors (M) Sdn. Bhd., pursuant to Section 8(4) of the Companies Act 2016.

Directors' Interests in shares as at 31 March 2026

No.	Directors	No. of ordinary shares held			
		Direct Shares	(%)	Indirect Shares	(%)
1	YAM Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj	370,000	0.11	-	-
2	Wee Eng Kong	141,151,829	40.50	-	-
3	Dato' Nor Adha Bin Yahya	150,000	0.04	-	-
4	Datin Seri Raihanah Begum Binti Abdul Rahman	100,000	0.03	-	-
5	Dato' Wee Beng Aun	69,243,471	19.87	-	-
6	Loo Ming Chee	533,500	0.15	-	-
7	Wee Beng Chuan	1,168,900	0.34	-	-

THIRTY (30) LARGEST SHAREHOLDERS

No.	Name of Shareholders	No. of shares Held	% of Issued Capital
1.	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR WEE ENG KONG (PB)	141,151,829	40.50
2.	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR WEE BENG AUN (PB)	69,243,471	19.87
3.	KHOO YOK KEE	20,503,400	5.88
4.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YEONG SIN KHONG	14,318,900	4.11
5.	LOH KOK WAI	12,104,600	3.47
6.	JBF MARKETING AND DISTRIBUTORS (M) SDN. BHD.	8,514,600	2.44
7.	JUSTRU HOLDINGS SDN. BHD.	6,582,870	1.89
8.	YAYASAN ISLAM TERENGGANU	5,703,750	1.64
9.	TERENGGANU INCORPORATED SDN BHD	4,529,300	1.30
10.	CHEW CHIA SERN, JOSHUA	3,300,000	0.95
11.	CHEW CHIA WEI JONATHAN	3,300,000	0.95
12.	CHIU SIN KEONG	3,037,900	0.87
13.	UOB KAY HIAN NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	1,702,800	0.49
14.	LAI THIAM POH	1,646,400	0.47
15.	CHIU WEI WEN	1,498,500	0.43
16.	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR WEE BENG CHUAN (PB)	1,168,900	0.34
17.	LEE CHEE KEONG	1,040,000	0.30
18.	HLB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YEONG SIN KHONG	1,000,000	0.29
19.	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHEW CHIA SERN, JOSHUA	975,000	0.28
20.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN KIAN AIK	944,500	0.27
21.	YAP NAM FEE	865,900	0.25
22.	KHOO YOK KEE	850,000	0.24
23.	TAN ANG FOON @ TAN AH MOI	850,000	0.24
24.	TENG JAN THUAN	787,200	0.23
25.	LOO KUAN CHIN	730,000	0.21
26.	APEX NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LEE CHEE KEONG	650,000	0.19
27.	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR MOHAMED FAROZ BIN MOHAMED JAKEL	650,000	0.19
28.	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR WOON KEAN LEONG	615,000	0.18
29.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN KIAN AIK (8058967)	575,500	0.17
30.	LOO MING CHEE	533,500	0.15

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Sixth Annual General Meeting (“6th AGM”) of Tuju Setia Berhad (“TUJU” or the “Company”) will be held at Kuala Lumpur Golf & Country Club, Function Room 1 & 2, Level 1, Main Lobby, No. 10, Jalan 1/70D, Bukit Kiara, 60000 Kuala Lumpur, Malaysia on Tuesday, 16 June 2026 at 10.00 a.m. for the purpose of considering and, if thought fit, passing, with or without modifications the resolutions set out in this notice:-

AGENDA

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 Explanatory Note 1) |
| 2. To approve a final single-tier dividend of 0.4 sen per ordinary share in respect of the financial year ended 31 December 2025. | Ordinary Resolution 1 |
| 3. To approve the payment of Directors’ fees and benefits payable to the Directors of the Company up to RM378,500 from 17 June 2026 until the conclusion of the next Annual General Meeting of the Company. | Ordinary Resolution 2 |
| 4. To re-elect Mr. Wee Eng Kong who retires by rotation pursuant to Clause 96 of the Company’s Constitution. | Ordinary Resolution 3 |
| 5. To re-elect Dato’ Wee Beng Aun who retires by rotation pursuant to Clause 96 of the Company’s Constitution. | Ordinary Resolution 4 |
| 6. To re-appoint Messrs KPMG PLT, as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration. | Ordinary Resolution 5 |

As Special Business

To consider, and if thought fit, to pass the following resolutions:-

- | | |
|--|-----------------------|
| 7. Authority for Directors to allot and issue shares in the Company pursuant to Section 75 of the Companies Act 2016 | Ordinary Resolution 6 |
|--|-----------------------|

“**THAT** subject to Section 75 of the Companies Act 2016 (“the Act”) and approvals of the relevant government/regulatory authorities, the Directors be and are hereby empowered to allot and issue shares in the Company at any time to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued share capital of the Company for the time being and the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad **AND THAT** such authority shall commence immediately upon the passing of this resolution and continue in force until the conclusion of the next Annual General Meeting (“AGM”) of the Company in accordance with Section 76 of the Act.

THAT in connection with the above, pursuant to Section 85(1) of the Act read together with Clause 57 of the Constitution of the Company, the shareholders do hereby waive the statutory pre-emptive rights of the offered shares in proportion to their holdings at such price and on such terms to be offered arising from any issuance of new shares above by the Company.

AND THAT the new shares to be issued shall, upon allotment and issuance, rank equally in all respects with the existing shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or any other forms of distribution that which may be declared, made or paid before the date of allotment of such new shares.”

8. Proposed Renewal of Authority for the Company to Purchase its own Shares

Ordinary Resolution 7

“THAT subject to the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the approvals of all relevant governmental and/or regulatory authorities (if any), the Company be and is hereby authorised to make purchases of such amount of shares in the Company (“Proposed Renewal of Share Buy-Back Authority”) as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company provided that the aggregate number of shares purchased and/or held pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares of the Company.

THAT an amount not exceeding the Company’s retained profits be allocated by the Company for the Proposed Renewal of Share Buy-Back Authority.

THAT authority be and is hereby given to the Directors of the Company to decide at their absolute discretion to either retain the shares so purchased as treasury shares (as defined in Section 127 of the Act) and/or to cancel the shares so purchased and if retained as treasury shares, may resell the treasury shares and/or to distribute them as share dividend and/or subsequently cancel them.

THAT the authority conferred by this resolution will be effective immediately upon the passing of this resolution and will expire at:-

- i. the conclusion of the next AGM of the Company, at which time the said authority will lapse unless by an ordinary resolution passed at a general meeting of the Company, the authority is renewed, either unconditionally or subject to conditions;
- ii. the expiration of the period within which the next AGM of the Company is required by law to be held; or
- iii. revoked or varied by an ordinary resolution passed by the shareholders in a general meeting;

whichever occurs first, but not so as to prejudice the completion of the purchase(s) by the Company before the aforesaid expiry date and in any event, in accordance with the provisions of the guidelines issued by Bursa Securities and/or any other relevant governmental and/or regulatory authority.

AND THAT the Directors of the Company be authorised to take all steps necessary to implement, complete and do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary to give effect to the Proposed Renewal of Share Buy-Back Authority as may be agreed or allowed by any relevant governmental and/or regulatory authority.”

9. To transact any other business for which due notice shall have been given in accordance with the Act.

BY ORDER OF THE BOARD

TAI YIT CHAN (MAICSA 7009143)

(SSM PC No.: 202008001023)

TIA HWEI PING (MAICSA 7057636)

(SSM PC No.: 202008001687)

Company Secretaries

Selangor Darul Ehsan

Date: 30 April 2026

NOTES:-

- 1) A member entitled to attend and vote at the meeting is entitled to appoint a proxy/proxies to attend and vote for him but his attendance shall automatically revoke the proxy's authority. A proxy may but need not be a member of the Company but must be of full age of eighteen (18) years and above. There shall be no restriction as to the qualification of the proxy.
- 2) A member may appoint not more than two (2) proxies to attend and vote at the same meeting. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportions of his holdings to be represented by each proxy.
- 3) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, 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.
- 4) The instrument appointing a proxy shall be in writing under the hand of the Member or of his attorney duly authorised in writing or if the Member is a corporation, shall be executed under its common seal or under the hand of an officer or attorney duly authorised in writing. The Directors may, but shall not be bound to require evidence of the authority of any such attorney or officer. 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. The instrument appointing a proxy shall be deemed to confer authority on the appointed proxy to demand or join in demanding a poll.
- 5) The instrument appointing a proxy shall be in writing, executed by or on behalf of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under the corporation's seal or under the hand of an officer or attorney duly authorised.
- 6) The instrument appointing a proxy, and the power of attorney or other authority (if any) under which it is signed or a notarially certified copy thereof, shall be deposited at the office of the Company's Share Registrar, Boardroom Share Registrars Sdn. Bhd. at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia, at least forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting.
- 7) In respect of deposited securities, only members whose names appear on the Record of Depositors as at 9 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 behalf.
- 8) Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Securities, all resolutions set out in this Notice will be put to vote by way of poll.

EXPLANATORY NOTES:-

1. To receive the Audited Financial Statements

Agenda item no. 1 is meant for discussion only as the provision of Section 340 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. Ordinary Resolution 2: Directors' Fees and Benefits Payable

Section 230(1) of the Act provides amongst others, that the Directors' fees and any benefits payable to the Directors of the Company and its subsidiaries shall be approved at a general meeting. In this respect, the Board of Directors ("Board") agreed that the shareholders' approval shall be sought at this 6th AGM on the Directors' fees and benefits.

The amount of Directors' fees payable includes fees payable to Directors as members of Board and Board Committees. The amount of Directors' benefits payable comprises meeting allowances from this AGM until the conclusion of the next AGM of the Company to be held by June 2027 (12 Months).

In the event that the proposed directors' fees and benefits payable during the above period exceed the estimated amount sought at the 6th AGM, approval will be sought at the next AGM for additional Directors' fees and benefits payable to meet the shortfall, prior to the payment being made.

3. Ordinary Resolutions 3 and 4: Re-election of Directors

The profiles of the Directors who are standing for re-election under items 4 and 5 of this Agenda are set out in the Board of Directors' profile of the Annual Report 2025.

Based on the recommendation of the Nomination and Remuneration Committee ("NRC"), the Board is satisfied with the performance and contributions of the following Directors and recommend the re-election based on the following justifications:-

(a) Re-election of Mr. Wee Eng Kong as Director

In accordance with Clause 96 of the Company's Constitution, a Director appointed by the Board shall hold office until the conclusion of the next AGM of the Company and shall then be eligible for re-election. Mr. Wee Eng Kong, who was appointed as a Director of the Company on 18 February 2020, retires by rotation pursuant to Clause 96 of the Company's Constitution and being eligible, has offered himself for re-election at the 6th AGM.

Shareholders' approval is sought for the re-election of Mr. Wee Eng Kong, Ordinary Resolution 3. The profile of Mr. Wee Eng Kong is listed in the Profile of Directors section.

(b) Re-election of Dato' Wee Beng Aun as Director

In accordance with Clause 96 of the Company's Constitution, a Director appointed by the Board shall hold office until the conclusion of the next AGM of the Company and shall then be eligible for re-election. Dato' Wee Beng Aun, who was appointed as a Director of the Company on 18 February 2020, retires by rotation pursuant to Clause 96 of the Company's Constitution and being eligible, has offered himself for re-election at the 6th AGM.

Shareholders' approval is sought for the re-election of Dato' Wee Beng Aun, Ordinary Resolution 4. The profile of Dato' Wee Beng Aun is listed in the Profile of Directors section.

The retiring Directors have abstained from deliberations and decision on their own eligibility and suitability to stand for re-election at the relevant NRC and Board Meetings.

4. Ordinary Resolution 6: Authority for Directors to allot and issue shares in the Company pursuant to Section 75 of the Companies Act 2016

The Ordinary Resolution 6 proposed under item 7 of the Agenda seeks the shareholders' approval of a general mandate for issuance of shares by the Company under Section 75 of the Act. The mandate, if passed, will provide flexibility for the Company and empower the Directors to allot and issue new shares speedily in the Company up to an amount not exceeding in total ten per centum (10%) of the issued share capital of the Company for purpose of funding the working capital or strategic development of the Group. This would eliminate any delay arising from and cost involved in convening a general meeting to obtain approval of the shareholders for such issuance of shares. This authority, unless revoked or varied by the Company at a general meeting, will expire at the next AGM.

The waiver of pre-emptive rights pursuant to Section 85 of the Act and Clause 57 of the Company's Constitution will allow the Directors of the Company to issue new shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer the new shares to all existing shareholders of the Company prior to issuance of new shares in the Company under the general mandate.

This general mandate is a renewal of the mandate obtained from the shareholders at the 5th AGM of the Company held on 12 June 2025. As at the date of this Notice, there were no new shares issued pursuant to the mandate granted to the Directors of the Company at the 5th AGM held on 12 June 2025 and which will lapse at the conclusion of this 6th AGM. If there should be a decision to issue new shares after the general mandate is obtained, the Company will make an announcement in respect thereof.

5. Ordinary Resolution 7: Proposed Renewal of Share Buy-Back Authority

The proposed Ordinary Resolution 7, if passed, will empower the Directors to purchase the Company's shares of up to ten per centum (10%) of the total number of issued shares of the Company at any point in time, by utilising the funds allocated which shall not exceed the total retained profits of the Company. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM.

For further information on Ordinary Resolution 7, please refer to the Statement to Shareholders dated 30 April 2026 accompanying the Annual Report of the Company for the financial year ended 31 December 2025.

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

PROXY FORM

TUJU SETIA BERHAD

Registration No. 202001005607 (1361927-V)

Incorporated in Malaysia

No. of ordinary shares held	CDS account no. of holder

I/We, _____ (name of shareholder as per NRIC/Passport, in capital letters) NRIC No./ Passport No./Registration No. _____ of _____

_____ (full address)

being a *member/members of TUJU SETIA BERHAD ("the Company") hereby appoint(s):-

Full Name	NRIC No./Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Email Address	Contact No.		

*and/ or (delete as appropriate)

Full Name	NRIC No./Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Email Address	Contact No.		

or failing *him/her, the Chairman of the meeting as *my/our proxy to attend and vote for *me/us on *my/our behalf at the Sixth Annual General Meeting of the Company to be held at Kuala Lumpur Golf & Country Club, Function Room 1 & 2, Level 1, Main Lobby, No. 10, Jalan 1/70D, Bukit Kiara, 60000 Kuala Lumpur, Malaysia on Tuesday, 16 June 2026, at 10.00 a.m. or any adjournment thereof.

My/our proxy/proxies is/are to vote as indicated below.

Item No.	Ordinary Business	Resolutions	For	Against
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			
2	To approve a final single-tier dividend of 0.4 sen per ordinary share in respect of the financial year ended 31 December 2025.	Ordinary Resolution 1		
3	To approve the payment of Directors' fees and benefits payable to the Directors of the Company up to RM378,500 from 17 June 2026 until the conclusion of the next Annual General Meeting of the Company.	Ordinary Resolution 2		
4	To re-elect Mr. Wee Eng Kong who retires by rotation pursuant to Clause 96 of the Company's Constitution.	Ordinary Resolution 3		
5	To re-elect Dato' Wee Beng Aun who retires by rotation pursuant to Clause 96 of the Company's Constitution.	Ordinary Resolution 4		
6	To re-appoint Messrs KPMG PLT, as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.	Ordinary Resolution 5		
Special Business				
7	Authority for Directors to allot and issue shares in the Company pursuant to Section 75 of the Companies Act 2016.	Ordinary Resolution 6		
8	To approve the proposed Renewal of Authority for the Company to Purchase its own Shares.	Ordinary Resolution 7		

(Please indicate with an "X" in the appropriate box against the resolutions on how you wish your proxy to vote. The proxy is to vote on the resolutions set out in the Notice of Meeting as you have indicated. If no specific instruction as to voting is given, this form will be taken to authorise the proxy to vote at his/her discretion.)

*Strike out whichever is not applicable.

* if you wish to appoint other person(s) to be your proxy/proxies, kindly delete the words "the Chairman of the Meeting or failing him/her" and insert the name(s) of the person(s) desired.

Signature/Common Seal of Shareholder

Number of shares held: _____

Date: _____

For appointment of two proxies, percentage of shareholdings to be represented by the proxies:

	No. of shares	Percentage
Proxy 1		%
Proxy 2		%
Total		100%

NOTES:-

- 1) A member entitled to attend and vote at the meeting is entitled to appoint a proxy/proxies to attend and vote for him but his attendance shall automatically revoke the proxy's authority. A proxy may but need not be a member of the Company but must be of full age of eighteen (18) years and above. There shall be no restriction as to the qualification of the proxy.
- 2) A member may appoint not more than two (2) proxies to attend and vote at the same meeting. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportions of his holdings to be represented by each proxy.
- 3) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, 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.
- 4) The instrument appointing a proxy shall be in writing under the hand of the Member or of his attorney duly authorised in writing or if the Member is a corporation, shall be executed under its common seal or under the hand of an officer or attorney duly authorised in writing. The Directors may, but shall not be bound to require evidence of the authority of any such attorney or officer. 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. The instrument appointing a proxy shall be deemed to confer authority on the appointed proxy to demand or join in demanding a poll.
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- 6) The instrument appointing a proxy, and the power of attorney or other authority (if any) under which it is signed or a notarially certified copy thereof, shall be deposited at the office of the Company's Share Registrar, Boardroom Share Registrars Sdn. Bhd. at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia, at least forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting.
- 7) In respect of deposited securities, only members whose names appear on the Record of Depositors as at 9 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 behalf.
- 8) Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in this Notice will be put to vote by way of poll.

Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and /or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 30 April 2026.

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TUJU SETIA BERHAD

REGISTRATION NO. 202001005607 (1361927-V)

AFFIX
STAMP

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
MALAYSIA

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TUJU SETIA

builder *of* choice

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Bloomberg: TJSETIA:MK

Reuters: TUJU.KL

Syariah Compliant