



PBAHB

PBA Holdings Bhd
200001012513 (515119-U)

Memenuhi segala keperluan bekalan air anda

Meeting all your water supply needs



An Award-Winning Year

PBA Holdings Bhd **2025** Annual Report



AN AWARD-WINNING YEAR

In 2025 and early 2026, PBAPP and PBAHB received the following 12 awards and recognitions from independent third parties:

	Dates	Accolades	Received from
1.	8.7.2025	"AAA/Stable" Rating for a RM5.0 billion Islamic Medium-term Notes (IMTN) Programme	RAM Rating Services Berhad
2.	8.7.2025	"Gold Sustainable Finance Rating" for Sustainable Finance Framework	RAM Sustainability Sdn Bhd
3.	5.8.2025	The Edge Centurion Award 2025*: "Highest Growth in Profit After Tax (PAT) over 3 years"	The Edge Media Group
4.	5.8.2025	The Edge Centurion Award 2025*: "Highest Returns to Shareholders over 3 years"	The Edge Media Group
5.	14.10.2025	"Malaysia Water Award for Management 2025" for exceptional leadership in water supply management	Malaysian Water Association (MWA)
6.	15.10.2025	"Malaysia International Water Convention 2025 (MIWC 2025) Gold Award" in the circular economy and water reuse category	MIWC 2025
7.	5.11.2025	"Best Dam Maintenance" Award: Teluk Bahang Dam	3rd International Conference on Dam Safety Management and Engineering 2025 (ICDSME 2025)
8.	12.11.2025	"ESG Select List: 3-Star Recognition" for environmental, social and governance initiatives	United Nations Global Compact Network Malaysia & Brunei (UNGCMYB)
9.	12.1.2026	Recognition under BURSA Malaysia Quality 50 Index for profitability, capital structure and earnings quality	Bursa Malaysia
10.	29.1.2026	"Forward Faster Sustainability CEO Award" for Dato' Ir. Pathmanathan K.	UNGCMYB
11.	11.2.2026	RAM Blueprint Award 2025 for the successful RAM-rated issuance a RM5 billion issuance of a IMTN Programme with an initial rating of AAA-Stable	RAM Rating Services Berhad
12.	11.2.2026	RAM Blueprint Award 2025 for a Sustainable Finance Rating of Gold	RAM Rating Services Berhad

* Telecommunications, media & utilities category for public-listed companies with a market capitalisation below RM1 billion.

We are grateful for these validations and endorsements of the various water supply engineering, finance and ESG initiatives undertaken in 2025.

These initiatives include:

- Sustaining good water supply services in a water-stressed state during an El Niño year and avoiding water crises;
- The RM2.1 billion Water Contingency Plan 2030 (WCP 2030) to ensure continuous water supply sufficiency in Penang until Year 2030;
- The first multi-billion ringgit IMTN (sukuk) programme and sustainable finance framework by a Penang government-linked company (Penang GLC) to raise funds for projects that will further upgrade water supply services;
- The first "Zero Waste Water Recycling Project" in Malaysia to continuously harvest "supernatant water" as an additional raw water resource and recycle water treatment plant residue as a material for manufacturing cement bricks;
- Generation of 200,000 kWh of solar power per month at the Bukit Dumbar Reservoir and Pumping Station Complex;
- Leading the way in dam safety management protocols and procedures in Malaysia;
- Sustaining a strong financial performance, recording consistent operational profits and rewarding shareholders accordingly; and
- Pushing forward ESG programmes in the water supply industry that emphasise on environment-friendliness, social responsibility and operational transparency.





TABLE OF CONTENTS

04	Holistic Water Supply Management & Key Corporate Objectives
05	Vision, Mission, Commitment & Core Values
07	Quality Policy
08	Occupational Safety & Health Policy
09	Environmental Policy
10	Risk Management Policy
11	Whistleblower Policy
13	Information Security Policy
14 - 23	Chairman's Message
24 - 35	CEO's Message
36	CEO's Profile
37	Penang State Water Supply Infrastructure
38 - 39	Corporate Information
40	Corporate Structure
41	PBAPP Organisation Structure
42	Financial Highlights
43	Financial Calendar 2025
44 - 56	PBAHB Directors' Profile
57 - 84	Press Statements
85 - 100	Corporate Calendar 2025
101	Water Saving Tips
102 - 110	Awards & Certifications
111 - 116	PBAPP Board of Directors
117 - 119	PBAHB C Suites And Division Heads
120	PBAPP Key Management Team
121	Penang State Water Supply Statistics 2025
123	Water Treatment Process
124 - 135	Sustainability Statement 2025
137 - 148	Management Discussion & Analysis
149 - 167	Corporate Governance Overview Statement
168 - 173	Statement on Risk Management and Internal Control
174 - 179	Audit and Risk Management Committee Report
180	Statement of Directors' Responsibility in Relation to the Financial Statements
181 - 183	Additional Compliance Information
184 - 244	Financial Statements
245 - 249	Independent Auditors' Report
250 - 252	Analysis of Shareholdings
253 - 254	Top 10 Properties of the Group
255 - 262	Notice of Annual General Meeting
263	Statement Accompanying Notice of Annual General Meeting
264 - 266	Administrative Guide
267	Form of Proxy

HOLISTIC WATER SUPPLY MANAGEMENT

PBA Holdings Bhd.'s (PBAHB or the Company) principal subsidiary is Perbadanan Bekalan Air Pulau Pinang Sdn. Bhd. (PBAPP), the licensed water operator that serves the State of Penang in Malaysia.

With a land area totalling only 1,158 sq. km, Penang is a state with unlimited potential but very limited raw water resources.

Our primary business is to sustain continuous good water supply in Penang. With population growth and increasing socio-economic development, we have to employ holistic water supply management strategies.

As such, we manage both water demand and supply in a water-stressed state.

KEY CORPORATE OBJECTIVES

- Uninterrupted water supply
- Customer satisfaction
- Skilled, competent and motivated workforce
- Effective teamwork
- Timely and orderly development of water resources
- Productive utilisation of financial and other resources
- Continuous improvement in all fields
- Compliance with all relevant legislations
- Effective relations with government agencies and industrial organisations

VISION

Meeting all your water supply needs.

MISSION

Perbadanan Bekalan Air Pulau Pinang Sdn. Bhd. (PBAPP) will be the leading organisation in water supply.

COMMITMENT

We will be environmentally sensitive, responsible, proactive, professional, innovative and committed to excellence and sustainable development.

We will be responsible for the development of water supply and delivering the best possible service by being customer-oriented.

CORE VALUES

Accountability

Communication

Teamwork

Integrity

On-Going Learning

New Ways of Improvement



WATER FOR ALL

PBAPP works to supply clean and potable tap water to all domestic and non-domestic water consumers in Penang, on a 24/7/365 basis.

However, Penang is a water-stressed state with a limited land area (1,158 km²) and limited water catchment areas (62.9 km² of precious hillside forests).

For now, we only have one primary raw water resource (Sungai Muda), and we share it with Kedah.

Climate change has affected seasonal rainfall in dam water catchment areas.

Everyone who lives and works in Penang needs water every day.

Please make it a point to use water at home and at work wisely, so that we have enough for all.

Please support our target of lowering per capita domestic consumption in Penang to 250 litres/capita/day (LCD) or less in 2026.



QUALITY POLICY

In line with its corporate objectives, Perbadanan Bekalan Air Pulau Pinang Sdn. Bhd. (PBAPP) is fully committed towards continual improvement as it strives to provide high quality services and products that will satisfy customers and other interested parties.

Accordingly, PBAPP will:

- Regularly review its business operations by carrying out appropriate business risk assessment for setting measurable Quality Objectives, which comply with good corporate governance and corporate social responsibilities, emphasis on measurable key performance and results;
- Comply with all related legislative and legal standards, requirements and laws set by the Malaysian Government;
- Continually improve and update its Quality Management System which is based on ISO 9001:2015 standard;
- Sustain a corporate culture driven by continual improvement by promoting and encouraging innovation, teamwork, diligence and creativity, as well as a proactive approach to water supply services;
- Provide the best possible training opportunities to encourage its employees to continuously upgrade their competency levels, knowledge and skills;
- Uphold its reputation as a model water supply organisation in Malaysia; and
- Ensure that all its personnel are fully committed towards promoting and implementing this quality management policy in all aspects of its operations and services.

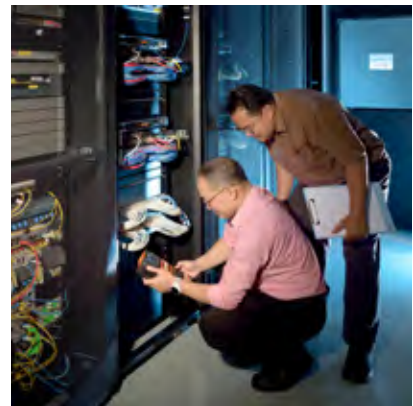


OCCUPATIONAL SAFETY & HEALTH POLICY

In line with its Corporate Objectives, Perbadanan Bekalan Air Pulau Pinang Sdn. Bhd. (PBAPP) is fully committed towards protecting, sustaining and supporting the safety & health aspect; which include the prevention of injury and ill health of its workforce.

Accordingly, PBAPP will :

- Regularly review its business operations by carrying out appropriate assessment for setting measurable Occupational Safety & Health (OSH) Objectives, which comply with good corporate governance and corporate social responsibilities, emphasis on measurable key performance and results;
- Ensure that all its business activities are conducted without compromising the safety and health of its employees, contractors, suppliers, customers and visitors;
- Promote safe and healthy work practices in all its offices, complex and installations by identifying the hazards, assessing the risks and implementing control measures;
- Eliminate hazards, prevent, reduce and avoid OSH risks, as far as possible, any workplace mishap by practicing proper procedures, implementing control and monitoring mechanisms, and conducting audits and reviews of the OSH Management System;
- Comply with all legislative, laws, legal and other requirements related to occupational safety and health;
- Constantly promote and implement the OSH Policy in all aspects of its operations and services through consultation and participation with management and employees; and
- Continually improve and update its OSH Management System and its performance which is based on ISO 45001:2018 standard.



ENVIRONMENTAL POLICY

In line with its corporate objectives, Perbadanan Bekalan Air Pulau Pinang Sdn. Bhd. (PBAPP) is fully committed towards protecting, preserving and conserving the environment while striving to meet all of Penang's water supply needs.

Accordingly, PBAPP will:

- Regularly review its business operations by carrying out appropriate assessment for setting measurable Environmental Objectives, which comply with good corporate governance and corporate social responsibilities, emphasis on measurable key performance and results;
- Strive to conduct its operations in a manner that is in harmony with nature;
- Reduce and/or control wastage of natural water resources and consumption of energy and chemicals;
- Prevent and avoid, as far as possible, any form of pollution by practising proper procedures, implementing control and monitoring mechanisms, and conducting audit practices and reviews;
- Comply with all related obligatory requirements, environmental legislative and legal standards, requirements and laws set by the Malaysian Government;
- Ensure that all its personnel are fully committed towards promoting and implementing this environmental management policy in all aspects of its operations and services; and
- Continually improve, update and expand its Environmental Management System which is based on ISO 14001:2015 standard.



RISK MANAGEMENT POLICY

Risk management supports PBA Holdings Bhd. (“PBAHB”)’s endeavour to achieve its mission of meeting Penang’s water supply needs.

Risk management is an integral part of corporate governance. The Board shall be reasonably assured that adverse impacts arising from a risk event on the company’s objectives are mitigated and managed.

Management shall be responsible to promote a risk culture, where employees are aware of the risks and opportunities faced by the organisation.

Decision making will be enhanced by learning lessons from past activities, and adopting a pragmatic approach. This is done to manage emerging and current risks that may affect the achievement of PBAHB’s objectives. Current and future decisions can be made to reduce threats and optimise potential benefits. PBAHB acknowledges that Environment, Social and Governance (ESG) risks and opportunities may influence and impact the achievement of PBAHB’s objectives.

PBAHB has established and implemented an Enterprise Risk Management process. This enables decision makers to make informed decisions based on the risks assessed. The embedding of material ESG risks in PBAHB’s Enterprise Risk Management activities will be an ongoing process.

The objectives of Enterprise Risk Management in PBAHB are to:

- i) Continuously identify and assess risks and improve control measures, steered by clear guidelines for preventing, detecting and mitigating risks.
- ii) Maintain a continuous effort towards prioritising and managing business risks based on the likelihood of occurrence (possibility) and magnitude of impact (severity) to:
 - a) Ensure business continuity;
 - b) Minimise any unexpected damage to reputation, shareholders’ value and confidence; and
 - c) Prevent capital leakage, wastage and loss of earnings.



WHISTLEBLOWER POLICY

WHISTLEBLOWER POLICY WITHIN PBA HOLDINGS BHD GROUP OF COMPANIES

“Whistleblowing” involves the disclosure of information to the relevant authorities by specific employees (within PBAHB and its subsidiaries), vendors and the general public, who discover breaches of the securities laws or any possible serious violation of internal policies, procedures or external laws by the perpetrators, culprits or fraudsters.

The **WHISTLEBLOWER POLICY** gives protection to such persons against harassment or victimisation as a result of such disclosures. The Company has established internal procedures for handling employee concerns, to assist companies to address any shortcomings within its processes, and to facilitate good governance practices. Therefore, employees, vendors and the general public are encouraged to raise genuine concerns about possible improprieties in matters of financial reporting, compliance and malpractices at the earliest opportunity via the appropriate channel.

THE UNDERLYING FUNDAMENTALS AND RATIONALE OF THE POLICY

- i) All concerns raised will be treated fairly and properly;
- ii) The Company will not tolerate harassment or victimisation of the employees, vendors and the general public raising genuine concerns;
- iii) Any employee, vendors and the general public making a disclosure will retain anonymity unless he agrees otherwise;
- iv) The Company will ensure that the employees, vendors and the general public raising a concern is aware of who is handling the matter;
- v) The Company will ensure no employees, vendors and the general public will be at risk of suffering any form of reprisal as a result of raising a genuine concern;
- vi) To enable the Company to achieve the highest possible standards of corporate governance ethical standards;
- vii) The Company’s workforce represents a valuable source of information that can be utilised to identify a potential problem, and deal with it, before it causes potential damage to the Company’s reputation or stakeholders;
- viii) This Policy provides employees, vendors and the general public with a secure channel of reporting impropriety in the knowledge that the matter will be treated confidentially; and
- ix) An effective whistleblowing procedure will provide an open, honest and accountable culture amongst all employees, vendors and the general public where they can express their concerns, without fear of victimisation or termination of employment.

To report any incidents, please contact any of the following Company Directors who have been appointed as the Liaison Officers, via telephone, mail or email. The appointed persons will act promptly to investigate the issue:

YB Dato’ Seri Haji Zulkifli bin Long

Tel : 604-262 1957

Email : zulkifli.long@penang.gov.my

YBhg. Dato’ Brian Tan Guan Hooi

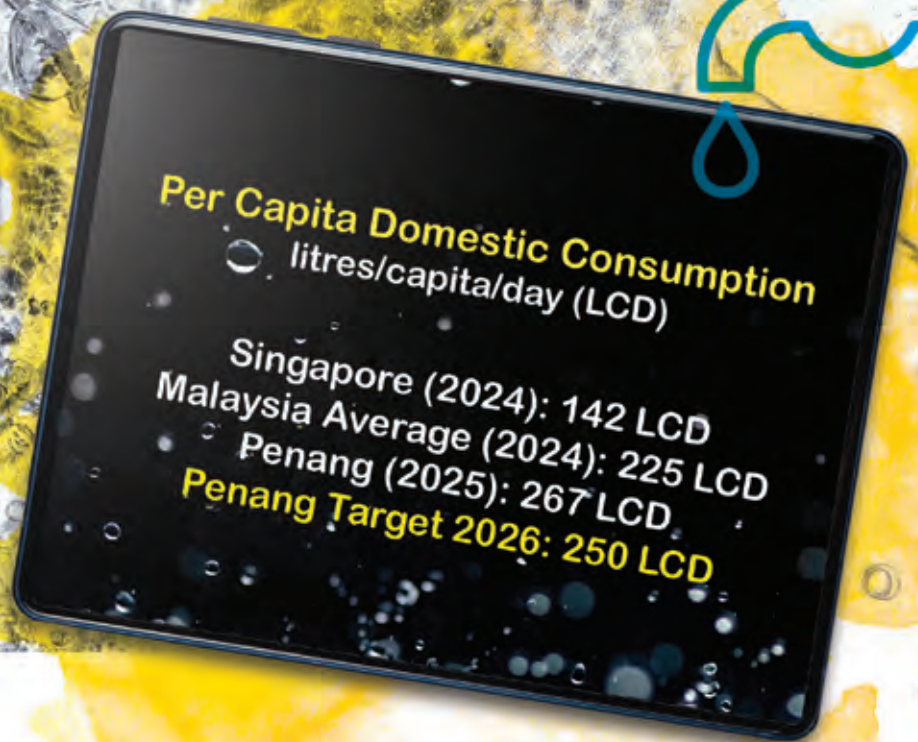
Tel : 604-399 9887

Email : brian.tanguanhooi@gmail.com

By mail :

PBA Holdings Bhd.

Level 32, KOMTAR, Penang Road, 10000 George Town, Pulau Pinang.



WATER: DEMAND IS AS IMPORTANT AS SUPPLY

Penang's average domestic water rate for the first 35m³ of domestic water supply per month is RM0.86 per m³.

1m³ is equivalent to 1,000L, and may fill about 667 large (1.5L) drinking water bottles.

RM0.86 per m³ is the lowest water rate in Malaysia. Unfortunately, the lowest water rate has resulted in the highest per capita domestic consumption statistic in Malaysia.

Water supply costs go up every year. As our population grows, more people will use more water in their homes.

PBAPP will continue to subsidise domestic water consumption in Penang. However, there is a limit to how much we can afford in terms of subsidies.

Please use less water at home. Help PBAPP to sustain reasonable water rates for you in the future.



INFORMATION SECURITY POLICY

INFORMATION SECURITY POLICY

Perbadanan Bekalan Air Pulau Pinang Sdn. Bhd. (PBAPP) recognises the value and importance of information and Information Assets for the organisation in providing adequate clean and safe water to the state of Penang. This Policy is aimed at protection of Information Assets of Sungai Dua Water Treatment Plant (WTP) and all its supporting services which shall serve as point of reference for all other subsequent policies pertaining to Information Security and shall also act as a guide towards planning for emergency and crisis situations.

The Management of PBAPP is committed to ensuring that:

1. All Information Assets are adequately protected against unauthorised access.
2. The confidentiality, integrity, and availability of information and Information Assets are consistently maintained and safeguarded.
3. All Information Assets shall be classified appropriately, and Risk Management processes shall be conducted to identify, assess, and evaluate security risks to ensure that suitable control measures are implemented.
4. Appropriate standards, procedures, and guidelines on information security are established and maintained to support effective implementation and to define the minimum compliance requirements for all employees and third parties conducting business with Sungai Dua WTP.
5. All applicable regulatory and legislative requirements shall be complied with at all times.
6. Information security training and awareness programmes shall be made available to all staff of the Sungai Dua WTP.
7. Continual improvement of the Information Security Management System (ISMS) shall be pursued through ongoing enhancement of security initiatives and the provision of adequate resources.

Application of this Policy

1. This Policy applies to all staff of the Sungai Dua WTP and its supporting services, as well as to all information contained therein—whether owned by Sungai Dua WTP, held in custody on behalf of customers, or used by Sungai Dua WTP and its supporting services.
2. The ISMS Management Representative (ISMS MR) is responsible for establishing and overseeing information security within the Sungai Dua WTP and its supporting services. The ISMS MR shall also maintain the policy and advise on its implementation.
3. All Department Heads are directly responsible for implementing this Policy within their respective departments and ensuring their staff's compliance.
4. All employees of Sungai Dua WTP are required to comply with the Policy, as well as with all related standards, procedures, and guidelines. Any breach may result in disciplinary action.
5. All staff shall promptly report any actual or suspected information security breaches to their respective Managers for appropriate action.

CHAIRMAN'S MESSAGE



YAB TUAN CHOW KON YEOW
Chairman of PBAHB and PBAPP

Key financial results

During the year under review, PBA Holdings Bhd. (PBAHB) recorded a profit after tax (PAT) of RM114.55 million.

This PAT was primarily derived from the earnings of our principal subsidiary, Perbadanan Bekalan Air Pulau Pinang Sdn. Bhd. (PBAPP). PBAPP is the licensed water supply operator that serves the State of Penang, operating under a licence issued by the National Water Services Commission (SPAN), a Federal Government body that regulates water supply and sewerage services in Malaysia.

In 2025, PBAPP generated revenue amounting to RM483.20 million from the sale of water to all registered water consumers in Penang, representing 85.0% of PBAHB's total revenue of RM568.44 million. In comparison, PBAHB's revenue in 2024 was RM527.60 million.

However, PAT declined by 20.5% year-on-year, from RM144.17 million in 2024 to RM114.55 million in 2025. This decline is mainly due to more than 100% increase in tax expense arising from the derecognition of unutilised reinvestment allowance that had previously been recognised for Year Assessment (YA) 2020 to YA 2024. This followed a notification from the Inland Revenue Board of Malaysia that the Company's subsidiary, PBAPP, does not qualify for the reinvestment allowance under the PENJANA incentive for YA 2020 to YA 2024.

Having said that, 2025 may still be regarded as a good year for PBAHB in terms of profit. As in previous years, a high percentage of the 2025 PAT will be reinvested as capital expenditure (CAPEX) in 2026 to fund urgent infrastructure projects to ensure water supply sufficiency in Penang until 2030 and beyond.

Dividend proposal

In respect of PBAHB's financial performance in 2025, the Board of Directors is proposing a final dividend of 2.75 sen per ordinary share for approval at the forthcoming 26th PBAHB Annual General Meeting (AGM), to be held on 16th June 2026.

The proposed entitlement date is 2nd July 2026, and the dividend will be paid on 24th July 2026.

If the shareholders approve the Board's proposal, the total payout for this final dividend would be RM9.10 million.

PBAHB shareholders would then receive a total dividend proposed and declared of 5.00 sen per ordinary share for the 2025 financial year.

Kindly note that PBAHB is continuing to reward shareholders with dividends annually. 2026 will mark the 25th consecutive year in which the Company is proposing dividend payments to shareholders.



New Penang water rates from 1st July 2026

In August 2025, the Penang State Government directed PBAPP to defer the implementation of a gazetted Penang water rate review for one year.

This decision was taken in view of challenging local economic factors and uncertain global macroeconomic prospects, as well as the relatively short gap since the previous water tariff review implemented in February 2024.

From 1st July 2026, the following new water rates will be implemented in Penang:

Consumption per month	Current rate (RM/m ³)	New rate from 1 st July 2026 (RM/m ³)
1. DOMESTIC (individual meter)		
0 – 20 m ³	0.62	0.65
20 – 35m ³	1.17	1.30
More than 35m ³	2.07	2.21
Minimum charge	6.20	6.50
2. NON-DOMESTIC (individual meter)		
0 - 35m ³	1.57	1.93
More than 35m ³	2.17	2.31
Minimum charge	15.70	19.30
3. DOMESTIC (bulk meter)		
Flat rate per m ³	1.73	1.92
Minimum charge	17.30	19.20
4. HOUSES OF WORSHIP AND WELFARE ORGANISATIONS		
Flat rate per m ³	0.67	0.67
Minimum charge	6.70	6.70
5. SHIPPING		
Flat rate per m ³	7.07	8.01
Minimum charge	70.70	80.10
6. DATA CENTRES		
Flat rate per m ³	N/A	5.31
Minimum charge		53.10

In 2025, about 86% of domestic water consumers in Penang consumed 35m³ of water or less per month. As such, the maximum impact of the 2026 water rates on the majority of domestic consumers in Penang is RM2.55 per month.

It should be noted that even with the new water rates effective 1st July 2026, Penang's average domestic rate for the first 35m³ per month is still amongst the lowest in Malaysia.

Our average domestic rate will be RM0.93 per m³ for the first 35m³ per month, as compared to the national average of RM1.12 per m³.

As for the new non-domestic rates, the average increase per m³ for the first 500m³ per month will be only RM0.15 per m³. In terms of monthly bills, the maximum impact of the 2026 water rates on non-domestic consumers who use up to 500m³ of water per month in Penang is RM77.70 per month.

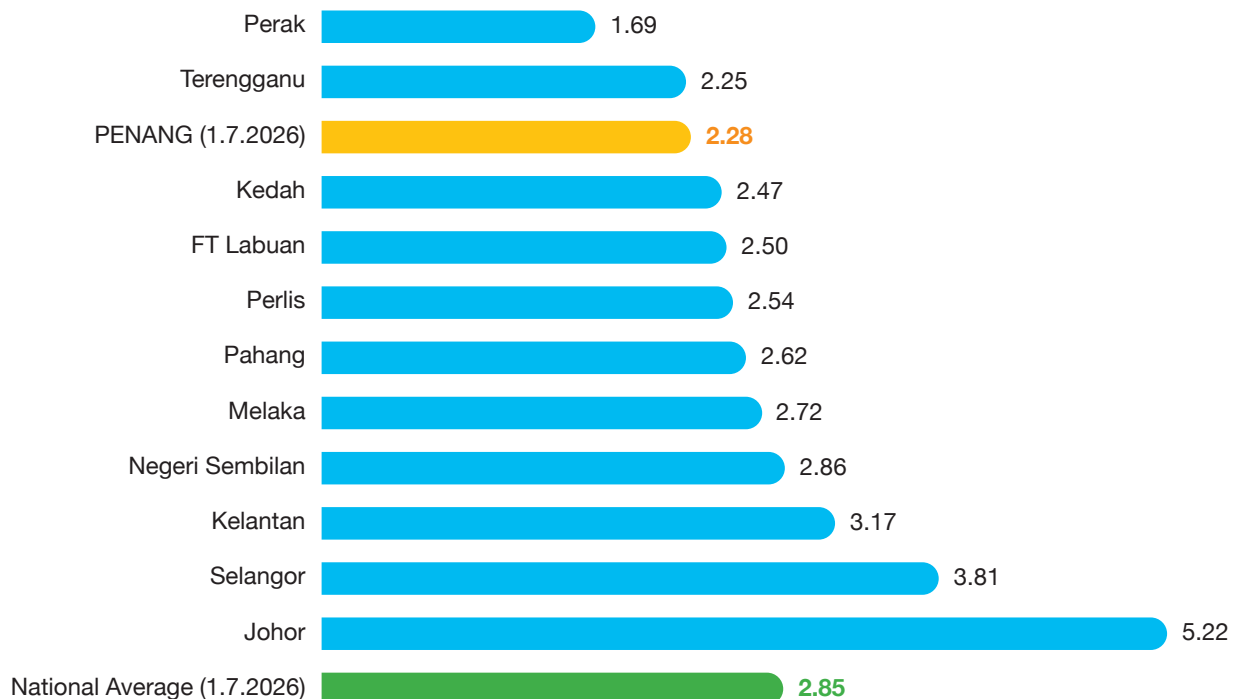
Even after 1st July 2026, Penang's average non-domestic rate will compare favourably with average non-domestic rates charged elsewhere in Malaysia.

Penang's average non-domestic rate for the first 500m³ per month will be RM2.28 per m³, while the national average is RM2.85 per m³.

Average DOMESTIC water rates (RM) for the first 35m³ per month



Average NON-DOMESTIC water rates (RM) for the first 500m³ per month



Penang State Other States National Average

Awards and milestones 2025

In 2025, PBAPP and PBAHB received a bevy of accolades, marking important milestones in its corporate history:

- **“Malaysia Water Award for Management 2025” from the Malaysian Water Association (MWA) for “Exceptional Leadership in Water Supply Management”:**

This is the most prestigious annual management award in the Malaysian water industry.

YAB Dato' Sri Haji Fadillah bin Haji Yusof, Deputy Prime Minister of Malaysia and Minister of Energy Transition and Water Transformation (PETRA), presented the award to us on 14th October 2025.

PBAPP received the 2025 award for the following key reasons:

- 1) Higher than average water supply key performance indicators (KPIs);
- 2) Six ISO accredited management systems for quality, environment, OSH (occupational safety & health), information security, water testing and water meter testing;
- 3) Data-driven public information sharing initiatives and ESG (environmental, social, governance) reporting as per Bursa Malaysia's requirements for public-listed companies (PLCs);
- 4) The RM2.1 billion WCP 2030 (Water Contingency Plan 2030): eight key water infrastructure projects to upgrade water treatment capacity by 602 MLD (million litres per day), unlock three secondary raw water resources in Seberang Perai, and increase treated water pumping capacity to Penang Island;
- 5) The “Zero Waste Water Recycling Project” (Sungai Dua Water Treatment Plant): continuous harvesting of “supernatant water” as an additional raw water resource and recycling of water treatment plant (WTP) residue as a raw material to manufacture cement bricks; and
- 6) Soft launching of a “GeoWater Real-time GIS (geographical information system)” to facilitate remote tracking, tracing and analysis of key water infrastructure, water consumption, pipeline leaks and bursts, geospatial data and GIS data feedback.



Awards and milestones 2025 (Cont'd)

- **PBA Holdings Bhd. listed in “Bursa Malaysia Quality 50 Index”**

PBA Holdings Bhd. is the first Penang State Government-linked company (Penang State GLC) to be listed in the Bursa Malaysia Quality 50 Index (BMQ) and Bursa Malaysia Quality 50 Shariah Index (BMQ-S).

The BMQ profiles top 50 (non-FBMKLCI) public listed companies (PLCs) in terms of "financial quality", as defined by :

- Profitability (return on equity);
- Capital structure (debt-to-equity ratio); and
- Earnings quality (operating cash flow relative to profit after tax and minority interest).

The BMQ-S is the shariah variant of the BMQ.

Our inclusion in the Index clearly shows that PBAHB is financially strong. We have also been delivering the right results to shareholders and adhering to responsible principles in financial management as a Malaysian PLC.

- **Two “The Edge Centurion Awards 2025” for “Highest Growth in PAT Over 3 Years” and “Highest Returns to Shareholders Over 3 Years”:**

Bestowed by one of the most respected Malaysian financial publications, these awards clearly indicate PBAHB's achievements as a financially responsible leader in the telecommunications, media & utilities category for PLCs with a market capitalisation below RM1 billion.

YB Senator Tengku Datuk Seri Zafrul Abdul Aziz, who was then the Minister of Investment, Trade and Industry, presented the awards to us on 5th August 2025.

The key financial key performance indicators (KPIs) that won these awards may be summarised as follows:

KPIs	2022	2023	2024
PAT	RM77.1 million	RM34.3 million	RM144.2 million
Dividend	3.0 sen per ordinary share	3.5 sen per ordinary share	4.5 sen per ordinary share

Awards and milestones 2025 (Cont'd)

- **“AAA/Stable” *sukuk* rating from RAM Rating Services Bhd and “Gold Sustainable Finance” rating from RAM Sustainability Sdn Bhd:**

These exemplary ratings were accorded for PBAPP's inaugural RM5.0 billion Islamic Medium Term Notes (IMTN) programme and sustainable financial framework. The IMTN programme is based on the Shariah-compliant *Sukuk Wakalah* structure and enables PBAPP to tap medium-to long-term financing from Malaysian capital markets in a sustainable manner.

Incidentally, the launching of the multi-billion ringgit *sukuk* programme marks PBAPP's emergence as the first Penang State Government-linked company (Penang GLC) to successfully launch such a programme.

The funds raised will be used for the Water Contingency Plan 2030 (WCP 2030) projects, capital expenditure (CAPEX), operational expenditure (OPEX), refinancing needs and eligible green and social initiatives under the sustainable finance framework.

- **“Malaysia International Water Convention 2025 (MIWC 2025) Gold Award” in the “circular economy and water reuse” category:**

PBAPP received this award from the MIWC 2025 for its “Zero Waste Water Recycling Project” at the Sungai Dua WTP, which enables the continuous harvesting of “supernatant water” as an additional raw water resource and the recycling of WTP residue to manufacture cement bricks.

- **“ESG Select List: 3-Star Recognition” for environmental, social and governance initiatives and “Forward Faster Sustainability CEO Award” for Dato' Ir. Pathmanathan K., from UNGCMYB:**

This listing and award represent endorsements for PBAPP and PBAHB's environmental, social and governance (ESG) efforts, which are helping to propel the Malaysian water industry towards new levels of environmental friendliness, social responsibility and operational transparency.

UNGCMYB is the acronym for the United Nations Global Compact Network Malaysia & Brunei, the “local chapter” of the largest international corporate sustainability initiative in the world.

Penang has a vision to become a family-focused, green and smart state that inspires the nation. It is good to note that PBAPP and PBAHB's ESG initiatives, which were developed to support this Penang2030 vision, are being accorded due recognition by a United Nations-linked organisation.



Awards and milestones 2025 (Cont'd)

- **“Best Dam Maintenance” Award: Teluk Bahang Dam, from the 3rd International Conference on Dam Safety Management and Engineering 2025 (ICDSME 2025):**

PBAPP's management of the Teluk Bahang Dam as one of the safest functional dams in Malaysia have been recognised and acknowledged.

This 27-year-old dam, as at 2026, is being managed in accordance with three international ISO benchmarks under strict surveillance and operational protocols. PBAPP has installed piezometers, seismic sensors, 24-hour CCTV surveillance and other precision instruments to monitor dam safety. We have developed an emergency response plan.

That said, the Teluk Bahang Dam remains open to the public daily as a green and picturesque recreational area in Penang.

The 2025 awards, ratings and recognitions were received from well-known, respected and trusted organisations. At the same time, these accolades endorse different initiatives related to water supply engineering, financial management and ESG.

It is good to note that the good work of the PBAPP and PBAHB team has been independently acknowledged and recognised by external parties.

It would be safe to say that we are on the right track as we move forward to meet all of Penang's water supply needs efficiently, effectively, professionally and accountably.

Looking ahead: Perak-Penang Water Project

PBAPP is staying on course with regard to the implementation of its RM2.1 billion Water Contingency Plan 2030 (WCP 2030) to ensure water supply sufficiency in Penang until Year 2030. Work on the fourth of the eight projects under the WCP 2030 (the Mengkuang Park Water Treatment Plant) is ongoing in Seberang Perai Tengah.

On 6th November 2025, PBAPP signed a Memorandum of Understanding (MoU) with a Perak consortium comprising the Perak State Development Corporation (Perbadanan Kemajuan Negeri Perak - PKNPK) and Gamuda Berhad.

As at April 2026, the PBAHB Board is evaluating and ascertaining the long-term financial impact of a draft contract submitted by the Perak consortium as a due diligence initiative, with assistance and advice from appointed external consultants. As custodians of public interest in Penang, it is our duty to ensure that any binding contract due for signing is both rational and sustainable.

That said, we acknowledge the following key facts:

1. Penang is a water-stressed state which will inevitably need more water in the future. PBAPP cannot produce an additional 300 MLD of treated water (using conventional water treatment technology) in Penang for the future because there are no major rivers or streams left to tap.
2. The raw water resource for the PPWP is Sungai Perak in Perak, and PBAPP has no way to tap any water from Sungai Perak or Perak other than through the PPWP.
3. Under the PPWP, PBAPP does not incur any CAPEX to secure 300 MLD of treated water from 2031.

The CAPEX for sourcing raw water, building a new WTP on land in Perak, pumping the raw water to the WTP, treating the raw water at the WTP, maintaining the WTP, storing treated water in reservoirs as necessary and pumping 300 MLD of treated water to Penang, for 40 years, will be borne by the designated water supply organisation in Perak.

4. In a manner of speaking, Perak (a “water rich state”) has kindly agreed to share one of its water resources with Penang (a “water-stressed state”) through a mutually beneficial arrangement.

PBAPP is currently evaluating the long-term financial and operational implications of the proposed PPWP, including regulatory considerations. The project remains subject to the necessary approvals and finalisation of key commercial terms.

Acknowledgements

The record shows that 2025 was a busy year for PBAPP and PBAHB in terms of marking important milestones as we strive to achieve water supply sustainability for Penang until 2030 and beyond.

Nevertheless, it turned out to be a winning year in terms of water supply engineering, financial results and awards.

As such, I must commend and congratulate all members of the PBAPP and PBAHB team, led by Dato' Ir. Pathmanathan K., for their good work.

I would also like to thank my fellow Board Members who have played their roles well in helping to steer the Group towards a stable and sustainable future.

In closing, I would also like to acknowledge our business partners, shareholders and customers in Penang. Like 2025, we foresee that 2026 will be another busy year. We know there are still many challenges to face and issues to resolve. We will need to continue to count on your kind and continuing support, understanding and cooperation to realise another rewarding year ahead.

YAB Tuan Chow Kon Yeow

Non-Independent and Non-Executive Chairman

23 April 2026



CEO'S MESSAGE



**DATO' Ir. PATHMANATHAN A/L
KRISHNAN KUTTY RAMAN NAIR**
Group Chief Executive Officer of PBAHB and PBAPP

Growth in customer base

As at 31.12.2025, Perbadanan Bekalan Air Pulau Pinang Sdn. Bhd. (PBAPP) was supplying water to 721,066 registered water consumers in Penang.

Looking back 6 years:

- The number of registered domestic water consumers has increased by about 10.8% (60,404 consumers), from 558,721 consumers in 2020 to 619,125 consumers in 2025.
- The number of registered non-domestic consumers (primarily businesses) has increased by about 17.2% (14,943 consumers), from 86,998 consumers in 2020 to 101,941 consumers in 2025.
- The total number of registered water consumers has increased by about 11.7% (75,347 consumers), from 645,719 consumers in 2020 to 721,066 consumers in 2025.

This data reflects the impact of the following key socioeconomic developments in Penang:

1. A reported 1.5% state population increase, from 1.776 million people in 2020 to 1.803 million people in 2025.
2. A 38.7% increase in GDP per capita, from RM54,818 in 2020 to RM76,033 in 2024 (based on statistics published by the Department of Statistics Malaysia or DOSM), as related to more people being able to purchase more residential properties.
3. A 31.1% increase in GDP contribution, from RM92.7 billion in 2020 to RM121.5 billion in 2024 (based on DOSM statistics), reflecting a robust economic rebound since the Covid-19 pandemic years.

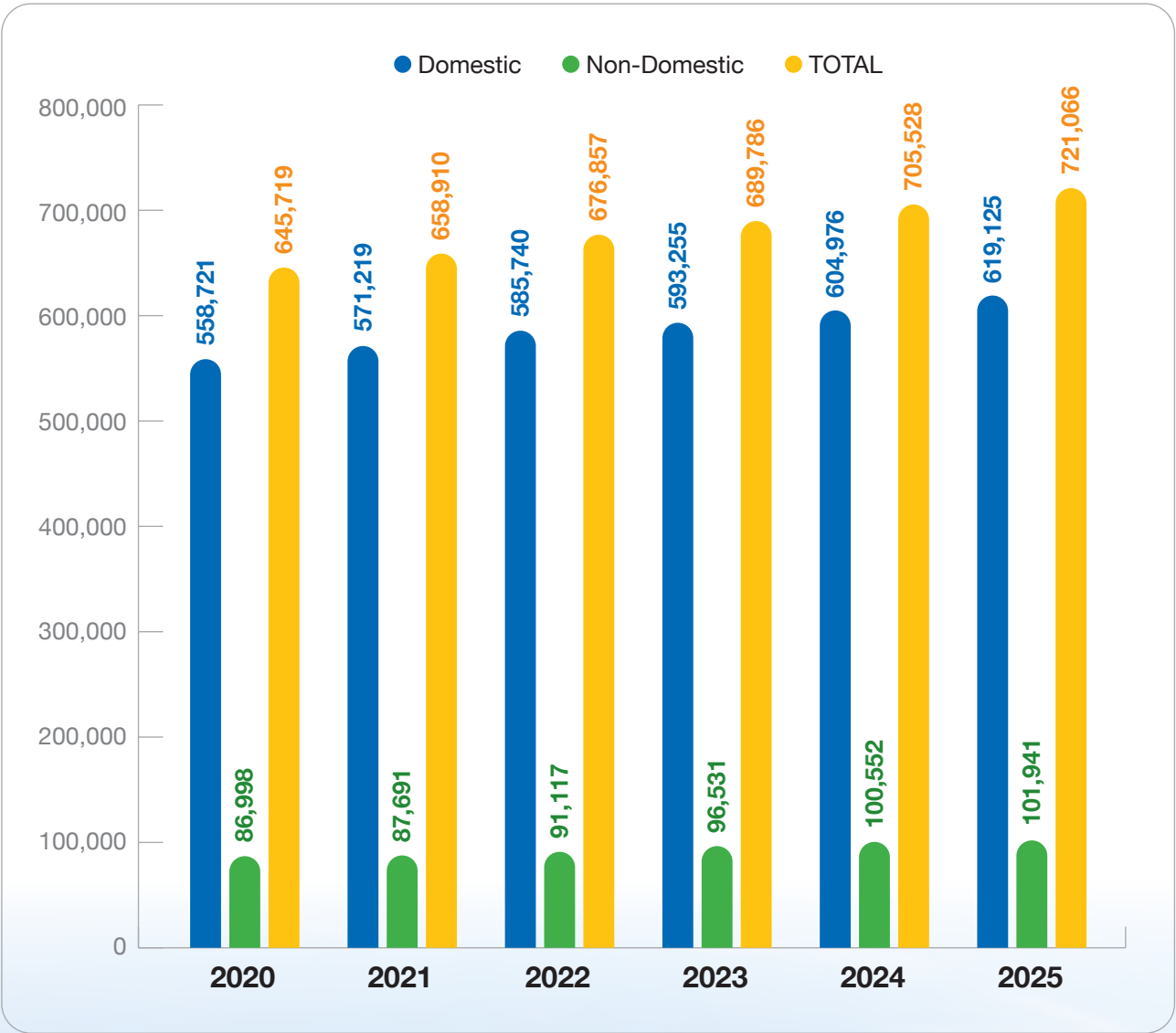
Despite a 11.7% growth in its overall customer base over the recent 6 years, PBAPP continued to sustain 100% urban and 99.8% rural supply coverage in 2025, on a 24/7 basis, except during one major scheduled water supply interruption (SWSI) in April 2025.

During the April 2025 SWSI, 23 urgent water works were successfully completed and water supply services were recovered as scheduled in stages.

The main benefit of this SWSI was the pumping of an additional 50 million litres per day (MLD) of treated water from the Sungai Dua Water Treatment Plant (WTP). The result is an improvement in water supply services for 465,000 water consumers in the service areas of the WTP.



Number of consumers served in Penang 2020 - 2025





1st “No SWSI” major pipeline connection works

On 28.1.2026, PBAPP marked a key milestone in the history of major pipeline connection works in Penang with the successful completion of the first “No SWSI” project in Seberang Perai Utara (SPU).

Through the deployment of “hot tapping” and “line stopping” technology, the second Sungai Perai River Crossing Pipeline (2nd SP-RCP) was commissioned without having to shut down a major pipeline supplying water to about 26,000 water consumers in SPU and Seberang Perai Tengah (SPT).

As such, PBAPP avoided a SWSI that would have caused inconveniences for 26,000 consumers. However, it cost about RM800,000 to complete the 2nd SP-RCP connection as compared to RM80,000 for a normal final connection with a SWSI.

The success of this first “No SWSI” pipeline connection project in Penang prompted Chief Minister YAB Tuan Chow Kon Yeow to direct PBAPP to deploy “hot tapping” and “line stopping” for all major pipeline connection works in the future, subject to the following considerations:

- Avoidance of a SWSI that may affect 20,000 water consumers or more;
- Projected work time lasting 18 hours or more;
- Major pipelines only, with diameters measuring 600mm or more; and
- Involve more than 2 or multiple pipeline connections/replacement and at different locations.

PBAPP will comply with YAB Tuan Chow’s directive. However, from an engineering perspective, implementation will also take into account practical considerations such as the location and size of the worksite. The use of “line stopping” and “hot tapping” technologies may not be suitable in densely developed or highly populated areas, particularly where space is limited or traffic conditions are heavy and congested, subject to the approval of YAB Chairman.

Key water supply KPIs 2025

In 2025, PBAPP continued to outperform key national average benchmarks in serving Penang as its licensed water supply operator, as reflected by the following key performance indicators (KPIs):

Water Supply KPIs		PBAPP 2025	National Average 2024*
1.	Population Served • Urban • Rural	100.0% 99.8%	97.0% 97.0%
2.	Treated Water Production	1,208 MLD	1,344 MLD
3.	Billed Water Consumption	865 MLD	886 MLD
4.	Non-Revenue Water (NRW)	28.4%	34.3%
5.	Treated Water Reserve Margin	30.3%	14.9%
6.	Treated Water Quality	Compliance with Quality Assurance Policy (QAP) set by the Ministry of Health, Malaysia.	N.A.
7.	Water supply interruptions: Percentage of complaints to total number of water accounts	0.9%	3.2%
8.	Burst pipes/leaks: Percentage of complaints to total number of water accounts	6.2%	8.0%
9.	Billing and meter issues: Percentage of complaints to total number of water accounts	2.6%	4.3%
* Source: "SPAN Water and Sewerage Fact Book 2024" (covering 11 states and FT Labuan)			

Water consumption analysis 2025

The total billed consumption in Penang for 2025 was about 865 MLD, representing a marginal drop of about 5 MLD (or 0.6%) when compared to the 870 MLD statistics for 2024.

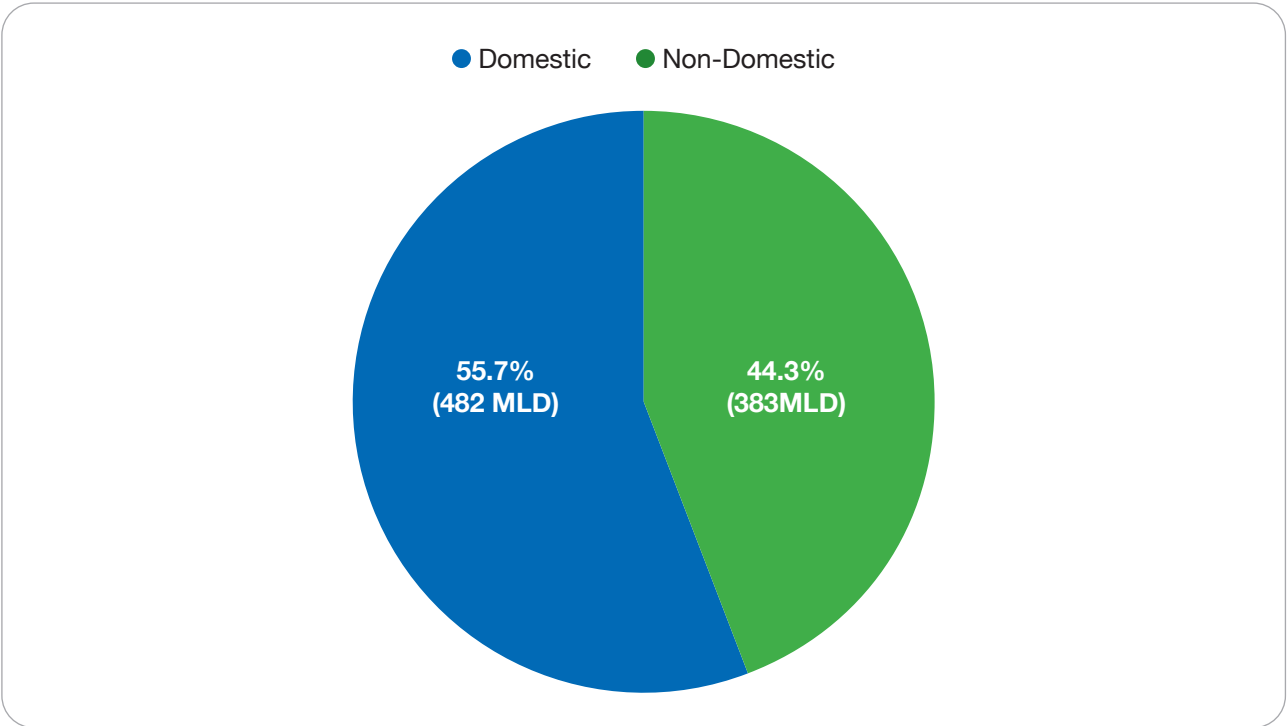
This may be regarded as a positive development because Penang is a water-stressed state with limited raw water resources and water catchment areas (WCAs), due to its relatively small land area of only 1,158 km². Lower water consumption, especially during the dry season, helps to ensure water supply sufficiency for all until rainfall arrives to replenish dam reserves.

During the year in review, PBAPP produced about 1,208 MLD of treated water for supply throughout the state. This production volume was the same as for 2024.

However, the non-revenue water (NRW) percentage for Penang increased by about 0.4%, from 28.0% in 2024 to 28.4% in 2025. This marginal increase is partly due to the April 2025 SWSI that affected about 340,000 water consumers in Seberang Perai and Penang Island.

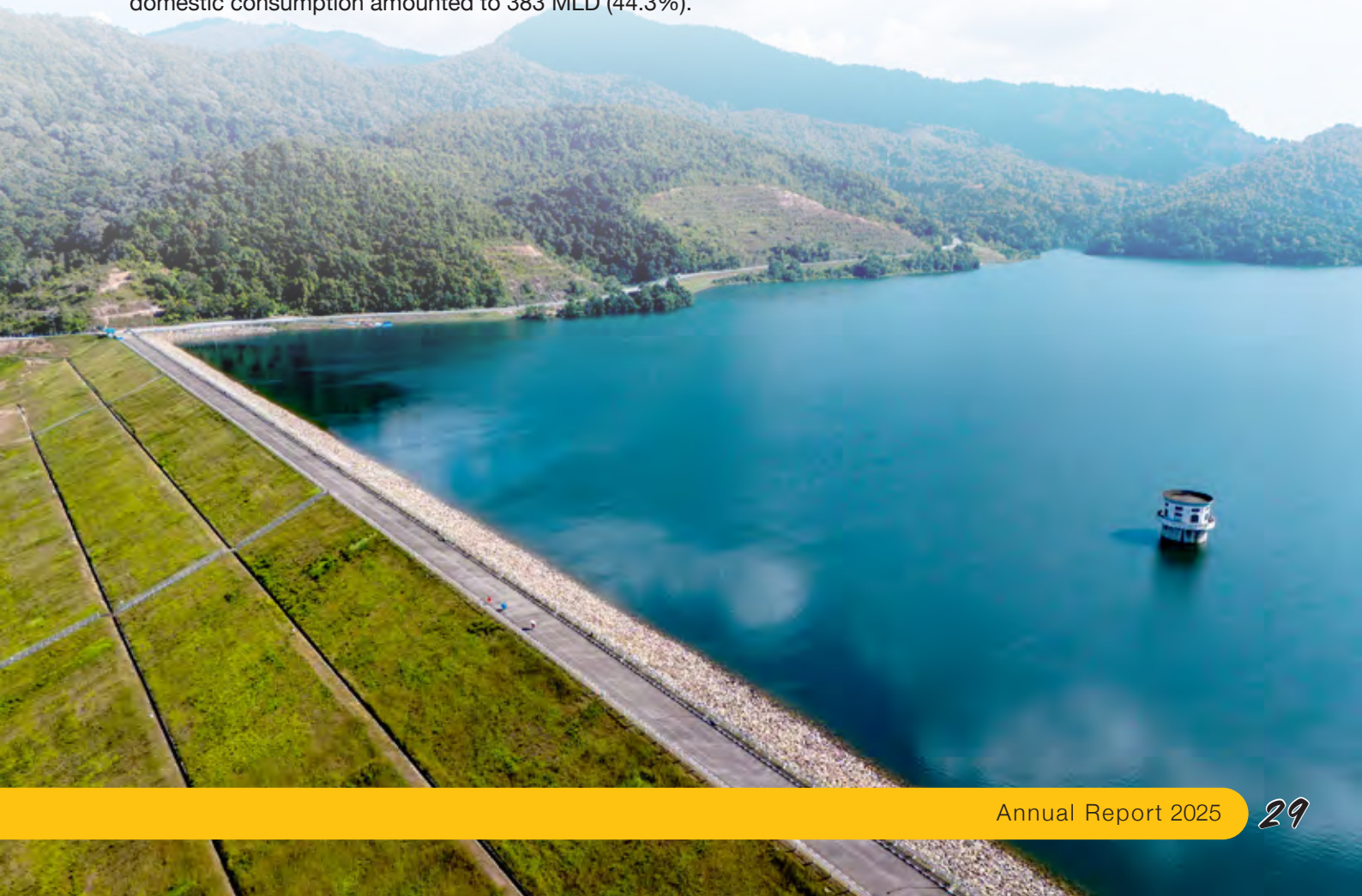
Unscheduled water supply interruptions (UWSIs) are the other significant factor. Some of Penang's underground pipelines are prone to bursting or leaking pipelines because these pipelines have been in service for more than 50 years.

Consumption by domestic and non-domestic consumers



In 2025, domestic consumption accounted for 55.7% (482 MLD) of the total billed consumption of 865 MLD.

This means that Penangites consumed more water at home than all the businesses, factories, hotels, shopping malls, food and beverage outlets and government offices in Penang because PBAPP data shows that non-domestic consumption amounted to 383 MLD (44.3%).



Consumption by district

There are 5 districts in the State of Penang:

- Seberang Perai Utara (SPU), Seberang Perai Tengah (SPT) and Seberang Perai Selatan (SPS) on the mainland; and
- Daerah Timur Laut (DTL) and Daerah Barat Daya (DBD) on the island.

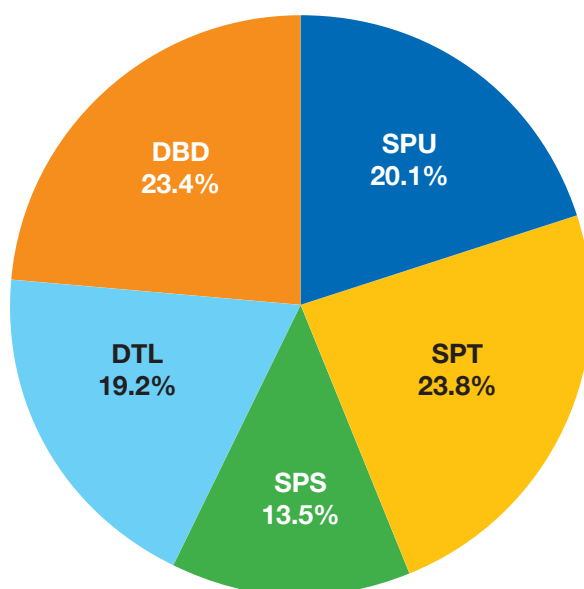
The district which recorded the highest volume of water consumption during the year in review was SPT on the mainland, followed by DBD on the island.

These 2 districts are the most industrialised districts in the State, hosting the highest numbers of multinational corporations (MNCs) and small and medium (industrial) enterprises (SMEs).

District		MLD 2025	No. of consumers 2025	Population*
1.	SPU	174	148,570	353,100
2.	SPT	206	135,852	445,200
3.	SPS	117	87,611	189,500
4.	DTL	166	187,287	565,800
5.	DBD	202	161,746	249,700
Total		865	721,066	1,803,300

* DOSM, Penang Population 2025

Percentage consumption by 5 districts of 865 MLD in 2025

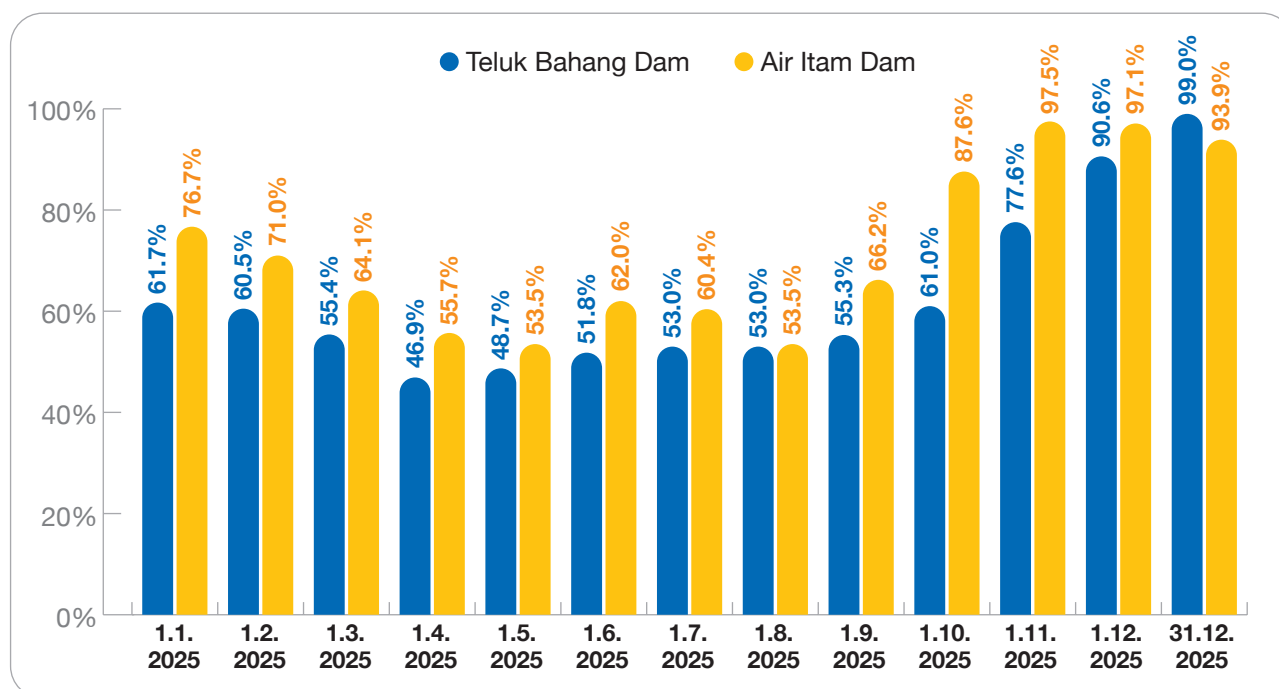


Hot and dry weather dam defence: AIDAP 2025 and D³PI 2026

At the beginning of 2025, the effective capacities of the 2 dams managed by PBAPP on Penang Island was less than optimal due to the 2024 El Niño phenomenon. On 1.2.2025, the effective capacity of the Air Itam Dam was 76.7% while the effective capacity of the Teluk Bahang Dam was 61.7%. Moreover, 2025 was another El Niño year.

Through the implementation of the Air Itam Dam Action Plan 2025 (AIDAP 2025), PBAPP worked to “defend” the reserves of this 2,159 million litre (ML) throughout the year even though the weather was hot and dry.

The following chart tracks the effective capacities of the Air Itam Dam and Teluk Bahang Dam in 2025:



The AIDAP 2025 was based on 3 key water supply engineering protocols:

1. Capping drawdowns from the Air Itam Dam to 22 MLD;
2. Pumping up to 33 MLD of treated water from the Sungai Dua WTP in SPU into the Air Itam Dam service area; and
3. Optimising treated water production at the Air Itam WTP based primarily on raw water availability from 2 other water sources (Mains Stream and Tat's Stream).

The success of the AIDAP in 2025 has prompted PBAPP to expand its scope, with the launching of the “Double Dam Defence on Penang Island” or D³PI programme in 2026.

As mentioned earlier, PBAPP successfully completed 23 water works projects during the April 2025 SWSI to increase the treated water pumping capacity of the Sungai Dua WTP by 50 MLD.

From the beginning of the January 2026 hot and dry season, PBAPP was able to pump an average of 407 MLD of water from the Sungai Dua WTP to Penang Island under the D³PI programme.

Hot and dry weather dam defence: AIDAP 2025 and D³PI 2026 (Cont'd)

Besides defending the reserves of the Air Itam Dam, the D³PI also reaches into the fringe service areas of the Teluk Bahang Dam. The 2026 buffer zones of the D³PI includes the following neighbourhoods on the island:

- Farlim (water from Sungai Dua, Guillemard* and Air Itam WTPs)
- Gurney Drive (water from Sungai Dua and Guillemard* WTPs)
- Jalan Burma & Jalan Kelawai (water from Sungai Dua and Guillemard* WTPs)
- Jalan Masjid Negeri (water from Sungai Dua, Guillemard* and Air Itam WTPs)
- Paya Terubong (water from Sungai Dua, Guillemard* and Air Itam WTPs)
- Pulau Tikus (water from Sungai Dua and Guillemard* WTPs)

* The 18,240 ML Teluk Bahang Dam serves as one of the raw water resources for the Guillemard WTP.

Hence, with the D³PI, residents in these neighbourhoods are no longer highly dependent on raw water from the Air Itam Dam or the Teluk Bahang Dam. Now, their water supply may be said to be “safer” because they are also receiving treated water from the Sungai Dua WTP in Seberang Perai.

This new treated water distribution system has relieved some of the stress on the reserves of the 2 island dams, especially during hot and dry seasons. As a result, PBAPP will be able to defend the dams' effective capacities in more effectively in 2026.



WCP 2030 update (March 2026)

8 projects are parked under the Water Contingency Plan 2030 (WCP 2030) banner and are being undertaken in 3 phases.

Phase 1 saw the successful completion of upgrading works in 2 existing WTPs – the Bukit Panchor WTP in SPS (a new 10 MLD dissolved air flotation module) and the Sungai Dua WTP in SPU (a new 114 MLD water treatment module under Package 12A).

Phase 2 refers to the development of 4 new WTPs in Seberang Perai to increase PBAPP's water treatment capacity by a total of up to 478 MLD. Work on the first of these plants, the Mengkuang Park WTP in SPT, commenced in May 2025 and is scheduled for completion in November 2026.

1. Mengkuang Park WTP

The 114 MLD Mengkuang Park WTP will produce more treated water for supply in SPT. When operational, it will tap raw water from Penang's largest dam, the 86,400 ML Expanded Mengkuang Dam (EMD). This measure will effectively convert the status of the EMD from a "strategic drought reserve" into a "dual-purpose dam".

Although the Mengkuang Park WTP will draw down on the EMD reserves on a daily basis, PBAPP will still "reserve" a significant portion of the raw water stored in the EMD for droughts and emergency use.

The most likely emergency uses of the EMD reserves are related to Sungai Muda, Penang's primary raw water resource. If the river level is too low, the raw water is too turbid or if there is any other mishap involving Sungai Muda, the EMD will be able to provide a "back-up" drawdown of up to 600 MLD for use at the Sungai Dua WTP.

2. Sungai Kerian WTP

This new 114 MLD WTP will tap raw water from Sungai Kerian, an untapped raw water resource in SPS. Its primary objective is to produce more treated water in SPS for distribution in SPS. The Sungai Kerian WTP is scheduled for completion by 2030.

3. Sungai Perai Water Supply Scheme (with pre-treatment works)

This project will allow PBAPP to tap raw water from Sungai Perai in SPT. Due to the poor raw water quality, pre-treatment works are necessary for PBAPP to produce safe and potable treated water for distribution in SPT. The Sungai Perai Water Supply Scheme has been conceptualised to produce up to 136 MLD of treated water per day. This project is being funded and undertaken by Pengurusan Aset Air Berhad (PAAB) under a 45-year lease arrangement. It is scheduled to be completed by 2031.

4. Sungai Muda WTP

Although Sungai Muda is the primary raw resource for Penang, there is no PBAPP-managed WTP along its riverbank in SPU. At present, PBAPP abstracts water from Sungai Muda via the Lahar Tiang Intake and pumps the raw water via a 14km canal for treatment at the Sungai Dua WTP. The Sungai Muda WTP will allow PBAPP to produce an additional 114 MLD of treated water in SPU, specifically for distribution in SPU. This project is also being funded and undertaken by PAAB under a 45-year lease arrangement. It is scheduled to be completed by 2031.

Phase 3 of the WCP 2030 involves the laying of 2 dedicated pipelines, one in Seberang Perai and another on Penang Island, to further increase treated water delivery from the mainland to the island by 660 MLD.

The first pipeline is a 1,800mm pipeline that will stretch about 18km from the Sungai Dua WTP to the take-off point of the 3rd Penang Twin Submarine Pipeline (3rd PTSP) in Butterworth. The second pipeline form of a new 1,800mm x 3.9km water delivery link between the landing point of the 3rd PTSP to the Bukit Dumbar Reservoir and Pumping Station Complex on the island.

As at March 2026, PBAPP is scheduling the ground-breaking ceremonies for both pipeline projects in 2026.

Resetting the 250 per capita domestic consumption target for 2026

Per capita domestic consumption increased by 6 litres/capita/day (LCD) or 2.3%, from 261 LCD in 2024 to 267 LCD in 2025.

Lowering per capita domestic consumption is important for 3 key reasons:

- a. Penang is a water-stressed state with limited raw water resources and seemingly unlimited socioeconomic potential;
- b. PBAPP is striving hard to ensure water supply sufficiency for all until the Perak-Penang Water Project comes online in 2031 by investing a total of about RM2.1 billion in its WCP 2030 projects; and
- c. 267 LCD is significantly higher than the national average of 225 LCD in 2024, as stated by the National Water Services Commission (SPAN). In Singapore, the comparative figure for 2024 was 142 LCD.

Accordingly, PBAPP is resetting its 250 LCD domestic per capita consumption target for 2026. The 250 LCD target was originally set and promoted during the 2025 World Water Day commemoration event on 9.5.2025.

On 1.7.2026, PBAPP will introduce new Penang water rates after a one-year deferment, in compliance with a Penang State Government directive. It is hoped that this key factor will motivate more Penangites to use less water at home.

Given Penang's water supply scenario (especially during extended dry seasons), water demand management is as important as water supply management. If domestic consumption (which constituted 55.7% of total water consumption in 2025) is lowered, Penang's water-stress level will automatically be lowered accordingly.

We will do our best to promote this 250 LCD target in 2026 and get the message across to as many Penangites as possible.





Conclusion

Since PBAPP is an essential public service provider, PBAPP works around the clock, 24/7/365. Penang water rates or “prices” are regulated by SPAN. PBAPP must produce enough treated water to “sell” even when river or dams levels are running very low. At the same time, we must respond rapidly to emergencies or mishaps, regardless of costs.

There is very little margin for error when you are entrusted with the responsibility of supporting the daily lives of 1.803 million people and the operations of all the business and government organisations that generate billions of ringgit in GDP contributions annually in Penang.

And so, PBAPP and PBAHB do not ever take for granted the status of continuous water supply in our water-stressed state.

I would like to thank the PBAPP and PBAHB Teams for doing their jobs well in 2025.

There was no water crisis although our dams were not full at the beginning of an El Niño year. We managed to meet all of Penang's water supply needs by delivering an average of 865 MLD of treated water. PBAPP's treated water quality continued to meet the parameters of the quality assurance programme set by the Health Ministry.

We have successfully upgraded water supply operations to the extent that we may pump out an additional 80 MLD from the Sungai Dua WTP as needed. We pioneered the first “No SWSI” major pipeline connection project in Penang. The WCP 2030 is progressing relatively well.

Our operations led to profit after tax of RM114.549 million and we launched a RM5.0 billion *sukuk* programme with the highest “AAA/Stable” rating from RAM Ratings Berhad.

It turned out to be a good year in serving Penang under the leadership of our Chairman with guidance from the Boards of Directors. Thank you for keeping PBAPP and PBAHB on course as we worked to ensure the well-being of water supply services in Penang, for the benefit of Penang.

I would also like to thank all our business partners and stakeholders for their support; and all our customers for their kind understanding, support and cooperation during the year in review.

Dato' Ir. Pathmanathan K.

Group Chief Executive Officer of PBAHB and PBAPP

23 April 2026

CEO'S PROFILE

DATO' Ir. PATHMANATHAN A/L KRISHNAN KUTTY RAMAN NAIR

Dato' Ir. Pathmanathan A/L Krishnan Kutty Raman Nair, aged 57, male, a Malaysian citizen, was appointed as PBAHB Group Chief Executive Officer on 8 November 2022. Prior to the appointment, he was the Chief Operating Officer from 1 October 2020 till 7 November 2022.

Dato' Ir. Pathmanathan K. holds a Master's Degree in Highway & Transportation Engineering from Universiti Putra Malaysia and a Bachelor's Degree in Civil Engineering from Universiti Teknologi Malaysia.

He started his career in 1995 with Ganendra, Ahmad & Associates as a Civil and Structural Designer and had served many major Civil and Structural Consulting firms. His role was from feasibility studies to project final implementation, mainly infrastructure works consisting of site development, water intake, water mains, distribution, wastewater treatment plant, complex irrigation system, pumping station, building and reservoir structural works. He is also well verse in contract administration.

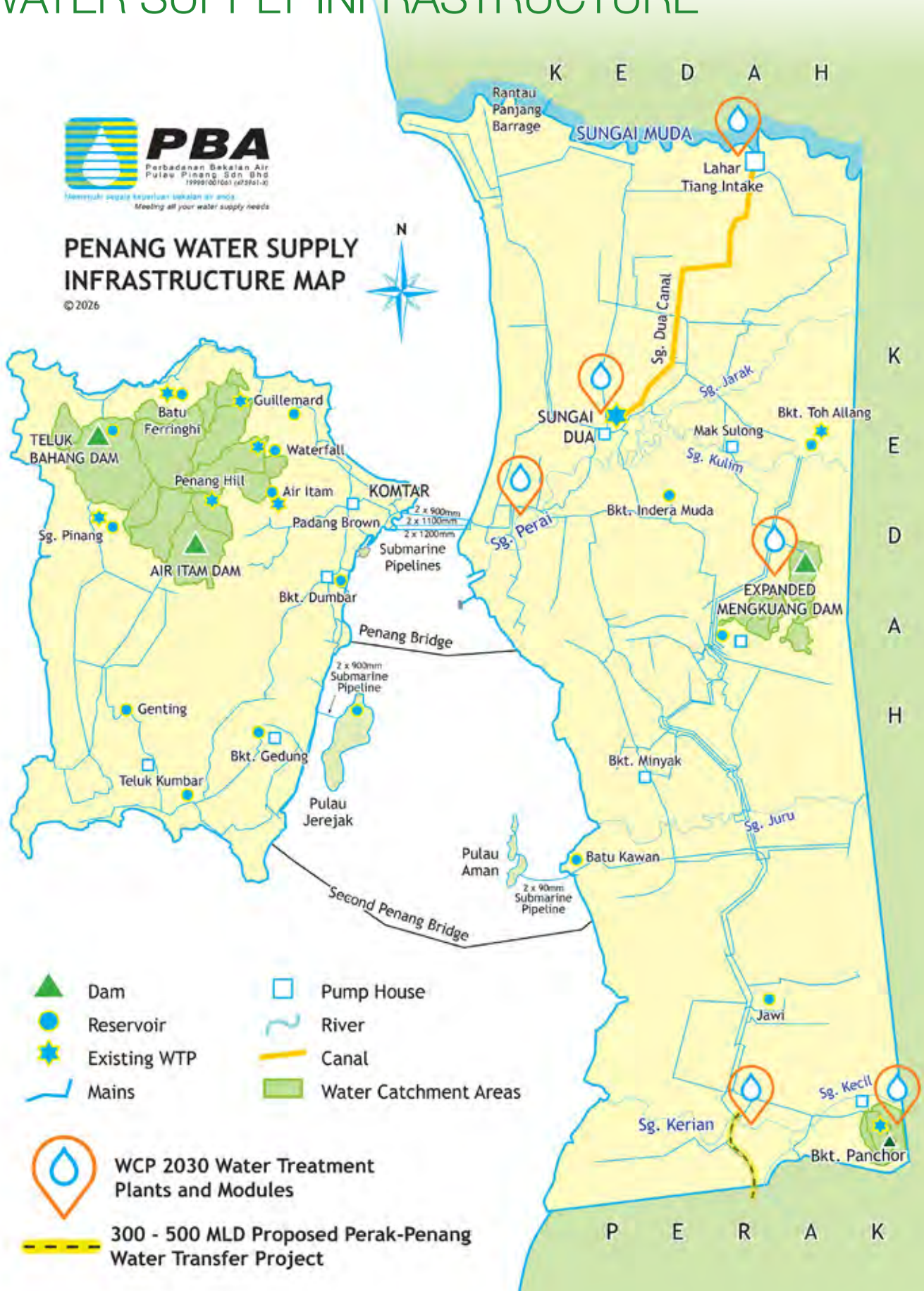
Subsequently, in 2006, after obtaining his Professional Engineer status from the Board of Engineers Malaysia, he joined as a Partner with Mudajaya Jurutera in 2007 before joining PBA Holdings Bhd.

He does not hold any ordinary shares in the Company or its subsidiaries, has no family relationship with any Director and/or major shareholder of the Company and has no conflict of interest with the Company. He has not been convicted of any offences within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year 2025.



PENANG STATE

WATER SUPPLY INFRASTRUCTURE



CORPORATE INFORMATION



PBA Holdings Bhd.

Registration No. 200001012513 (515119-U)

BOARD OF DIRECTORS

- **YAB Tuan Chow Kon Yeow**
(Non-Independent and Non-Executive Chairman)
- **YB Dato' Dr. Mohamad bin Abdul Hamid**
(Non-Independent and Non-Executive Deputy Chairman)
- **YB Dato' Seri Haji Zulkifli bin Long**
(Non-Independent and Non-Executive Director)
- **YB Dato' Haji Zairi bin Haji Mat Ali**
(Non-Independent and Non-Executive Director)
(Appointed on 1 April 2026)
- **YB Tuan Zairil Khir Johari**
(Non-Independent and Non-Executive Director)
- **Tuan Haji Fadzil bin Hj. Abdullah**
(Non-Independent and Non-Executive Director)
- **YBhg. Dato' Agatha Foo Tet Sin**
(Non-Independent and Non-Executive Director)
- **YBhg. Dato' Brian Tan Guan Hooi**
(Independent and Non-Executive Director)
- **Encik Lim Eng Huat**
(Independent and Non-Executive Director)
- **Puan Nor Hatina binti Md Salleh**
(Independent and Non-Executive Director)
- **Cik Lim Seang Lee**
(Independent and Non-Executive Director)
- **YM Raja Azmi bin Raja Nazuddin**
(Independent and Non-Executive Director)
(Appointed on 13 October 2025)
- **YBhg. Dato' Ir. Sabri bin Abdul Mulok**
(Independent and Non-Executive Director)
(Appointed on 21 January 2026)



PERBADANAN BEKALAN AIR

PULAU PINANG SDN. BHD.

Registration No. 199901001061 (475961-X)

BOARD OF DIRECTORS

- **YAB Tuan Chow Kon Yeow**
(Non-Executive Chairman)
- **YB Dato' Dr. Mohamad bin Abdul Hamid**
(Non-Executive Deputy Chairman)
- **YB Tuan Jagdeep Singh Deo a/l Karpal Singh**
(Non-Executive Director)
- **YB Dato' Seri Haji Zulkifli bin Long**
(Non-Executive Director)
- **YB Dato' Haji Zairi bin Haji Mat Ali**
(Non-Executive Director)
(Appointed on 1 April 2026)
- **YB Tuan Zairil Khir Johari**
(Non-Executive Director)
- **YB Tuan Gooi Hsiao-Leung**
(Non-Executive Director)
- **YB Dato' Haji Rashidi bin Zinol**
(Non-Executive Director)
- **YB Tuan Teh Lai Heng**
(Non-Executive Director)
- **YB Cik Tan Hooi Peng**
(Non-Executive Director)



PBA RESOURCES SDN. BHD.
Registration No. 200701041648 (799680-A)

BOARD OF DIRECTORS

- YBhg. Dato' Ir. Pathmanathan a/I Krishnan Kutty Raman Nair
- YBhg. Dato' Mohammad Zulkifli bin Abdul Hamid



PBA GREEN TECHNOLOGY SDN. BHD.
Registration No. 201801045265 (1307297-U)

BOARD OF DIRECTORS

- YBhg. Dato' Ir. Pathmanathan a/I Krishnan Kutty Raman Nair
- Dr. Mary Ann Harris

COMPANY SECRETARIES

Chua Siew Chuan
(MAICSA 0777689) (SSM PC NO. 201908002648)

Low Seow Wei
(MAICSA 7053500) (SSM PC NO. 202008000437)

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Fax : (604) 200 6704
Website: www.pbahb.com.my
Email: infopbahb@pba.com.my

SHARE REGISTRAR

Securities Services (Holdings) Sdn. Bhd.
Suite 18.05, MWE Plaza, No. 8, Lebuhr Farquhar,
10200 George Town, Pulau Pinang.
Tel : (604) 263 1966
Fax: (604) 262 8544
Email : info@sshsb.com.my

AUDITORS

KPMG PLT (LLP0010081 - LCA & AF 0758)
Level 18, Hunza Tower, 163E, Jalan Kelawei,
10250 George Town, Pulau Pinang.
Tel : (604) 375 1800
Fax : (604) 238 2222

PRINCIPAL BANKER

Malayan Banking Berhad, Pulau Pinang

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
(Utilities)
Stock Name : PBA
Stock Code : 5041

CORPORATE STRUCTURE



● 100% *water supply in Penang*

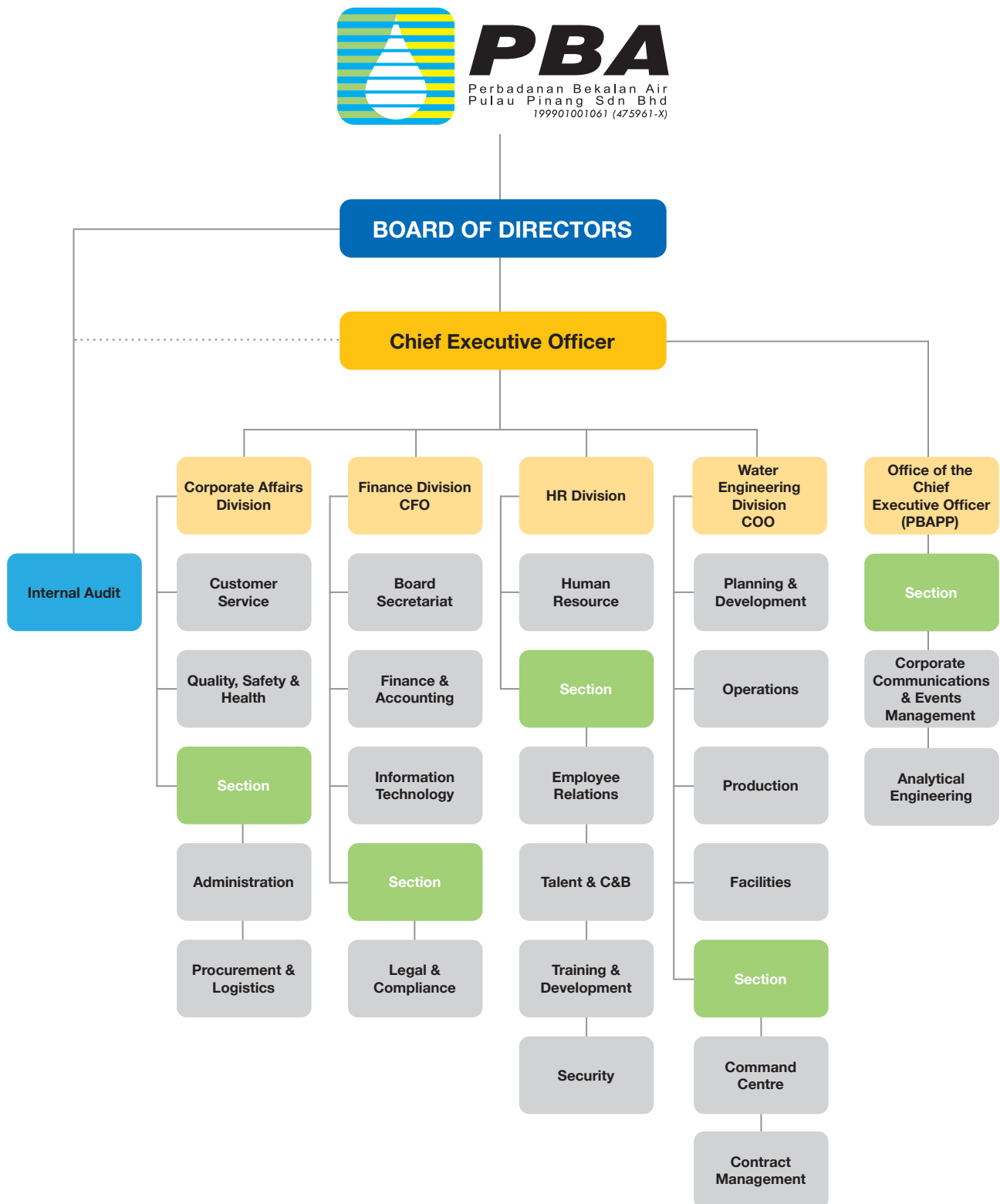


● 100% *management company* ————— *water supply training*



● 100% *renewable energy*

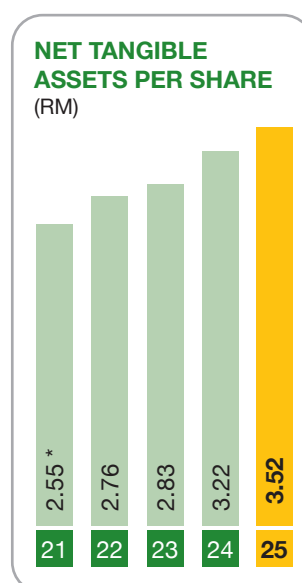
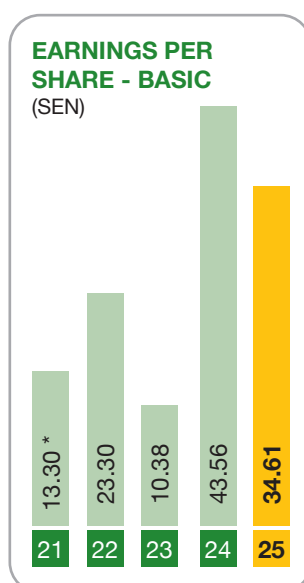
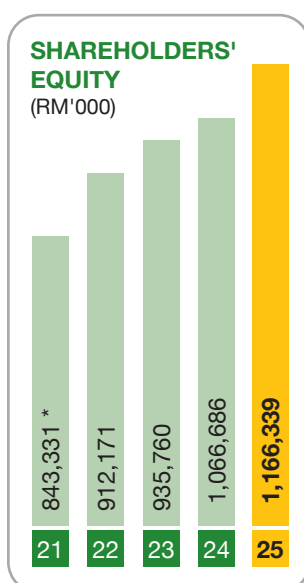
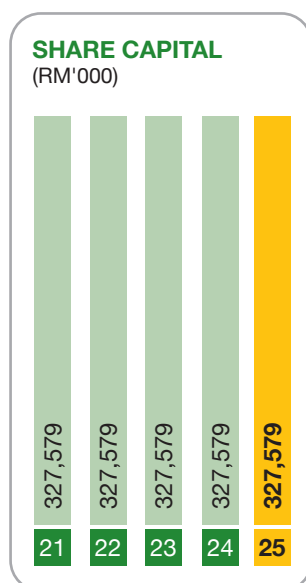
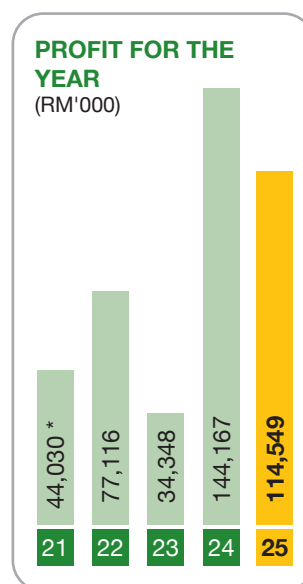
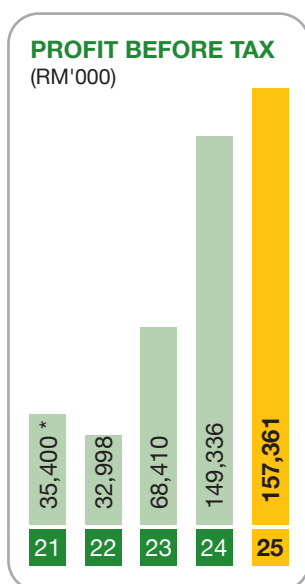
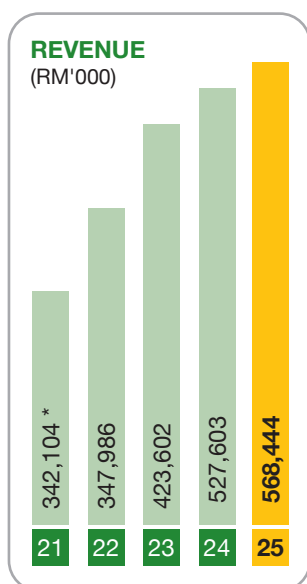




FINANCIAL HIGHLIGHTS

	2021 RM'000	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
REVENUE	342,104 *	347,986	423,602	527,603	568,444
PROFIT BEFORE TAX	35,400 *	32,998	68,410	149,336	157,361
PROFIT FOR THE YEAR	44,030 *	77,116	34,348	144,167	114,549
PAID UP SHARE CAPITAL	327,579	327,579	327,579	327,579	327,579
SHAREHOLDERS' EQUITY	843,331 *	912,171	935,760	1,066,686	1,166,339
EARNINGS PER SHARE - BASIC (sen)	13.30 *	23.30	10.38	43.56	34.61
NET TANGIBLE ASSETS PER SHARE (RM)	2.55 *	2.76	2.83	3.22	3.52

* as restated due to change in accounting policy on revenue recognition for assets transferred from customers



FINANCIAL

CALENDAR 2025

FINANCIAL YEAR ENDED	31 DECEMBER 2025
25th Annual General Meeting	26 June 2025
Announcement of interim results - First Quarter - Second Quarter - Third Quarter - Fourth Quarter	15 May 2025 26 August 2025 19 November 2025 27 February 2026
Dividends paid and payable in 2025 <i>Final - 31 December 2024</i> - Declaration - Entitlement date - Payment date	Final Dividend of 2.25 sen per ordinary share 15 July 2025 1 August 2025
<i>Interim - 31 December 2025</i> - Declaration - Entitlement date - Payment date	First Interim Dividend of 2.25 sen per ordinary share 4 December 2025 2 January 2026
<i>Final - 31 December 2025</i> - Declaration - Entitlement date - Payment date (if approved by shareholders at the forthcoming 26th Annual General Meeting)	Proposed Final Dividend of 2.75 sen per ordinary share 2 July 2026 24 July 2026



DIRECTORS' PROFILE

YAB TUAN CHOW KON YEOW, aged 67, male, a Malaysian citizen, is the Non-Independent and Non-Executive Chairman of PBA Holdings Bhd. ("PBAHB" or "the Company"). He was appointed to the Board of Directors of PBAHB on 22 February 2016 and subsequently re-designated as the Chairman of the Board of Directors on 14 May 2018.

YAB Tuan Chow Kon Yeow is currently the Chief Minister of Penang. He holds a Bachelor of Social Science (Honours) degree from Universiti Sains Malaysia (USM) in 1984.

He began his political career in 1986 and was first elected as the State Assemblyman for Pengkalan Kota, Penang in 1990. Since 2008, he has served continuously as the State Assemblyman for Padang Kota, Penang. He was also elected as the Member of Parliament ("MP") for Tanjong, Penang, serving from 1999 to 2013, and was re-elected to the same constituency in 2018. Following the 15th Malaysian General Election in November 2022, he was elected and is currently serving as the MP for Batu Kawan.

In 2008, he was appointed as the State Executive Councilor for Local Government and Traffic Management. In 2013, he was re-appointed to the position with the additional portfolio of Flood Mitigation.

YAB Tuan Chow Kon Yeow does not hold any ordinary shares in the Company or its subsidiaries. He has no family relationship with any Director and/or major shareholder of the Company and has no conflict of interest with the Company. He has not been convicted of any offences within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year ended 31 December 2025.

During the financial year ended 31 December 2025, YAB Tuan Chow Kon Yeow attended all the seven (7) Board Meetings held.



DIRECTORS' PROFILE

YB DATO' Dr. MOHAMAD BIN ABDUL HAMID, aged 52, male, a Malaysian citizen, is the Non-Independent and Non-Executive Deputy Chairman of PBA Holdings Bhd. ("PBAHB" or "the Company"). He was appointed to the Board of Directors of PBAHB on 12 September 2023 and currently serves as the Deputy Chairman of the Board of Directors of the Company. He previously served as the Chairman of the Nomination and Remuneration Committee of the Company and ceased to hold this position on 1 March 2026.

He is presently the Deputy Chief Minister I of Penang, a Member of the Penang State Executive Council, and the State Legislative Assemblyman for Batu Maung, Penang, a position he has held since August 2023. His portfolios encompass Islamic Development, Education and Higher Education, and National Unity.

Prior to entering politics, he served as the Rector and Chief Executive Officer of Penang International Islamic Technology College (KITAB), an Islamic higher education institution under the Islamic Religious Council, Penang (MAINPP). In recognition of his valuable services and contributions, he was conferred the Darjah Setia Pangkuan Negeri (D.S.P.N.) and Darjah Mulia Pangkuan Negeri (D.M.P.N.) which carry the title of Dato' by the Governor of Penang in July 2022 and 2024 respectively.

YB Dato' Dr. Mohamad bin Abdul Hamid specialises in corporate finance, risk management, and Islamic finance. He began his career as an academician at the Department of Finance, Faculty of Business Management, Universiti Kebangsaan Malaysia (UKM) and has accumulated over 20 years of experience in academic and administrative roles across both public and private universities. He was also a Post-Doctoral Academic Fellow in Islamic Finance at the Markfield Institute of Higher Education (MIHE), United Kingdom.

He holds a Doctor of Philosophy (Ph.D.) in Islamic Finance from the International Islamic University of Malaysia (IIUM) and a Master of Business Administration (MBA) specialising in Finance from Universiti Putra Malaysia (UPM).



He does not hold any ordinary shares in the Company or its subsidiaries. He has no family relationship with any Director and/or major shareholder of the Company and has no conflict of interest with the Company. He has not been convicted of any offences within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year ended 31 December 2025.

During the financial year ended 31 December 2025, YB Dato' Dr. Mohamad bin Abdul Hamid attended all seven (7) Board Meetings held.

DIRECTORS' PROFILE

YB DATO' SERI HAJI ZULKIFLI BIN LONG, aged 60, male, a Malaysian citizen, is a Non-Independent and Non- Executive Director of PBA Holdings Bhd. ("PBAHB" or "the Company"). He was appointed to the Board of Directors of PBAHB on 18 October 2024 and also acts as the Liaison Officer of the Company.

YB Dato' Seri Haji Zulkifli bin Long began his public service career as an Assistant District Officer (Planning and Development Division) at Seberang Perai Utara District and Land Office ("PDT SPU"), where he served from 1997 to 2004. In April 2005, he was appointed as Chief Assistant Secretary (Management Services & Finance) at the Penang State Secretary's Office, and was subsequently promoted to Chief Assistant District Officer (Development), PDT SPU, in 2007.

In the same year, he was granted study leave with full pay to pursue his Master's Degree in Economics at Universiti Utara Malaysia, which he successfully completed in 2009.

In 2014, he was appointed as Deputy Director (Macro) of the Penang State Economic Planning Unit under the Penang State Secretary's Office. Between 2015 and 2018, he served as a District Officer in various District and Land Offices in Penang. In 2018, he was appointed as Director of the Penang Islamic Religious Affairs Department and Secretary of the Penang State Islamic Religious Council.

Prior to assuming his current role as the State Secretary of Penang, he held the positions of Director of the Penang Land and Mines Office, and Director of the Penang State Development Office in 2020 and 2024, respectively.

He is deemed interested in the shareholdings held by the major shareholder, the State Secretary, Penang, in the Company by virtue of his position as State Secretary of the Penang State Government. He has not been convicted of any offences within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year ended 31 December 2025.



During the financial year ended 31 December 2025, YB Dato' Seri Haji Zulkifli bin Long attended all seven (7) Board Meetings held.