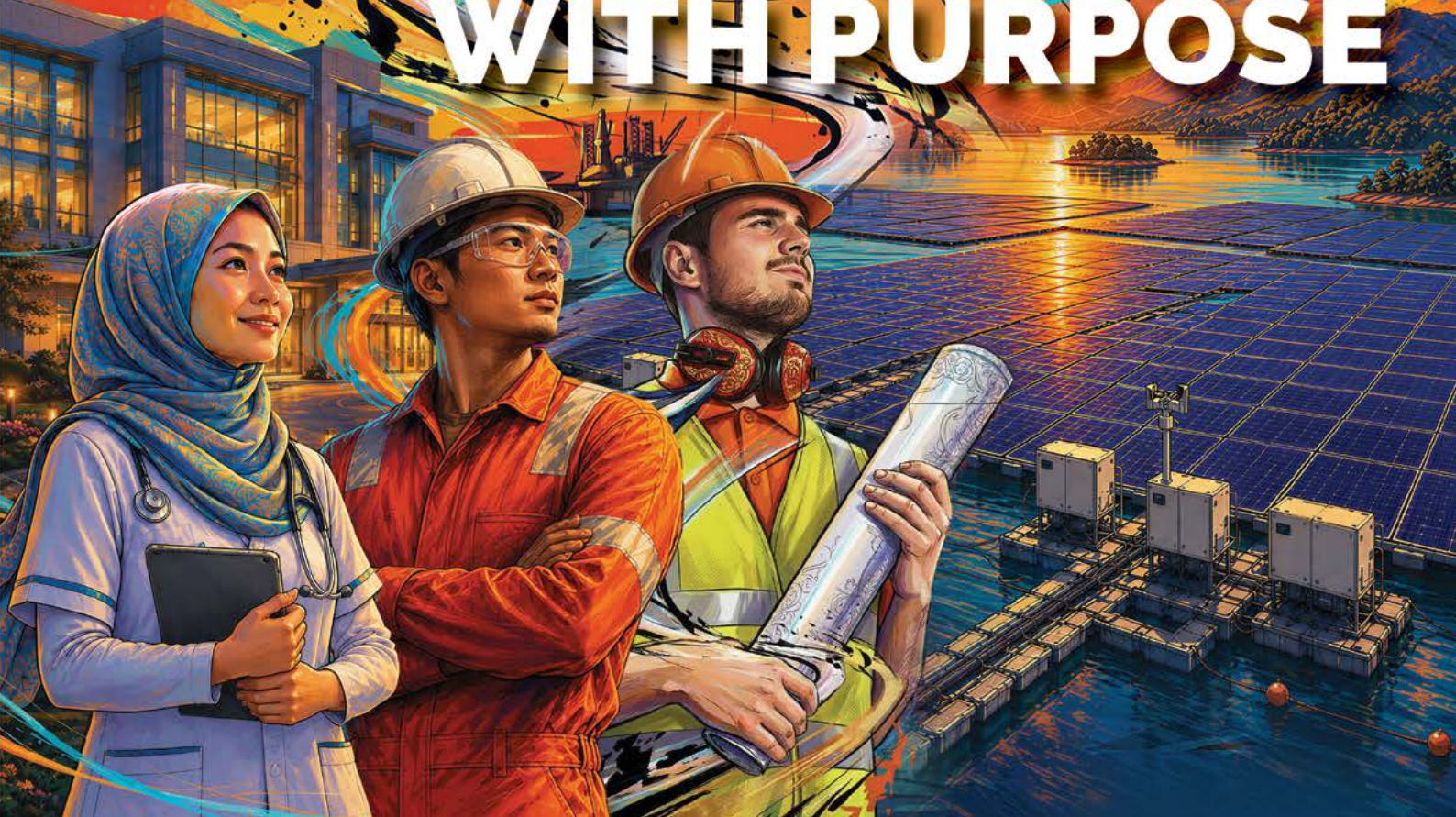




TERENGGANU INC

INTEGRATED REPORT 2025

NAVIGATING TOMORROW WITH PURPOSE





COVER RATIONALE

Theme:

Navigating Tomorrow with Purpose

The cover concept for Terengganu Inc Integrated Report 2025 is built around the theme **“Navigating Tomorrow with Purpose”**, using the traditional wau as its central symbol of direction, control and aspiration. As a heritage icon closely associated with the East Coast, the wau reflects Terengganu’s cultural identity while also representing the ability to respond skilfully to changing winds, much like Terengganu Inc’s role in navigating an evolving economic and investment landscape. Its upward movement conveys momentum, vision and confidence, positioning the organisation as one that is rooted in tradition yet steadily charting a path towards future growth.

The vibrant directional strokes and flowing pathways reinforce the idea of movement, connectivity and progress, guiding the eye through the composition towards a brighter horizon. Supporting visuals such as offshore platforms, community figures, industry and local economic activity reflect the breadth of Terengganu Inc’s strategic role in driving development across key sectors. The bold, expressive illustration style gives the cover a sense of energy and optimism, while the blend of cultural symbolism and modern graphic language presents Terengganu Inc as a forward-looking organisation that continues to create value for the state with clarity, purpose and resilience.

INSIDE THIS REPORT

ABOUT THIS REPORT

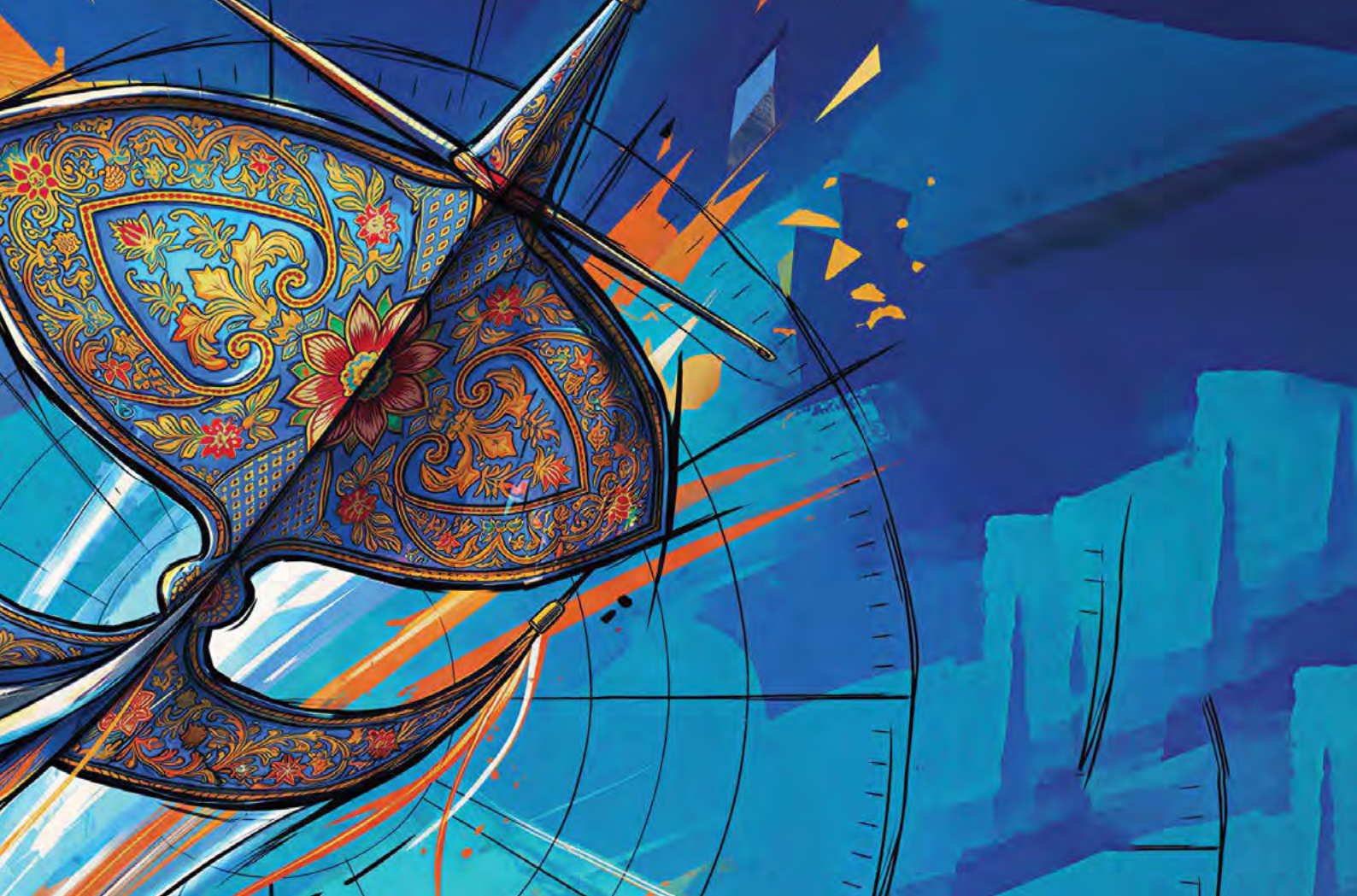
01 About this Report

TERENGGANU INC AT A GLANCE

03 About Terengganu Inc
05 Meet Our Leaders
09 Businesses Profile
23 Our Local Presence
24 Awards & Accolades
31 Financial Performance Highlight
32 2025 Events Recap



Scan QR code for softcopy of the Integrated Report 2025.



VALUES WE CREATE HERE

39	From the Desk of the Chairman
43	Foreword from the President & Group Chief Executive Officer
45	Performance by Capital
49	Group Social Return
50	Shariah Committee Report

SEGMENTAL OPERATIONS REVIEW

54	Plantation
55	Healthcare
57	Oil & Gas
60	Energy & Natural Resources
65	Infrastructure, Construction and Engineering
69	Hospitality
74	Non-core Businesses

FINANCIAL REVIEW

78	Group Financial Highlights of 2021-2025
79	Revenue by Business Clusters
80	Three-Year Group Financial Indicator

OUR COMMITMENT TO ESG

82	Overview of ESG
83	Environmental Overview
84	Green Energy Tracking FY2025
85	Social Overview
86	Governance Overview
91	Sustainability Initiatives

THE ROAD AHEAD OF US

95	Way Forward Plan
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ABOUT THIS REPORT

Terengganu Incorporated Sdn Bhd presents its Integrated Report for the Financial Year ended on 31st December 2025 (FY2025). Integrated Report 2025 (IR2025) covers vital information and activities for the reporting period from 1st January 2025 to 31st December 2025. IR2025 continues to provide disclosures on the principle-based framework to Integrated Reporting, comprising the Six Capitals and Seven Content Elements.

6 CAPITALS

- | | |
|--|---|
|  Financial |  Intellectual |
|  Human |  Natural |
|  Social & Relationship |  Manufactured |

SCOPE AND BOUNDARY

All information presented in IR2025 has been scoped to the holding entity of Terengganu Incorporated Sdn Bhd, and all crucial information from the Group's core business divisions comprising Plantation, Healthcare, Natural Resources, Port Management & Logistics, Oil & Gas, New Energy & Sustainability, Property, Hospitality, and other Non-core investment clusters.

7 CONTENT ELEMENTS

- 1** Organisational overview and external environment
- 2** Governance
- 3** Risks and opportunities
- 4** Strategy and resource allocation
- 5** Performance
- 6** Outlook
- 7** Basis of preparation and presentation

SUSTAINABILITY REPORTING

Terengganu Inc strives to incorporate Environmental, Social and Governance (ESG) principles into our business strategies and decisions, considering them essential to deliver long-term stakeholder value. This reflects our constant commitment to sustainability and aligns with the UNSDGs.

FORWARD-LOOKING STATEMENTS

This report contains certain forward-looking statements with respect to Terengganu Inc's prospects. While these statements represent our future expectations and expansions at the time of preparing IR2025, several emerging risks, uncertainties and other important factors could cause the actual results to differ materially from our expectations. Forward-looking statements should be read with a degree of caution as they are reliant on other factors beyond our control.

NAVIGATION ICONS

- | | |
|--|--|
|  Plantation |  Property |
|  Healthcare |  Hospitality |
|  Natural Resources |  Non-Core |
|  Port Management & Logistics | |
|  Oil & Gas | |
|  New Energy & Sustainability | |

TERENGGANU INC AT A GLANCE

“

Moving forward with clarity and purpose, Terengganu Inc remains dedicated to generating sustainable value for our stakeholders and leading innovation in this dynamic business era.

”



ABOUT TERENGGANU INC



TERENGGANU INC

Terengganu Incorporated Sdn Bhd (Terengganu Inc), incorporated on 1st March 2006, serves as the strategic investment holding company of the Terengganu State Government, entrusted with the management and oversight of diverse business entities, as well as commercial and investment assets on behalf of the state.

Guided by a clear sense of purpose, we remain steadfast in our commitment to strengthening existing investment portfolios while actively pursuing diversification into strategic sectors, fostering economies that are more inclusive, resilient and sustainable for the people of Terengganu.

As a high-performance organisation, we continuously invest in our workforce through meaningful strategic collaborations with stakeholders and the broader business community, while channelling resources towards a wide spectrum of social development initiatives across the state.

At the heart of our operations lies a firm resolve to deliver sustainable economic and societal value, ensuring that all our businesses and activities are conducted in full compliance with Shariah principles, and anchored by the three pillars of Environment, Social and Governance (ESG). Upholding our core values and maintaining the highest standards of ethical practice, we are building a corporation that is not only financially robust but also one that enriches lives and shapes a better, more prosperous future for generations to come.



VISION

To be the prominent strategic investment arm that delivers sustainable value for Terengganu.

MISSION

- To reinforce the company's role as the corporate adviser to the State.
- To be a high-performance company and competitive in the State's strategic economic sectors.
- To embark on new strategic investments while ensuring alignment with Environmental, Social, and Governance (ESG) principles and compliance with Shariah requirements.
- To steer and enhance collaboration with stakeholders and the business community in advancing the economy of the State.

CORE VALUES

T**TEAMWORK****I****INTEGRITY & INNOVATION****S****STEWARDSHIP****B****BUILDING RELATIONSHIP**

TAGLINE

Harnessing Investment
for the Rakyat

MEET OUR LEADERS

BOARD OF DIRECTORS



YAB Dato' Seri Ir. Dr. Ahmad Samsuri bin Mokhtar

Chairman,
Non-Independent
Non-Executive Director



YB. Dato' Nara Setia (Dato' Zulkifli bin Ali)

Non-Independent
Non-Executive Director



YB. Dato' Haji Mohd Azmi bin Mohamad Daham

Non-Independent
Non-Executive Director



YB. Dato' Haji Satiful Bahari bin Mamat

Non-Independent
Non-Executive Director



YM. Raja Dato' Idris Raja Kamarudin

Independent
Non-Executive Director



YBhg. Ustaz Haji Mohd Nazri bin Chik

Independent
Non-Executive Director



Encik Muhammad Ramizu bin Mustaffa

Non-Independent
Non-Executive Director



YBhg. Dato' Burhanuddin Hilmi bin Mohamed @ Harun

President &
Group Chief Executive
Officer

SHARIAH COMMITTEE



**Prof. Dr.
Abdul Karim bin Ali**

Chairman
Shariah Committee



**Prof. Datin Dr.
Rusni binti Hassan**

Member
Shariah Committee



**Ustaz Ahmad Tirmizi
bin Taha**

Member
Shariah Committee

MANAGEMENT TEAM



**YBhg. Dato'
Burhanuddin Hilmi bin
Mohamed @ Harun**

President &
Group Chief Executive
Officer



**Khairul Nizam
bin Khalid Mirza**

Vice President/Acting Head,
Group Corporate Strategy &
Planning



**Suhaila binti
Mat Kila**

Vice President/Head,
Group Corporate
Finance & Investment



**Mohd Lokman bin
Tengah @ Abdullah**

Vice President/Head,
Group Finance



**Saliza binti
Abdul Rahman**

Vice President/Head,
Group Secretarial



**Zaidhuha binti
Omar**

Vice President,
President & Group Chief
Executive Officer's
Office



**Maznah binti
Ibrahim**

Vice President/Head,
Group Human Capital



**Faizah binti
Ahmad**

Vice President/Head,
Group Legal



**Syed Ibrahim bin
Sayd Othman**

Vice President/Head,
Group Risk, Compliance
& Integrity



**Mohd Ismail bin
Jaafar**

Vice President/Head,
Group Information
Technology &
Administration



**Suridah binti
Supian**

Vice President/Head,
Group Strategic
Communication



**Tengku Khatijah binti
Tengku Abdul Kadir**

Vice President/Head,
Group Internal Audit

BOARD COMMITTEE

01 BOARD AUDIT COMMITTEE (BAC)

1. YB. Dato' Haji Mohd Azmi bin Mohamad Daham	Chairman
2. YB. Dato' Nara Setia (Dato' Zulkifli bin Ali)	Member
3. YM. Raja Dato' Idris Raja Kamarudin	Member
4. YBhg. Ustaz Haji Mohd Nazri bin Chik	Member
5. Encik Muhammad Ramizu bin Mustaffa	Member

02 BOARD NOMINATION & REMUNERATION COMMITTEE (BNRC)

1. YB. Dato' Nara Setia (Dato' Zulkifli bin Ali)	Chairman
2. YB. Dato' Haji Satiful Bahari bin Mamat	Member
3. YBhg. Ustaz Haji Mohd Nazri bin Chik	Member

03 BOARD STRATEGY & INVESTMENT COMMITTEE (BSIC)

1. YM. Raja Dato' Idris Raja Kamarudin	Chairman
2. YB. Dato' Haji Mohd Azmi bin Mohamad Daham	Member
3. YB. Dato' Nara Setia (Dato' Zulkifli bin Ali)	Member
4. YBhg. Ustaz Haji Mohd Nazri bin Chik	Member
5. Encik Muhammad Ramizu bin Mustaffa	Member

04 BOARD GOVERNANCE, RISK & SUSTAINABILITY COMMITTEE (BGRSC)

1. YBhg. Ustaz Haji Mohd Nazri bin Chik	Chairman
2. YB. Dato' Haji Mohd Azmi bin Mohamad Daham	Member
3. YB. Dato' Haji Satiful Bahari bin Mamat	Member
4. YM. Raja Dato' Idris Raja Kamarudin	Member

05 BOARD PURCHASE & TENDER COMMITTEE (BPTC)

1. YB. Dato' Haji Satiful Bahari bin Mamat	Chairman
2. YB. Dato' Haji Mohd Azmi bin Mohamad Daham	Member
3. YBhg. Ustaz Haji Mohd Nazri bin Chik	Member
4. Encik Muhammad Ramizu bin Mustaffa	Member

THE INVESTMENT CLUSTERS (IN GENERAL)

PLANTATION

 TDM Berhad 59.67%	 Ladang Rakyat Trengganu Sdn Bhd 42.64%	 YIT Ketengah Perwira Sdn Bhd 49%	 Ketengah Jaya Sdn Bhd 24.55%
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HEALTHCARE

 Kumpulan Medic Iman Sdn Bhd, a subsidiary of TDM Berhad 99.28%

NATURAL RESOURCES

 Golden Pharos Berhad 60.79%	 Syarikat Air Terengganu Sdn Bhd 100%	 TI Silica Sdn Bhd 100%
--	---	--

PROPERTY

 GPQ Sdn Bhd 97.87%
 TI Properties Sdn Bhd 100%

NEW ENERGY & SUSTAINABILITY

Energy:		
 EPIC Pacific Properties Sdn Bhd, a subsidiary of EPIC Berhad 100%	 EPIC Solar Sdn Bhd, a subsidiary of EPIC Berhad 70%	
Green:		
 TI Green Sdn Bhd 100%	 TI Terracarbon Sdn Bhd 51%	 TI Greenverse Sdn Bhd 30%

OIL & GAS

Upstream:	
 TI Petroleum Sdn Bhd 100%	
 TI Exploration & Production Sdn Bhd, owned by TI Petroleum Sdn Bhd 100%	
Services:	
 EPIC OG Sdn Bhd, a subsidiary of EPIC Berhad 100%	
 EPIC Oilfield Services Sdn Bhd, a subsidiary of EPIC Berhad 100%	

PORT MANAGEMENT & LOGISTICS

 Eastern Pacific Industrial Corporation Berhad (EPIC Berhad) 40.64%	 Pangkalan Bekalan Kemaman Sdn Bhd, a subsidiary of EPIC Berhad 100%
 Konsortium Pelabuhan Kemaman Sdn Bhd, a subsidiary of EPIC Berhad 100%	 Sukma Samudra Sdn Bhd, a subsidiary of EPIC Berhad 100%
 Eastern Pacific Marine Services Sdn Bhd, a subsidiary of EPIC Berhad 100%	 Rahar Niaga Sdn Bhd, a subsidiary of EPIC Berhad 70%
 Jasa Merin Sdn Bhd 30%	

HOSPITALITY

 YTYI Sdn Bhd 100%	 TI Hotels & Resorts Management Sdn Bhd (TIHRM) 100%	 Primula Beach Hotel Sdn Bhd (owned by TIHRM) 100%
 Chicken Cottage Holdings Limited 100%	 Rangkaian Hotel Seri Malaysia Sdn Bhd 2.65%	 PTB Hotel Sdn Bhd (owned by PTB) 100%

NON-CORE

 Syarikat Percetakan Yayasan Islam Terengganu Sdn Bhd 100%	 Husa Network Sdn Bhd 99.9%	 Panasonic (M) Sdn Bhd 4%
 Kone Product & Engineering Sdn Bhd 1.89%	 Tuju Setia Berhad 1.30%	 PTB Unit Trust Sdn Bhd (owned by PTB) 100%

 Direct & Indirect Interest
 Associates
 Nominal Investment
 Managed by Terengganu Inc

BUSINESSES PROFILE



PLANTATION

TDM PLANTATION SDN. BHD. (A SUBSIDIARY OF TDM BERHAD)

TDM Plantation Sdn. Bhd. (TDMP), the plantation arm of TDM Berhad, is principally involved in the cultivation of oil palm and the production of Crude Palm Oil, with its core operations based in Terengganu. The division represents a key revenue contributor to the Group and plays an important role in supporting the state's agro-based economic development.

The Group manages an integrated upstream operation comprising 13 Oil Palm Estates, 2 Palm Oil Mills, and 2 Composting Plants and 2 Biogas Plants, with a total landbank of 41,092 hectares, of which 28,459 hectares are planted.

TDM Plantation is committed to sustainable plantation practices and adheres to recognised industry standards, including Roundtable on Sustainable Palm Oil (RSPO) and the Malaysian Sustainable Palm Oil (MSPO), while continuing to focus on operational efficiency, yield optimisation, and long-term value creation.

HIGHLIGHTS

13

Oil Palm Estates

Total Landbank

41,092 Ha

Planted Area

28,459 Ha

2

Palm Oil Mills

2

Biogas Plants

2

Composting Plants



LADANG RAKYAT TRENGGANU SDN BHD

Ladang Rakyat Trengganu Sdn Bhd (“LRTSB”) is an agribusiness company established to support the development of the oil palm plantation sector and rural economy in Terengganu. The company is primarily engaged in oil palm cultivation, milling, and production of Crude Palm Oil and Palm Kernel.

LRTSB operates across six plantation areas in Kemaman, Dungun, Marang, and Setiu, supported by integrated milling facilities, and is recognised as one of the leading MSPO-certified plantation operators in the state. The company manages a total landbank of 14,896 hectares, of which 92% i.e. 13,752 hectares are planted area and the remaining area are reserved for infrastructure development, reflecting a well-established and productive asset base.

In addition to its core plantation activities, LRTSB has diversified into livestock farming, contributing to broader agribusiness development and value creation within the state.

HIGHLIGHTS

Total Landbank

14,896 Ha

Total Planted Area

13,752 Ha

10

Oil Palm Estates

2

Oil Palm Mills

1

Biogas & Bio-humus Plant



HEALTHCARE

KUMPULAN MEDIC IMAN SDN BHD (A SUBSIDIARY OF TDM BERHAD)

Kumpulan Medic Iman Sdn Bhd (KMI) is the healthcare subsidiary of TDM Berhad, primarily involved in the ownership and operation of private hospitals and the provision of private specialist healthcare services in Malaysia.

The group operates a network of hospitals under the “KMI Healthcare” brand, offering a range of medical services including general medicine, specialist consultations, surgical procedures, diagnostics, and inpatient care. These facilities are strategically located to serve both urban and semi-urban communities, enhancing accessibility to quality healthcare services.

KMI plays a key role in TDM Berhad’s healthcare division, contributing to the Group’s earnings diversification beyond its plantation business. The division is focused on expanding healthcare capacity, improving service quality, and strengthening operational efficiency to meet growing healthcare demand.

HIGHLIGHTS

Total of

421 Beds

5

Specialist Hospitals

- KMI Kuala Terengganu Medical Centre
- KMI Kuantan Medical Centre
- KMI Kelana Jaya Medical Centre
- KMI Taman Desa Medical Centre
- KMI Tawau Medical Centre



OIL & GAS

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD (EPIC BERHAD)

EPIC Berhad is an integrated oil and gas solutions provider for both the upstream and downstream value chains. Its core business lies in providing base services tailored to the offshore oil and gas industry. Additionally, the Group offers port management services, marine engineering and services, as well as engineering and maintenance services.

EPIC Berhad is also a key player in the renewable energy and green technology sectors, contributing to Malaysia's transition towards a greener energy mix and supporting the nation's efforts to build a low-carbon and resource-efficient economy. In line with its 'Shaping the Growing Future' tagline, EPIC Berhad continuously strives to augment and expand its offerings while delivering excellence across its business portfolio to be the premium supply base and port in West Malaysia and Southeast Asia.

HIGHLIGHTS

18M

Water Depth Kemaman Port
(Deepest Seaport in Malaysia)

5

Terminals

17

Berths in
Kemaman Port

Established

18.5 MW
Solar Farm



ENERGY & NATURAL RESOURCES

GOLDEN PHAROS BERHAD

Golden Pharos Berhad (GPB) is a public listed company on the Main Market of Bursa Malaysia, principally engaged in forest concession management, logging and timber distribution, sawmilling, and value-added processing of wood-based products. The Group has also diversified into the manufacturing and sale of architectural panel glass.

Operating primarily in Terengganu, GPB manages one of the largest timber concession areas in Peninsular Malaysia. In line with Forest Stewardship Council (FSC) certification standards, the Group adopts responsible and sustainable forest management practices, ensuring efficient resource utilisation while preserving biodiversity and the ecosystem within its concession areas.

HIGHLIGHTS

Timber Concession
126,274 Ha

2 Sawmills
(5,688 tonnes total sawn timber)

1 Glass Factory
(315,837 m² total glass)

Forest Plantation
259,312



SYARIKAT AIR TERENGGANU SDN BHD

Syarikat Air Terengganu Sdn Bhd (SATU) is a water utility company responsible for the treatment, distribution, billing, and collection of clean and safe water across Terengganu. SATU is the sole licensed operator for water supply services in the state, serving domestic, commercial, and industrial consumers.

Operating as a commercial entity, SATU holds an individual licence and is required to pay an annual fee equivalent to 1% of its water sales revenue to Suruhanjaya Perkhidmatan Air Negara (SPAN). The company manages water treatment plants, distribution networks, and related infrastructure, while continuously enhancing operational efficiency and service delivery standards.

Sustainability is a core focus of SATU's operations, with a commitment to ensuring the availability and responsible management of water resources. The company aims to provide equitable access to water supply while promoting sustainable practices to support long-term environmental and economic resilience.

HIGHLIGHTS

8,590 km
of Water Pipeline

12 Units
of Raw Water Extraction Sites

166 Units
of Water Tank and Storage

15 Units
of Water Treatment Plant



INFRASTRUCTURE, CONSTRUCTION & ENGINEERING

GPQ SDN BHD

GPQ Sdn Bhd principally involved in quarrying activities and the supply of construction materials, supporting infrastructure and development projects in Terengganu. The company is recognised as a Bumiputera contractor and is officially registered with Construction Industry Development Board (CIDB).

GPQ provides industrial solutions across various sectors, including infrastructure, housing, and building construction. Its core business includes the supply of a comprehensive range of quarry products such as Crusher Run, Aggregate 3/4", Chipping 3/8", Quarry Dust, Block Stone & Armour Rock.

Through its operations, GPQ demonstrates a strong commitment to quality, reliability, and timely delivery, positioning itself as a key supporting player within the construction value chain.

HIGHLIGHTS

1,000 MT/day
Quarry Crusher Plant

250 MT/day
Premix Plant



TI PROPERTIES SDN BHD

TI Properties Sdn. Bhd. is a property development and asset management company within the state-linked ecosystem of Terengganu. The company specialises in property asset management and project development, delivering tailored property and facility management solutions to meet the needs of corporate clients.

The company is involved in residential, commercial, and mixed-use developments, while also managing and optimising its property portfolio to ensure sustainable value creation. TI Properties places strong emphasis on quality project execution and operational efficiency in line with the state's broader development agenda.

One of its notable milestones is its involvement in the development of the Kuala Terengganu Drawbridge, a landmark infrastructure project that has become a key tourist attraction, contributing to the growth of the tourism sector in the state.

HIGHLIGHTS

Establishment of

**Kuala Terengganu
Drawbridge**

**Kerteh Terengganu
Industrial Park (KTIP)**

Project Development Partner

**Certified Energy
Manager**

by CIDB



HOSPITALITY

PERMAI HOTEL KUALA TERENGGANU

Permai Hotel Kuala Terengganu is a 3-star hotel recognised as a hallmark of East Coast hospitality, strategically located along the main road connecting Kuala Terengganu to Kuantan and Kota Bharu. Its accessible location, coupled with extensive parking facilities directly in front of the lobby, provides added convenience for both business and leisure travellers, including long-distance cyclists.

The hotel offers a range of accommodation and supporting facilities, including meeting and event spaces, catering to corporate functions, seminars, and social events.

Beyond its hospitality offerings, Permai Hotel is distinguished as the first hotel on the East Coast of Malaysia to house the PERKESO Rehabilitation Centre, reflecting its contribution to community and healthcare support services. The hotel is also equipped with one of the largest indoor LED screens in Terengganu, further strengthening its position as a premier venue for large-scale events, conventions, and exhibitions.

HIGHLIGHTS

Total Rooms

220

The 1st

and only satellite centre operating on the East Coast of Malaysia.

3-Star

Hotel



PRIMULA BEACH HOTEL SDN BHD

Primula Beach Hotel Kuala Terengganu is a beachfront hotel, offering coastal hospitality with direct access to the South China Sea. The hotel caters to both leisure and business travellers, providing accommodation, meeting spaces, and banquet facilities to support corporate events, conferences, and social functions.

The hotel has been recognised as the Best 4-Star Eco Green Beach Front Hotel in acknowledgement of its active commitment to sustainability and green initiatives. In line with its environmental agenda, Primula Beach Hotel has implemented several renewable and eco-friendly initiatives, including the installation of a rooftop photovoltaic solar system, provision of electric vehicle (EV) charging facilities, and adoption of retort technology to reduce food waste.

These sustainability initiatives reflect the hotel's commitment to integrating environmental considerations into its operations, aligning with global ESG trends and enhancing its appeal to environmentally conscious travellers.

HIGHLIGHTS

Total Rooms

234

315.5 kWp

Solar Capacity

2 Units

EV Charging Station

4-Star

Eco Green Beach Front Hotel



PTB HOTEL SDN BHD

(A SUBSIDIARY OF PERMODALAN TERENGGANU BERHAD (PTB), MANAGED BY TERENGGANU INC)

Primula By The Lake is a lakeside hotel located at Pulau Poh, Tasik Kenyir, offering breathtaking views of Malaysia's largest man-made lake. Developed by the Terengganu State Government to enhance tourism infrastructure and drive economic growth in the Tasik Kenyir region, the hotel officially commenced operations on 1 July 2026 under the management of Terengganu Incorporated Sdn. Bhd. as the newest addition to the Primula hospitality brand.

The hotel features 150 rooms with panoramic lake views, complemented by a convention hall accommodating up to 1,000 guests, six meeting rooms, a restaurant, boat jetty facilities, event spaces, ample parking, and various recreational amenities. Designed to cater to both leisure and business travellers, Primula By The Lake is an ideal destination for holidays, corporate events, conferences, and destination weddings.

As a strategic tourism investment, Primula By The Lake reinforces Terengganu's vision of positioning Tasik Kenyir as a premier eco-tourism and MICE destination while contributing to sustainable economic growth, employment opportunities, and enhanced visitor experiences.

HIGHLIGHTS

Total Rooms of
150

Ballroom Capacity
1,000 pax



The eight-storey property has a gross floor area of 14,741 square metres and accommodates 150 rooms across Standard to Presidential categories. Its ballroom, with capacity for 1,000 guests, is configurable into three separate function halls, supported by six meeting rooms, a restaurant, a cafeteria, and three retail outlets. Additional facilities include dedicated parking for guests with disabilities and coaches, a gymnasium, prayer rooms, and a swimming pool, completing the hotel's offering as an integrated hospitality development on Tasik Kenyir.



CHICKEN COTTAGE GROUP

Chicken Cottage Group (Chicken Cottage) is a UK-based quick service restaurant (QSR) brand established in London in 1994. The Group is principally engaged in the operation of fast-food restaurants specialising in fried chicken and related menu offerings, with a strong focus on Halal-certified products.

Acquired by Terengganu Inc in 2014, Chicken Cottage is recognised as one of the early Halal chicken fast-food chains in the UK. The brand has since expanded its international footprint, operating more than 60 outlets across the UK, Pakistan, Iraq, UAE, Saudi Arabia and Kenya.

HIGHLIGHTS

**Early Halal Chicken
Fast-food Chains**
in the UK

60+ Outlets

across the UK, Pakistan, Iraq, UAE,
Saudi Arabia and Kenya

NON-CORE

SYARIKAT PERCETAKAN YAYASAN ISLAM TERENGGANU SDN BHD (SPYIT)

Syarikat Percetakan Yayasan Islam Terengganu Sdn Bhd (SPYIT) is a state-linked printing and publishing company in Terengganu, established in 1985 as an Al-Quran printing house. The company has since expanded into a full-fledged printing and advertising services provider.

SPYIT offers a wide range of services, including printing of books, magazines, brochures, annual reports, calendars, digital marketing collaterals, and customised corporate gifts. The company supports both government and private sector clients, contributing to institutional and corporate communication needs within the state.



HUSA NETWORK SDN BHD

Husa Network Sdn Bhd is a media and digital solutions company, best known as the operator of Manis FM, the pioneering private radio station on the East Coast with coverage across Terengganu, Kelantan, and Pahang.

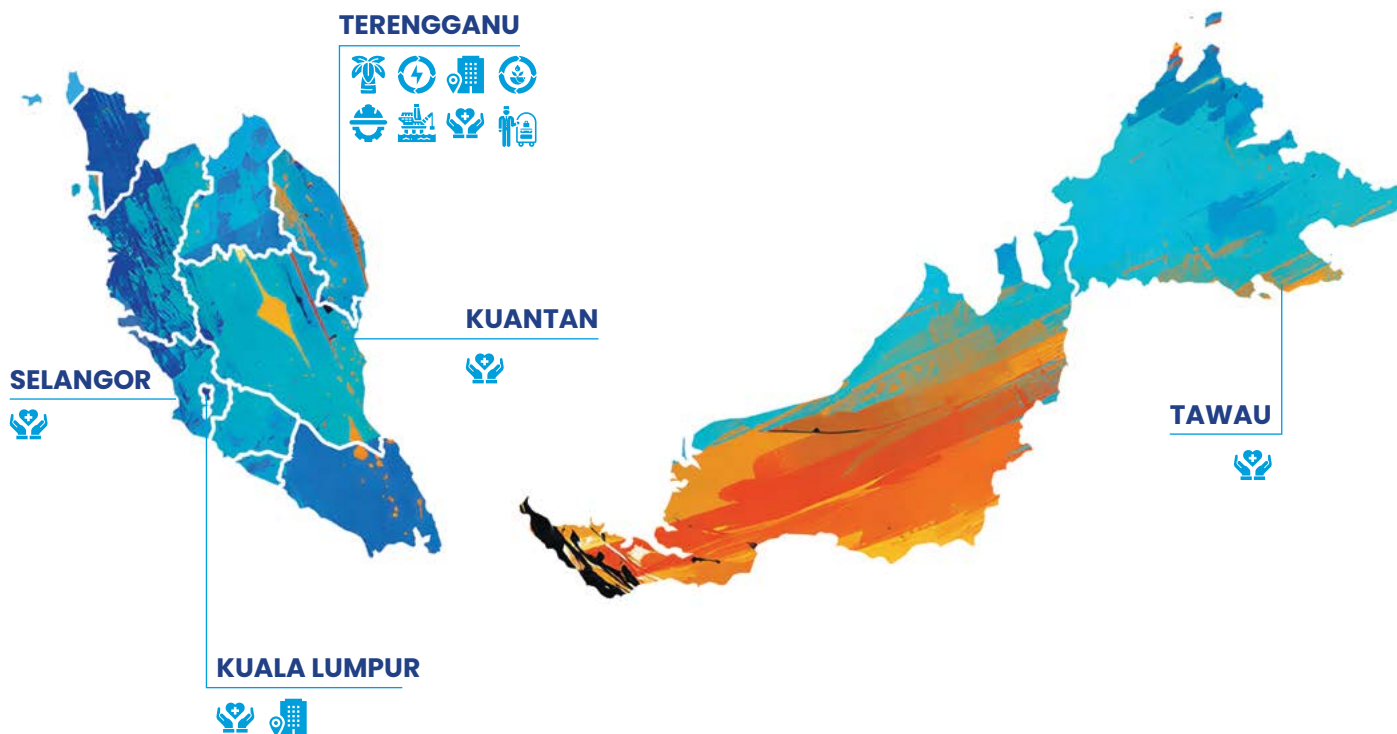
The company has diversified into digital media and technology through Manis TV, Sweet+ (radio, podcasts, and articles platform), Husa Ads (digital marketing services), and Husa Tech (software development for web, mobile, and systems).



OUR LOCAL PRESENCE

Terengganu Inc is the strategic investment arm of the Terengganu State Government, managing a diversified portfolio of businesses and investments across key sectors. Through its subsidiaries and strategic investments, Terengganu Inc plays a significant role in driving economic growth, creating sustainable value, and supporting the State's development agenda.

As part of its long-term growth strategy, the Group is committed to diversifying and expanding its business presence across all regions of Malaysia, while delivering sustainable returns to stakeholders and contributing to the prosperity of Terengganu.



NAVIGATION ICONS

- | | | |
|--------------------------|--|--------------------|
| Plantation | Port Management & Logistics | Property |
| Healthcare | Oil & Gas | Hospitality |
| Natural Resources | New Energy & Sustainability | Non-Core |

AWARDS & ACCOLADES

CHICKEN COTTAGE HOLDINGS LIMITED

Awarded the **Best Halal Food Franchise** at the **British QSR Franchise Awards 2025**

20 January 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

Pangkalan Bekalan Kemaman Sdn Bhd
EPIC OG Sdn Bhd

Awarded the **2023 & 1H2024 STAR Recognition Award** by **ExxonMobil Exploration and Production Malaysia Inc**

4 February 2025

TDM BERHAD

Kuantan Medical Centre Sdn Bhd
(KMI Kuantan Medical Centre)

Global Anti-Corruption Short Video Contest Winner by **Pertubuhan IKRAM Malaysia**

20 February 2025

SYARIKAT AIR TERENGGANU SDN BHD

Loji Rawatan Air Kepong I & II
Loji Rawatan Air Losong

Awarded with **4 stars** for the **CGSO Star Rating Recognition**

20 February 2025

TDM BERHAD

Kuala Terengganu Specialist Hospital
Sdn Bhd
(KMI Kuala Terengganu Medical Centre)

Received **Grade A Hygiene Certification** from **Kementerian Kesihatan Malaysia**

24 February 2025

SYARIKAT AIR TERENGGANU SDN BHD

Won **3rd Place** for **Gerak Rahmah: Jom Masak Bubur Lambok Kebangsaan** organised by **Kementerian Perpaduan Negara**

8 March 2025

CHICKEN COTTAGE HOLDINGS LIMITED

Achieved **No. 11** in the **Top 100 Franchise Awards 2025**

13 March 2025

TDM BERHAD

Kumpulan Medic Iman Sdn Bhd

Awarded the **Customer Service Initiative of the Year** by **Healthcare Asia**

10 April 2025

TDM BERHAD

TDMC Hospital Sdn Bhd
(KMI Taman Desa Medical Centre)

Awarded the **Secondary Hospital of the Year** by **Healthcare Asia**

10 April 2025

TERENGGANU INCORPORATED SDN BHD

Awarded the **Best Contingent Award** at the *Sambutan Hari Pekerja Peringkat Kebangsaan 2025*

1 May 2025

GOLDEN PHAROS BERHAD

Kumpulan Pengurusan Kayu Kayan Trengganu Sdn Bhd

Awarded the **Pingat Emas Kategori Industri & Agensi** at the *Program Penyelidikan & Inovasi (MPI) UniSZA* by *Universiti Sultan Zainal Abidin (UniSZA)*

16 May 2025

GOLDEN PHAROS BERHAD

Kumpulan Pengurusan Kayu Kayan Trengganu Sdn Bhd

Received the **Anugerah Khas Kategori Industri & Agensi** at the *Program Penyelidikan & Inovasi (MPI) UniSZA* by *Universiti Sultan Zainal Abidin (UniSZA)*

16 May 2025

SYARIKAT AIR TERENGGANU SDN BHD

Received the **Pencapaian Cemerlang Program NRW Kebangsaan** from *Kementerian Peralihan Tenaga dan Transformasi Air (PETRA)*

16 May 2025

TERENGGANU INCORPORATED SDN BHD

Recognised as **Strategic Partner Terengganu 'Learn On The Go' National Training Week (NTW) 2025** from *Human Resource Development Corporation (HRD Corp)*

25 May 2025

TDM BERHAD

Recognised as **Strategic Partner Terengganu 'Learn On The Go' National Training Week (NTW) 2025** from *Human Resource Development Corporation (HRD Corp)*

25 May 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

Awarded the **Anugerah Syarikat Harmoni (Top 7)** by *Jabatan Perhubungan Perusahaan Malaysia*

27 May 2025

SYARIKAT AIR TERENGGANU SDN BHD

Loji Rawatan Air Bukit Bunga

Awarded with **5 stars** for the **CGSO Star Rating Recognition**

15 June 2025

SYARIKAT AIR TERENGGANU SDN BHD

Loji Rawatan Air Sungai Tong

Awarded with **4 stars** for the **CGSO Star Rating Recognition**

15 June 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

Dr. Ts. Haji Muhtar bin Suhaili
Group Chief Executive Officer, EPIC Berhad

Received the **Anugerah Tokoh Alumni** at the *Majlis Anugerah Takrim Kuliyyah Kejuruteraan (KOE)* organised by the *International Islamic University Malaysia (IIUM)*

11 June 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

Dr. Ts. Haji Muhtar bin Suhaili
Group Chief Executive Officer, EPIC Berhad

Received the **Anugerah Ikon Alumni IIUM** at the *Majlis Anugerah Takrim Kuliyyah Kejuruteraan (KOE)* organised by the *International Islamic University Malaysia (IIUM)*

11 June 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

Dr. Ts. Haji Muhtar bin Suhaili
Group Chief Executive Officer, EPIC Berhad

Received the **Anugerah Alumni Al-Muhsin** at the *Majlis Anugerah Takrim Kuliyyah Kejuruteraan (KOE)* organised by the *International Islamic University Malaysia (IIUM)*

11 June 2025

TERENGGANU INCORPORATED SDN BHD

Received the **Certificate of Excellence (East Coast) National Training Week (NTW) 2025** from Human Resource Development Corporation (HRD Corp)

21 June 2025

TDM BERHAD

Received the **Certificate of Excellence (East Coast) National Training Week (NTW) 2025** from Human Resource Development Corporation (HRD Corp)

21 June 2025

TDM BERHAD

Kuantan Medical Centre Sdn Bhd
(KMI Kuantan Medical Centre)

Received the **State Award – National Level Blood Donor Day** by Pusat Darah Negara

2 July 2025

TDM BERHAD

Kuala Terengganu Specialist Hospital
Sdn Bhd
(KMI Kuala Terengganu Medical Centre)

Recognised as **Most Active Blood Donation Campaign Organiser** by Hospital Sultanah Nur Zahirah

18 July 2025

TI PROPERTIES SDN BHD

Kuala Terengganu Drawbridge

Achieved **Grade A** in the **BERSIH Programme** by Jabatan Kesihatan Negeri Terengganu

25 July 2025

TI PROPERTIES SDN BHD

Kuala Terengganu Drawbridge

Awarded the **Malaysia BeSS (Bersih, Selamat dan Sihat) Certification** by Jabatan Kesihatan Negeri Terengganu

25 July 2025

TERENGGANU INCORPORATED SDN BHD

Dato' Burhanuddin Hilmi bin Mohamed @ Harun
President & Group Chief Executive Officer,
Terengganu Incorporated Sdn Bhd

Appointed as **Adjunct Professor** at **Universiti Sultan Zainal Abidin (UnisZA)** for the period of **1 June 2025 to 31 May 2026**

10 August 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

EPIC OG Sdn Bhd

Received **Anugerah Majikan Prihatin** by MyFutureJobs X Oil & Gas

17 August 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

EPIC OG Sdn Bhd

Recognised as the **Top 3 Solution Partners** with the **MOST UAUC** and **Stop Work Authority Report** by PETRONAS Carigali Sdn Bhd

17 August 2025

CHICKEN COTTAGE HOLDINGS LIMITED

Awarded the **Franchise Business of the Year** at the **Islam Channel Business Awards 2025**

10 October 2025

TDM BERHAD

Kuala Terengganu Specialist Hospital
Sdn Bhd
(KMI Kuala Terengganu Medical Centre)

Awarded the **Best In Class** by the **Asia Pacific Quality Organization (APQO)** by Asia Pacific Quality Organization

17 October 2025

TDM BERHAD

Kuala Terengganu Specialist Hospital
Sdn Bhd
(KMI Kuala Terengganu Medical Centre)

Awarded **Silver** for its **Special Task Force (STF)** by Asia Pacific Quality Organization

17 October 2025

SYARIKAT AIR TERENGGANU SDN BHD

Awarded the **Green & Governance Excellence (Gold Award)** at the **TIG Excellence Award 2024** by **Terengganu Incorporated Sdn Bhd**

26 October 2025

TDM BERHAD

Awarded the **Green & Governance Excellence (Silver Award)** at the **TIG Excellence Award 2024** by **Terengganu Incorporated Sdn Bhd**

26 October 2025

SYARIKAT AIR TERENGGANU SDN BHD

Awarded the **Integrity Excellence Award** at the **TIG Excellence Award 2024** by **Terengganu Incorporated Sdn Bhd**

26 October 2025

TDM BERHAD

Kuala Terengganu Specialist Hospital
Sdn Bhd
(KMI Kuala Terengganu Medical Centre)

Awarded the **HR Excellence (Gold Award)** at the **TIG Excellence Award 2024** by **Terengganu Incorporated Sdn Bhd**

26 October 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

Awarded the **HR Excellence (Gold Award)** at the **TIG Excellence Award 2024** by **Terengganu Incorporated Sdn Bhd**

26 October 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

Awarded the **Digital Transformation Achievement (Gold Award)** at the **TIG Excellence Award 2024** by **Terengganu Incorporated Sdn Bhd**

26 October 2025

SYARIKAT AIR TERENGGANU SDN BHD

Awarded the **Digital Transformation Achievement (Silver Award)** at the **TIG Excellence Award 2024** by **Terengganu Incorporated Sdn Bhd**

26 October 2025

SYARIKAT AIR TERENGGANU SDN BHD

Awarded the **CSR Excellence (Gold Award)** at the **TIG Excellence Award 2024** by **Terengganu Incorporated Sdn Bhd**

26 October 2025

TDM BERHAD

Awarded the **CSR Excellence (Silver Award)** at the **TIG Excellence Award 2024** by **Terengganu Incorporated Sdn Bhd**

26 October 2025

LADANG RAKYAT TERENGGANU SDN BHD

Awarded the **Outstanding Dividend Performance (Gold Award)** at the **TIG Excellence Award 2024** by **Terengganu Incorporated Sdn Bhd**

26 October 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

Awarded the **Outstanding Dividend Performance (Silver Award)** at the **TIG Excellence Award 2024** by **Terengganu Incorporated Sdn Bhd**

26 October 2025

TDM BERHAD

Kuantan Medical Centre Sdn Bhd
(KMI Kuantan Medical Centre)

Awarded the **Most Promising Company (Gold Award)** at the **TIG Excellence Award 2024** by **Terengganu Incorporated Sdn Bhd**

26 October 2025

TDM BERHAD

Kuala Terengganu Specialist Hospital
Sdn Bhd
(KMI Kuala Terengganu Medical Centre)

Awarded the **Most Promising Company (Silver Award)** at the **TIG Excellence Award 2024** by Terengganu Incorporated Sdn Bhd

26 October 2025

**LADANG RAKYAT
TRENGGANU SDN BHD**

Awarded the **Best Performing Company (Gold Award)** at the **TIG Excellence Award 2024** by Terengganu Incorporated Sdn Bhd

26 October 2025

**SYARIKAT AIR
TERENGGANU SDN BHD**

Awarded the **Best Performing Company (Silver Award)** at the **TIG Excellence Award 2024** by Terengganu Incorporated Sdn Bhd

26 October 2025

**TERENGGANU
INCORPORATED SDN BHD**

Received **Anugerah Ejen Tertinggi** from **Majlis Agama Islam dan Adat Melayu Terengganu (MAIDAM)** at the **Majlis Penyerahan Zakat Korporat Kali Ke-2 Bagi Tahun 2025**

6 November 2025

**EASTERN PACIFIC
INDUSTRIAL CORPORATION
BERHAD**

Pangkalan Bekalan Kemaman
Sdn Bhd

Awarded the **MSOSH Gold Merit** at the **43rd MSOSH Occupational Safety and Health Awards** by **Malaysian Society for Occupational Safety and Health (MSOSH)**

13 November 2025

**EASTERN PACIFIC
INDUSTRIAL CORPORATION
BERHAD**

EPIC OG Sdn Bhd

Awarded the **MSOSH Gold (Class I)** at the **43rd MSOSH Occupational Safety and Health Awards** by **Malaysian Society for Occupational Safety and Health (MSOSH)**

13 November 2025

**EASTERN PACIFIC
INDUSTRIAL CORPORATION
BERHAD**

Konsortium Pelabuhan Kemaman
Sdn Bhd

Awarded the **MSOSH Gold (Class I)** at the **43rd MSOSH Occupational Safety and Health Awards** by **Malaysian Society for Occupational Safety and Health (MSOSH)**

13 November 2025

**EASTERN PACIFIC
INDUSTRIAL CORPORATION
BERHAD**

Dr. Ts. Haji Muhtar bin Suhaili
Group Chief Executive Officer, EPIC Berhad

Awarded the **MSOSH President's Award** at the **43rd MSOSH Occupational Safety and Health Awards** by **Malaysian Society for Occupational Safety and Health (MSOSH)**

13 November 2025

**SYARIKAT AIR
TERENGGANU SDN BHD**

Received **Penarafan Anugerah 3 Bintang** at the **Majlis Anugerah Persada Inovasi Negeri Terengganu** by **Setiausaha Kerajaan Terengganu (SUK)**

17 November 2025

**CHICKEN COTTAGE
HOLDINGS LIMITED**

Awarded the **People's Choice Burger Brand in UK** at the **British Burger Awards 2025**

17 November 2025

**CHICKEN COTTAGE
HOLDINGS LIMITED**

Awarded the **Community Hero Awards** by **Flipdish**

17 November 2025

**EASTERN PACIFIC
INDUSTRIAL CORPORATION
BERHAD**

Konsortium Pelabuhan Kemaman
Sdn Bhd

Received **Pensijilan ISO 45001:2018** at the **Majlis SIRIM Industri 2025** by **SIRIM**

19 November 2025

TDM BERHAD

TDMC Hospital Sdn Bhd
(KMI Taman Desa Medical Centre)

Awarded the **Smart Panel Hospital Award** by AIA Healthcare

20 November 2025

SYARIKAT AIR TERENGGANU SDN BHD

Champion TIG Games 2025

22 November 2025

PRIMULA BEACH HOTEL SDN BHD & YTYI SDN BHD

The Titans
(Primula Beach Hotel Kuala Terengganu & Permai Hotel Kuala Terengganu)

Awarded the **Best Contingent** at the **TIG Games 2025**

22 November 2025

CHICKEN COTTAGE HOLDINGS LIMITED

Awarded the **Catering Fast Food Outlet of the Year** at The Bestway Wholesale Awards 2025

24 November 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

EPIC OG Sdn Bhd

Awarded the **IMPEC 2025 Talent Development & Capability Building - Platinum Award** at the International Malaysia Project Excellence Conference (IMPEC) 2025

25 November 2025

TERENGGANU INCORPORATED SDN BHD

Received **Anugerah Zakat Kebangsaan 2025 (Kategori Syarikat Sendirian Berhad)** from Jabatan Wakaf, Zakat & Haji (JAWHAR) at the **Majlis Anugerah Zakat Kebangsaan 2025**

26 November 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

Awarded the **Human Resources Minister Award** at the **HRD Awards 2025** by the Human Resource Development Corporation (HRD Corp)

26 November 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

Sukma Samudra Sdn Bhd

Awarded the **HRDCorp Award (Silver) for East Coast Region SME Category** at the **HRD Awards 2025** by the Human Resource Development Corporation (HRD Corp)

26 November 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

Dr. Ts. Haji Muhtar bin Suhaili
Group Chief Executive Officer, EPIC Berhad

Awarded the **Learning & Development Icon Award** at the **HRD Awards 2025** by the Human Resource Development Corporation (HRD Corp)

26 November 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

Recognised as **Rakan Industri Cemerlang** at the **Majlis Apresiasi Rakan Industri & Alumni (MARIA) 2025** by Universiti Sultan Zainal Abidin (UniSZA)

5 December 2025

EASTERN PACIFIC INDUSTRIAL CORPORATION BERHAD

Recognised as **UniSZA Academia@ Industry Engagement Programme (AIEP)** at the **Majlis Apresiasi Rakan Industri & Alumni (MARIA) 2025** by Universiti Sultan Zainal Abidin (UniSZA)

5 December 2025

TERENGGANU INCORPORATED SDN BHD

Awarded the **Majikan Terbaik 2025** by **Kumpulan Wang Simpanan Pekerja (KWSP)** at the **Majlis Pengiktirafan Anugerah Majikan Terbaik 2025 KWSP Terengganu**

13 December 2025

PRIMULA BEACH HOTEL SDN BHD

Primula Beach Hotel
Kuala Terengganu

Awarded the **Majikan Terbaik 2025** by Kumpulan Wang Simpanan Pekerja (KWSP) at the Majlis Pengiktirafan Anugerah Majikan Terbaik 2025 KWSP Terengganu

13 December 2025

SYARIKAT AIR TERENGGANU SDN BHD

Certified with **ISO/IEC 27001:2022 Information Security Management Systems (ISMS)** by SIRIM

15 December 2025

SYARIKAT AIR TERENGGANU SDN BHD

Certified with **ISO 9001:2015 Quality Management System (QMS)** by SIRIM

15 December 2025

YTYI SDN BHD

Permai Hotel
Kuala Terengganu

Received the **Anugerah Seri Iman - Perkhidmatan Hotel Terbaik 3 Bintang** by Setiausaha Kerajaan Terengganu (SUK)

17 December 2025

TI PROPERTIES SDN BHD

Kuala Terengganu Drawbridge

Received the **Anugerah Seri Iman - Tourism Icon Award** by Setiausaha Kerajaan Terengganu (SUK)

17 December 2025

TDM BERHAD

TDM Agrobiz Sdn Bhd

Recognised with the **Malaysian Good Agricultural Practices (myGAP) Certification** by Jabatan Pertanian

18 December 2025

TDM BERHAD

Received the **ESG Verification - Majlis SIRIM Industri 2025** by SIRIM

19 December 2025

SYARIKAT AIR TERENGGANU SDN BHD

Loji Rawatan Air Bukit Sah

Awarded with **5 stars** for the **CGSO Star Rating Recognition**

21 December 2025

SYARIKAT AIR TERENGGANU SDN BHD

Loji Rawatan Air Hulu Terengganu

Awarded with **4 stars** for the **CGSO Star Rating Recognition**

21 December 2025

TDM BERHAD

Included in the **FTSE4Good Bursa Malaysia (F4GBM) Index** by Bursa Malaysia

31 December 2025

TDM BERHAD

Included in the **FTSE4Good Bursa Malaysia Shariah (F4GBMS) Index** by Bursa Malaysia

31 December 2025

FINANCIAL PERFORMANCE HIGHLIGHT

FY2025 was a landmark year for the Group, achieving its strongest revenue to date. Revenue reached a record RM2.01 billion, surpassing the RM2.0 billion milestone for the first time and representing a 15% year-on-year increase from RM1.75 billion in FY2024. The strong performance was underpinned by sustained contributions from the Group's core business clusters, with Plantation, Oil & Gas and Healthcare continuing to account for approximately 78% of the Group's revenue, while Infrastructure, Construction & Engineering and Tourism recorded exceptional growth compared with the previous financial year.

Profitability improved significantly during the year. Profit Before Tax (PBT) more than doubled to RM176.4 million, representing an increase of 116% compared with FY2024. Accordingly, the PBT margin improved from 5% to 9%, reflecting stronger operating performance, enhanced earnings quality and effective cost optimisation across the Group's businesses.

The Group also delivered a substantial improvement in Profit After Tax (PAT) from Continuing Operations, which increased by 152% to RM106.2 million, compared with RM42.2 million in FY2024. Consequently, the PAT margin strengthened from 2% to 5%, underscoring the Group's enhanced ability to convert revenue growth into sustainable bottom-line earnings.

The Group's financial position remained resilient, with Total Assets increasing to RM3.89 billion. Consequently, Total Equity strengthened by 4% to RM1.76 billion. Net Tangible Assets increased to RM1.62 billion, while Net Current Assets rose by 28% to RM301.9 million, reflecting stronger liquidity, prudent capital management and enhanced financial flexibility.

FY2025 marks a defining milestone for the Group as it surpassed the RM2.0 billion revenue threshold for the first time and achieved its strongest revenue to date. Anchored by the sustained strength of the Plantation, Oil & Gas and Healthcare clusters, which continued to contribute approximately 78% of the Group's revenue, and complemented by exceptional growth in the Infrastructure, Construction & Engineering and Tourism segments, the

Group further strengthened its profitability, financial resilience and strategic position. These achievements reflect the successful execution of the Group's growth strategy and provide a strong foundation for sustainable long-term value creation for all stakeholders.



REVENUE

**RM2.01
billion**



PAT - CONTINUING OPERATIONS

**RM106.2
million**

EBITDA

RM350.2 million

PROFIT BEFORE TAX

RM176.4 million

NON-CURRENT ASSETS

RM2.85 billion

EQUITY

RM1.76 billion

NET TANGIBLE ASSETS

RM1.62 billion

NET CURRENT ASSETS

RM301.9 million

2025 EVENTS RECAP



2 JANUARY 2025

Committed to Growing Its Oil & Gas Business, EPIC Berhad Secures Major Contract from PETRONAS

EPIC Berhad, through its subsidiary EPIC OG Sdn Bhd (EOGSB), has successfully secured a five-year contract from PETRONAS Carigali Sdn Bhd, a wholly-owned subsidiary of PETRONAS. The contract involves the provision of Pan Malaysia Maintenance, Commissioning, and Modification & Hook-Up and Commissioning services for Package A2 – (Peninsular Malaysia Asset (PMA) – Gas). This contract reinforces EOGSB's position as a trusted service provider in supporting the asset sustainability and operational efficiency of PETRONAS Carigali's operations in Peninsular Malaysia, in meeting both current and future energy needs. The contract is valid until September 2029, with extension options of three years followed by an additional two years, strategically positioning EOGSB for sustainable growth and long-term collaboration within the nation's oil and gas sector.



16 JANUARY 2025

TSG Sponsors and Team Introduction 2025

Terengganu Inc is honoured to continue our commitment to the Terengganu Cycling Team (TSG) for the 2025 sponsorship. This ongoing collaboration showcases our dedication to TSG's high performance over the past seven years as the number-one UCI-ranked team.



24 JANUARY 2025

Chicken Cottage Wins Best Halal Food Franchise Award at the British QSR Awards 2025

Terengganu Inc proudly celebrates Chicken Cottage's remarkable achievement in winning the prestigious Best Halal Food Franchise Award at the British QSR Awards 2025 on a global scale. The Finance Director of Chicken Cottage, Azam Hanipah, graciously accepted the award on behalf of Chicken Cottage's dedicated team, symbolising a remarkable achievement in Chicken Cottage's commitment to innovation, quality, and excellence within the franchising sector.



20 FEBRUARY 2025

Leadership Talk by Tan Sri Azman bin Mokhtar

Terengganu Inc Group held an exclusive Corporate Sharing Session at Duyong Marina & Resort. This prestigious event brought together esteemed leaders to share insights, experiences, and strategies for corporate growth and leadership excellence. The event continued with a dynamic Leadership Forum, featuring YBhg. Tan Sri Azman bin Mokhtar and YBhg. Dato' Mohammad Zainal bin Shaari, Director of Cypark Resources Berhad. Their thought-provoking discussion delved into leadership challenges, sustainable corporate strategies, and the evolving business landscape, offering participants valuable insights to drive excellence within their respective organisations.



23 FEBRUARY 2025

MoU Signing Ceremony Between Terengganu Inc and Xiangxi Furong Town Culture Tourism Development Co. Ltd. Strengthens Cross-Border Collaboration

Terengganu Inc has embarked on a new chapter in international cooperation with the signing of a Memorandum of Understanding (MoU) with Xiangxi Furong Town Culture Tourism Development Co. Ltd., in a ceremony held at the Perhentian Marriott Resort & Spa. This MoU marks a significant milestone in strengthening cross-border collaboration within the tourism industry. Xiangxi Furong Town Culture Tourism Development Co. Ltd. is a company specialising in the development and management of tourism activities in Furong Town—a historic town located in Yongshun County, Tujia-Miao Autonomous Prefecture, Hunan Province, China. Known as the “millennium town suspended above a waterfall”, Furong Town is a nationally recognised tourist destination that draws visitors from around the world.



13–16 MARCH 2025

Pelita Raya Terengganu 2025 @ KSNT

Terengganu Inc Group's participation at Pelita Raya Terengganu @ KSNT was a spectacular celebration of heritage, beautifully illuminated by the warm glow of traditional *pelita*. Held from 13–16 March 2025 and organised by Tourism Terengganu, the event brought together creativity, culture, and community spirit in a truly vibrant setting. This meaningful engagement underscores Terengganu Inc Group's commitment to preserving cultural heritage while fostering community participation, making the inaugural involvement both memorable and impactful.



17 MARCH 2025

LRTSB's 2025 Ramadan Zakat Distribution Ceremony

Ladang Rakyat Trengganu Sdn Bhd (LRTSB) hosted its 2025 Zakat Distribution Ceremony at Cheneh Recreation and Resort, Kemaman, Terengganu. As part of the event, 14 primary and secondary schools within the company's operational area were chosen as recipients of this year's Ramadan zakat distribution. Speaking at the ceremony, LRTSB Chairman Yang Berhormat Dato' Haji Wan Sukairi bin Wan Abdullah emphasised the significance of fulfilling zakat obligations as a fundamental duty for Muslims, particularly in uplifting asnaf (eligible recipients) within the surrounding community. The event also saw employees receiving hampers and cash assistance according to their respective estates and units. The ceremony stands as a continuation of LRTSB's longstanding annual tradition of appreciating and supporting its workforce, reinforcing the company's commitment to employee welfare beyond their regular remuneration.



10 APRIL 2025

KMI Healthcare and KMI Taman Desa Recognised at Healthcare Asia Awards 2025

Kumpulan Medic Iman Sdn Bhd (KMI) has proudly clinched the 'Customer Service Initiative of the Year' award, while KMI Taman Desa Medical Centre (KMI Taman Desa) was honoured with the 'Secondary Hospital of the Year' award at the prestigious Healthcare Asia Awards 2025. The distinguished awards ceremony saw Dr. Rayney Azmi Ali, Chief Executive Officer of KMI Healthcare, and Puan Norliza Razali, General Manager of KMI Taman Desa, receive the accolades on behalf of their respective organisations. These recognitions stand as a testament to KMI Healthcare Group's unwavering efforts in delivering high-quality, patient-centred care, in line with its commitment to prioritising the well-being of the community.



22 APRIL 2025

DYTM Yang di-Pertuan Muda Terengganu Visits Pulau Poh Hotel, Tasik Kenyir

Terengganu Inc was honoured to receive a working visit from Duli Yang Teramat Mulia (DYTM) Tengku Muhammad Ismail Ibni Al-Wathiqu Billah Sultan Mizan Zainal Abidin, Yang di-Pertuan Raja Muda Terengganu, and delegation to Pulau Poh, Tasik Kenyir. President and Group CEO, YBhg. Dato' Burhanuddin Hilmi bin Mohamed @ Harun, led the briefing about the ongoing and future development plans for the area. During the visit, DYTM was accompanied by the Director of Terengganu State Tourism, Encik Ahmad Ridzwan bin Abd Rahman, District Officer of Hulu Terengganu Encik Lizan Che Mat, CEO of TI Properties Sdn Bhd, Encik Awasi Mohamad and General Manager of KETENGAH, YM Dato' Tengku Ahmad Nadzri Tengku Musa.



15 MAY 2025

KPKKT Wins Gold Medal and Special Industry Award at MPI 2025 UnisZA

KPKKT made history on this day as its innovation titled 'Revolutionising Timber Management through e-Balak: Harnessing Technology for Sustainable and Efficient Logging Practices' secured a Gold Medal in the Agriculture and Forestry Cluster, along with a Special Award under the Industry and Agency Category at the Research and Innovation Week (MPI) 2025, organised by Universiti Sultan Zainal Abidin (UnisZA). KPKKT was ranked in the top 10 out of 422 entries this year. These dual recognitions affirm the ongoing commitment of Kumpulan Pengurusan Kayu Kayan Trengganu Sdn Bhd (a subsidiary of Golden Pharos Berhad) in championing sustainable solutions within the forestry sector. Through e-Balak, advanced technology is holistically integrated with responsible forest management practices, setting a new benchmark for environmental conservation and operational efficiency.



18 MAY 2025

Terengganu Inc Group's 'Taman Inspirasi' Clinches Runner-Up at Bidong Floral Fest Carnival 2025

Terengganu Inc Group's Taman Inspirasi has successfully claimed the title of Runner-Up (*Naib Johan*) at the Bidong Floral Fest Carnival 2025 in the GLC category. The carnival was held from 16–18 May 2025 at the Terengganu International Endurance Park (TIEP), Lembah Bidong, in conjunction with the 63rd Birthday Celebration of His Royal Highness the Sultan of Terengganu. The garden, which artfully blended the beauty of flora with unique elements representing Terengganu Inc Group's subsidiaries—namely EPIC Berhad, TDM Berhad, Ladang Rakyat Terengganu Sdn Bhd, Syarikat Air Terengganu Sdn Bhd, Golden Pharos Berhad (through its subsidiary Kumpulan Pengurusan Kayu Kayan Trengganu) and GPQ Sdn Bhd—successfully captured the admiration of visitors throughout the event. This participation demonstrates Terengganu Inc Group's steadfast commitment to supporting and engaging in initiatives that strengthen the state's identity and foster meaningful collaboration among Government-Linked Companies (GLCs).



28 MAY 2025

Joint Development Agreement Document Exchange Ceremony between Consortium of Terengganu Inc–TNB Genco, and ACWA Power Company

Terengganu Inc has sealed a strategic agreement through a Heads of Terms of Joint Development Agreement Document Exchange Ceremony between Consortium of Terengganu Inc–TNB Genco, and ACWA Power Company based in Riyadh, Saudi Arabia for the development of a Floating Solar Photovoltaic Project with a minimum capacity of 1GW at Tasik Kenyir, Terengganu. This floating solar project is among the largest in Malaysia and will encompass feasibility studies as well as comprehensive joint development activities, opening new opportunities in renewable energy, employment, and investment. This initiative marks the Terengganu state's continued commitment to driving clean and sustainable energy development while contributing significantly to Malaysia's renewable energy targets.



22 JUNE 2025

Majlis Santapan Malam DiRaja in Conjunction with East Coast Energy (ECE) 2025

His Royal Highness Sultan of Terengganu, Sultan Mizan Zainal Abidin, graced the “*Majlis Santapan Malam DiRaja*” held in conjunction with East Coast Energy (ECE) 2025, organised by EPIC Berhad at Primula Beach Hotel, Kuala Terengganu. His Majesty was accompanied by Her Royal Highness Sultanah of Terengganu, Sultanah Nur Zahirah; His Royal Highness the Yang di-Pertuan Muda of Terengganu, Tengku Muhammad Ismail bin Al-Wathiqu Billah Sultan Mizan Zainal Abidin; as well as Their Royal Highnesses, the Prince and Princesses. The event convened in support of charitable initiatives and to reinforce strategic relations among key energy players, stakeholders, and the local community, particularly those involved in ECE 2025. It was also made possible through the support of sponsors including Terengganu Inc, PETRONAS, and TNB Power Generation Sdn Bhd, alongside other valued strategic partners whose contributions played a vital role in the success of the event.



23–24 JUNE 2025

East Coast Energy 2025 (ECE 2025)

East Coast Energy 2025 (ECE 2025) is a premier energy transition summit, scheduled for 23–24 June 2025, at the Taman Tamadun Islam Convention Centre in Kuala Terengganu, designed to turn the region into a sustainable energy hub. It brings together policymakers, industry leaders, and investors to foster clean energy solutions, renewable innovations, and carbon management. The event is organised by Informa Markets with Terengganu Inc as the strategic partner and EPIC Berhad as the corporate partner.



12 JULY 2025

Terengganu Inc Forges Strong Partnership with TNB and PETRONAS in Bid to Position Terengganu as the Nation's Green Energy Hub

Terengganu Inc has made history through the Launch Ceremony of the Hybrid Hydro Floating Solar (HHFS) Project and Green Hydrogen Hub, witnessed by YAB Dato' Seri Anwar Ibrahim, Prime Minister of Malaysia, and YAB Dato' Seri Ir. Dr. Ahmad Samsuri bin Mokhtar, Menteri Besar of Terengganu. The occasion marked the exchange of a Cooperation Agreement between Terengganu Inc and TNB Genco for the HHFS Project at Kenyir Lake Dam, Hulu Terengganu. Also present were YB. Hj Akmal Nasrullah Mohd Nasir, Deputy Minister of Energy Transition and Water Transformation (PETRA); YBhg. Tan Sri Shamsul Azri Abu Bakar, Chief Secretary to the Government; YB. Dato' Nara Setia, State Secretary of Terengganu; YBhg. Dato' Burhanuddin Hilmi bin Mohamed @ Harun, President & Group Chief Executive Officer of Terengganu Inc; YM Tan Sri Tengku Muhammad Taufik, President & Group Chief Executive Officer of PETRONAS; YBhg. Tan Sri Datuk Ir. Megat Jalaluddin Megat Hassan, President & Chief Executive Officer of TNB; as well as senior state government dignitaries.



25 JULY 2025

GPQ Successfully Executes Mega Fire Drill Programme 2025

The GPQ Group Mega Fire Drill 2025 programme, held at GPQ Quarry, Kampung Sungai Serai, Bukit Payong, was carried out with full commitment from all GPQ Group employees, further strengthening the culture of workplace safety across the organisation. The opening ceremony was officiated by YB. Lsr. Haji Zaharuddin bin Zahid, Chairman of Konsortium Perumahan Rakyat Terengganu Sdn Bhd, representing the Chairman of GPQ Sdn Bhd, YB. Ustaz Haji Hishamuddin bin Abdul Karim. His presence highlighted the leadership's strong support for efforts to enhance employee preparedness in facing any emergency. The programme featured a Toolbox Talk Briefing as well as accident and fire simulation drills conducted in collaboration with the Malaysia Fire and Rescue Department (BOMBA) Terengganu. The programme also received support from invited agencies including JKKP Terengganu, IPD Marang, the Department of Mineral and Geoscience Terengganu, members of the GPQ Group Board of Directors, as well as representatives from Terengganu Inc Group's subsidiaries—EPIC Berhad and TDM Berhad.



7 AUGUST 2025

Golden Pharos Group Launches Tree Planting Programme: Local Agenda 21

In line with its company slogan, "Navigating A Sustainable Future", Golden Pharos Group has taken a meaningful step forward through the implementation of the Tree Planting Programme: Local Agenda 21, held at the Buffer Zone, Jalan KTCC Utara, Kuala Nerus. The programme was organised in collaboration with the Kuala Terengganu City Council (MBKT) and the Ministry of Housing and Local Government (KPKT).

The occasion was graced by the presence of YBhg. Dato' Jusman bin Ibrahim, Mayor of MBKT. The opening address was delivered by the Chairman of Golden Pharos Berhad, Dato' Yahaya bin Ali, followed by the mayor's officiating speech, which formally marked the commencement of the programme.



2-4 SEPTEMBER 2025

Oil & Gas Asia 2025 (OGA 2025)

As a Gold Sponsor and exhibitor of the event, EPIC Berhad showcased its capabilities across the oil and gas value chain, while highlighting its commitment to renewable energy and the nation's energy transition. Another key moment of the event was the sharing session by Group Chief Executive Officer, Dr. Ts. Haji Muhtar Suhaili, who spoke on the Group's role and position as a trusted and forward-looking industry partner, driving progress through sustainable developments and strategies that positively impact the socioeconomic growth of Terengganu.



8-11 OCTOBER 2025

Terengganu Inc Takes Centre Stage at SPARK 2025

Terengganu Inc is proud to participate in the Selangor Investment Industrial Park Expo (SPARK) 2025 for four impactful days, demonstrating our dedication to driving investment and economic development in Terengganu. Since its opening, SPARK has established itself as a crucial gateway for businesses seeking expansion opportunities across Malaysia and the ASEAN region. Terengganu Inc, alongside the Terengganu State Government through Invest Terengganu, Perbadanan Memajukan Iktisad Negeri Terengganu (PMINT), Lembaga Tabung Amanah Warisan Negeri Terengganu (LTAWNT), and EPIC Berhad, is committed to engaging with a diverse range of trade investors.



10 NOVEMBER 2025

Gathering & Collaborative Networking Event with the Consulate of the Republic of Indonesia, Tawau

KMI Tawau recently hosted a *Majlis Silaturahmi* and Collaborative Networking Session, where the Consulate of the Republic of Indonesia in Tawau was invited to deliver a presentation. The session provided valuable insights into healthcare needs and potential collaborative programmes for the Indonesian community, fostering stronger ties and partnership opportunities between KMI and the consulate.



26 NOVEMBER 2025

Terengganu Inc Honoured with National Zakat Award 2025

Terengganu Inc is deeply proud to have received recognition at the National Zakat Award 2025 (Anugerah Zakat Kebangsaan 2025), a ceremony graciously officiated by YB. Senator Dato' Setia Dr. Haji Mohd Na'im bin Haji Mokhtar, Minister in the Prime Minister's Department (Religious Affairs), held at Zenith Hotel, Putrajaya. This recognition is a most meaningful honour for Terengganu Inc and its group of subsidiaries, affirming the Group's unwavering commitment to fulfilling its responsibilities as a corporation that upholds Islamic values in corporate governance. The award was presented under the Private Limited Company (*Sendirian Berhad*) category, based on several key aspects, including punctuality and consistency in *zakat* payment, organisational management guided by Islamic principles, as well as sustained welfare contributions and corporate social responsibility towards the community. YBhg. Dato' Burhanuddin Hilmi bin Mohamed @ Harun, President & Group Chief Executive Officer of Terengganu Inc, was present to receive the award at the prestigious ceremony organised by the Department of Waqf, Zakat and Hajj (JAWHAR).



19–20 DECEMBER 2025

Terengganu Inc Wraps Up International Golden Monsoon Ride & Run 2025 in Grand Style

Terengganu Inc, through its group subsidiary Syarikat Air Terengganu Sdn Bhd (SATU), has successfully brought down the curtain on the International Golden Monsoon Ride & Run (IGMRR) 2025—a two-day event celebrated with tremendous energy and an extraordinary turnout. This edition recorded the highest participation to date, with over 4,200 participants, featuring a range of high-intensity main events including the MTB Race, On Road Cycling, Duathlon, Fun Ride, and Fun Run. The closing ceremony was officiated by YB. Hishamuddin Abdul Karim, Chairman of the Terengganu State Committee for Youth Development, Sports and NGOs, accompanied by YBhg. Dato' Burhanuddin Hilmi bin Mohamed @ Harun, President & Group Chief Executive Officer of Terengganu Inc, and Ts. Abdul Karim bin Endut, Chief Executive Officer of Syarikat Air Terengganu Sdn Bhd, along with distinguished guests of honour.



JANUARY–DECEMBER 2025

TDM Bersama Masyarakat

TDM continued to demonstrate its commitment to community development through the TDM Bersama Masyarakat initiative with contributions totalling RM250,000. It was implemented across several State Constituencies (DUN), namely Bukit Besi, Rhu Rendang, Batu Rakit, Jabi, Sura, Kuala Besut, Tepoh, Bandar and Telemung. The programme reached a total of 1,696 beneficiaries, reflecting the Group's continued focus on meaningful community engagement.

VALUES WE CREATE HERE

“

We have consistently grown stronger, guided by our core values of Teamwork, Integrity & Innovation, Stewardship, and Building Relationship.

”

FROM THE DESK OF THE CHAIRMAN



“

On behalf of the Board of Directors, I am honoured to present Terengganu Inc's Integrated Report for 2025. This year marks another defining chapter in our ongoing journey, characterised by bold progress, purposeful innovation, and steadfast resilience. Our efforts are captured in our chosen theme, **'Navigating Tomorrow with Purpose'**, a reflection of our commitment to charting a deliberate and sustainable course for Terengganu's future.

”

**YAB Dato' Seri Ir. Dr.
Ahmad Samsuri bin Mokhtar**

Chairman of Terengganu Inc

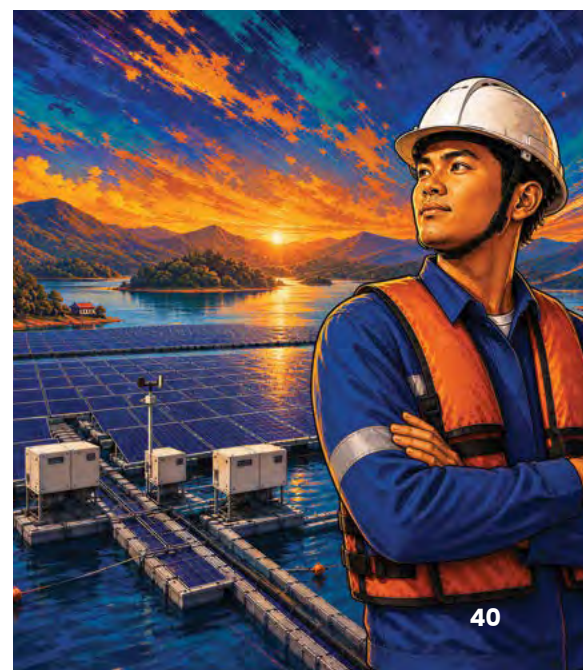
Navigating Tomorrow with Purpose

Throughout 2025, Terengganu Inc has continued to demonstrate meaningful and consistent progress, firmly anchored in our core values: **Teamwork, Integrity & Innovation, Stewardship, and Building Relationship.** These values remain the bedrock of our corporate identity and culture, guiding every decision we make, every action we take, and every commitment we uphold in our pursuit of long-term value creation for all stakeholders.

Our operations and initiatives continue to be structured around five strategic pillars: **People, Sustainability, Business, Community, and Leadership**, each rooted in Shariah principles. These pillars ensure that our growth remains inclusive, ethical, and responsible, reflecting our enduring aspiration to serve the people of Terengganu with purpose, integrity, and conviction.

Guided by our tagline, **'Harnessing Investment for the Rakyat'**, we firmly believe that no corporation can flourish in isolation from the community it serves. Our business philosophy is grounded in the understanding that our success is intrinsically linked to the well-being of the people of Terengganu. We are deeply grateful for every opportunity to engage, collaborate, and contribute meaningfully to the socioeconomic advancement of our State. As we continue to grow and innovate, our focus remains steadfast on building a progressive, inclusive, and sustainable future for all.

2025 has been a year of notable achievement. Among our most significant milestones are the development of the **Hybrid Hydro Floating Solar (HHFS) Project at Tasik Kenyir**, a landmark initiative that harnesses the immense renewable energy potential of one of Malaysia's largest man-made lakes, and the opening of the **Pulau Poh Hotel**, a distinctive hospitality development that elevates Terengganu's tourism landscape while creating meaningful economic opportunities for the local community. These projects exemplify our commitment to blending environmental stewardship with purposeful economic development.



We remain resolute in our dedication to transparency and responsible governance, reflecting our high standards of environmental, social, and governance (ESG) practices. The HHFS at Tasik Kenyir underscores our strategic focus on expanding renewable energy as a catalyst for a cleaner, greener Terengganu—fully in line with our long-standing vision of contributing to **'Terengganu Maju Berkat Sejahtera'**. Our theme this year further reinforces that every step we take is driven by intention, foresight, and a deep sense of responsibility.

As we navigate the challenges and opportunities that lie ahead, we remain guided by our values and our unwavering dedication to sustainability. Terengganu Inc continues to attract purpose-driven and talented individuals who seek to be part of a corporation that places equal importance on financial returns and broader social impact. This culture of aspiration and shared purpose ensures that our organisation remains dynamic, forward-looking, and aligned with the aspirations of the next generation.

It is our sincere hope that our accomplishments and sustainability efforts in 2025 will inspire fellow organisations across the region to embrace similar principles, and to work collectively towards a brighter, more purposeful future for Terengganu and beyond.

In closing, I extend my heartfelt gratitude to my fellow Board members, the Shariah Committee, and the Management Team for their invaluable guidance, unwavering dedication, and exemplary strategic stewardship. Their collective contributions continue to uphold the highest standards of Corporate Social Responsibility and provide the strategic clarity essential for the Group's long-term success.

As we navigate tomorrow with purpose, our resolve to build a thriving, sustainable Terengganu remains as strong as ever.





FOREWORD FROM THE PRESIDENT & GROUP CHIEF EXECUTIVE OFFICER



“

Building on our core values — Teamwork, Integrity & Innovation, Stewardship, and Building Relationship — we have remained true to the principles that define Terengganu Inc. These values are the cornerstone of our business and the foundation upon which our achievements stand.

”

**YBhg. Dato' Burhanuddin
Hilmi bin Mohamed @ Harun**

President &
Group Chief Executive Officer



The year 2025 marked another milestone in Terengganu Inc's journey of resilience and transformation. We delivered a Profit Before Tax (PBT) of RM176.41 million, supported by disciplined execution and prudent stewardship. Our revenue reached RM2.01 billion, reflecting the strength of our diversified portfolio, while our Net Asset Value (NAV) stood at RM1.76 billion, underscoring the Group's solid financial position.

Our achievements are inseparable from the visionary leadership of the State and the guidance of leaders who have steered Terengganu Inc with clarity and purpose. Their commitment to integrity, innovation, and community development has enabled us to grow into a trusted institution that serves both economic and social progress.

Terengganu Inc recognises that the future is digital. By integrating AI and digital technologies into our infrastructure and operations, we aim to remain competitive, drive innovation, and position ourselves alongside leading organisations in an increasingly technology-driven world.

Beyond financial performance, our progress was driven by strategic partnerships that extend across industries and geographies. These collaborations are built on trust, innovation, and shared aspirations, enabling us to unlock new opportunities and deliver sustainable growth.

We remain steadfast in our commitment to sustainability. In 2025, we advanced our renewable energy agenda by investing in floating solar projects, a pioneering initiative that optimises land use, enhances efficiency, and contributes to long-term environmental stewardship. By harnessing solar power on water surfaces, we are reducing our carbon footprint while demonstrating innovation in energy resilience. Not forgetting our investments in wind energy, which complement solar initiatives and diversify our renewable portfolio.

On the home front, we have surpassed our **Renewable Energy (RE) installed capacity mix by 2%, reaching 37%**, a milestone that reflects our determination to accelerate the State's energy transformation and contribute meaningfully to Malaysia's national sustainability agenda.

Equally important is our role in community initiatives and CSR programmes that support the State of Terengganu. From education sponsorships and youth development programmes to healthcare support and cultural preservation, we continue to invest in initiatives that uplift communities and strengthen social cohesion. These efforts reflect our belief that corporate success must go hand-in-hand with community well-being.

At the heart of our success is our people. Through capacity building, we are nurturing talent, strengthening leadership, and fostering a culture of innovation. By empowering our teams, we ensure agility and adaptability in a rapidly changing world.

As we look ahead, our vision remains clear: to deliver enduring value through financial strength, strategic collaboration, sustainable practices, digital transformation, empowered communities, and the continued guidance of the State's leadership. This Integrated Report reflects not only our achievements in 2025 but also our unwavering commitment to integrity, innovation, and impact for Terengganu and beyond.

PERFORMANCE BY CAPITAL

FINANCIAL CAPITAL

OUTCOMES

Revenue:

RM2.01 billion

Profit Before Tax:

RM176.4 million

EBITDA:

RM350.2 million

ACTIONS WE IMPLEMENTED

- Diversified our investment portfolio across various sectors, including energy, natural resources, infrastructure, and tourism.
- Adopted rigorous financial planning and risk management strategies to safeguard the Group's financial health.
- Improved financial reporting practices to ensure transparency and accountability.

HUMAN CAPITAL

OUTCOMES

9,236

total Terengganu Inc employees

5,187

of Terengganu Inc employees are local residents

RM3.25 million

invested in training and development

ACTIONS WE IMPLEMENTED

- Strengthened partnerships with local educational institutions and vocational training centres to develop specialised training programmes aligned with company and industry requirements.
- Implemented structured career development initiatives within TIG, including employee transfers, secondments, and attachment programmes to enhance skills and exposure.
- Organised continuous professional development (CPD) programmes and innovation workshops, while encouraging employees to pursue further education and relevant professional certifications.
- Enhanced comprehensive employee wellness programmes, including mental health support, flexible working arrangements, and the promotion of healthy recreational activities.

SOCIAL & RELATIONSHIP CAPITAL

OUTCOMES

Over **RM16 million** invested in Corporate Social Responsibility (CSR) projects, covering the education sector, community well-being and development, and environment, aimed at uplifting the livelihoods and living standards of local communities where we operate.

ACTIONS WE IMPLEMENTED

- Increased the frequency and variety of community engagement activities, including collaborative projects with local community leaders.
- Developed and supported educational programmes, scholarships, and mentorship opportunities for local students, with a focus on STEM.
- Continued to practise environmental conservation projects in collaboration with the State Government.

INTELLECTUAL CAPITAL

OUTCOMES

The intangible assets comprising knowledge, systems, governance, and brand equity that provide the Group with competitive advantage.

Terengganu Inc leverages its “Institutional Intelligence” to navigate complex regulated industries and maintain market leadership.

ACTIONS WE IMPLEMENTED

- **Proprietary Operational Expertise:** Decades of specialised knowledge in Oil & Gas logistics (EPIC) and tropical forest management (GPB). This includes “know-how” in managing complex supply chains for global O&G majors.
- **Digital Transformation & Cyber Security:** Adoption of ISO/IEC 27001:2022 standards for Information Security Management, particularly within SATU, to protect critical utility data. The Group is also implementing ERP systems and AI-driven data analytics to optimise plantation yields and hospital management.
- **Brand Equity & Trust:** The “Chicken Cottage” global franchise system and the “KMI Healthcare” brand are significant intellectual assets, representing quality, Halal-integrity, and reliable specialist care.
- **Regulatory Compliance & Certifications:** A robust portfolio of ISO 9001:2015 (Quality), ISO 14001 (Environment), and ISO 45001 (Safety) certifications across subsidiaries. This “Culture of Compliance” is a key intellectual asset when bidding for government and international tenders.

NATURAL CAPITAL	
OUTCOMES	ACTIONS WE IMPLEMENTED
The environmental resources and processes that support the Group’s operational viability and long-term sustainability. Terengganu Inc manages extensive natural assets, primarily through TDM Berhad, Ladang Rakyat Trengganu, Golden Pharos Berhad (GPB) and Syarikat Air Terengganu. The focus has shifted from extraction to “Sustainable Stewardship”.	Sustainable Plantation Management: We manage over 50,000 hectares of oil palm estates with a rigorous commitment to MSPO (Malaysian Sustainable Palm Oil) and RSPO certifications. Our operations are governed by High-Carbon Stock (HCS) assessments and a strict “No Deforestation, No Peat, No Exploitation” (NDPE) policy. Beyond palm oil, our diversification strategy is bolstered by Ladang Rakyat Trengganu, which oversees 460 hectares of coconut plantations, enhancing our agricultural resilience. Responsible Forestry: Through GPB, the Group oversees 126,274 ha of concession areas comprising natural forest and plantation zones under the Selective Management System (SMS). This ensures that timber extraction is balanced with reforestation and biodiversity protection in Terengganu’s permanent forest reserves. Water Resource Management: SATU relies on various water resources, which include rivers, lakes, reservoirs, and groundwater for its water intake. These sources play a vital role in supplying water to both urban and rural areas across the State of Terengganu. Decarbonisation Efforts: Implementing biogas plants at palm oil mills to capture methane and investing in solar energy integration across subsidiary facilities to reduce the Group’s carbon footprint.

MANUFACTURED CAPITAL

OUTCOMES

The physical infrastructure, equipment, and technology used to conduct business and drive revenue.

The Group's manufactured capital is the "engine room" that allows for large-scale industrial and service delivery across its core sectors.

ACTIONS WE IMPLEMENTED

- **Strategic Industrial Infrastructure:** Through EPIC Berhad, the Group owns and operates critical logistics hubs, including Kemaman Port with a maximum draught of up to 16.4–18.0 metres, capable of handling vessels up to 150,000 DWT, positioning it among the deepest ports in Malaysia. The East Wharf provides an estimated handling capacity of approximately 6.85 million tonnes per annum, while ongoing expansion and upgrading works are progressively enhancing overall throughput capacity, with long-term development plans targeting significant multi-fold growth in cargo handling capability.
- **Healthcare Facilities:** A growing network of five (5) specialist hospitals under KMI Healthcare (Kuala Terengganu, Kuantan, Kelana Jaya, Taman Desa and Tawau). These facilities are equipped with state-of-the-art diagnostic imaging, surgical theatres, and 421 total number of beds.
- **Processing Efficiency:** TDM Berhad operates four (4) palm oil mills, complemented by Ladang Rakyat Trengganu's milling assets, alongside three (3) biogas plants and three (3) bio-composting facilities. Golden Pharos Berhad operates timber processing facilities including veneer and glass manufacturing plants, supported by automation to enhance productivity and reduce waste.
- **Utility Assets:** Through water operations under SATU, manages fifteen (15) Water Treatment Plants (WTP) and an extensive 8,000 km water distribution network across Terengganu, forming critical state infrastructure supporting economic and social development.

GROUP SOCIAL RETURN

The Group continues to create positive social impact through various initiatives across the communities we serve. We remain committed to supporting both our employees and the younger generation.

In 2025, the Group created a total of 9,236 job opportunities. Of these, 5,187 (56%) positions were filled by local residents of Terengganu, reflecting our commitment to supporting the local community and contributing to the State's growth. During the year, total staff costs amounted to RM468 million, highlighting our continued investment in our people. We believe that taking care of our workforce is essential in building a positive and productive working environment.

We also recognise the importance of developing future talent. The YT-TI Young Talent Scholarship Programme, introduced in 2022, has been strengthened with an annual allocation of RM1 million starting from 2025 to support undergraduate students. This initiative supports the State's efforts in nurturing capable and high-potential youth.

In addition, we welcomed 328 interns and management trainees during the year. These opportunities provide students with valuable industry exposure and help prepare them for their future careers.

As part of the Group's Corporate Social Responsibility (CSR) efforts, the Group has also allocated RM16 million to CSR initiatives across Terengganu Inc and its subsidiaries. This allocation underscores our commitment to giving back to the local community and aligns with our corporate tagline, 'Harnessing Investment for the Rakyat'.

Terengganu Inc was officially appointed as Zakat Agent of MAIDAM effective on 1st November 2023 to take initiative for *zakat* calculation and collection for companies within Terengganu Inc Group. We confirmed that 34 companies have fulfilled their obligation to pay *zakat* on their businesses for the financial year ended 2024 to MAIDAM amounting to RM8,633,380.25 by adopting the computation based on Group Business Zakat Guideline.



JOB OPPORTUNITIES

9,236



**PLACEMENTS
FOR LOCAL
TERENGGANU**

5,187

TOTAL STAFF COSTS

RM468 million

**INTERNS AND MANAGEMENT
TRAINEES**

328

**GROUP CORPORATE SOCIAL
RESPONSIBILITY (CSR)**

RM16 million



**ZAKAT PAID BY
GROUP**

**RM8.6
million**

SHARIAH COMMITTEE REPORT



In the name of Allah, the most Beneficent, the most Merciful

In carrying out the roles and responsibilities of Shariah Committee ("SC") of Terengganu Incorporated Sdn Bhd ("Terengganu Inc"), we hereby submit our report for Terengganu Inc for the financial year ended 31st December 2025 ("FYE 2025").

The Management shall at all times be responsible to ensure Terengganu Inc's aims, operations, business affairs and activities are conducted in accordance with Shariah rules and principles. It is our responsibility to form an independent opinion, based on our advice and review on various aspects of Terengganu Inc and its subsidiaries ("Terengganu Inc Group")'s operations, business, affairs and activities and to report to Board of Directors of Terengganu Inc ("the Board") on the state of its compliance to the Shariah rules and principles.

We have been assisted by the Shariah Unit which plays prominent roles in conducting Shariah research, providing daily Shariah advisory on Terengganu Inc Group's business

operations. Monitoring of Shariah compliance aspects is carried out to ensure adherence to Shariah rules and principles.

The Shariah audit function is performed by Group Internal Audit, which provides an independent assessment of the implementation of Shariah requirements across Terengganu Inc Group's operations and activities.

For the FYE 2025, we had convened four (4) SC meetings in which we reviewed and deliberated on, among others, the Shariah policies and guidelines, audit findings on shariah non-compliant activities and issuance of shariah rulings arising from operation and business. In performing our roles and responsibilities, we have obtained all the information and explanations which we considered necessary to provide us with sufficient evidence to give reasonable assurance that Terengganu Inc has complied with Shariah rules and principles.

The followings are the significant developments that took place during the financial year, which reside under our purview:

SHARIAH GOVERNANCE

We have approved or deliberated in our meetings several key initiatives undertaken by Terengganu Inc to institutionalise a robust Shariah governance framework which are:

- Standard Operating Procedures for Shariah;
- Shariah Compliance Review Programme;
- Shariah Audit Plan for Year Ended 2025;
- Revised TIG Shariah Policy; and
- Revised Group Wakalah Zakat Guideline.

These initiatives are aimed at establishing a robust Shariah governance framework within Terengganu Inc and ensuring that its business operations consistently in line with Shariah rules and principles.

ISSUANCE OF SHARIAH RULINGS

For FYE 2025, we have issued the followings Shariah rulings for Terengganu Inc Group as follows:

- Endorsement of the Legal Documentation Between Lembaga Tabung Amanah Warisan Negeri Terengganu and Primula Beach Hotel Sdn Bhd;
- Shariah Ruling on Validity of Carbon Credit from Shariah Perspective;
- Shariah Ruling on Penalty and Late Payment Charges;
- Shariah Ruling for Zakat on Dormant Companies; and
- Shariah Advice for CCUK's Business and Operation.

SHARIAH AUDIT

The Shariah Audit functions play a vital role in ensuring Shariah compliance by evaluating and assessing operations, business, affairs and ongoing activities within Terengganu Inc Group.

For FYE 2025, the Group Internal Audit performed Shariah audits on the following subsidiaries:

- KMI Kuantan Medical Centre Sdn Bhd ("KMC");
- Eastern Pacific Industrial Corporation Berhad ("EPIC"); and
- YTYI Sdn Bhd ("Permai Hotel").

SHARIAH TRAINING AND AWARENESS

During the year, five (5) Shariah training and awareness programmes were organised for Terengganu Inc Group. These included among others:

- Seminar Pematuhan Syariah dalam Perniagaan, attended by Terengganu Inc Group staff, state government servants, and representatives from the private sector;
- Briefing on Group Shariah Governance, attended by Shariah liaison officers of Terengganu Inc Group;
- Briefing on Group Wakalah Zakat Guideline, attended by Shariah liaison officers and officers responsible for wakalah zakat matters within Terengganu Inc Group;
- Talk on "Tadabbur Surah Al-Fatihah", attended by Terengganu Inc staffs; and
- Workshop on "Tahsin Surah Al-Fatihah", attended by Terengganu Inc staffs.

SHARIAH NON-COMPLIANCE ("SNC") EVENTS & NON-HALAL INCOME

Throughout FYE 2025, we have identified and confirmed several incidents of SNC events within Terengganu Inc Group. Group Internal Audit reported four (4) audit findings concerning SNC activities, for which we have provided necessary advice on rectification plans.

In addition to the audit findings, we have confirmed the following SNC events and the status and treatment of non-halal income:

- One (1) company has recognised a portion of interest income arising from legacy loans to its shareholders; and
- Two (2) companies have received interest income earned on its conventional current account.

We were also informed of the causes of the incidents are due to companies were still being in the transition stage towards a full-fledged Shariah-compliant business.

Subsequent to the above mentioned SNC events, we noted that the companies' operations may result in non-halal income, such as interest received. These streams of income shall be segregated from companies' income and be channelled to charity for purification purpose. However, we gave an exception to the interest income arising from legacy loans whereby the company may recognise it as permissible income.

BUSINESS ZAKAT OBLIGATION

Terengganu Inc was officially appointed as Zakat Agent of MAIDAM effective on 1 November 2023 to take initiative for zakat calculation and collection for companies within Terengganu Inc Group. We confirmed that 34 companies have fulfilled their obligation to pay zakat on its business for the financial year ended 2024 to MAIDAM amounting to RM8,633,380.25 by adopting the computation based on Group Business Zakat Guideline.

OVERALL CONCLUSION

Based on the report, we concluded that:

- The Shariah policies and guidelines are in compliance with the Shariah rules and principles;
- Business zakat calculations and payments for FYE 2024 which were carried out during the FYE 2025 are in compliance with the Group Business Zakat Guideline; and
- Terengganu Inc is still in the stage of its transition to become a fully-fledged Shariah-compliant business.

On that note, we, the members of the SC of Terengganu Inc, do hereby confirm, to the best of our knowledge and based on the information communicated to us, the operations of Terengganu Inc for the year ended 31st December 2025 have been conducted in conformity with the applicable Shariah rules and principles.

We testify only to what we know. We could not guard against the unforeseen! (Surah Yusuf:81)

SHARIAH COMMITTEE MEMBERS:



PROFESSOR DR. ABDUL KARIM BIN ALI

Chairman,
Shariah Committee

Date: 01.03.2026



PROFESSOR DATIN DR. RUSNI BINTI HASSAN

Member,
Shariah Committee

Date: 01.03.2026



USTAZ AHMAD TIRMIZI BIN TAHA

Member,
Shariah Committee

Date: 01.03.2026

SEGMENTAL OPERATIONS REVIEW

“

Across diverse sectors, our operational excellence drives long-term growth and innovation for a more sustainable and resilient future for Terengganu.

”

SEGMENTAL OPERATIONS REVIEW

Throughout 2025, TIG continued to deliver long-term value in alignment with its Strategic Business Plan and Budget. Performance across key clusters remained resilient, driven by stable returns from core investments, the robust performance of our subsidiaries, and heightened operational oversight at the Group level.

Building on this foundation, we are actively broadening our portfolio through high-growth renewable energy initiatives, such as the Hybrid Hydro Floating Solar (HHFS) Project and carbon credit business. These ventures, coupled with accelerated digital transformation and strengthened sustainability governance, are pivotal in reinforcing the Group's long-term revenue sustainability and ensuring enduring resilience for the Group and its stakeholders.



PLANTATION

BUSINESS LANDSCAPE

According to the Malaysian Palm Oil Board (MPOB), the Malaysian palm oil industry reached a decade-high production milestone in 2025, with Crude Palm Oil (CPO) production hitting 20.28 million tonnes, underpinned by higher production, sustained price levels and resilient export earnings.

The record-high CPO production represented a 4.9% increase from 19.34 million tonnes in 2024, supported by stronger yields and improved oil extraction rates (OER). The improved labour situation in the oil palm plantation sector also significantly contributed to a 6.4% rise in fresh fruit bunch (FFB) yield of oil palm estates to 17.77 tonnes per hectare as against 16.70 tonnes per hectare achieved in the preceding year.

Despite softer export volumes to traditional markets, revenue remained resilient at RM112.4 billion, supported by firm CPO prices averaging RM4,292 per tonne compared to RM4,179.50 per tonne in 2024.



HIGHLIGHTS & ACHIEVEMENTS

TDM BERHAD & LADANG RAKYAT TRENGGANU SDN BHD

For the financial year 2025, the Group's plantation subsidiaries – TDM Berhad and Ladang Rakyat Trengganu Sdn Bhd delivered a robust operational performance. Total FFB production reached 475,076 metric tonnes (MT), representing a notable increase from the 442,016 MT recorded in 2024.

This upward trajectory was reflected by our processing output, as CPO production rose to 151,155 MT (FY2024: 133,483 MT) and Palm Kernel (PK) production saw a significant surge to 34,928 MT (FY2024: 29,842 MT).

Our total planted area remained stable at 42,154 hectares, with a healthy 83% of the estate reaching maturity.

The average CPO price appreciated by 3.7% to RM4,295 per tonne compared to RM4,142 per tonne in 2024. Furthermore, PK prices experienced a substantial 26.5% increase, reaching RM3,496 per tonne (FY2024: RM2,764). This sharp rise was primarily driven by global supply constraints and a strengthening in lauric oil prices, significantly enhancing the Group's revenue streams for the year.

FUTURE ORIENTATION

The Malaysian plantation sector is expected to remain broadly stable in 2026, supported by steady global demand for palm oil across food and biofuel applications. However, the sector is navigating a more complex operating environment, characterised by fluctuating CPO prices and elevated input costs.

Ongoing geopolitical tensions have contributed to higher energy prices and persistent disruptions in the global fertiliser supply chain, placing additional pressure on cost structures. When coupled with structural challenges—such as ageing tree profiles and the necessity for accelerated replanting programmes—these factors continue to weigh on industry margins.

In response, the focus for Terengganu Inc's plantation subsidiaries, TDM Berhad and Ladang Rakyat Trengganu Sdn Bhd, remains centred on operational excellence. Priority is being placed on yield optimisation, maintaining strict replanting timelines, and rigorous cost discipline. By strengthening productivity and ensuring full sustainability compliance, our Plantation cluster aims to secure resilient and sustainable performance despite the increasingly uncertain global environment.



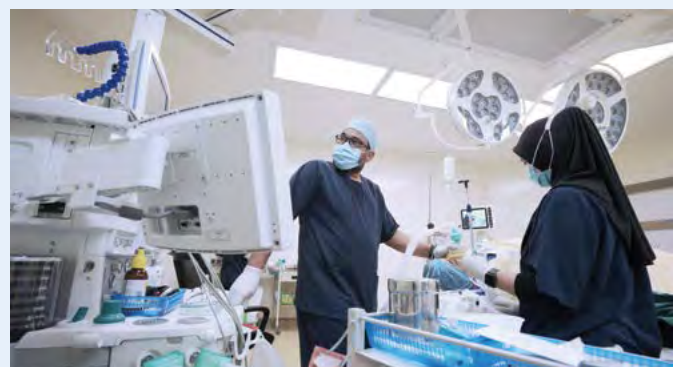
HEALTHCARE

BUSINESS LANDSCAPE

The demand for healthcare services in Malaysia is on a steady upward trajectory, underpinned by an ageing domestic population and the rising prevalence of Non-Communicable Diseases (NCDs) such as diabetes and cardiovascular conditions. This domestic demand is further amplified by Malaysia's strengthening position as a premier regional hub for medical tourism. By offering high-quality yet affordable care, the country continues to see a significant increase in international patients, particularly from neighbouring markets like Indonesia and China.

These converging trends present significant growth potential for Terengganu Inc's healthcare arm, KMI. To capitalise on this, KMI is aggressively pursuing an expansion strategy through both brownfield acquisitions and greenfield developments to increase bed capacity and service reach.

Beyond physical expansion, KMI is embracing the shift towards digital health and value-based care. By leveraging data analytics to personalise treatment plans and enhance cost-efficiency, we are moving towards a model that prioritises superior patient outcomes over traditional volume-based delivery. This digital integration not only optimises healthcare accessibility but also ensures KMI remains competitive and resilient in an evolving medical landscape.



HIGHLIGHTS & ACHIEVEMENTS

KMI HEALTHCARE

Operational Resilience and Strategic Evolution

In 2025, KMI Healthcare demonstrated commendable resilience and strategic agility in navigating an evolving healthcare landscape. While inpatient volumes saw a marginal decline of 1.7% (25,838 compared to 26,279 in 2024), this was robustly offset by an 8.7% surge in outpatient visits, which reached 190,097. This shift underscores our successful focus on strengthening ambulatory care and outpatient services to meet changing patient preferences.

Operational efficiency remained a core priority throughout the year. Although the occupancy rate moderated to 57%, this was a direct result of our strategic expansion to 333 beds and a reduction in the Average Length of Stay (ALOS) to 2.70 days. Crucially, the average revenue per inpatient grew by 4.8% to RM10,900, reflecting a successful pivot towards higher-acuity cases and the delivery of high-value clinical care.

Advancing Technology and Future-Ready Care

Beyond operational metrics, KMI is actively aligning with Malaysia's digital health transformation. By integrating AI-driven diagnostics, predictive analytics, and exploring robotic-assisted care, we are enhancing clinical precision and patient safety. These technological investments are not merely upgrades; they are strategic pillars designed to improve outcomes and broaden access to quality care, positioning KMI as a competitive leader in technology-enabled delivery.

Navigating Industry Shifts through Value-Based Healthcare

As the industry moves towards Value-Based Healthcare (VBHC) and Diagnosis-Related Group (DRG) payment models, KMI is proactively refining its procurement and implementation strategies. We are reassessing our approach to acquiring cutting-edge medical equipment and AI tools through strategic partnerships with both public and private entities. By prioritising these AI-driven strategies, we are not only mitigating the risks of medical inflation but also establishing KMI as a key partner in national healthcare reform, ensuring long-term sustainability for all stakeholders.

FUTURE ORIENTATION

Moving forward, KMI Healthcare will integrate AI-driven diagnostics for faster diagnoses, reducing waiting times, and improving patient outcomes. Predictive analytics forecasts patient trends and outbreaks and enables proactive measures. Business Intelligence tools provide real-time reporting and data analytics, and enhance decision-making, hospital performance, and operational efficiency.

Alongside that, we aim to emphasise personalised care plans tailored to individual needs and preferences. By shifting to value-based care models, the focus is on patient satisfaction and outcomes, ensuring care delivery is effective and compassionate.

To maintain high care standards, KMI Healthcare invests in ongoing training for healthcare professionals to improve skills and stay current with technology and medical practices.

KMI Healthcare is in the process of establishing a strategic blueprint to effectively implement the Branding Roadmap Strategy. This strategy encompasses various initiatives aimed at boosting brand visibility, improving brand perception, solidifying brand positioning, and increasing brand value.



OIL & GAS

BUSINESS LANDSCAPE

The 2025 landscape for Malaysia's oil and gas sector is defined by a strategic pivot towards value-driven growth and carbon management. In 2025, the industry operated under a 'Value over Volume' framework, where PETRONAS maintained a disciplined production target of 2 million barrels of oil equivalent per day while accelerating the National Energy Transition Roadmap (NETR). This period saw a normalisation of upstream activities following the 2024 peak, with a distinct shift towards 'low-carbon barrels' and the maturation of Carbon Capture and Storage (CCS) infrastructure. For Terengganu Inc, this environment solidified the importance of regional hubs like the Kemaman Supply Base, which served as a critical nerve centre for optimised East Coast logistics and the growing demand for green-tech service models within the OGSE sector.



HIGHLIGHTS & ACHIEVEMENTS

EPIC OIL AND GAS SDN BHD (EOGSB), A SUBSIDIARY OF EPIC BERHAD

i) Securing Long-Term Growth:

Major Contract Wins for EPIC OG Sdn Bhd (EOGSB)

EOGSB wins PM-MCM Contracts: EPIC Berhad, through its subsidiary, EOGSB, has secured a five-year contract from PETRONAS Carigali Sdn Bhd (PETRONAS Carigali), a wholly-owned subsidiary of PETRONAS. The contract covers the provision of Pan Malaysia Maintenance, Commissioning, and Modification (MCM) and Hook-Up and Commissioning (HUC) services for Package A2 - (Peninsular Malaysia Asset (PMA) - Gas).

This achievement establishes EOGSB as a trusted service provider, reinforcing its role in supporting PETRONAS Carigali's asset reliability and operational efficiency across Peninsular Malaysia to meet both current and future energy demands. The contract is set to run for five years until September 2029, with an option for a three-year extension, followed by a subsequent two-year term, positioning EOGSB for continued growth and long-term collaboration within the national oil and gas sector.

EOGSB has a proven track record of successfully managing large-scale, complex oil and gas maintenance projects. The company previously bagged the Pan

Malaysia Maintenance, Construction, and Modification (PM-MCM) contract for Package B2 from ExxonMobil Exploration and Production Malaysia Inc (EMEPMI). Valued at RM500 million, this six-year contract—comprising five years with a one-year extension—commenced on 17 July 2018 and concluded on 31 December 2024.

In addition to this major contract, EOGSB has recently been appointed as a panel contractor for PETRONAS' Downstream Operating Units under the Provision of Panel Contractors for Construction and Modifications Works (CMW). This three-year contract, with potential extensions of one year and another year thereafter, covers the East Coast, West Coast, and Southern regions of Malaysia. The appointment further demonstrates the company's capabilities to efficiently manage such high-value projects across multiple regional operations.

With these recent contract wins, EPIC Berhad is strategically primed to further solidify its presence within Malaysia's energy landscape and reinforce the nation's energy security.

ii) Strategic Acquisition of Rahar Niaga Sdn Bhd (RNSB)

Effective 1 January 2025, EPIC Berhad acquired a 70% stake in RNSB, a fuel supply service provider. RNSB, a trusted provider of fuel supply services, now operates under EPIC Group, managing fuel bunkering operations at two locations, namely the West Wharf of Kemaman Port and the Kuala Terengganu Support Base (KTSB).

This strategic acquisition underscores the Group's commitment to expanding its business portfolio and unlocking new revenue-generating opportunities. It further cements EPIC Berhad's standing as one of the leading players in the oil and gas and maritime sectors, creating greater value for stakeholders and contributing to the socioeconomic development of Terengganu.

iii) Operational Milestone: 100,000 Crews on the Move

The Kuala Terengganu Support Base (KTSB), operated by EPIC Berhad's subsidiary, Pangkalan Bekalan Kemaman Sdn Bhd (PBKSB), reached a major operational landmark by achieving "100,000 Crews on the Move". This significant milestone highlights the KTSB team's dedicated commitment to providing high-quality offshore crew change services since the facility first opened on 1 January 2024.

This achievement not only reflects current service efficiency but also sets the stage for EPIC Berhad to further expand its capabilities and service excellence to meet the industry's evolving logistics demands.

iv) Strengthening Logistics with Fleet Expansion

To support seamless operations at the Kemaman Supply Base (KSB), Pangkalan Bekalan Kemaman Sdn Bhd (PBKSB), a subsidiary of EPIC Berhad, has recently expanded its capabilities with the addition of two new Tadano cranes, with lifting capacities of 50MT and 30MT. This investment further strengthens facilities and supports seamless operations at Kemaman Supply Base (KSB).

With this latest addition, PBKSB now operates a fleet of 29 cranes, supporting a broad spectrum of logistics activities by its subsidiary PBK Logistics Sdn Bhd (PBKLSB), ensuring greater efficiency and reliability in meeting customer needs.

This investment also reflects the Group's continuous commitment to enhancing infrastructure, expanding operational capacity, and delivering exceptional value to customers and partners.

v) Modernisation of Centralised Food Services (CFS) Office

EPIC Berhad had also officially opened its newly refurbished Centralised Food Services (CFS) Office at Phase Two of the Kemaman Supply Base. Managed by Pangkalan Bekalan Kemaman Sdn Bhd (PBKSB), a subsidiary of EPIC Berhad, the upgraded facility now features modern infrastructure and improved amenities, offering a one-stop hub that enhances operational efficiency while ensuring food safety and hygiene standards are consistently upheld.

The ceremony was officiated by Group Chief Executive Officer Dr. Ts. Haji Muhtar Suhaili. Also present were Group Chief Financial Officer Encik Wan Mohd Azilah Wan Abdullah, Supply Base and Support Base General Manager Tuan Haji Syed Abdullah Syed Omar as well as representatives from companies utilising the CFS services.

This facility upgrade underscores the Group's commitment to providing a conducive and efficient operational environment that supports seamless daily operations, drives productivity, and delivers higher-quality services to clients and business partners.

FUTURE ORIENTATION

The outlook for EPIC Berhad in 2026 is characterised by aggressive regional expansion, large-scale infrastructure projects, and a focus on high-value energy services. Following a successful 2024–2025 period, the Group is transitioning from a regional player into a more dominant national and international entity.

Port Expansion & Logistics (Kemaman Port Expansion Plan)

Capacity Growth: The Group is actively driving the expansion of Pelabuhan Kemaman through its subsidiary KPKSB. By 2026, the port is expected to see a gradual increase in capacity—aiming to scale from 4 million MT per year towards a 2030 target of 30 million MT.

ECRL Connectivity: A critical driver for 2026 is the integration of the East Coast Rail Link (ECRL) spur line into the port. This will transform Kemaman into a major multimodal logistics hub, linking port cargo directly to the national rail network and opening new trade routes for the East Coast.

Land Reclamation: Ongoing 56-acre land reclamation projects at Kemaman Port will reach critical phases in 2026, providing the necessary space for new warehouses and industrial lease areas.

Energy Transition & Sustainability: In alignment with the National Energy Transition Roadmap (NETR), EPIC is shifting towards low-carbon solutions. This includes exploring Green Ship Recycling and digitalising port operations to enhance “green” logistics efficiency.

Regional and International Expansion

Indonesia Working Visits: As of early 2026, EPIC Berhad has initiated high-level strategic engagements in Indonesia (e.g., PT Prima Energi Indonesia) to explore upstream collaborations and knowledge exchange.

Türkiye & Global Partnerships: Following exploratory visits in 2025, 2026 is expected to be a year for formalising international joint ventures, particularly in ship recycling and dismantling—a new niche the Group is pursuing to diversify its maritime portfolio.



ENERGY & NATURAL RESOURCES

BUSINESS LANDSCAPE

Timber & Wood Industry

The timber industry remains a foundational pillar of the Malaysian economy, operating within the strategic framework of the National Agri-commodity Policy 2021–2030. Building on a resilient 2024—which saw exports climb 5% to approximately US\$5.01 billion—the sector maintained a robust trade surplus throughout 2025. This steady momentum is fuelled by a strategic recovery in global demand, further reinforced by Malaysia's established reputation as a reliable provider of high-quality, wood-based solutions.

This economic strength is increasingly anchored by a global shift toward environmental stewardship, where sustainability has evolved from a voluntary trend into a strict market mandate. Access to high-value markets, including the United States, Japan, and China, is now intrinsically linked to stringent certifications and end-to-end traceability. By aligning with international standards such as MTCS and PEFC, the Malaysian timber industry has successfully positioned its offerings as “responsibly sourced.” This transition not only allows the Group to capture higher margins but also serves as a critical buffer against the complexities of global deforestation regulations.

Supporting this transition are the pivotal synergies between government agencies and industry bodies, most notably the partnership between MATRADE and the Malaysian Timber Council (MTC). In 2025, these collaborations were instrumental in generating over RM177 million in potential export value by amplifying the global presence of Malaysian wood-based furniture and building materials. Such initiatives are vital for diversifying our export footprint, ensuring the industry remains resilient by reducing dependency on any single market.

Looking ahead, the long-term outlook remains bullish as the global timber and wood products market is projected to reach US\$1.25 trillion by 2030, sustained by a 4.7% CAGR. This trajectory is underpinned by a global surge in housing and infrastructure development. For Malaysia, and specifically the Group, this presents a significant opportunity to scale downstream activities—moving beyond raw timber into high-engineered wood products and sustainable materials that meet the “Net Zero” ambitions of global developers.



Glass

The global glass manufacturing market has entered a period of steady expansion, with a valuation estimated between US\$185 billion and US\$196 billion for the 2025–2026 period. This growth, sustained by a CAGR of 5.9%, is increasingly driven by the rising demand for energy-efficient products, including smart glass and insulated units. As global architectural and automotive sectors prioritise thermal efficiency and carbon reduction, glass has transitioned from a basic building material into a high-performance component of sustainable infrastructure.

Mirroring these global trends, Malaysia’s flat glass and construction glass sector continues to grow at a CAGR of approximately 4.2%. This domestic momentum is underpinned by a robust pipeline of national infrastructure projects and a heightened focus on renewable energy. As building regulations evolve to favour energy-efficient designs, the demand for specialised glass products that reduce heat gain and energy consumption has created a high-value niche for local manufacturers, moving the industry away from standard commodity-grade glass.

However, the trade landscape for Malaysian glass in 2025 is also characterised by shifting regulatory dynamics in key international markets. Notably, the proposed five-year extension of anti-dumping duties on Malaysian glass exports to India has redefined the competitive environment. Such trade barriers require local players to strategically reassess their pricing models and market reach. For the Group, this highlights the critical importance of market diversification and the need to focus on high-margin, specialised glass products that are less sensitive to standard anti-dumping measures.

Looking forward, the convergence of technological innovation and green building mandates positions the glass industry as a vital contributor to the circular economy. By leveraging the global shift toward “energy-efficient smart” materials, the Malaysian glass sector is well-positioned to weather regional trade challenges and capture long-term value within the broader construction and renewable energy supply chains.

Water Management Industry

In 2025, Malaysia’s water management industry is undergoing a major transformation driven by a RM25 billion investment to overhaul infrastructure, focusing on sustainability, reduced non-revenue water (NRW), and climate resilience.

Driven by the nationwide implementation of the Tariff Setting Mechanism (TSM), this regulation has enabled a more cost-reflective pricing model, allowing operators like Syarikat Air Terengganu (SATU) to narrow the gap between operational costs and revenue. This newfound fiscal headroom is being strategically reinvested into capital-intensive projects, primarily focused on the aggressive reduction of

Non-Revenue Water (NRW) through pipe replacement programmes and the integration of Smart Water Management technologies. By adopting IoT-enabled sensors and AI-driven pressure management, the industry is moving away from reactive maintenance toward a predictive, data-centric model that ensures long-term supply security.

HIGHLIGHTS & ACHIEVEMENTS

GOLDEN PHAROS BERHAD

Harvesting & Sawmilling

The Harvesting & Sawmilling segment was the Group's primary contributor in FY2025, accounting for the majority of revenue and profitability. Segmental revenue increased to RM53.76 million (FY2024: RM39.30 million) while segmental PBT rose to RM5.00 million from a LBT of RM12.04 million previously, marking a turnaround in performance. At the same time, revenue was largely derived from the sale of logging rights (RM24.73 million), which formed a significant portion of segmental income and required lower operating input than direct harvesting.

Operationally, harvesting activity was affected by technical delays in logging licence approvals and seasonal monsoon conditions, which disrupted schedules and limited log extraction. Only two licences were active against four budgeted. However, log production increased slightly to 12,505 hoppus tonnes (hpt) (FY2024: 11,997 hpt) but fell short of the budgeted target. The marginal increase in log availability led to a slight rise in sawmilling output, which increased to 5,688 tonnes (FY2024: 5,589 tonnes).

In response to such upstream challenges, the Group optimised its approach via the sale of logging rights to third-party contractors, reducing exposure to weather disruptions, labour constraints and licence approval timing. Segmental performance reflects our successful pivot to a lower risk operating model that monetises concession assets while minimising exposure to weather, labour and regulatory timing risks.

Manufacturing

The Manufacturing segment recorded lower revenue and remained loss-making in FY2025. Segmental revenue declined by 6.6% to RM17.62 million (FY2024: RM18.87 million) while LBT reduced to RM1.34 million compared with RM7.32 million previously. Reduced log inflow from upstream operations constrained raw material availability, thereby restricting wood-based activities.

Product mix challenges also weighed on margins. Wood-based products saw softer offtake while the glass segment encountered price competition from lower-cost imported aluminium and glass products, particularly from China. Production trends reflected these conditions.

Glass output declined to 315,837 square metres (FY2024: 351,158 square metres) while veneer production rose to 566 cubic metres (FY2024: 415 cubic metres) following selective adjustments. Certain wood-based lines were not in operation following the review of underperforming activities. Losses narrowed YoY due to tighter cost control and the absence of prior-year impairment charges. The Group is reassessing its Manufacturing portfolio, with selected activities scaled back or suspended to limit losses and preserve cash.

SYARIKAT AIR TERENGGANU SDN BHD (SATU)

Water Tariff Adjustment

The adjustment of water tariffs by Syarikat Air Terengganu (SATU), effective August 1, 2025, represents a significant milestone in the Group's efforts to align utility operations with the actual cost of service delivery. Following approval from the National Water Services Commission (SPAN), domestic users saw a rate adjustment of 8 sen per cubic metre for the first 20 cubic metres, with a revised minimum monthly charge of RM6.60. This tariff revision—the second such adjustment in recent years following the February 2024 review—is a critical component of our strategy to ensure the long-term sustainability of Terengganu's water infrastructure. The additional revenue is being strictly channelled into capital expenditure (CAPEX) for infrastructure upgrades, including the replacement of ageing pipe networks and the modernisation of water treatment plants to combat Non-Revenue Water (NRW) losses.

Despite the move toward cost-recovery, the Group remains committed to its social mandate through targeted subsidies. We have successfully maintained the 20 cubic metres of free water monthly for over 13,715 accounts of B40 households, while also increasing the annual subsidy for registered mosques and suraus from RM2.5 million to RM3.0 million. For our industrial and commercial stakeholders, the revised rates were benchmarked to remain highly competitive compared to neighbouring states, ensuring that Terengganu remains an attractive destination for investment. This balanced approach to tariff adjustment not only strengthens SATU's financial position but also provides the necessary liquidity to fund climate-resilient water security projects and digital transformation initiatives throughout FY2026.

Adoption of ISO

The attainment of ISO 9001:2015 and ISO/IEC 27001:2022 certifications by Syarikat Air Terengganu Sdn Bhd (SATU) serves as a significant validation of the Group's commitment to international standards in operational excellence and digital resilience. By securing the ISO 9001:2015 Quality Management System certification, SATU ensures a disciplined, world-class framework across its core utility operations, fostering a culture of continuous improvement and consistent service delivery.

A Milestone in Infrastructure Security: Syarikat Air Terengganu's 2025 CGSO Recognition

In 2025, Syarikat Air Terengganu Sdn. Bhd. (SATU) achieved a significant milestone in operational safety and security when four of its water treatment plants were recognised with star ratings by the Chief Government Security Office (CGSO) of Malaysia. Notably, the Bukit Sah Water Treatment Plant in Kemaman and Bukit Bunga Water Treatment Plant in Besut received a five-star rating—the highest distinction—marking SATU's first-ever achievement of this level since its establishment in 1999. Meanwhile, the Sungai Tong (Setiu), Kepong, Losong (Kuala Terengganu) and Hulu Terengganu plants were each awarded four-star ratings.

This recognition reflects SATU's consistent implementation of stringent safety procedures and adherence to national security standards, strengthening governance across information, infrastructure, and operational security. The achievement enhances public confidence in the company's professionalism and reinforces the reliability of its water supply services. It also underscores SATU's role in safeguarding critical national infrastructure, with six of its treatment plants designated as "Sasaran Penting." The milestone was highlighted during SATU's HSSE Week 2025, themed "Safe Steps, Green Future," reaffirming the company's ongoing commitment to safety, health, security, and environmental excellence.

Complementing this, the transition to the latest ISO/IEC 27001:2022 Information Security Management System standard highlights a proactive approach to cybersecurity, establishing a rigorous defence for sensitive data and critical infrastructure in an increasingly digital landscape. For investors, these milestones collectively enhance SATU's corporate governance profile, reducing risk exposure while positioning the Group as a modernised and reliable utility leader capable of supporting long-term regional growth.

FUTURE ORIENTATION

GOLDEN PHAROS BERHAD

In upstream operations, the Group plans to continue with the sale of logging rights in FY2026. The approach reduces direct exposure to extraction risk, weather disruption and licence timing issues while providing a more stable income base. For the timber business, the outlook is mixed. Domestic demand linked to construction provides some support while stronger emphasis on certified hardwoods and compliance-driven exports may create opportunities in markets such as the EU, the UK, India and the Middle East. At the same time, higher cost pressures, trade volatility and competition in lower-value segments are likely to keep conditions demanding.

Downstream wood-based manufacturing will be managed cautiously and sustained through externally sourced materials. This position follows the Group's reassessment of business viability after raw material shortages, glue formation issues and ageing machinery affected performance in FY2025.

The Glass Manufacturing segment is expected to provide more immediate opportunities, linked to construction activity and project flows. Our Glass Manufacturing operations will focus on higher-value supply contracts, including potential participation in infrastructure and development projects in Terengganu. Performance will depend on the ability to compete against lower-cost imports and secure contracts with acceptable margins.

Looking beyond traditional revenue streams, we continue to develop carbon and environmental value streams as a complementary revenue source. Together with biochar and green farming projects, these initiatives will position us to capture future upside once monetisation frameworks mature.

For FY2026, the financial performance of the Group is expected to be supported by a more focused operating model and planned capital allocation.

SYARIKAT AIR TERENGGANU SDN BHD

Looking toward 2026, Syarikat Air Terengganu (SATU) is transitioning into a technology-driven utility leader, centered on operational resilience and the integration of sustainable practices. A cornerstone of our future strategy is the aggressive mitigation of Non-Revenue Water (NRW) through the systematic modernisation of aging infrastructure and the deployment of Smart Metering and SCADA systems. These digital enhancements are designed to optimise distribution efficiency, ensure 24/7 water quality monitoring, and provide a seamless, data-driven experience for our consumers via the MySATU digital ecosystem. By digitising our core service delivery, we aim to reduce operational overheads while significantly improving billing accuracy and customer responsiveness.

In alignment with the state's broader green energy ambitions, SATU is also positioning itself as a vital partner in Terengganu's renewable energy transition. By exploring the synergy between water assets and floating solar initiatives, we aim to decarbonise our energy-intensive treatment processes and stabilise long-term operational costs. This shift toward a sustainable operating model—combined with climate-resilient water security planning—ensures that SATU remains a stable and contributing pillar of the Group's portfolio. For FY2026, our focus remains on capital discipline and infrastructure readiness, ensuring we are well-equipped to support the state's escalating industrial and domestic water demands while delivering consistent value to our stakeholders.



INFRASTRUCTURE, CONSTRUCTION & ENGINEERING

BUSINESS LANDSCAPE

The Malaysian construction sector enters 2025 with significant momentum, solidifying its role as a primary engine of national economic growth. Building on a remarkable 20.2% increase in construction work value during 2024, the industry is projected to maintain a strong growth trajectory of 6.1% to 12% in 2025. This expansion is underpinned by a revitalised pipeline of public infrastructure, a rebound in private sector confidence, and a deliberate shift towards high-value, sustainable developments.

1. Infrastructure as a National Catalyst

Public sector investment remains the industry's backbone, with "mega-projects" serving as long-term economic multipliers. The progression of the MRT3 Circle Line, the Pan Borneo Highway, and critical flood mitigation initiatives represents more than just physical connectivity; these projects address urgent climate adaptation needs and urban mobility, ensuring that national infrastructure is resilient to the environmental challenges of the coming decade.

2. Digital Transformation and Industry 4.0

Guided by the 12th Malaysia Plan and the Construction 4.0 Strategic Plan, the industry is undergoing a digital evolution. The adoption of Building Information Modelling (BIM), prefabrication, and Industrialised Building Systems (IBS) is no longer elective but essential for operational efficiency. By prioritising digitalisation and productivity, Malaysia is aligning its domestic construction capabilities with global best practices, facilitating the delivery of complex projects with greater precision and reduced waste.



3. The Shift Towards Green Building and ESG

Sustainability has moved to the forefront of the building agenda. Driven by ESG frameworks and green building certifications, developers are increasingly focused on the lifecycle impact of their structures. This focus on "Green Construction" allows industry players to access sustainable financing and meet the growing demand from eco-conscious investors and tenants, particularly in high-growth hubs such as Greater Kuala Lumpur, Johor Bahru, and Penang.

4. Navigating Structural Challenges

Despite the bullish outlook, the sector must navigate persistent headwinds, including volatile material costs, skilled labour shortages, and increasingly stringent environmental compliance requirements. The industry's success in 2025 depends on the effective utilisation of government upskilling programmes and investment incentives to mitigate these risks.

HIGHLIGHTS & ACHIEVEMENTS

TI PROPERTIES SDN BHD

Strategic Management Renewal – Kuala Terengganu Drawbridge (KTDB)

A major milestone was achieved through the formal signing of the Operation and Management Agreement for the KTDB between Terengganu Inc and the State Government. Under this agreement, we have been entrusted to lead the KTDB into its next chapter as operator for a further five years, through to 31 May 2029, a strong vote of confidence in our track record and our vision for this landmark.

This renewal represents more than a service extension; it marks a strategic pivot toward sustainable, long-term operations. Notably, the KTDB has been recognised as the first in the world to operate almost entirely on solar energy, with 98% of its power generated through on-site solar infrastructure (producing up to 470 megawatt-hours annually). This initiative, which earned international recognition from The International Tracking Standard Foundation, aligns with the Group's 2026 goal of reducing carbon exposure while maintaining a high-performing tourism asset that attracted over 595,000 visitors in its most recent operational phase.

Safety Initiatives & Asset Longevity

In late 2025, TI Properties reinforced its commitment to operational excellence and long-term asset preservation through significant facility upgrades at the KTDB. A key highlight of the year was the successful implementation of the 3.5-Metre Height Restriction Barrier, a strategic safety control measure designed to regulate heavy vehicle access.

The barrier, engineered to a load capacity of up to 5 tonnes, was installed specifically to restrict access for heavy vehicles such as trailers, lorries, and large tour buses. This measure plays a vital role in mitigating the risk of structural damage and overloading stress, thereby safeguarding the structural integrity and extending the operational lifespan of this iconic landmark.

Enforced in alignment with Section 86(3) of the Road Transport Act 1987, the restriction ensures a safer environment for passenger vehicles and pedestrians. To ensure a smooth transition for road users, TI Properties deployed advanced notification systems including LED screen alerts at the bridge and strategic signage along approach roads to redirect heavy vehicle traffic toward alternative routes such as the Sultan Mahmud and Manir bridges.

Strategic Partnerships & Tourism Ecosystem Enhancement

Throughout 2025, TI Properties continued to strengthen the positioning of the KTDB as Southeast Asia's premier drawbridge and a dynamic lifestyle destination. By forging targeted collaborations with government agencies, industry partners, and local communities, the Company accelerated visitor traffic, stimulated regional economic activity, and enhanced the overall visitor experience.

Market Presence & Brand Visibility

Complementing its strategic partnerships, TI Properties actively expanded its market presence through participation in high-profile exhibitions, tourism promotions and national sporting events. These initiatives successfully broadened the Company's market reach and reinforced its role as one of key driver of Terengganu's tourism economy.

GPQ SDN BHD

Key Projects Update

Jambatan Marang (Marang Bridge)

The Marang Bridge project continues to demonstrate exemplary operational discipline, maintaining a trajectory precisely aligned with its delivery timeline. As of the latest assessment, actual progress stands at 62.99%, slightly ahead of the scheduled 62.98%. This positive variance reflects the Group's commitment to high-precision project management. By staying on track, the project remains well-positioned to meet its completion targets, serving as a critical infrastructure link to ease regional traffic congestion and support local economic mobility.

The strategic importance of this project was highlighted by high-profile site visits in 2025. On 22 June 2025, the Yang di-Pertuan Muda of Terengganu conducted an inspection, signaling strong stakeholder confidence in the project's role in enhancing regional connectivity. This was followed by a visit from the Minister of Works Malaysia on 14 July 2025 to review the implementation of advanced construction technologies. Once completed, the bridge will serve as a vital economic catalyst, improving accessibility for local communities and easing regional traffic congestion.

Quran Village (Phase 1)

The Quran Village (Phase 1) development is currently experiencing a minor divergence from its execution timeline, with actual progress at 32.48% against a scheduled target of 41.35%. This variance of -8.87% is primarily attributed to initial site technicalities and adjustments in specialised architectural requirements. To bridge this gap, the Group has intensified site supervision and streamlined procurement processes. These recovery measures aim to accelerate work in the coming quarters, ensuring the project regains momentum while upholding the high craftsmanship standards required for this landmark cultural site.

Kuala Nerus Coastal Erosion Control Project

As the lead contractor for the Kuala Nerus Coastal Erosion Control Project, GPQ continues to play a vital role in safeguarding Terengganu's coastline against environmental degradation. On 24 May 2025, senior officials from the Ministry of Energy Transition and Water Transformation (PETRA) conducted a site visit to review the project's implementation.

GPQ's scope of work involves high-impact components, including beach nourishment and the construction of breakwaters. These measures are engineered to mitigate coastal erosion while ensuring long-term environmental sustainability. The ministerial visit underscores the strategic importance of this project in protecting local communities and preserving the state's natural assets through resilient infrastructure and specialised marine engineering.

FUTURE ORIENTATION

OUTLOOK 2026: TI PROPERTIES SDN BHD

As we move into 2026, our priority is clear: strengthen our market position by diversifying with intent across four strategic sectors; Tourism, Energy Management Services (EMS), Facility Engineering Management Services (FEMS) and Quarry operations.

This multi-dimensional approach is designed to drive revenue growth while ensuring long-term operational sustainability. The company projects a robust financial performance with a targeted revenue of RM39.28 million and a Profit After Tax (PAT) of RM21.57 million. This forecast is anchored by the strategic monetisation of land within the Kerteh Terengganu Industrial Park (KTIP), favourable market conditions, and the continued recovery of the tourism industry. Additionally, the quarry segment is expected to see renewed momentum, benefiting from steady material demand and regional infrastructure development.

The Group's outlook remains cautiously optimistic, predicated on moderate inflation, stable regulatory frameworks, and a growing market interest in sustainable, engineered facility solutions. While these factors provide a strong foundation for performance, TI Properties is committed to managing potential risks such as cost fluctuations and intensifying competition through a rigorous focus on strategic planning and operational efficiency. By prioritising high-margin services like EMS and FEMS alongside its core property and tourism assets, the company is well-positioned to enhance shareholder value and maintain a resilient business model throughout 2026.

TI Properties aims to deliver sustainable financial growth through a diversified portfolio spanning tourism, Energy Management Services (EMS), Facility Engineering Management Services (FEMS) and quarry operations. Supported by strategic land monetisation initiatives and continued tourism recovery, the Group remains focused on strengthening long-term resilience while creating sustainable shareholder value.

OUTLOOK 2026: GPQ SDN BHD

For 2026, GPQ Sdn Bhd has budgeted a revenue of 12% decrease compared to the 2025 budget. The Group's revenue stream remains heavily driven by its Projects division (70%), followed by Property Development (18%), with Quarry Operations and Premix Production each contributing 6%. The estimated Net Profit After Tax (NPAT) is projected a conservative target compared to the RM3.38 million budgeted for 2025. This adjustment reflects a strategic transition period as major projects reach maturity and the company recalibrates its cost structures.

To achieve these targets, GPQ is prioritising a multi-pronged operational strategy focused on growth and efficiency. Key efforts include securing new high-value projects to replenish the order book and maintaining rigorous monitoring of site progress to prevent delays. In the property sector, the company aims to accelerate new housing developments and intensify sales activities for existing units. Simultaneously, GPQ will focus on boosting the output and sales of its industrial segments—quarry products and premix—while enforcing strict financial management to optimise margins and ensure long-term fiscal resilience.



HOSPITALITY

BUSINESS LANDSCAPE

2025 witnessed a significant surge in traveller confidence toward Terengganu, with the state recording 2.45 million arrivals in the First Quarter (Q1) 2025 alone—a notable increase from the 2.03 million arrivals in Q1 2024. This momentum puts the state on a clear trajectory to achieve its annual target of 9 million tourists.

A primary driver of this positive sentiment is Terengganu's reputation as a centre of social well-being. Terengganu was officially recognised as the happiest state in Malaysia based on the 2024 Malaysia Happiness Index (MHI) report released by the Department of Statistics Malaysia (DOSM). The state achieved the highest national score of 8.64, reflecting a high quality of life and social harmony. This recognition provides a unique competitive advantage to our hospitality operations; the innate friendliness and hospitality of the local community—the "Happiness Factor"—directly enhances our service delivery and reinforces Terengganu's image as a safe, welcoming, and world-class destination.

Furthermore, under Budget 2025, the state government intensified efforts to upgrade facilities at premier destinations, such as Redang Island and key mainland jetties. This generated a positive "spillover" effect for city-based properties; both Primula and Permai solidified their positions as essential transit hubs and urban retreats for island-bound travellers and business visitors alike.



Aside from our Hotels operation, the Group's UK food and beverage arm, Chicken Cottage, is navigating a parallel growth story within a post-inflationary recovery phase. While consumer confidence in the UK is gradually returning, spending habits have been permanently altered toward efficiency and quality assurance. Delivery and takeaway have transitioned from a luxury to a lifestyle staple, with the 2025 UK QSR (Quick Service Restaurant) sector now dominated by "Omnichannel" ordering—where mobile apps, kiosks, and third-party delivery services account for over 60% of total transactions. In short, the QSR market is no longer just about who is the cheapest; it is about who is the smartest. By combining its "Halal-heritage" roots with high-tech operations and a stabilised supply chain, Chicken Cottage is transitioning from a traditional player into a sophisticated market leader poised for its next 100-store milestone.

HIGHLIGHTS & ACHIEVEMENTS

PRIMULA BEACH HOTEL

Operational Resilience and Yield Growth

In FY2025, Primula demonstrated resilient growth across all core hospitality metrics, signaling a robust recovery and effective execution of our commercial strategies. Our commitment to enhancing the guest experience reflected in a 3.2% increase in the Room Occupancy Rate, rising to 64% from 62% in the previous year. This volume growth was complemented by a disciplined pricing strategy, which saw the Average Room Rate (ARR) improve from RM202 to RM208. Consequently, the Revenue Per Available Room (RevPAR)—a critical barometer of our asset's health—ascended to RM132, representing a solid 4.8% year-on-year growth.

Our Food & Enhancement: Refurbishment of Garden Wing

To maintain a competitive edge in the hospitality sector and elevate the guest experience, the Group has embarked on a comprehensive refurbishment of the Garden Wing at Primula Beach Hotel, Kuala Terengganu. This strategic initiative, aimed at driving higher Average Room Rates (ARR) and increasing occupancy levels, involves the extensive renovation of 74 guest rooms and associated facilities, representing a total investment of RM7.05 million.

The 60-week project officially commenced on 22 December 2024, with a scheduled completion date of 14 February 2026. As of the current reporting period, actual site progress stands at 54% against a planned schedule of 98%. While the project is currently navigating a variance in scheduling, the Group is working closely with project management teams and contractors to intensify site activities and streamline workflows. This intervention is designed to expedite the remaining works and ensure the delivery of a modernised Garden Wing that aligns with contemporary luxury standards and reinforces the hotel's premier market positioning.

Sales & Marketing Initiatives

In 2025, Primula's marketing strategy evolved to focus on high-yield partnerships and high-impact community engagement, strengthening our brand as a sustainable and socially responsible hospitality leader.

This year, Primula's marketing strategy centred on elevating the guest value proposition through a refreshed F&B identity and targeted seasonal campaigns. A cornerstone of this initiative was the revitalisation of Bayu Restaurant as a destination for regional culinary excellence.

By leveraging the "Monthly ASEAN Food Ala Carte" series, the hotel successfully drove footfall and increased the Average Check (which reached RM34) by showcasing high-quality, authentic regional flavours.

Another key pillar of our 2025 growth strategy was the formalisation of collaborative partnerships with premier wedding planners, initiated from early January 2025. By specifically targeting the high-demand Malay wedding market, we leveraged local expertise to enhance our service delivery and market reach.

This strategic focus has yielded exceptional results, securing a confirmed revenue of RM1.08 million for the year. This achievement underscores our success in positioning Primula as a preferred destination for high-value social events, providing a robust and predictable revenue base that complements our corporate and leisure segments.

Aside from that, Primula continues to integrate sustainability with community wellness through its flagship events. On 24 May 2025, the hotel hosted the Beach Run Primula Eco Green 2.0 under the theme "Run for a Greener Tomorrow", an initiative designed to promote environmental awareness while driving brand engagement.

The event successfully attracted 196 participants, serving as a vital touchpoint for community interaction and local tourism promotion.

PERMAI HOTEL KUALA TERENGGANU

In FY2025, Permai Hotel maintained a trajectory of steady growth, with the Room Occupancy Rate saw a positive uptick to 47.77% (FY2024: 46.52%), supported by a disciplined improvement in the Average Room Rate (ARR), which rose to RM140.63 from RM135.29. This dual growth in volume and pricing drove the Revenue Per Available Room (RevPAR) to RM67.19, a 6.8% increase compared to RM62.93 in the previous year. A key driver of this stability was our ongoing strategic collaboration with PERKESO, with rooms occupied by the agency increasing to 23.08% (FY2024: 21.83%). This partnership remains a vital pillar of our base revenue, providing consistent occupancy throughout the fiscal year.

Permai Hotel's Food & Beverage segment achieved exceptional results in 2025, characterised by a massive surge in volume. The total Number of Covers reached an impressive 299,097, representing a remarkable 23.5% growth over the 242,092 covers recorded in 2024. This significant increase in patronage was accompanied by a steady rise in the Average Check to RM18.73 (FY2024: RM18.19). These figures highlight Permai's successful strategy in capturing the high-volume casual dining and local event market, effectively positioning our F&B outlets as preferred community hubs that drive consistent footfall and non-room revenue.

The Permai Hotel initiated an extensive upgrading programme focusing on the modernisation of our core inventory. This comprehensive project encompasses the renovation of 87 Superior Rooms in the North Wing and the refurbishment of corridor areas, including new carpeting for corridors and the South Wing suite rooms. To enhance operational efficiency and guest mobility, the project also includes the modernisation of lifts across Floors 1 to 4. Furthermore, significant upgrades are being made to Kenanga Hall 1 to bolster our competitiveness in the high-yield MICE and wedding segments. While the broader project continues, work on Kenanga 1 is currently in progress and is on schedule for a targeted completion by 31 January 2026.

Parallel to our room upgrades, we have invested in elevating our culinary infrastructure to meet the evolving expectations of modern travellers. This project involved the upgrading of the open kitchen at Cahaya Restaurant and the construction of a new coffee bar kiosk at the poolside area. These enhancements are designed to drive non-room revenue by creating interactive dining experiences and monetising outdoor leisure spaces. The project reached a major milestone on 13 August 2025, when it was officially completed and handed over to management. The open kitchen is currently in the final stages of equipment installation and is expected to commence full operations shortly, providing an immediate boost to our F&B capabilities.

CHICKEN COTTAGE UK

Aggressive Domestic & International Expansion

2025 marked a historic year for Chicken Cottage as the brand solidified its footprint across the United Kingdom and key international markets. Domestically, the Group successfully opened 14 new franchisees stores, including key locations such as Canary Wharf, Bookham Hylands, Luton and Tolworth. Notably, the brand expanded its reach into more remote and strategic territories with the soft launches of Oban and Drogheda in late 2024, which moved into full operations this year.

This momentum is set to continue with 13 new franchise agreements signed in 2025, covering high-potential areas like Manchester Spar, Whitechapel, and Watford Central. On the global stage, the brand achieved Master Franchise (MF) status in Saudi Arabia and the UAE, while strengthening its existing international presence with new openings in Kenya (3 stores) and Pakistan (1 store).

Commercial Synergy & Technological Innovation

To maintain its competitive edge in the QSR (Quick Service Restaurant) sector, Chicken Cottage achieved a fully rebranded estate, creating a unified and contemporary brand identity across all locations. This physical transformation was supported by two critical commercial partnerships:

- **Flipdish:** This partnership allowed the brand to integrate advanced in-store technology and AI-driven solutions, streamlining the guest experience and operational efficiency.
- **Adams/Bestway:** By collaborating with these market leaders in procurement and distribution, the Group has optimised its supply chain, ensuring cost-effective and consistent quality across the global network.

Industry Leadership & Social Responsibility

The Group's leadership took a prominent role in the industry discourse throughout 2025. The Global Chief Operating Officer (GCOO), Tom Howard, served as a keynote speaker at major industry events including Dished Live and the International Franchise Show. Furthermore, the brand's participation in the QSR Media Conference and a featured podcast with Flipdish reinforced Chicken Cottage's reputation as a thought leader in the UK and Ireland's QSR landscape.

Beyond commercial success, the brand deepened its commitment to social impact through a nationwide partnership with The Children's Society. This collaboration garnered significant brand visibility and allowed Chicken Cottage to leverage its scale to support vulnerable children across the country, aligning corporate growth with meaningful social value.

FUTURE ORIENTATION

To capitalise on the momentum gained in 2025, our hotels have identified four strategic pillars designed to future-proof its operations and maximise shareholder value. These priorities ensure that the property remains agile in a digital-first economy while staying true to its core identity of authentic Terengganu hospitality.

1. Digital Transformation

We are accelerating our investment in Smart Tourism capabilities to redefine the guest journey. By integrating digital touchpoints—from seamless check-in processes to AI-driven guest inquiries—we aim to enhance operational efficiency and provide a frictionless experience that meets the expectations of the modern, tech-savvy traveller.

2. Sustainability & ESG Integration

In alignment with global tourism trends, our hotels are committed to implementing eco-friendly practices. Our focus on reducing single-use plastics, optimising energy consumption, and sourcing local produce reflects our dedication to sustainable tourism. These initiatives not only lower operational overheads but also resonate with the increasing demographic of environmentally conscious guests.

3. Revenue Optimisation & Margin Protection

Our financial strategy remains focused on protecting margins through tactical yield management. By strengthening our direct booking channels, we aim to reduce our reliance on third-party intermediaries, thereby lowering commission costs. This is balanced by a disciplined review of our cost structures to ensure that revenue growth translates effectively into bottom-line profitability.

4. Market Positioning & Brand Visibility

As we approach Visit Malaysia 2026, both Primula and Permai will intensify its marketing efforts to raise global and domestic visibility. We aim to reinforce our reputation as a contemporary and authentic destination, leveraging Terengganu's cultural heritage to attract new market segments, including international leisure groups and digital nomads.

5. Scaling with Purpose: Chicken Cottage UK Expansion

2026 marks a year of "Scaling with Purpose," with plans to open 10 new UK stores and 7 globally. We continue supporting partner-driven growth in Kenya, Iraq, and Pakistan, while targeting one new Global Master Franchisee annually from 2026–2030 to diversify our global revenue base.



NON-CORE BUSINESSES

BUSINESS LANDSCAPE

Radio Industry 2025

Despite the rise of global music streaming giants, radio in Malaysia remains a remarkably resilient and influential medium. By 2025, the industry has evolved beyond traditional broadcasting into a broader “Audio Entertainment” ecosystem. Radio continues to reach more than 90% of the Malaysian population, maintaining its relevance through its hyper-local strengths—including real-time traffic updates, localised news, language familiarity, and strong cultural connection that global streaming platforms are unable to fully replicate. In today’s landscape, radio remains the “trusted companion,” especially for Malaysians during daily commuting hours.

At the same time, radio in 2025 is no longer purely “audio-only.” Radio stations have transformed into full-fledged content studios, with popular announcers becoming digital influencers who command substantial social media followings. In-studio video content, behind-the-scenes TikTok clips, podcast-style segments, and live-streamed sessions are now integrated into daily programming. As a result, advertising offerings have expanded beyond airtime alone, with stations now providing brands with cross-platform exposure that combines on-air promotion, social media engagement, digital content, and influencer-driven marketing in a single integrated package.



Printing Industry 2025

The printing industry in Malaysia is undergoing a significant transformation, characterised by rapid digital adoption, a pivot toward sustainable practices, and growth in high-value, customised solutions. Driven by Industry 4.0 standards, the market is shifting from traditional high-volume production toward high-value, on-demand printing where speed and precision are paramount.

This year, the “Green Printing” became a prerequisite for government and corporate tenders. There is a surging demand for FSC-certified substrates, vegetable-based inks, and circular production processes. SPYIT’s commitment to reducing production rejects and optimising machine utilisation aligns perfectly with this global shift toward waste reduction and energy efficiency.

HIGHLIGHTS & ACHIEVEMENTS

HUSA NETWORK SDN BHD (MANIS FM)

Operationally, Manis FM achieved a breakthrough in operational efficiency by significantly optimising its broadcast inventory. While the Available Commercial Airtime remained constant at 1,092 hours, the station saw a remarkable surge in Utilised Commercial Airtime, which climbed to 675 hours—a massive leap from the 112 hours recorded in FY2024. This reflects a successful strategic pivot toward aggressive airtime monetisation and increased advertiser confidence in Manis FM's reach and demographic influence.

In 2025, Husa Network intensified its efforts to strengthen its institutional footprint through high-impact strategic partnerships and targeted stakeholder engagement. By aligning with national and regional bodies, the Group has successfully positioned its media assets—most notably Manis FM—as a vital bridge between government initiatives and the community.

1. National Synergy with IKIM FM

We established a collaborative framework with IKIM FM to elevate the quality of Islamic broadcasting in Malaysia. This partnership focuses on content co-creation, aimed at enriching spiritual education and nurturing positive community values. This alignment allows us to tap into a wider “spiritual and educational” demographic, providing high-quality, value-driven content across our airwaves.

2. Regional Outreach: Strategic Alignment with KKDW Terengganu

A key pillar of our market presence in 2025 was the strengthening of ties with the Ministry of Rural and Regional Development (KKDW) Terengganu. Through a high-level strategic engagement with the newly appointed Director, Mr. Md Razi bin Md Lazim, Husa Network has been positioned as a primary media partner for government-led community programmes. This collaboration focuses on leveraging Manis FM's expansive platform to:

- **Amplify Rural Outreach:** Serving as the voice for rural development initiatives, ensuring critical information reaches the heart of the community.
- **Support State Initiatives:** Providing a robust media channel to support and broadcast state-level community development and socio-economic programmes.

SYARIKAT PERCETAKAN YAYASAN ISLAM TERENGGANU SDN BHD (SPYIT)

Core Printing Leadership and Segment Growth

In FY2025, SPYIT demonstrated remarkable resilience and growth across its diversified printing portfolio, driven by increased demand for high-quality commercial printing services. The Percetakan (General Printing) segment remained the primary revenue anchor, posting a robust turnover of RM4.51 million, a significant 20% increase from the RM3.76 million recorded in FY2024. This growth underscores SPYIT's strengthened market position and its ability to secure large-scale commercial contracts. Similarly, the Cetakan Inkjet segment maintained a steady upward trajectory, contributing RM310,000 (FY2024: RM289,000), reflecting a consistent demand for large-format and promotional materials.

Strategic Diversification and Seasonal Performance

The Group saw an exceptional performance in its Diary and Calendar segment, which nearly doubled its contribution to RM620,000 in FY2025, compared to RM345,000 in the previous year. This 79.7% surge highlights the success of our early-market penetration and enhanced design offerings for the corporate gifting season. While the Al-Quran publication segment saw a slight consolidation to RM540,000 (FY2024: RM640,000) due to cyclical procurement patterns, SPYIT remains committed to its role as a premier provider of religious publications, ensuring that this segment continues to provide a stable, value-aligned revenue stream for the Group.

FUTURE ORIENTATION

HUSA NETWORK SDN BHD (MANIS FM)

For FY2026, Husa Network Sdn Bhd (HNSB) will continue to be a leading media company in advancing the State Government's agenda through Manis FM radio programmes, with a strong focus on current issues, business news, education, tourism, sports, and entrepreneurship, all underpinned by Islamic values. Manis FM remains dedicated to delivering impactful public value and informative content that enriches lives while fostering a sense of local community, in alignment with the state's vision of "Terengganu Maju, Berkat, Sejahtera." HNSB is committed to producing meaningful radio programmes for the East Coast region that reflect the State Executive Council portfolios and the 10 Strategic Thrusts outlined in PITAS 2030.

In addition, HNSB plans to modernise its broadcast transmission infrastructure and digital media facilities to further enhance the quality of services and content delivery across multiple platforms. As a key contributor to Terengganu's digital ecosystem, HNSB continues to generate employment opportunities for local creative talents while providing SMEs with integrated digital marketing and media solutions that foster innovation and drive the transformation of Terengganu's digital economy.

SYARIKAT PERCETAKAN YAYASAN ISLAM TERENGGANU SDN BHD (SPYIT)

For the Financial Year 2026, SPYIT has set an ambitious yet realistic sales target of RM6 million, which represents a significant 20% increase compared to the company's five-year average performance. This growth trajectory is underpinned by three core strategic pillars. Firstly, we are aggressively expanding our customer base through deepened collaborations with government agencies, higher education institutions, and high-value private sector clients. Secondly, the Group is prioritising operational efficiency by modernising production processes and optimising machine utilisation to drive better throughput. Finally, we will continue to focus on product diversification, leveraging our success in the diary, calendar, and promotional item segments to offer high-margin, value-added services to our clientele.

FINANCIAL REVIEW

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FY2025 was a landmark year for the Group, achieving its strongest revenue to date.

”

GROUP FINANCIAL HIGHLIGHTS OF 2021-2025

	2021 Audited	2022 Audited	2023 Audited	2024 Audited	2025 Audited
INCOME STATEMENT (RM'000)					
Revenue	1,177,164	1,554,995	1,514,376	1,748,901	2,006,353
Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA)	122,822	238,129	231,367	289,728	350,226
Profit Before Tax (PBT)	77,691	75,598	26,022	81,660	176,407
Profit/(Loss) After Tax [PAT/(LAT)] - Continuing Operations	8,584	21,230	(5,824)	42,232	106,226
STATEMENT OF FINANCIAL POSITION (RM '000)					
Total Assets	2,919,750	3,744,279	3,758,425	3,845,357	3,890,685
Total Liabilities	1,650,883	2,112,898	2,153,473	2,157,336	2,133,485
Total Equity	1,268,867	1,631,381	1,604,952	1,688,021	1,757,200
Net Current Assets	270,637	159,832	194,518	235,925	301,865
Net Assets	1,268,867	1,631,381	1,604,952	1,688,021	1,757,200
Net Tangible Assets*	1,168,760	1,455,280	1,443,847	1,543,436	1,616,028
*Net Assets less Intangible Assets					
FINANCIAL INDICATORS (%)					
EBITDA Margin	10%	15%	15%	17%	17%
PBT Margin	7%	5%	2%	5%	9%
PAT/(LAT) - Continuing Operations Margin	1%	1%	-0.4%	2%	5%

REVENUE BY BUSINESS CLUSTERS

The Group surpassed the RM2.0 billion revenue milestone in FY2025, achieving revenue of RM2.01 billion, an increase of 15% from the previous financial year. The growth was supported by positive contributions across all business clusters, with Plantation, Oil & Gas, and Healthcare remaining the Group's core revenue drivers, collectively contributing approximately 78% of total revenue. Plantation continued to be the largest contributor, underpinned by strong operational performance and favourable market conditions.

Notably, Energy & Natural Resources and Infrastructure, Construction & Engineering recorded the strongest growth of 28% and 25%, respectively, reflecting increased business activities and steady project execution. The broad-based growth across the Group's diversified portfolio underscores the resilience of its business model and its continued commitment to delivering sustainable value and long-term growth.

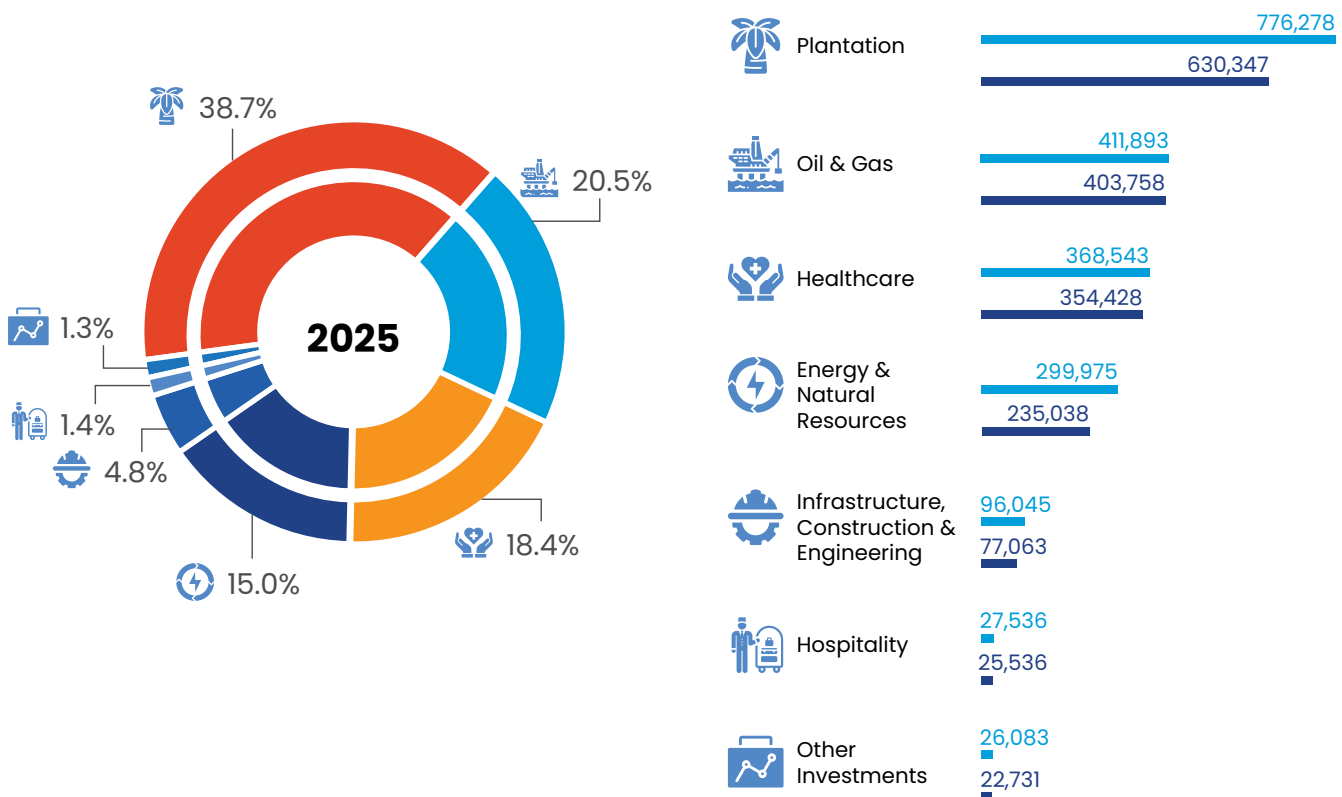
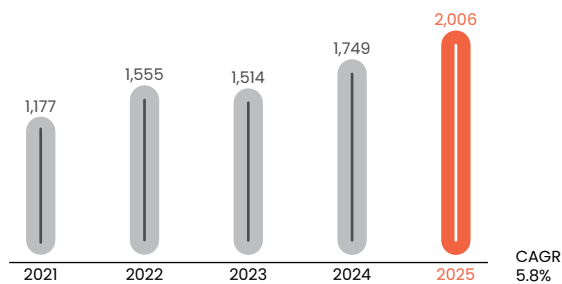


Figure in RM'000 ■ 2025 ■ 2024

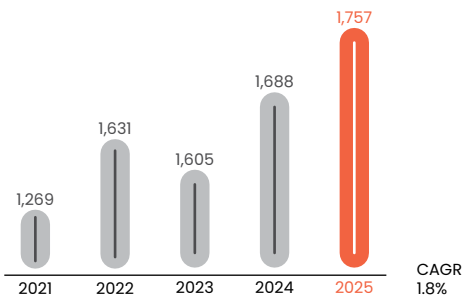
Note: Data is based on the previous cluster.

FIVE-YEAR GROUP FINANCIAL INDICATOR

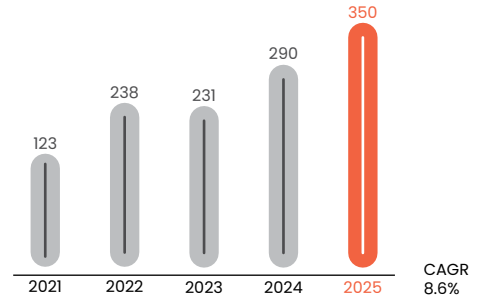
Revenue (RM million)



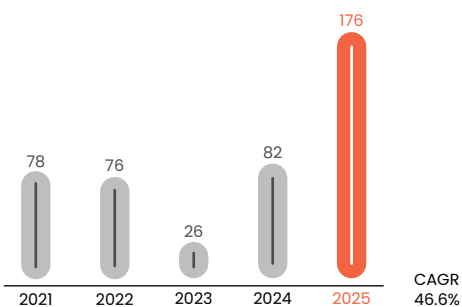
Net Assets Value (RM million)



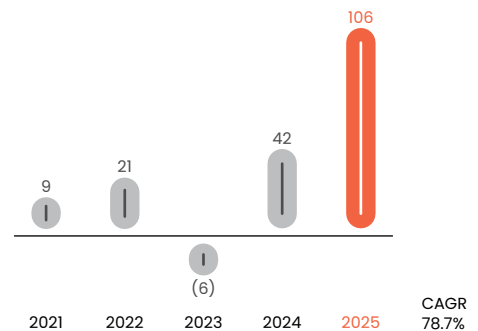
EBITDA (RM million)



PBT (RM million)



PAT/(LAT) - Continuing Operations (RM million)



OUR COMMITMENT TO ESG

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The destination is clear: a more resilient,
more responsible, and more sustainable
Terengganu Inc, built decision by decision.

”

OVERVIEW OF ESG

At Terengganu Inc, sustainability is integral to the way we invest, operate, and govern. Across the Group, we continue to integrate Environmental, Social and Governance (ESG) principles into our corporate strategy, investment decisions, operational activities, and governance framework, reflecting our role as responsible stewards of public trust.

FY2025 was a year of meaningful progress on this journey. Our renewable energy mix climbed to 37% of installed capacity by 31 December 2025, surpassing the 35% target we set for ourselves and continuing a steady upward trajectory from 24% in 2022, 29% in 2023, and 34% in 2024. This milestone keeps us firmly aligned with Malaysia's National Energy Transition Roadmap (NETR) and the country's broader decarbonisation ambitions.

Over the course of the year, we deepened ESG integration across multiple fronts: **scaling up renewable energy investments, sharpening operational efficiency, advancing carbon reduction, and continuing responsible land and forestry management.** We also broadened our community outreach and reinforced governance fundamentals in areas ranging from enterprise risk and anti-corruption to cybersecurity and Shariah oversight.

A defining step this year was the introduction of our Internal Sustainability Reporting Framework (ISRF), a Group-wide tool designed to bring greater consistency, transparency, and accountability to how each of our subsidiaries tracks and reports ESG performance.

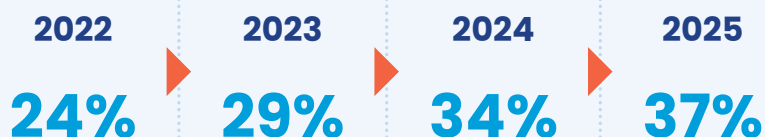
RENEWABLE ENERGY CAPACITY GROWTH



37%
INSTALLED
RENEWABLE ENERGY
CAPACITY MIX



**ABOVE 2025
TARGET OF
35%**



ENVIRONMENTAL OVERVIEW

Our environmental agenda is anchored in tangible action. Across the Group, we are deploying renewable energy, investing in low-carbon solutions, and managing our natural resources with the long view in mind.

By the close of FY2025, key environmental initiatives and sustainability performance indicators include:

- Development pipeline of approximately 800MW for utility-scale solar farm projects;
- Installation of approximately 3.08MW rooftop solar capacity across Group operations and facilities;
- Existing 6.0MW biogas plant capacity contributing towards renewable energy generation and methane emission reduction;
- Ongoing feasibility and exploration activities for approximately 50MW wind energy development in Terengganu; and
- Exploration of carbon credit monetisation opportunities through forest conservation and carbon sequestration initiatives under Dungun Timber Complex (DTC)-managed forest areas.

In FY2025 alone, our solar and biogas operations generated approximately 36,828 MWh of renewable energy, translating into an estimated 24,997 tCO₂e of avoided emissions. To put that in perspective, this is equivalent to the carbon sequestered by roughly 1.1 million trees.

These efforts also delivered tangible economic value. We recorded around RM288,000 in energy-related cost savings including Imbalance Cost Pass-Through (ICPT) and Renewable Energy Fund mechanisms, while green energy activities contributed approximately RM15.19 million in revenue during the financial year.

Beyond energy, we continued to uphold rigorous environmental standards through our certifications under Malaysian Sustainable Palm Oil (MSPO), Roundtable on Sustainable Palm Oil (RSPO), Forest Stewardship Council (FSC), and Programme for the Endorsement of Forest Certification (PEFC). These frameworks keep our plantation, forestry, biodiversity, and land use practices accountable to international benchmarks.



36,828 MWh
RENEWABLE ENERGY
GENERATED IN FY2025



24,997 tCO₂e
ESTIMATED
EMISSIONS AVOIDED



≈ 1.1 million trees
EQUIVALENT CARBON
SEQUESTRATION IMPACT



RM15.19 million
REVENUE FROM GREEN
ENERGY ACTIVITIES



RM288,000
ENERGY-RELATED
COST SAVINGS

GREEN ENERGY TRACKING FY2025



GREEN ENERGY GENERATION

36,828 MWh

i.e. Solar Farm & Solar Street Light EPIC, Biogas TDM & LRT, and Solar Rooftop PRIMULA & PESAKA
(**new:** Solar Rooftop SATU & EPIC)



GREEN ENERGY SAVINGS

RM288K

i.e. Solar Street Light EPIC, and Solar Rooftop PESAKA, PRIMULA & EPIC
(according to direct, ICPT and KWTBB savings)



GREEN ENERGY REVENUE GENERATION

RM15.19 mil

i.e. Solar Farm EPIC and Biogas TDM & LRT



CO₂ REDUCTION

24,997 tCO₂e

Equivalent to **1.1 mil trees**
Based on Green Energy Generation & Consumption

ESG TARGET

As of Q4/2025:

37%



2022

24%

2023

29%

Target

Annual **35%** of RE installed capacity mix by 2025

- ICPT: Imbalance Cost Pass-Through (charged for each kWh of electricity consumed)
- KWTBB: Kumpulan Wang Tenaga Boleh Baharu (fund collected by the Government through consumer's electricity consumption)

Looking ahead, ESG and sustainability oversight will continue to be embedded into the rhythm of how we plan, decide, and deliver. Not as a separate workstream, but as part of the discipline that defines who we are.

This is what 'Navigating Tomorrow with Purpose' looks like in practice, and we are only just getting started.

SOCIAL OVERVIEW

The 'Rakyat' is at the centre of everything we do, and our social agenda reflects that. In FY2025, we channelled approximately RM16.2 million into Corporate Social Responsibility (CSR) and community development, supporting education, youth, social welfare, disaster relief, and grassroots empowerment.

Among the year's key initiatives:

- Our partnership with MAIDAM under the TUNAS Scholar Programme, which supported 13 students through educational and talent development opportunities;
- Our collaboration with Yayasan Terengganu under the YT-TI Young Talent Scholarship Programme, providing targeted scholarship assistance to 20 students; and
- Continued community outreach across post-flood assistance, environmental awareness, and targeted aid for underserved communities.

Internally, we remain committed to the well-being of the people who make this Group what it is. Flexible working arrangements, employee engagement initiatives, and workplace welfare programmes continue to shape a healthy and supportive working culture, with safety overseen through our Occupational Safety and Health (OSHA) Committee.

We also continue to advance diversity and inclusion, with 14 female directors serving across the Group's entities as at FY2025. This marks a meaningful step in our ongoing journey towards balanced representation at the leadership table.



RM16.2 million
INVESTED IN CSR AND
COMMUNITY DEVELOPMENT



**33 Students
Supported**
THROUGH TUNAS SCHOLAR
& YT-TI SCHOLARSHIP
PROGRAMMES



**14 Female
Directors**
SERVING ACROSS THE
GROUP'S ENTITIES IN FY2025

GOVERNANCE OVERVIEW

Strong governance is the quiet engine behind everything else, and in FY2025, we continued to refine it. From ESG oversight and enterprise risk management to integrity, compliance, and cybersecurity, we sharpened the systems that keep us accountable and resilient.



Key governance initiatives implemented for the year include:

- Enhancements to the Group ESG Framework and governance structure across our subsidiaries and affiliates, raising the bar on accountability and reporting;
- Continued rollout of the Organisational Anti-Corruption Plan (OACP) in line with our integrity and anti-bribery commitments;
- Improved Key Risk Indicators (KRIs) and Risk Challenge Sessions to strengthen enterprise-wide risk monitoring;
- Ongoing enhancements to internal controls, integrity policies, and enterprise risk practices;
- A strengthened Shariah Governance Framework with more structured Shariah Committee oversight; and
- Expanded cybersecurity assessments and IT infrastructure upgrades to safeguard digital resilience across the Group.

CORPORATE GOVERNANCE OVERVIEW

BOARD LEADERSHIP & EFFECTIVENESS

Our Board of Directors (“Board”) comprises experienced and highly competent professionals, who collectively bring a broad range of skills, industry knowledge, and corporate experience to the boardroom. This diversity of perspectives supports robust deliberation and effective decision making in the best interests of the Company.



The Board provides effective stewardship and is responsible for setting the strategic direction of the Group, as well as overseeing the performance, sustainability, and long-term value creation of the Company. In discharging its responsibilities, the Board exercises oversight through a structured governance framework, supported by effective delegation, sound risk management and robust assurance mechanisms over financial reporting and internal controls.

In fulfilling its duties, the Board remains accountable to shareholders while recognising and balancing the legitimate interests of a broad range of stakeholders, including employees, customers, suppliers, regulators, the community, and other relevant parties. This accountability underpins the Board’s commitment to responsible, transparent, and sustainable governance practices across the Group.

At Terengganu Inc, each Director exercises independent judgment and discharges their fiduciary duties by acting in good faith, with due care, skill and diligence, and at all times in the best interest of the Company with reasonable care, skills, and diligence.

Consistent with this governance framework, the roles of the Chairman and the President and Group Chief Executive Officer are clearly separated to ensure an appropriate balance of authority, responsibility, and oversight. To preserve independence and objectivity in governance and decision making, the Chairman does not serve on any of the Board Committees.

Together with the Shariah Committee and Management, the Board upholds good corporate governance culture throughout the Group by promoting ethical leadership, integrity and prudent and professional behaviour in the conduct in all aspects of the Group’s business and operations.

Through these collective efforts, the Board continues to strengthen resilient and accountable governance structure that is aligned with the Group’s mission, core values, strategic priorities, and long term objectives.

COMMITMENT TO CONTINUOUS IMPROVEMENT IN ESG

We recognise that ESG and sustainability practices continue to evolve in response to changing stakeholder expectations, regulatory developments, climate-related risks, and shifting market dynamics. Against this backdrop, we remain committed to advancing our ESG governance, deepening our sustainability capabilities, enhancing our reporting practices, and reinforcing the operational resilience that underpins long-term sustainable growth.

To this end, we continue to refine our ESG frameworks, elevate internal sustainability governance, improve transparency and accountability, and embed data-driven practices that support informed decision-making and continuous performance improvement across the organisation.

Through sustained stakeholder engagement, cross-functional collaboration, and the integration of sustainability considerations throughout our operations, we remain dedicated to creating long-term value while contributing meaningfully to the socio-economic and environmental development aspirations of the State of Terengganu.

FUTURE ESG GOALS AND TARGETS

Looking ahead, our sustainability ambitions translate into clear, measurable priorities. We are focused on:

- Expanding our renewable energy capacity across solar, biogas, and prospective wind energy projects, including the 800MW utility-scale solar pipeline and the 50MW wind feasibility work in Terengganu;
- Deepening carbon reduction and low-carbon operating practices across Group assets;
- Improving energy efficiency and resource optimisation in our day-to-day operations;
- Driving Group-wide adoption of the Internal Sustainability Reporting Framework (ISRF) for sharper ESG monitoring and reporting;
- Enhancing sustainability data governance and how we measure ESG performance;
- Broadening our stakeholder engagement, community development, and education initiatives, including flagship programmes such as TUNAS Scholar and the YT-TI Young Talent Scholarship;
- Advancing diversity, inclusion, talent development, and workforce sustainability across the Group; and
- Reinforcing governance resilience through continuous improvement in enterprise risk management, integrity, compliance, cybersecurity, and internal controls.



We will continue to align our sustainability agenda with Malaysia's national aspirations, evolving ESG expectations, and the regulatory landscape that surrounds them.

INTERNAL SUSTAINABILITY REPORTING FRAMEWORK (ISRF)

ESG CATEGORIES & WEIGHTAGE

The ISRF evaluates sustainability performance under three main pillars:

	ENVIRONMENTAL	SOCIAL	GOVERNANCE
Weight	40%	30%	30%
Aligned Standards	GRI, ISO 14001	GRI, ISO 45001	GRI, SASB, MSCI ESG Ratings

Each pillar contains specific ESG factors that are weighted based on their impact.

SCORING THRESHOLD

ESG Performance Band:

ESG Score (%)	Rating Band	Interpretation	Management Action
≥80%	Excellent	Strong ESG maturity	Recognised as Group benchmark
70% – 79%	Good	Above minimum expectations	Continue incremental improvement
60% – 69%	Acceptable (Minimum Threshold)	Meets Group ESG baseline	Improvement encouraged
50% – 59%	Needs Improvement	Below Group expectation	Action plan required
<50%	Unsatisfactory	Material ESG gaps	Management intervention

Minimum Requirement

All subsidiaries are expected to achieve a minimum ESG score of ≥60%. Subsidiaries scoring below 60% must submit a corrective action plan to the Sustainability Team of Terengganu Inc.

SELECTION OF ESG FACTORS

The following outlines the definition of each ESG factor.



GHG Emission

This feature will assess the effectiveness of carbon emission reduction strategies implemented by Terengganu Inc., including initiatives such as carbon offsetting, energy efficiency improvements, and emission reduction targets. Performance will be measured based on reduction percentages compared to baseline levels.



Energy Management

This feature will assess the extent to which renewable energy sources are integrated into operations, including solar, wind, and biomass energy usage, including all other purchased credits (e.g., Green Energy Tariff). A higher score indicates a greater proportion of renewable energy in total energy consumption.



Waste Management

This feature will assess the effectiveness of waste reduction, recycling, and disposal practices. Higher scores are awarded for achieving high recycling rates, implementing zero-waste initiatives, and minimising landfill dependency.



Biodiversity

This feature will assess the impact of business activities on local biodiversity and ecosystems, including conservation efforts, habitat protection, and sustainable land use.



Employee Well-being & Benefits

This feature will assess workplace policies that promote employee health, job satisfaction, and work-life balance, including healthcare benefits, mental health support, and professional development opportunities.



Community Engagement

This feature will assess corporate social responsibility (CSR) initiatives, including community investments, partnerships, and social impact programmes.



Health & Safety

This feature will assess workplace health and safety measures, compliance with safety standards, and implementation of risk mitigation strategies.



Ethical Business Practices

This feature will assess adherence to ethical business conduct, including anti-corruption policies, whistleblower protections, and compliance with fair trade principles



Board Diversity & Leadership

This feature will assess the composition of the board, including diversity of gender, expertise, and independence of directors.



Regulatory Compliance

This feature will assess adherence to legal and regulatory requirements, including environmental regulations and corporate governance standards.

FY2025 marked a defining moment in how we manage ESG across the organisation. We introduced the Internal Sustainability Reporting Framework (ISRF) as a deliberate step to institutionalise ESG reporting and bring greater discipline to sustainability governance across the Group.

The ISRF gives us a single, structured approach to ESG performance monitoring across all our subsidiaries, business units, and operating entities. It standardises how we collect data, how we report it, and how we hold ourselves accountable for what the numbers show.

The framework was designed to deliver:

- Consistent, reliable ESG reporting across every subsidiary;
- Clear sustainability data governance and traceability;
- Robust internal ESG performance monitoring and accountability;
- Aligned sustainability disclosures across the Group; and
- Sharper management visibility over the metrics and targets that matter most.

In doing so, the ISRF strengthens our long-term capacity to manage ESG performance with the rigour and consistency that sustainable growth demands.

INTEGRATION OF ESG INTO BUSINESS PROCESSES, DECISION-MAKING, AND CORPORATE CULTURE

ESG is not a separate workstream at Terengganu Inc. It runs through our strategic planning, our investment decisions, our operational management, our risk assessments, and our governance, shaping the way we think about every choice we make.

At the strategic level, ESG considerations sit inside our project feasibility studies, investment evaluations, operational plans, and portfolio decisions. This is especially true for renewable energy developments, infrastructure investments, industrial expansion, forestry management, and community-facing initiatives.

On the operational side, sustainability shows up in concrete ways: in how we optimise resources, manage energy, run safe workplaces, look after the environment, and engage with the communities around our operations. ESG risks and opportunities are also part of our enterprise risk conversations and management reporting wherever they matter.

Culture is where it all comes together. Across the Group, we continue to nurture integrity, accountability, sustainability awareness, and responsible business conduct through internal governance, leadership engagement, compliance initiatives, and shared sustainability work that cut across our subsidiaries.

The arrival of ISRF gives this integration even more structure, helping us turn data into insight, and insight into the everyday decisions that build a more sustainable Terengganu Inc.

This is the work behind the words. And we are committed to doing it, day in and day out, for the people, the State, and the future we serve.



SUSTAINABILITY INITIATIVES

ENVIRONMENTAL



800MW

Development of multiple new solar farms



3.08MW

Rooftop solar installed across the Group



6.0MW

Biogas Plant Capacity



50MW

Exploration of wind energy in Terengganu



CARBON CREDIT

Exploration of carbon credit issuance via forested area (DTC)



MSPO & RSPO

Certification in palm oil plantation



FSC & PEFC

Certification in forestry

SOCIAL



RM16.2MIL

TIG CSR amount as at 31 Dec 2025



13 STUDENTS

Collaboration with MAIDAM for the 'TUNAS Scholar' programme



20 STUDENTS

Collaboration with Yayasan Terengganu for the 'YT-TI Young Talent Scholarship Programme'



OSHA

Enforcement by Safety and Health Committee



WORK CULTURE

Work-life balance and flexible working arrangement



14 FEMALE

Number of female directors across the Group

GOVERNANCE



ESG

Establishment of ESG Framework and TIG ESG Affiliates



CDP

Corporate Directors' Programme



OACP

Implementation of Organisational Anti-Corruption Plan (OACP)



KRI

Key Risk Indicators and Risk Challenge Session



COMPLIANCE

Integrity Policies, Internal Control Framework and Enterprise Risk Management



SHARIAH

Establishment of Shariah Governance Framework and Shariah Committee



IT

Cybersecurity Assessment & IT Infra



THE ROAD AHEAD OF US

HEADING TOWARDS THE NEXT SUSTAINABLE ADVENTURE

As we advance confidently into 2026, our journey towards sustainable excellence continues to gain momentum, driven by purposeful strategies, transformative investments, and an unwavering commitment to creating long-term value for the state and its people.

2025 marks a defining chapter in our story. Building on the solid foundations established in prior years, Terengganu Inc is channelling its focus and resources into bold, high-impact ventures that will shape Terengganu's economic landscape for decades to come. Our performance-driven culture, strengthened by seasoned professionals and a cohort of dynamic talent, continues to underpin our growth, productivity and profitability, positioning the Group at the forefront of Terengganu's development agenda.

Central to our strategic growth agenda are two key initiatives that reinforce its long-term commitment to sustainable development and value creation. The 595 MWac Hybrid Hydro Floating Solar (HHFS) Project



at Tasik Kenyir, anticipated to be the largest floating solar development in Southeast Asia, reflects the Group's strategic commitment to supporting Malaysia's renewable energy transition and advancing low-carbon development initiatives. Beyond strengthening the Group's sustainable investment portfolio, the project is expected to generate positive socioeconomic impact through economic growth, local capacity development and community participation.

Concurrently, the proposed operationalisation for Pulau Poh represents the Group's strategic initiative to strengthen Terengganu's tourism and hospitality landscape. The operationalisation is envisioned to enhance the state's tourism offerings while contributing towards broader economic opportunities through increased tourism activities, employment generation and local business participation.

As we move forward, our core mission remains unchanged, to champion the sustainable development of Terengganu and to empower its *Rakyat* with a future that is prosperous, inclusive and enduring. With these strategic pillars firmly in place, Terengganu Inc is poised to write its most inspiring chapter yet.

WAY FORWARD PLAN

From 2026 onwards, we are committed to a decisive acceleration of our portfolio diversification, pivoting towards high-growth sectors that define the future economy. These initiatives are deeply anchored in the National Energy Transition Roadmap (NETR), ensuring that our commercial growth remains sustainable and aligned with national climate imperatives.

CHAMPIONING THE ENERGY TRANSITION

We have formalised our entry into the Renewable Energy (RE) sector, with a primary focus on large-scale and floating solar technologies. A key strategic move involves the repurposing of underutilised land assets—particularly within the TDM-YT plantation—into productive solar farms. This transition represents a shift from traditional agri-commodity cycles towards a recurring, sustainable revenue model in the renewable energy sector.



OPTIMISING OIL & GAS OPPORTUNITY

Parallel to our green energy expansion, we continue to extract maximum value from our core sectors through strategic entries into Oil & Gas (O&G) Upstream segments. Our approach focuses on the development of marginal fields and late-life asset management through high-level partnerships with established operators. By deploying modern, high-efficiency extraction technologies, we ensure energy security while optimising the life cycle of Terengganu's hydrocarbon resources.

STRENGTHENING CAPACITY EXPANSION

Within our healthcare division, capacity expansion at KMI Healthcare is being aggressively pursued through a few dedicated partnerships aimed at accelerating our bed capacity expansion. These partners bring specialised expertise in hospital planning and infrastructure development, ensuring that our new bed facilities are not only built to international standards but are also optimised for patient safety and clinical flow. This move is a direct response to the increasing demand for high-acuity care and positions KMI Healthcare to better serve the regional population.





Terengganu Incorporated Sdn Bhd
200601005493 (725242-P)

Wisma TI, Chendering,
21080 Kuala Terengganu,
Terengganu, Malaysia

Tel: 09-617 7771
Fax: 09-617 7772
Email: info@terengganu-inc.com