ECOBUILT

EcoBuilt Holdings Bhd

Registration No. 200301033338 (635759-U)

2026

ANNUAL REPORT

CONTENTS

CORPORATE INFORMATION

BOARD OF DIRECTORS

Dato' Noordin Bin Sulaiman
Chairman/Independent Non-Executive Director

Lee Kuan Vun
Independent Non-Executive Director

Ooi Chok Wei
Independent Non-Executive Director

Kunamony A/P S.Kandiah
Independent Non-Executive Director

Tee Jing Kwan
Executive Director

Ho Pui Hold
Independent Non-Executive Director

AUDIT COMMITTEE

Ho Pui Hold
Chairperson/Independent Non-Executive Director

Lee Kuan Vun
Independent Non-Executive Director

Kunamony A/P S.Kandiah
Independent Non-Executive Director

NOMINATION AND REMUNERATION COMMITTEE

Lee Kuan Vun
Chairperson/Independent Non-Executive Director

Ooi Chok Wei
Independent Non-Executive Director

Kunamony A/P S.Kandiah
Independent Non-Executive Director

Ho Pui Hold
Independent Non-Executive Director

COMPANY SECRETARY

Wong Youn Kim
[SSM PC No. 201908000410 (MAICSA 7018778)]

REGISTERED OFFICE

Unit 11.07, Amcorp Tower,
Amcorp Trade Centre,
18, Persiaran Barat,
46050 Petaling Jaya,
Selangor, Malaysia
Tel : 017-6229303

SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn Bhd
[Company No. 197101000970 (11324-H)]
Unit 32-01, Level 32, Tower A, Vertical Business Suite
Avenue 3, Bangsar South, No. 8, Jalan Kerinchi
59200 Kuala Lumpur, Malaysia
Tel : 03-2783 9299
Fax : 03-2783 9222
Email : is.enquiry@my.tricorglobal.com

PRINCIPAL BANKER

Public Bank Berhad
CIMB Bank Berhad

STOCK EXCHANGE LISTING

Bursa Malaysia Securities Berhad (MAIN Market)
Stock Name : ECOHLDS
Stock Code : 0059

AUDITOR

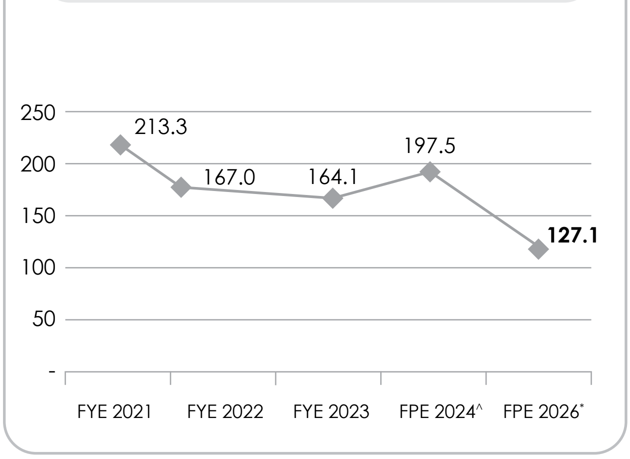
PKF PLT 202206000012 (LLP0030836-LCA) & AF0911
Lot 23-1, 1st Floor
Lintas Plaza
Lorong Lintas Plaza
88300, Kota Kinabalu, Sabah, Malaysia
Tel : 088-267 721

CORPORATE WEBSITE

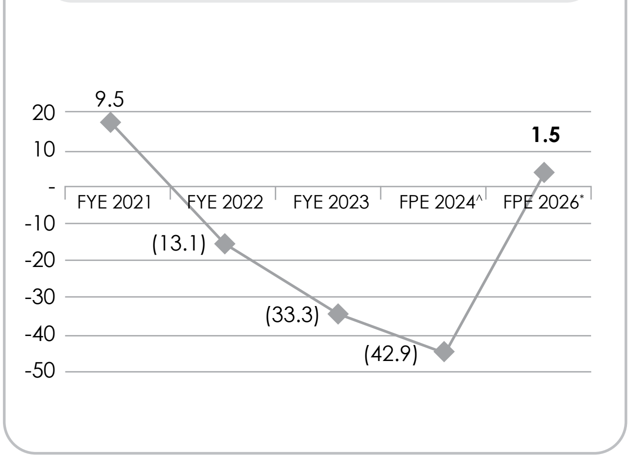
www.eco-built.com.my

FINANCIAL HIGHLIGHTS

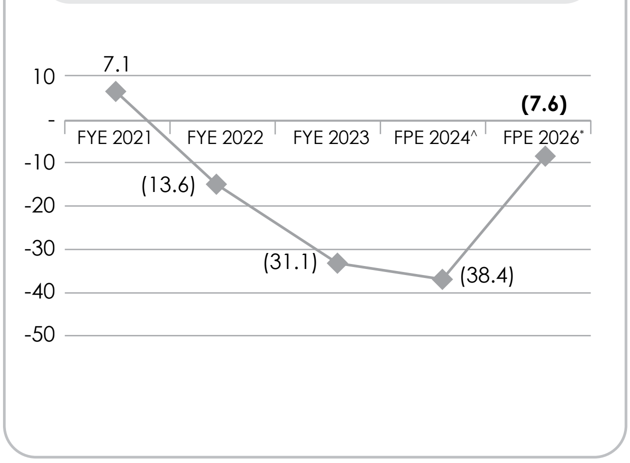
REVENUE
(RM'mil)



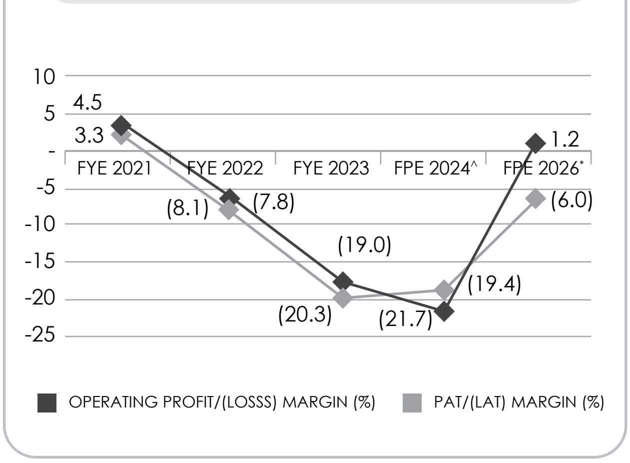
PROFIT/(LOSS) FROM OPERATIONS
(RM'mil)



PROFIT/(LOSS) AFTER TAX ("PAT/(LAT)")
(RM'mil)



OPERATING & PAT/(LAT) MARGIN
(RM'mil)



Note:

^ *The financial period from 1 June 2023 to 31 August 2024 ("FPE 2024") has been restated for comparative purposes to conform with the presentation of current financial period presentation*

* *The Group has changed its financial year end from 31 August to 28 February during this financial period, resulting in a 18-month period reported from 1 September 2024 to 28 February 2026 ("FPE 2026")*

MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW TO THE GROUP'S BUSINESS

Ecobuilt Holdings Berhad ("Ecobuilt" or "the Company") is listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities").

All of our subsidiaries, namely Eko Bina Sdn Bhd, Rexallent Construction Sdn Bhd ("Rexallent") and Ecobuilt Construction Sdn Bhd, are registered as Grade 7 ("G7") Contractors with the Construction Industry Development Board of Malaysia ("CIDB"). Such certification enables Ecobuilt and its subsidiaries (collectively known as "Ecobuilt Group" or "the Group") to undertake building construction projects with unlimited value in Malaysia. In addition, the Group is also registered under Sijil Perolehan Kontrak Kerajaan ("SPKK") to take part in Malaysian Government awarded contracts.

Ecobuilt Group is well-known as a leading engineering group with businesses in civil engineering, building contracting and construction. The Group has established a good track record over the years and aims to provide the highest standard of design, construction and services in the business.

On 23 July 2025, Ecobuilt Construction has been awarded with a Letter of Award ("LoA") with contract sum of RM34.7 million for the construction of a 25-storey service apartment block comprising 264 units. The contract is expected to be completed within twenty-two (22) months i.e from 8 July 2025 to 8 May 2027. This project is expected to contribute positively to the Group's financial performance over the contract period.

FINANCIAL PERFORMANCE REVIEW

	FPE 2026 (18 months)	FPE 2024 Restated (15 months)	VARIANCE	
	RM '000	RM '000	RM '000	%
Revenue	127,089	197,548	(70,459)	(35.7)
Gross Profit/(Loss)	20,623	(20,540)	41,163	>100.0
Profit/(Loss) before tax	926	(43,608)	44,534	>100.0
Loss after tax	(7,618)	(38,421)	30,803	80.1

The Group has changed its financial year end from 31 August to 28 February during this financial period, resulting in a 18-month period reported from 1 September 2024 to 28 February 2026 ("FPE 2026"). Consequently, there is no direct comparative financial information available for the financial year ended 31 August 2024 ("FYE 2024").

The Group recorded a total revenue of RM127.1 million for FPE 28 February 2026. The revenue was primarily driven by the progress of ongoing construction contracts, approved variation orders, and the completion of three projects during the financial period.

The Group recorded a gross profit of RM20.6 million, mainly attributable to the progression of the ongoing projects, the completion of three projects and recognition of the approved variation orders.

Despite the reported gross profit of RM20.6 million, the profit before tax of RM0.9 million was mainly impacted by the recognition of net provision of expected credit loss allowance on trade receivables and impairment of goodwill of RM6.1 million and RM5.9 million respectively during FPE 2026.

Despite the operational challenges faced during the financial period, the Group remains committed to contract delivery. The Group also remains proactive in seeking new projects as demonstrated by securing of a LOA, with contract sum of RM34.7 million, for the construction of a 25-storey service apartment block comprising 264 units on July 2025.

FINANCIAL PERFORMANCE REVIEW (CONTINUED)

Statement of Financial Position

	FPE 2026	FPE 2024 Restated	VARIANCE	
	RM '000	RM '000	RM '000	%
Non-current assets	40,247	59,732	(19,485)	(32.6)
Current Assets	123,094	121,975	1,119	0.9
Total Assets	**163,341**	**181,707**	**(18,366)**	**(10.1)**
Non-current liabilities	1,289	2,718	(1,429)	(52.6)
Current liabilities	125,177	132,084	(6,907)	(5.2)
Total liabilities	**126,466**	**134,802**	**(8,336)**	**(6.2)**
Net assets ("NA")	36,875	46,905	(10,030)	(21.4)
NA per share (sen)	8.76	11.15	(2.4)	(21.4)
Current ratio (times)	0.98	0.92	0.06	6.5
Gearing ratio (times)	0.12	0.16	(0.04)	(25.0)
Trade receivables turnover (days) (1)	229	235	(6)	(2.6)
Trade payables turnover (days) (2)	446	179	267	>100.0

Notes: -

(1) *Computed based on trade receivables as at year end over revenue (prorated to 365 days) for the period multiplied by 365 days.*

(2) *Computed based on trade payables as at year end over cost of sales (prorated to 365 days) for the year multiplied by 365 days.*

As at 28 February 2026, the Group's total assets decreased by RM18.4 million or 10.1% to RM163.3 million from RM181.7 million as at 31 August 2024. The decrease was mainly attributable to a reduction in non-current assets of RM19.5 million, primarily due to the impairment of intangible assets, depreciation of property, plant and equipment, fair value changes recognised on other investments and the derecognition of deferred tax assets amounting to RM5.9 million, RM2.9 million, RM2.4 million and RM8.3 million respectively.

The deferred tax assets were fully derecognised following a reassessment of their recoverability, as it was no longer considered probable that sufficient future taxable profits would be available against which the deferred tax assets could be utilised.

The decrease in non-current assets was partially offset by a marginal increase in current assets of RM1.1 million, mainly attributable to higher cash and bank balances and changes in working capital balances during the financial period.

The Group's total liabilities decreased by RM8.3 million or 6.2% from RM134.8 million to RM126.5 million, mainly due to lower borrowings and a reduction in accruals following settlements during the financial period. This was partially offset by higher trade payables arising from extended payment terms under the Group's debt restructuring initiatives.

Consequently, the Group's net assets ("NA") decreased by RM10.0 million or 21.4% from RM46.9 million to RM36.9 million, while NA per share decreased from 11.15 sen to 8.76 sen.

The Group's current ratio improved from 0.92 times to 0.98 times, while gearing ratio improved from 0.16 times to 0.12 times, mainly due to lower borrowings and improved capital structure.

Trade receivables turnover decreased by 6 days to 229 days, reflecting a slight improvement in collection efficiency. Trade payables turnover increased significantly by 267 days to 446 days from 179 days, mainly due to extended payment terms under the Scheme of Arrangement and Restraining Order obtained by two wholly owned subsidiaries as part of the Group's debt restructuring exercise. Consequently, the Group experienced a significantly longer payment cycle during the financial period despite normal credit terms of 30 days.

MANAGEMENT DISCUSSION AND ANALYSIS
(CONTINUED)

FINANCIAL PERFORMANCE REVIEW (CONTINUED)

Statement of Cash Flows

	FPE 2026	FPE 2024 Restated	VARIANCE	
	RM '000	RM '000	RM '000	%
Net cash generated from/(used in) operating activities	4,709	(1,802)	6,511	>100
Net cash (used in)/ generated from investing activities	(48)	4,264	(4,312)	(>100)
Net cash used in financing activities	(1,706)	(3,403)	1,697	50
Cash and cash equivalents as at 28 Feb / 31 Aug	(29)	(2,984)	2,955	99

The Group recorded net cash generated from operating activities of RM4.7 million during FPE 2026, as compared to net cash used in operating activities of RM1.8 million in FPE 2024. The improvement in operating cash flow was mainly attributable to favourable working capital movements and lower operating cash outflows during the financial period.

The profit before taxation for the financial period was significantly affected by non-cash items, including impairment of intangible assets of RM5.9 million and net expected credit losses of RM6.1 million. In addition, the prior financial period included a provision for liquidated ascertained damages of RM15.8 million, which did not recur in the current financial period.

The Group recorded net cash used in investing activities of RM0.05 million during FPE 2026, as compared to net cash generated from investing activities of RM4.3 million in FPE 2024. The investing cash inflow in FPE 2024 was mainly attributable to proceeds from the disposal of property, plant and equipment and other investments, while investing activities in the current financial period were minimal.

Net cash used in financing activities decreased from RM3.4 million in FPE 2024 to RM1.7 million in FPE 2026, mainly due to lower repayments of lease liabilities and bank borrowings, as most of the lease liabilities had already been fully repaid in the preceding financial period, as well as lower repayments of bank borrowings during the current financial period.

Despite the improvement in operating cash flow, the Group remained in a net cash and cash equivalents deficit position of RM0.03 million as at 28 February 2026, primarily due to the utilisation of bank overdraft facilities, which form part of the Group's cash management arrangement.

CAPITAL STRUCTURE, RESOURCES AND EXPENDITURE

The Group finances its daily working capital requirements with cash and bank balances as well as credit extended by trade payables and/or banks. As of 28 February 2026, the Group's bank facilities consist of term loans and bank overdrafts.

RISK RELATING TO OUR BUSINESS

In the pursuit of business sustainability, we are committed to recognise, address and monitor various anticipated or known risks that have the potential to influence our operations, performance, financial state and liquidity. Here in Ecobuilt, the Group is guided by the risk management framework, which encompasses policies and procedures to effectively manage and address risks while supporting the Group's continuous business growth.

Business Sustainability and Contract Acquisition Risk

The construction industry remains highly competitive, with project awards generally secured through competitive tendering processes. The Group's future performance is dependent on its ability to secure new projects and maintain a sustainable order book to support its operations and growth objectives. Changes in market conditions, reduced construction activities, intense competition and pricing pressures may affect the Group's ability to secure projects on acceptable commercial terms. Failure to replenish the Group's order book may adversely affect future revenue and profitability.

To mitigate this risk, the Group continuously reviews its business strategies, strengthens relationships with clients and business partners, and actively pursues suitable opportunities in both the public and private sectors. The Group also adopts prudent tendering practices to ensure that projects undertaken are commercially viable and aligned with its operational capabilities.

Project Execution and Cash Flow Risk

The Group is exposed to project-related risks arising from delays in project completion, cost overruns, changes in project scope, labour constraints, material shortages, unforeseen site conditions and contractual disputes. These challenges may affect project delivery timelines, increase project costs and adversely impact profitability.

In addition, the timing difference between certification and collection of progress billings and payments to suppliers, subcontractors and workers may result in working capital pressures and increased funding requirements.

To manage these risks, the Group continuously monitors project progress, project costing and contractual obligations through regular management reviews and project performance assessments. The Group also implements prudent cash flow management measures, including close monitoring of project billings, receivables collection and payment commitments to support its operational and financial requirements.

Labour Shortage Risk

The construction industry remains labour-intensive and relies heavily on the availability of skilled and semi-skilled workers. Labour shortages, increasing wage costs and changes in labour regulations, including foreign worker policies, may affect the Group's ability to execute projects efficiently and within budget.

A shortage of workers may lead to project delays, increased labour costs and reduced productivity, which could adversely affect the Group's financial performance.

The Group seeks to mitigate this risk through effective workforce planning, continuous recruitment efforts, employee retention initiatives and the optimisation of manpower resources across projects. The Group also promotes training and development programmes to enhance workforce competency and productivity.

Availability of Construction Materials and Fluctuation in Material Costs

The Group is exposed to fluctuations in the prices and availability of construction materials, including steel, cement, aggregates and other key building materials. Market volatility, inflationary pressures, supply chain disruptions and global economic developments may result in higher procurement costs and affect project margins.

Any significant increase in material costs or prolonged supply disruptions may adversely affect project profitability and project completion schedules. To mitigate this risk, the Group maintains close relationships with suppliers and subcontractors, continuously monitors market conditions and adopts prudent procurement and inventory management practices. The Group also reviews project costing regularly to minimise the impact of material cost fluctuations.

MANAGEMENT DISCUSSION AND ANALYSIS
(CONTINUED)

RISK RELATING TO OUR BUSINESS (CONTINUED)

Economic, Political and Regulatory Risk

The Group's business performance may be affected by changes in economic conditions, government policies, regulatory requirements and the overall level of construction activities within the country. Factors such as inflation, interest rate movements, changes in taxation policies, regulatory requirements, foreign labour policies and public infrastructure spending may affect construction demand, operating costs and project viability.

The Group continuously monitors economic and regulatory developments and reviews its business strategies accordingly. Management also maintains regular engagement with relevant stakeholders to ensure compliance with applicable laws and regulations and to respond appropriately to changes in the operating environment.

Litigation and Contractual Risk

As with any construction business, the Group may be exposed to contractual disputes, claims, litigation and other legal proceedings arising from project execution, delays, variations, defects, payment disputes or other contractual matters.

Such disputes may result in additional costs, delays in project completion, diversion of management resources and reputational impact.

To minimise these risks, the Group maintains appropriate contract management procedures, monitors contractual obligations closely and seeks professional advice where necessary to manage and resolve disputes in a timely manner.

FUTURE PROSPECT AND OUTLOOK

According to the Ministry of Finance ("MOF"), Malaysia's economy continued to record positive growth, supported by domestic demand, investment activities and the implementation of development projects.

The Construction Statistics 2026 released by the Department of Statistics Malaysia ("DOSM") reported that the value of construction work done increased by 8.5% year-on-year to RM46.5 billion in the first quarter of 2026. The growth was primarily driven by the Special Trade Activities and Non-Residential Buildings sub-sectors, while the private sector remained the main contributor to the construction industry.

In addition, the Government's continued emphasis on infrastructure development and investment activities is expected to support demand for construction-related services.

While the operating environment remains challenging due to competitive market conditions, labour constraints and cost pressures, the Group remains focused on completing its ongoing projects and improving its financial position. Barring any unforeseen circumstances, the Board remains cautiously optimistic on the Group's future prospects and is committed to delivering long-term value to its shareholders.

DIVIDEND

No dividends were paid or declared in FPE 2026 as the Group is currently prioritising on strengthening its business and operations in order to ensure a long-term growth. At present, the Company does not have any formal dividend policy in place. Any recommendation or declaration of dividends is at the discretion of our Board and subject to various factors, including but not limited to, financial performance, working capital requirements and cash flow management.

BOARD OF DIRECTORS

DATO' NOORDIN BIN SULAIMAN

Non-Executive Chairman
Male | 69 | Malaysian

Dato' Noordin Bin Sulaiman, Male, aged 69, Malaysian citizen, is the Non-Executive Chairman of Ecobuilt Holdings Berhad. He was appointed to the Board on 01 November 2018. He graduated with Bachelor Degree (Hons) from University Malaya in 1980. He then obtained his Diploma in Public Management and Diploma in Management Science from Institut Tadbiran Awam Negara (INTAN) in 1981 and 1986 respectively.

He started his career in 1981 as Assistant Director in the Implementation and Coordination Unit, Prime Minister's Department. Throughout his 36 years of service with the Government, he was involved in several roles and various capacities. Prior to his retirement, he held the position of State Financial Officer for Selangor Government from 2012 to 2017.

He has no family relationship with any other Directors and/or substantial shareholders of Ecobuilt. He has no conflict of interest with the Group other than that which has been disclosed to the Board of Directors (if any). He has no convictions for any offences within the past 5 years other than traffic offences or any public sanction or penalty imposed by the regulatory bodies during the financial period. He does not hold any directorship in other public companies and listed issuers.

TEE JING KWAN

Executive Director
Male | 46 | Malaysian

Tee Jing Kwan, Male, aged 46, Malaysian citizen, is the Executive Director of Ecobuilt. He was appointed to the Board on 19 May 2026. He holds a Diploma in Quantity Surveying from Tunku Abdul Rahman College.

He has more than 20 years of experience in the construction and property development industry, involving residential, commercial and industrial projects. He started his career in quantity surveying and progressed into senior management roles, with experience in project management, contract administration, cost control and coordination with developers, consultants, authorities and contractors.

He has no family relationship with any other Directors and/or substantial shareholders of Ecobuilt. He has no conflict of interest with the Group other than which has been disclosed to the Board of Directors (if any). He has no convictions for any offences within the past 5 years other than traffic offences any public sanction or penalty imposed by the regulatory bodies during the financial period. He does not hold any directorship in other public companies and listed issuers.

BOARD OF DIRECTORS
(CONTINUED)

LEE KUAN VUN

Independent and Non-Executive Director
Male | 57 | Malaysian

Lee Kuan Vun, Male, aged 57, a Malaysian citizen, is the Independent and Non-Executive Director of Ecobuilt. He was appointed to the Board on 06 February 2025. He obtained Bachelor of Arts (Hons) Degree in Accounting & Finance from Lancaster University in the United Kingdom.

He has over 30 years of experience in banking, loan recovery, asset management and credit restructuring across various financial institutions, including SME Bank, RHB Bank and Kwong Yik Bank. Throughout his career, he has held senior leadership positions in credit risk management and recovery functions, where he was responsible for managing impaired loan portfolios, developing restructuring strategies and overseeing asset recovery operations across regional markets.

He was Senior Vice President & Head of Loan Recovery at RHB Bank Berhad, Vice President of Corporate & Commercial Recovery at RHB Bank Berhad, Assistant Vice President of Credit PJ Business Banking Group at RHB Bank Berhad, Commercial & Corporate Credit Executive at Kwong Yik Bank Berhad, and Vice President – Head of Collection at SMEB Asset Management Sdn Bhd.

He is the member of the Audit Committee and Chairman of the Nomination and Remuneration Committee of the Company. He has no family relationship with any other Directors and/or substantial shareholders of Ecobuilt. He has no conflict of interest with the Group other than that which has been disclosed to the Board of Directors (if any). He has no convictions for any offences within the past 5 years other than traffic offences or any public sanction or penalty imposed by the regulatory bodies during the financial period. He does not hold any directorship in other public companies and listed issuers.

OOI CHOK WEI

Independent Non-Executive Director
Male | 42 | Malaysian

Ooi Chok Wei, Male, aged 42, Malaysian citizen, is the Independent Non-Executive Director of Ecobuilt. He was appointed to the Board on 04 March 2026.

He has a strong background in corporate law and legal advisory. He is an Advocate & Solicitor of the High Court of Malaya, holds a Bachelor of Laws (Hons) Degree from the University of London, and holds a Certificate in Legal Practice (CLP) from the Legal Profession Qualifying Board.

With 15 years of legal practice experience, he is a highly accomplished legal professional who has advised corporate groups, public listed and private companies, financial institutions, and property developers. He has expertise in corporate advisory, commercial transactions, conveyancing, litigation, and regulatory compliance. In his practice at Messrs San & Associates, he brings extensive knowledge in guiding companies through structural changes, governance frameworks, and board-level decision-making.

Throughout his career, Mr. Ooi has managed functions such as drafting and negotiating joint venture contracts, shareholders' agreements, and cross-party commercial arrangements, while overseeing comprehensive due diligence processes to mitigate legal risks under Malaysian corporate law.

He is a member of the Nomination and Remuneration Committee of the Company. He has no family relationship with any other Directors and/or substantial shareholders of Ecobuilt. He has no conflict of interest with the Group other than which has been disclosed to the Board of Directors (if any). He has no convictions for any offences within the past 5 years other than traffic offences any public sanction or penalty imposed by the regulatory bodies during the financial period. He does not hold any directorship in other public companies and listed issuers.

BOARD OF DIRECTORS
(CONTINUED)

KUNAMONY A/P S.KANDIAH

Independent Non-Executive Director
Female | 75 | Malaysian

Kunamony A/P S.Kandiah, Female, aged 75, Malaysian citizen, is the Independent Non-Executive Director of Ecobuilt. She was appointed to the Board on 19 May 2026. She graduated with a Bachelor of Laws (Hons) Degree from the University of Buckingham, United Kingdom. She is also a Barrister-at-Law of the Middle Temple, Inns of Court, United Kingdom.

She is an Advocate & Solicitor of the High Court of Malaya and currently a senior partner of Messrs. Mohd Latip & Associates. She has more than 34 years of legal experience. Throughout her legal practice, she has handled a wide range of matters, with particular focus on company and corporate law, probate and family law. She specialises in the restructuring and rehabilitation of ailing companies, including both public listed and private limited companies.

She has served several terms as a Committee Member of the Selangor Bar and the State Bar of Selangor. She was also appointed as a Panel Member of the Investigating Tribunal Boards and is the Vice-President of the Arthritis Foundation Malaysia.

She is the member of the Audit Committee and Nomination and Remuneration Committee of the Company. She has no family relationship with any other Directors and/or substantial shareholders of Ecobuilt. She has no conflict of interest with the Group other than that which has been disclosed to the Board of Directors (if any). She has no convictions for any offences within the past 5 years other than traffic offences or any public sanction or penalty imposed by the regulatory bodies during the financial period.

At present, she is the Senior Independent Non-Executive Director in mTouche Technology Berhad, Independent Non-Executive Director in Permaju Industries Berhad, Meridian Berhad and PNE PCB Berhad, companies listed on Bursa Malaysia.

HO PUI HOLD

Independent Non-Executive Director
Male | 44 | Malaysian

Ho Pui Hold, Male, aged 44, Malaysian citizen, is the Independent Non-Executive Director of Ecobuilt. He was appointed to the Board on 29 May 2026.

He is a Fellow Member of the Association of Chartered Certified Accountants (ACCA), a Member of the Malaysian Institute of Accountants (MIA), and a Member of the ASEAN Chartered Professional Accountants (ASEAN CPA).

He has over 20 years of experience in auditing, banking, and corporate finance. He began his career in 2004 as an Initial Public Offering (“IPO”) consultant with a Singapore-based advisory firm and subsequently served as a Senior Audit Associate with Ernst & Young. He later joined AmBank (M) Berhad's Corporate & Institutional Banking division, where he was involved in credit evaluation and corporate banking products, including debt capital markets, loan syndication, corporate finance advisory, and treasury products. He also served as Chief Financial Officer of a Bursa Malaysia-listed foreign company until 2013.

He is the Chairman of the Audit Committee and member of the Nomination and Remuneration Committee of the Company. He has no family relationship with any other Directors and/or major shareholders of the Company. He has no conflict of interest with the Group and has not been convicted of any offences within the past five years other than traffic offences, nor has he been subjected to any public sanction or penalty imposed by regulatory authorities.

At present, he is the Independent Non-Executive Director in Permaju Industries Berhad and EP Manufacturing Bhd, companies listed on Bursa Malaysia.

AUDIT COMMITTEE REPORT

A. MEMBERS AND MEETING ATTENDANCE

The Audit Committee ("AC") was established by the Board of Directors and comprises three (3) members who are Non-Executive Directors.

Pursuant to the Terms of Reference of the AC, the Committee shall be appointed by the Directors from among themselves and shall not be fewer than three (3) members. All the AC members must be Non-Executive Directors, with a majority of Independent Directors. The Chairman of the AC shall be an Independent Non-Executive Director and shall not be the Chairman of the Board. The Chief Executive Officer and the alternate director shall not be a member of the AC. At least one member of the AC:-

(i) must be a member of the Malaysian Institute of Accountants; or
(ii) if he is not a member of the Malaysian Institute of Accountants, he must have at least three (3) years' working experience and:-
    (a) must have passed the examinations specified in Part I of the First Schedule of the Accountants Act 1967; or
    (b) must be a member of one of the association of accountants specified in Part II of First Schedule of the Accountants Act 1967; or
(iii) fulfills such other requirements as prescribed or approved by the Bursa Malaysia Securities Berhad.

The AC held a total of nine (9) meetings during the financial period ended 28 February 2026 and details of the members and their attendance record are as follows:-

Name of Audit Committee Member	Meetings Attended
Dato Indera Tun Putera Matin Ahmad Shah Bin Munir *Independent Non-Executive Director* *(Resigned w.e.f 5 February 2025)*	3/3
Lee Kuan Vun *Independent Non-Executive Director* *(Appointed w.e.f 6 February 2025)*	6/6
Chang Chen Seng *Independent Non-Executive Director* *(Appointed w.e.f 6 February 2025 and resigned w.e.f 30 January 2026)*	4/6
Datuk Ng Seing Liong PJN, JP *Non-Independent Non-Executive Director* *(Resigned w.e.f 6 February 2025)*	3/3
Loh Poh Im *Chairman/Independent Non-Executive Director* *(Resigned w.e.f 1 September 2025)*	6/6
Wong Hui Liang *Chairman/Independent Non-Executive Director* *(Appointed w.e.f 29 October 2025 and resigned w.e.f 19 May 2026)*	2/2
Dato Mohd Ibrahim Bin Mohd Nor* *Non-Independent Non-Executive Director* *(Appointed w.e.f 03 February 2026 and resigned w.e.f 01 June 2026)*	-
Kunamony A/P S.Kandiah *Independent Non-Executive Director* *(Appointed w.e.f 29 May 2026)*	-
Ho Pui Hold *Chairman/Independent Non-Executive Director* *(Appointed w.e.f 29 May 2026)*	-

* The Director was appointed subsequent to the financial period ended 28 February 2026. Accordingly, the attendance record is not applicable.

AUDIT COMMITTEE REPORT
(CONTINUED)

A. MEMBERS AND MEETING ATTENDANCE (CONTINUED)

The Committee may invite the External Auditors, Internal Auditors, any other Board members and senior management of the Group to be present during meetings to assist in its deliberations. At least once a year, the Committee shall meet with the External Auditors, Internal Auditors and without the presence of Management and the Executive Directors.

B. TERMS OF REFERENCE

The Terms of Reference of the AC is available for viewing at the Company's website at www.eco-built.com.my/corporate-info/. The last review of the Terms of Reference of the AC was on 30 May 2022.

C. SUMMARY OF ACTIVITIES OF THE AC

During the financial period ended 28 February 2026, the following activities were carried out by the AC:-

(a) Overview of Financial Performance and Reporting

i. Reviewed the unaudited quarterly financial results and recommend the same to the Board for approval;
ii. Reviewed the draft audited financial statements of the Company for the financial period ended 28 February 2026 and recommended the same to the Board for approval;
iii. Reviewed the financial performance of the Company and the Group; and
iv. Reviewed the Group's compliance with the accounting standards and relevant regulatory requirements.

(b) Oversight of External Audit

i. Reviewed the Audit Summary Report for the financial period ended 28 February 2026 presented by the External Auditors, entailing the significant audit findings, significant deficiencies in internal control, status of audit, compliance with the ethical requirements on independence, communication with the AC, summary of audit adjustments, summary of unadjusted differences and total audit and non-audit fees;
ii. Reviewed and evaluated the adequacy and effectiveness of the Group's accounting policies, procedures and system of internal controls;
iii. Private discussion with the External Auditors without the presence of Management and the Executive Directors; and
iv. Reviewed the suitability and independence of the External Auditors and upon reviewed and being satisfied with the results of the said assessment, the same has been recommended to the Board for approval.

(c) Oversight of Internal Audit

i. Reviewed and approved the internal audit plan for financial periodic ended 28 February 2026;
ii. Reviewed the reports from the Internal Auditors on tender and contract management and expense claim processing, and assessed the Internal Auditors' findings and Management's responses and made the necessary recommendations to the Board for notation;
iii. Reviewed the existing internal controls and work processes undertaken by the respective departments in the Group under review for relevant areas or businesses and the Group's systems and practices for identification and management of risks;
iv. Reviewed and recommended improvements to the existing internal controls and risk management system of the Group; and
v. Private discussion with the Internal Auditors without the presence of Management and the Executive Directors.

AUDIT COMMITTEE REPORT
(CONTINUED)

C. SUMMARY OF ACTIVITIES OF THE AC (CONTINUED)

(d) Review of Related Party Transactions

Monitored and reviewed the related party transactions and any conflict of interest situation that may arise within the Group including any transaction, procedure or course of conduct that raises the question of Management integrity on a quarterly basis.

(e) Oversight of Internal Control Matters

i. Reviewed and confirmed the minutes of the AC Meetings; and
ii. Reviewed the AC Report and Statement on Risk Management and Internal Control for inclusion in the 2026 Annual Report.

(f) Reviewed and recommended to the Board the proposed appointment of PKF PLT as External auditor of the company.

D. INTERNAL AUDIT FUNCTION

The Board has outsourced its internal audit function to an independent professional services firm with suitable experience and capabilities to handle the internal audit functions, who reports directly to the AC, to assist the Committee in discharging its duties and responsibilities.

The scope of internal audit encompasses the examination and evaluation of the adequacy, existence and effectiveness of the Group's governance, system of internal control structure and the quality of performance in carrying out assigned responsibilities to achieve the Group's stated goals and objectives.

The internal auditors also perform ad-hoc appraisals, inspections, investigations, examinations and reviews as may be requested by the Committee or senior management from time to time.

The Statement on Risk Management and Internal Control with an overview of the state of the risk management and internal controls within the Group is found on pages 32 to 33 of this Annual Report.

NOMINATION AND REMUNERATION COMMITTEE REPORT

NOMINATION COMMITTEE

A. MEMBERS OF THE NOMINATION COMMITTEE ("NC")

Prior to the merger, the NC was established by the Board of Directors and comprised Independent Non-Executive Directors during the financial period up to 2 February 2026.

The NC held a total of six (6) meetings during the financial period under review. Details of the NC members and their attendance record are as follows:-

Name of Nomination Committee Member	Meetings Attended
Dato Indera Tun Putera Matin Ahmad Shah Bin Munir *Chairman/Independent Non-Executive Director* *(Retired w.e.f 5 February 2025)*	2/2
Loh Poh Im *Independent Non-Executive Director* *(Resigned w.e.f 1 September 2025)*	4/4
Datuk Ng Seing Liong PJN, JP *Non-Independent Non-Executive Director* *(Resigned w.e.f 6 February 2025)*	3/3
Chang Chen Seng *Chairman/Independent Non-Executive Director* *(Appointed w.e.f from 6 Feb 2025 and Resigned w.e.f 30 January 2026)*	3/3
Lee Kuan Vun (Chairman) *Chairman/Independent Non-Executive Director* *(Appointed w.e.f 6 February 2025)*	3/3
Wong Hui Liang *Independent Non-Executive Director* *(Appointed w.e.f 29 October 2025 and resigned w.e.f 19 May 2026)*	1/1

B. SUMMARY OF ACTIVITIES OF THE NC

During the financial period up to 2 February 2026, the following activities were carried out by the NC:-

(a) Composition of the Board and Board Committees

The Board is mindful of the importance and advantages of having diversity in terms of skills, experience, age, gender, cultural background and ethnicity at leadership and employee level. A range of diversity dimensions may cultivate a broad range of attributes and perspectives to the boardroom and to various levels of Management within the Group.

The Board has adopted a formal written policy on gender diversity, which can be referred from the Company's website at www.eco-built.com.my/corporate-info/.

One of the recommendations of the Malaysian Code on Corporate Governance ("MCCG") states that the Board should comprises at least 30% women directors. Despite the appointment of Miss Kunamony A/P S.Kandiah as the Independent Non-Executive Director recently, the women representation in the current Board is 16.7%. With the appointment of Miss Kunamony, the Company has complied with Paragraph 15.02(1)(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") ("MMLR"). However, the current Board has yet to fulfil the recommendations of the MCCG. The Board is aware on the need to promote gender diversity on the Board in an attempt to uphold good corporate governance. As such, the Board will continue to identify suitably qualified women candidates to fulfil at least 30% women representation in the Board.

NOMINATION AND REMUNERATION COMMITTEE REPORT
(CONTINUED)

B. SUMMARY OF ACTIVITIES OF THE NC (CONTINUED)

(b) Annual Performance Assessment

In 2026, The NC has performed an annual review and assessment on the effectiveness and performance of the Board, Board Committees and individual Directors for financial period ended 28 February 2026. The Board has adopted the following approaches for the said assessment:-

- Individual Director Self Evaluation Sheet
- Independent Directors' Self-Assessment Checklist
- Board and Board Committee Evaluation Self-Assessment
- Audit Committee Member's Self and Peer Evaluation

Based on the assessment outcome, the NC is satisfied with the overall Board performance for financial period ended 28 February 2026 where all Directors have discharged their duties and responsibilities in the best interests of the Company. The Board Committees had carried out their duties and discharged their responsibilities effectively in accordance with the MMLR and their respective Terms of Reference.

(c) Annual Performance of Independence

According to the Terms of Reference of the NC, the Committee is also responsible to perform annual assessment on the independence of our Independent Directors. The assessment takes into consideration the Independent Directors' ability to exercise independent judgment and contribute effectively to the Board.

The NC and Board are of the view that all Independent Non-Executive Directors continue to remain objective and independent in expressing their views and in participating in deliberations and decision-making actions of the Board and the Board Committees, and that no individual or small group of individuals dominates the Board's decision-making process. All evaluations carried on the independence of the Independent Directors were tabled to the Board and are properly documented.

The number of Independent Directors of the Company is in compliance with the MMLR which requires a minimum one third (1/3) of the Board to be Independent.

The Board Charter stipulates that the tenure of an Independent Director shall not exceed a cumulative term of nine (9) years. As at 28 February 2026, none of the existing Independent Directors have served on the Board beyond nine (9) years. Nevertheless, in the event if the Board wishes to retain an Independent Director upon completion of nine (9) years term, the Board would provide justification and seek for shareholders' approval through a two-tier voting process during Annual General Meeting ("AGM").

(d) Nomination and Appointment

For any appointment of Director, the NC will evaluate the candidate based on the prescribed set of criteria as indicated in the Terms of Reference, including but not limited to skills, knowledge, expertise, experience, professionalism, integrity, time commitment, and in the case of a candidate for the position of Independent Non-Executive Director, the independence. The Board had introduced a Directors' Fit and Proper Policy, covering the scope of character and integrity, experience and competence, as well as time and commitment, to serve as a reference for the NC in determining the appointment and re-election of Directors. The said policy is accessible on the Company's website at https://www.eco-built.com.my/corporate-info/.

Generally, the process for the appointment of new Director to the Board is as follows:-

(i) the NC reviews the Board's composition through annual Board assessment;
(ii) the NC determines skills matrix;
(iii) the NC evaluates and matches the criteria of the candidates as set out in the Directors' Fit and Proper Policy, and will consider diversity, including gender, where appropriate;
(iv) the NC recommends to the Board for appointment; and
(v) the Board approves the appointment of the candidate(s).

NOMINATION AND REMUNERATION COMMITTEE REPORT
(CONTINUED)

NOMINATION AND REMUNERATION COMMITTEE

A. MEMBERS OF THE NOMINATION AND REMUNERATION COMMITTEE ("NRC")

On 3 February 2026, the NC and Remuneration Committee were merged into a single Nomination and Remuneration Committee ("NRC"). The composition of the NRC as at 28 February 2026 was as follows:

Name of Nomination and Remuneration Committee Member
Lee Kuan Vun *Chairman/Independent Non-Executive Director* *(Appointed w.e.f 6 February 2025)*
Ooi Chok Wei *Independent Non-Executive Director* *(Appointed w.e.f 4 March 2026)*
Kunamony A/P S.Kandiah *Independent Non-Executive Director* *(Appointed w.e.f 19 May 2026)*
Ho Pui Hold *Independent Non-Executive Director* *(Appointed w.e.f 29 May 2026)*
Dato Mohd Ibrahim Bin Mohd Nor *Non-Independent Non-Executive Director* *(Resigned w.e.f 1 June 2026)*
Wong Hui Liang *Independent Non-Executive Director* *(Appointed w.e.f 29 October 2025 and resigned w.e.f 19 May 2026)*

Following the merger of the NC and RC on 3 February 2026, the NRC assumed the responsibilities of both committees.

B. TERMS OF REFERENCE

The Terms of Reference of the NRC is available for viewing at the Company's website at www.eco-built.com.my/corporate-info/. The last review of the Terms of Reference of the NRC was on 3 February 2026.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board recognises the significance of maintaining an effective and high standard of corporate governance to drive the Group's long-term growth and success. As such, the Board strives to uphold the highest standard of transparency, accountability, integrity and ethical conduct across the Group. In this regard, the Board is committed to aligning the Group's corporate governance practices against the best practices outlined in the Malaysian Code on Corporate Governance ("MCCG").

Pursuant to the Paragraph 15.25(1) and Practice Note 9 of the Bursa Securities' Main Market Listing Requirements, the Board is pleased to present this Corporate Governance Overview Statement ("CG Statement") which provides a summary on the Company's corporate governance practices during the financial period ended 28 February 2026 ("FPE 2026") with reference to the following three (3) key corporate governance principles as advocated in the MCCG: -

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

Shareholders are encouraged to review this CG Statement together with the Corporate Governance Report ("CG Report"), which provides the detailed disclosures on the application of each practice. Both the CG Statement and CG Report are made available on Bursa Securities' website at https://www.bursamalaysia.com/.

PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS

PART I BOARD RESPONSIBILITIES

1. Board Stewardship

The Board, under the leadership of the Chairman, Dato' Noordin Bin Sulaiman, is ultimately responsible for setting the Group's business strategic directions and ensuring appropriate resource allocation within the Group to drive long-term sustainable growth. In pursuit of this objective, the Board has established the Group's mission and values as a demonstration of our ongoing commitment towards sustainable value creation. The Group's mission and values have taken all the shareholders' and stakeholders' interests into consideration, as follows: -

Mission: We aim to provide world-class property developments and services to help create a better community for future generations.

Values: We always believe that by using the following five (5) brand values, we will continue to build the right thing together globally using the following five (5) brand values: -

- Hard Work
- Responsibility
- Morality
- Integrity
- Vitality

These are the values that we will continue to adhere as an essential part of what it means to be Ecobuilt as we move towards the future.

PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

PART I BOARD RESPONSIBILITIES (CONTINUED)

1. Board Stewardship (Continued)

In fulfilling its responsibilities, the Board is guided by the Board Charter which outlines its fiduciary roles and responsibilities for the collective oversight and overall management of the Group's business. The key responsibilities of the Board, amongst others, are as follows: -

- Review, adopt and monitor the Group's strategic plan for the Group to ensure that such strategic plan supports long-term value creation and includes strategies on economic, environmental and social considerations underpinning sustainability;
- Oversee the conduct of the Group's business to ensure it is properly managed;
- Set the risk appetite within which the Board expects Management to operate and ensure that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risk;
- Identify risks and assume an active role in ensuring the implementation of appropriate risk management and internal control systems to manage or mitigate these risks;
- Review the adequacy and integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines;
- Perform succession planning, including appointing, training, and fixing the compensation of the key management;
- Ensure that Senior Management has the necessary skills and experience, and there are measures in place to provide for the orderly succession of Board and senior management;
- Ensure measures are in place to assess and oversee Management's performance;
- Develop and implement an investor relations programme or shareholder communications policy for the Group and ensure that the Company has in place procedures to enable effective communication with stakeholders;
- Together with Management, take responsibility for the governance of sustainability in the Company, including setting the Company's sustainability strategies, priorities and targets. The Board takes into account sustainability considerations when exercising its duties, including, among others, the development and implementation of the Company's strategies, business plans, major plans of action and risk management;
- Ensure that the Company's sustainability strategies, priorities and targets, as well as performance against these targets, are communicated to its internal and external stakeholders;
- Take appropriate action to ensure the Board stays abreast with and understands the sustainability issues relevant to the Company and its business, including climate-related risks and opportunities; and
- Ensure that all its Directors are able to understand financial statements and form a view on the information presented, and ensure the integrity of the Company's financial and non-financial reporting.

To facilitate the discharge of the Board's functions, it has assigned specific functions and authorities to two (2) Board Committees, namely the Audit Committee ("AC"), Nomination and Remuneration Committee ("NRC"). Each of these Board Committees operates in accordance with its respective Terms of Reference, which are annexed as part of the Appendix within the Board Charter on the Company's website at https://www.eco-built.com.my/corporate-info/.

To achieve a balance of power, control and authority between governance and management, the roles of Board Chairman and Chief Executive Officer ("CEO") remain distinct. As at the date of this Statement, the position of CEO is vacant, and the CEO's responsibilities are being undertaken by the Executive Director.

Dato' Noordin Bin Sulaiman, being the Chairman of the Board, assumes the role of stewardship over the Board. His primary responsibilities include ensuring the overall effectiveness of the Board and promoting sound corporate governance practices among its members. On the other hand, the Executive Director, Tee Jing Kwan, assumes the executive responsibility for the daily management of the Group's operations and the implementation of the policies and strategies approved by the Board. The Board believes that this segregation of powers and authorities promotes accountability and such that no individual has unfettered powers of decision making, thereby protecting the shareholders' and other stakeholders' interests. The clear line of duties and responsibilities of both the Board Chairman and CEO is outlined in the Board Charter, which is accessible on the Company's website at https://www.eco-built.com.my/corporate-info/.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(CONTINUED)

PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

PART I BOARD RESPONSIBILITIES (CONTINUED)

1. Board Stewardship (Continued)

As at 28 February 2026, the Board Chairman is not a member of any of the Board Committees, which is in line with the best practices as advocated by Practice 1.4 of the MCCG. This shall ensure that independence and objectivity are upheld during the deliberations in Board meetings and Board Committee meetings.

In accordance with Paragraph 15.05(3)(c) of the MMLR, all Directors are obligated to achieve a minimum attendance rate of 50% in Board meetings as held during the financial year. In FPE 2026, all Directors have committed their best endeavours and met the said requirements by recording the meetings attendance as follows: -

Directors	Board	AC	NC	RC
Dato' Noordin Bin Sulaiman	17 / 17	-	-	-
Lee Kuan Vun *(Appointed w.e.f 6 February 2025)*	9 / 9	6 / 6	3 / 3	1 / 1
Ooi Chok Wei * *(Appointed w.e.f 4 March 2026)*	-	-	-	-
Kunamony A/P S.Kandiah * *(Appointed w.e.f 19 May 2026)*	-	-	-	-
Tee Jing Kwan * *(Appointed w.e.f 19 May 2026)*	-	-	-	-
Ho Pui Hold * *(Appointed w.e.f 29 May 2026)*	-	-	-	-
Dato' Mohd Ibrahim Bin Mohd Nor *(Appointed w.e.f 9 December 2024 and resigned w.e.f 1 June 2026)*	15 / 15	-	-	-
Datuk Ong Chee Koen *(Resigned w.e.f 9 December 2024)*	2 / 2	-	-	-
Dato Indera Tun Putera Matin Ahmad Shah Bin Munir *(Resigned w.e.f 5 February 2025)*	7 / 7	3 / 3	2 / 2	2 / 2
Lim Chin Yen *(Appointed w.e.f 6 February 2025 and resigned w.e.f 20 June 2025)*	8 / 8	-	-	-
Chang Chen Seng *(Appointed w.e.f 6 February 2025 and resigned w.e.f 30 January 2026)*	8 / 9	4 / 6	3 / 3	1 / 1
Ng Choon Keith *(Resigned w.e.f 6 February 2025)*	8 / 8	-	-	-
Datuk Ng Seing Liong, PJN, JP *(Resigned w.e.f 6 February 2025)*	8 / 8	3 / 3	3 / 3	3 / 3
Loh Poh Im *(Resigned w.e.f 1 September 2025)*	14 / 14	6 / 6	4 / 4	4 / 4
Wong Hui Liang *(Appointed w.e.f 29 October 2025 and resigned w.e.f 19 May 2026)*	2 / 2	2 / 2	1 / 1	-

* *The Directors did not attend any Board meetings during their tenure as no meetings were held within their period of directorship.*

PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

PART I BOARD RESPONSIBILITIES (CONTINUED)

1. Board Stewardship (Continued)

All Board and Board Committee meetings are scheduled in advance to enable the Directors to make the necessary arrangements and reserve their availability for the meetings. As guided by the Board Charter, notices of meetings together with the relevant meeting materials, including Board papers and agenda items, are circulated to the Directors in advance of the meetings, where practicable, to provide them with sufficient time to review and consider the matters to be discussed and, where necessary, obtain further information to facilitate informed decision-making. For urgent or time-sensitive matters, the relevant meeting materials may be circulated closer to, or tabled at, the meeting.

To ensure an effective discharge of function, the Board has unrestricted access to all information pertaining to the Group's operations and business affairs, as well as access to the Management, the services of the Company Secretary, and both Internal and External Auditors at the Company's cost to support their decision-making process.

During FPE 2026, the Board is supported by the Company Secretary, who possesses the requisite qualifications to serve as Company Secretary in compliance with Section 235(2)(a) of the Companies Act 2016.

In attendance at all meetings, the Company Secretary play a pivotal role in facilitating the meeting proceedings and records the Board's deliberations, including the issues discussed and decisions made. The Company Secretary also provide advice, updates and guidance to the Board on regulatory and company secretarial matters. Upon the conclusion of each meeting, the meeting minutes are circulated to all Directors for their review on a timely basis. The minutes will then be presented for confirmation in the subsequent meeting and properly documented thereafter. The full roles and responsibilities of the Company Secretary are set out in the Board Charter, which is made available on the Company's website at https://www.eco-built.com.my/corporate-info/.

The Company Secretary is committed to staying updated on the latest regulatory changes and developments through continuous training and industry updates. For the FPE 2026, the Board expresses its satisfaction with the performance and services provided by the Company Secretary in supporting the Board's effective discharge of its responsibilities.

2. Board Charter

The Company has in place a Board Charter that provides a comprehensive framework detailing the roles and duties of the Board, Board Committees, Chairman, CEO, Independent Non-Executive Directors and Company Secretary. The Board Charter also specifies the matters that are exclusively reserved for the Board's deliberation.

To ensure its relevance and suitability with the latest business environment, the Board Charter is subject to review periodically or as and when necessary. It is made available for the public's access on the Company's website at https://www.eco-built.com.my/corporate-info/.

3. Business Ethics and Integrity

The Board is committed to upholding the highest standards of business ethics and complying with applicable laws, rules and regulations. In this regard, the Board has adopted the Code of Ethics ("the Code") that serves as a guideline for all Directors and employees to uphold the highest standard of integrity, accountability and professionalism within the Group's daily business conduct. The Code covers the following areas: -

(i) Conflicts of interest;
(ii) Corporate opportunities;
(iii) Protection of confidential information;
(iv) Protection and proper use of the Company's assets;
(v) Compliance with laws, rules and regulations;
(vi) Trading on inside information; and
(vii) Compliance with the Code and reporting of any illegal or unethical behaviour.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(CONTINUED)

PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

PART I BOARD RESPONSIBILITIES (CONTINUED)

3. Business Ethics and Integrity (Continued)

In compliance with the enforcement of Section 17A of the Malaysian Anti-Corruption Commission ("MACC") Act 2009, the Board has also formalised an Anti-Bribery & Corruption Policy ("ABC Policy"). In line with Ecobuilt's zero-tolerance stance against all forms of bribery and/or corruption, this ABC Policy outlines the key guiding principles and control measures pertaining to anti-bribery and corruption matters and was developed with reference to the Guidelines on Adequate Procedures issued under Section 17A of the MACC Act 2009.

To support the implementation of the Code and ABC Policy, the Board has also adopted a Whistle Blowing Policy to provide guidance to all employees for reporting any improper conduct within the Group. If an employee reasonably believes that an employee has engaged in any action that violates any applicable laws or regulations, including those related to accounting and auditing, or constitutes fraudulent practices, the employee, hereinafter referred as the whistleblower, is expected to promptly report such information to the Chairman of the Board. If the whistleblower feels uncomfortable reporting such information to the Chairman of the Board, he/she is expected to report the information to other Independent Non-Executive Directors.

All reports made will be addressed and investigated appropriately, timely, independently and confidentially. In compliance with the Whistleblower Protection Act 2010, the Whistle Blowing Policy is also designed to protect whistleblowers who report in good faith, by safeguarding them against any adverse and detrimental actions. Upon investigation, disciplinary actions will be taken against wrongdoers shall there be the need to do so.

All the Code, ABC Policy and Whistle Blowing Policy are accessible on the Company's website at https://www.eco-built.com.my/corporate-info/. In FPE 2026, the Board is pleased to report that no reports were made by any whistleblower, indicating the effectiveness of these policies and the ethical culture within the organisation.

4. Sustainability Management

In today's business environment, sustainability is one of the key aspects to drive long-term value creation. In Ecobuilt, the Board is ultimately responsible to set the Group's sustainability strategies, priorities and targets. The Group has established a Sustainability Framework, covering the Group's sustainability commitment, governance structure, materiality matrix as well as stakeholders' communications and engagements.

Based on the Sustainability Framework, the Board is supported by the Management Committee who is responsible for providing strategic oversight and guidance over the Group's sustainability management. Meanwhile, at the Board level, the Board is assisted by the Audit Committee ("AC") to oversee matters in relation to sustainability management and reporting processes. The Management Committee is then supported by the Group Sustainability Team, Business Division Sustainability Team, and Business Division Sustainability Working Team for the implementation and execution of sustainability strategies in daily operations.

The Board has divided the Group's sustainability agenda into four (4) pillars, namely Economic, Environmental, Social and Governance ("EESG"). On an annual basis, the Board has also conducted a materiality assessment to revisit, identify, evaluate and prioritise the sustainability issues that are the most relevant to the Group and its stakeholders. This assessment enables the Board to develop a series of appropriate and relevant sustainability strategies for implementation across the Group. These strategies are then formulated with reference to the seventeen (17) Sustainable Development Goals ("SDGs") introduced by the United Nations' Department of Economic and Social Affairs in 2015.

Shareholders and stakeholders are communicated with the Group's sustainability principles, strategies, targets and other relevant matters in the Sustainability Statement within this Annual Report. The Board understands that sustainability trends are constantly evolving in line with the changing business environment, and thus, the Directors have kept themselves updated on the latest sustainability trends by attending relevant training programs during FPE 2026.

PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

PART I BOARD RESPONSIBILITIES (CONTINUED)

4. Sustainability Management (Continued)

Whilst the Board recognises the importance of tracking the Board's and Management's performance pertaining to sustainability management, the NRC has yet to include sustainability management as part of the performance evaluation criteria for FPE 2026. Nevertheless, the Board and the NRC will consider including such an aspect into the annual performance evaluation moving forward, if necessary.

PART II BOARD COMPOSITION

5. Diverse and Effective Board

The current Board consists of six (6) members, comprising one (1) Executive Director and five (5) Independent Non-Executive Directors. In other words, the current Board records a Board composition with 83.33% Independent Non-Executive Directors, which is in compliance with Paragraph 15.02 of the MMLR and Practice 5.2 of MCCG as shown as follows: -

Name	Directorship
Dato' Noordin Bin Sulaiman	Chairman / Independent Non-Executive Director
Lee Kuan Vun *(Appointed w.e.f 6 February 2025)*	Independent Non-Executive Director
Ooi Chok Wei *(Appointed w.e.f 4 March 2026)*	Independent Non-Executive Director
Kunamony A/P S.Kandiah *(Appointed w.e.f 19 May 2026)*	Independent Non-Executive Director
Tee Jing Kwan *(Appointed w.e.f 19 May 2026)*	Executive Director
Ho Pui Hold *(Appointed w.e.f 29 May 2026)*	Independent Non-Executive Director

Whilst the current Board composition fulfils the aforementioned requirement, it has yet to meet the best practice of having at least 30% women directors on the Board. In this context, the Board has established a formal written gender diversity policy. Presently, there is only one (1) woman Director sitting on the Board, indicating a 16.67% women Board representation. Nevertheless, the Board is actively identifying suitable female candidates who possess the necessary skills, expertise and value to contribute as Board members and Senior Management.

In an effort to further enhance the Board independence, the Board Charter requires Independent Directors to serve a cumulative term limit of nine (9) years, as recommended by Practice 5.3 of MCCG. In the event if the Board wishes to retain an Independent Director beyond this limit, justification and annual shareholders' approval through a two-tier voting process are required. As at 28 February 2026, none of Independent Directors have served the Company for more than nine (9) years.

Prior to the merger of Nomination Committee ("NC") and Remuneration Committee ("RC") on 3 February 2026, the NC is responsible to review the structure, size and composition of the Board regularly so as to make necessary recommendations to the Board to improve Board effectiveness and ensure regulatory compliance. Following the merger into NRC, these responsibilities were assumed by the NRC. Details of the composition of NRC, its Terms of Reference and the summary of activities of NRC during the FPE 2026 are stipulated in the NRC Report within this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(CONTINUED)

PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

PART II BOARD COMPOSITION (CONTINUED)

6. Overall Board Effectiveness

To assess the overall effectiveness of the Board, the performance of Board Committees, and the contribution of each Director, an internally facilitated Board assessment was conducted. Facilitated by the Company Secretary, the evaluation was conducted in both self-evaluation and peers' evaluation approaches. Further details of the annual performance evaluation have been outlined in the CG Report.

Based on the assessment result, both the Board and the NC are satisfied with the current size and composition of the Board and Board Committees which are deemed to be well balanced, comprising individuals who possess high-calibre attributes, the requisite skills, qualifications, experience and credibility.

As an ongoing effort, all Directors are provided with opportunities and are actively encouraged to participate in relevant training programs, seminars, and conferences. These initiatives are aimed at keeping Directors informed about new legislation, best practices, financial reporting requirements, and other relevant courses that can enhance their skills and knowledge, ultimately enabling them to fulfil their responsibilities more effectively.

The NRC is responsible for evaluating the annual training requirements of all Directors so as to identify their specific training needs. Directors are then enrolled in the appropriate training programmes to meet these needs. It is recommended that each Director attend at least one (1) workshop or seminar during the financial year.

During FPE 2026, the Directors have attended the following training programmes: -

Director	Training Programmes/Seminars/Conferences Attended	Date
Dato' Noordin Bin Sulaiman	Integrity and Governance in Government-Linked Companies (GLCs)	3 Dec 2025
Mr Lee Kuan Vun *(Appointed w.e.f 6 February 2025)*	• Mandatory Accreditation Programme (MAP) Part I • Mandatory Accreditation Programme (MAP) Part II	23 – 24 Apr 25 26 – 27 Nov 25
Dato' Mohd Ibrahim Bin Mohd Nor *(Appointed w.e.f 9 December 2024 and resigned w.e.f 1 June 2026)*	• Compliance with Listing Requirements – Reporting of Financial Statements by Chee Kai Mun • Strategic Oversight in Strategy Implementation: Getting Execution Right at the Board Level by Robin Speculand	20 Jan 2025 28 Jul 2025
Ms Wong Hui Ling *(Appointed w.e.f 29 October 2025 and resigned w.e.f 19 May 2026)*	• Mandatory Accreditation Programme (MAP) Part II	27 Nov 2025

The Board is also briefed by the Company Secretary on any significant changes in laws and regulations that are relevant. The Directors continue to undergo other relevant training programs that can further enhance their knowledge in the latest developments relevant to the Group, especially in areas of corporate governance and regulatory development, to carry out their responsibilities effectively.

PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

PART III REMUNERATION

7. Remuneration Framework

Prior to its merger into the Nomination and Remuneration Committee ("NRC") on 3 February 2026, the RC plays a key role in supporting and facilitating the remuneration affairs in the Company and the Group. The RC is empowered to design and propose remuneration packages for both Directors and Senior Management that align with the Group's business strategies and objectives. Following the merger into NRC, these responsibilities were assumed by the NRC.

Upon the merger on 3 February 2026, all RC members ceased their memberships and were subsequently appointed as NRC members.

The current composition of the NRC is as follows: -

Position	Name	Directorship
Chairman	Lee Kuan Vun	Independent Non-Executive Director
Member	Ooi Chok Wei	Independent Non-Executive Director
Member	Kunamony A/P S.Kandiah	Independent Non-Executive Director
Member	Ho Pui Hold	Independent Non-Executive Director

To ensure that motivational and appropriate level of remuneration packages are recommended, the NRC is guided by the Company's Remuneration Policy that illustrates the remuneration structure for both Executive and Non-Executive Directors as well as Senior Management, summarised as follows:-

Executive Directors & Senior Management	Non-Executive Directors
• Base salary • Performance bonus • Other benefits • Other incentives as may be determined from time to time	• Director's fees • Meeting allowance • Directors and officers' liability insurance • Other incentives as may be determined from • time to time

The remuneration packages for Executive Directors and Senior Management are reviewed by the NRC, and subsequently proposed for the Board's approval. On the other hand, the remuneration packages for Non-Executive Directors are determined by the Board and should be sought for shareholders' approval during the AGM. Directors should abstain themselves from discussing their own remuneration. The Remuneration Policy is accessible on the Company's website at https://www.eco-built.com.my/corporate-info/.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(CONTINUED)

PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

PART III REMUNERATION (CONTINUED)

8. Remuneration of Directors and Senior Management

The total remuneration paid or payable to all our Directors for FPE 2026 is as follows: -

	Company		Group			
Director	Fees (RM)	Allowance (RM)	Fees (RM)	Salary (RM)	Bonus (RM)	Other Emoluments (RM)
Dato' Noordin Bin Sulaiman	59,400	-	59,400	-	-	-
Lee Kuan Vun	33,000	-	33,000	-	-	-
Ooi Chok Wei *	-	-	-	-	-	-
Kunamony A/P S.Kandiah *	-	-	-	-	-	-
Tee Jing Kwan *	-	-	-	-	-	-
Ho Pui Hold *	-	-	-	-	-	-
Dato' Mohd Ibrahim Bin Mohd Nor	60,000	-	60,000	-	-	-
Datuk Ong Chee Koen	12,000	-	12,000	-	-	-
Dato Indera Tun Putera Matin Ahmad Shah Bin Munir	9,900	-	9,900	-	-	-
Lim Chin Yen	-	-	-	160,000	-	38,548
Chang Chen Seng	33,000	-	33,000	-	-	-
Ng Choon Keith	-	-	84,000	73,071	-	13,220
Datuk Ng Seing Liong PJN, JP	20,000	-	20,000	-	-	-
Loh Poh Im	59,400	-	59,400	-	-	-
Wong Hui Liang	3,300	-	3,300	-	-	-

* No remuneration was paid during FPE 2026 as the directors were newly appointed to the Board of Directors after year-end.

Regarding the disclosure of Senior Management's remuneration, the Company has opted for an alternative approach to disclose the remuneration package in the band of RM250,000 due to the confidentiality concern in a competitive industry. This approach is deemed to strike a balance between transparency and confidentiality while ensuring compliance with the MCCG.

The total remuneration received by Senior Management of the Group, including salary, bonus, benefits-in-kind, and other emoluments within the RM250,000 bands for FPE 2026, is presented as follows: -

Range of Remuneration	Number of Senior Management
Below RM250,000	3
RM250,000 to RM500,000	-
RM500,000 to RM750,000	-
RM750,000 to RM1,000,000	-

PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

PART III REMUNERATION (CONTINUED)

9. Effectiveness and Independence of Audit Committee

The Board has established an Audit Committee which comprises of three (3) Directors: -

Position	Name	Directorship
Chairman	Ho Pui Hold	Independent Non-Executive Director
Member	Lee Kuan Vun	Independent Non-Executive Director
Member	Kunamony A/P S.Kandiah	Independent Non-Executive Director

To uphold integrity and objectivity, the Chairman of the Board and AC are held by separate individuals. The AC is chaired by Mr Ho Pui Hold, holds membership of various professional bodies including Association of Chartered Certified Accountants ("ACCA"), Malaysian Institute of Accountants ("MIA") and Asean Chartered Professional Accounts ("ACPA"). He has previously worked as Chief Financial Officer and Executive Director of a few public listed companies on the Bursa Securities. He has years of professional experience in auditing, banking and corporate finance. Mr Lee Kuan Vun holds bachelor's degree in Bachelor of Arts with Honours in Accounting & Finance, whilst Ms Kunamony A/P S.Kandiah holds degree in LLB (Hons) Law.

During FPE 2026, all AC members have also undergone continuous professional development through training programmes and received updates provided by the Management and External Auditors to stay informed with the latest developments in accounting and auditing standards, practices and regulations.

In accordance with the AC's Terms of Reference, a former key audit partner is required to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC. This measure is in place to prevent conflicts of interest and preserve the independence of the audit when discharging his/her duties as an AC member. Currently, none of the AC members is a former key audit partner.

Furthermore, the AC is also responsible for assessing and reviewing the suitability, objectivity and independence of the External Auditors in accordance with the Company's External Auditors Assessment Policy, which taking the following elements into consideration: -

- calibre of external audit firm;
- quality processes/performance;
- sufficiency of resources provided by the External Auditors;
- audit scope and planning;
- ability to meet deadlines in providing services and responding to issues in a timely manner as contemplated;
- audit fees and non-audit fees taking into consideration the nature of the non-audit services provided and the fees paid for such services;
- the independence and objectivity;
- the communication and interaction with External Auditors, Management and the AC; and
- whether there are safeguards in place to ensure there is no threat to the objectivity and independence of the audit arising from the provision of non-audit services or tenure of the External Auditors.

For the FPE 2026, the AC is satisfied with the suitability, competence and independence of the External Auditors in providing their services to Ecobuilt. The External Auditors have also provided a written confirmation, affirming their adherence to ethical requirements concerning the Group's audit and confirming their independence throughout the audit engagement in compliance with the relevant professional and regulatory standards.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(CONTINUED)

PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

PART III REMUNERATION (CONTINUED)

9. Effectiveness and Independence of Audit Committee (Continued)

The total amount of audit and non-audit fees paid or payable to the External Auditors or a firm affiliated with the External Auditors by the Company and the Group for FPE 2026 is tabulated as follows: -

	Group		Company	
	FPE 2026 (RM)	**FYE 2024 (RM)**	**FYE 2026 (RM)**	**FYE 2024 (RM)**
Auditors' remuneration				
- Statutory audit	178,753	122,254	112,020	58,500

The NRC is satisfied with the manner in which the AC has fulfilled its functions, duties and responsibilities. They have effectively assisted the Board in maintaining the Group's regulatory compliance and financial integrity. Further information on the composition and summary of activities of the AC during FPE 2026 can be found in the AC Report in this Annual Report.

PART II RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

10. Effective Risk Management and Internal Control

The Board acknowledges that the Group's objectives and sustainable success can only be achieved with a proper risk management and internal control framework. As such, the Board has implemented an ongoing process for the identification, assessment, monitoring and management of significant risks across the Group. However, given that no risk management and internal control system can completely eliminate all the risks, the Group's system is designed to mitigate and manage these risks in line with the Group's business objectives instead. Hence, the risk management and internal control system can only offer reasonable but not absolute assurance against potential material misstatements or losses.

The Board, supported by the AC, is responsible for reviewing and assessing the adequacy and effectiveness of the Group's risk management and internal control systems regularly. Any significant risks that could impact the Group's strategic and business plans shall be promptly escalated to the Board's attention during the scheduled Board meetings.

Detailed information regarding the features of the Group's risk management and internal control framework, as well as an assessment of their adequacy and effectiveness, are set out in the Statement on Risk Management and Internal Control within this Annual Report.

11. Internal Audit and Governance Control

During FPE 2026, the Group has outsourced its internal audit function to an independent service provider, Brandford Consulting Services Sdn Bhd. The Internal Auditors are well-qualified, experienced and able to operate with a high degree of independence to fulfil their duties with professional due care. They are free from any relationships or conflicts of interest that could compromise their ability to provide unbiased assessments.

All internal audit reviews are conducted in accordance with the International Professional Practice Framework ("IPPF"). To ensure the smooth execution of internal audits, the AC has full and unrestricted access to all information and resources in the Group to ensure that the Internal Auditor obtains sufficient information to conduct the internal audit engagement appropriately.

PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

PART II RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

11. Internal Audit and Governance Control (Continued)

The Internal Auditors report directly to the AC. Following each internal audit review, the Internal Auditors present their findings, together with root-cause analyses, potential implications and risks, and recommended improvements during the scheduled AC meetings. The AC and Management will subsequently acknowledge these weaknesses and implement the recommended corrective actions within stipulated timeframes. A follow-up review will then be conducted by the Internal Auditors to confirm that corrective actions and necessary controls have been effectively implemented to address the previously highlighted weaknesses, thereby solidifying the Group's internal control system.

For further information regarding the Group's internal audit function, please refer to the Statement on Risk Management and Internal Control within this Annual Report.

12. Continuous Communication with Stakeholders

The Board recognises the significance of regularly engaging with stakeholders to support the Group's sustainability and prospective growth. In this regard, the Board is committed to disseminate timely, accurate and complete information to shareholders and the public via the following communication means: -

- Company's website at https://www.eco-built.com.my/;
- Announcement made to Bursa Securities at https://www.bursamalaysia.com/;
- Quarterly financial reports and Annual Report; and
- AGM for dialogues with shareholders.

13. Meaningful General Meetings

AGM serves as a platform for dialogue with shareholders. Shareholders are invited to have face-to-face communication with the Board and Senior Management. This shall promote effective communication, transparency and a sense of ownership and engagement among shareholders.

To facilitate informed decision-making, notices of general meetings are sent out to shareholders at least twenty-eight (28) days prior to the scheduled AGM. This allows shareholders to have sufficient time to make necessary arrangements and peruse the meeting materials, including the agenda, resolutions, financial reports and any other relevant information.

The Company's Twentieth (20th) AGM was convened physically, and all Directors, as well as the External Auditors and the Company Secretary, had physically attended the said AGM. During the AGM, shareholders were then provided with sufficient opportunity to voice out their questions and concerns during the Question and Answers ("Q&A") sessions throughout the AGM. All questions raised by the shareholders were then appropriately addressed by the Directors.

For the 20th AGM, Synergy Professionals Group Sdn Bhd was appointed as the Poll Administrator to conduct the poll, while USearch Corporate Services Sdn Bhd was appointed as the independent scrutineer to verify the poll result thereafter. All service providers have executed their role and responsibility to maintain the security and protection of the attendees' personal data during the AGM.

Upon conclusion of the 20th AGM, the Company has uploaded the relevant meeting minutes on the Company's website at https://www.eco-built.com.my/financial-report/ within thirty (30) business days.

COMPLIANCE STATEMENT

Saved as disclosed above, the Board is of the view that the Group has complied with and shall remain committed to attaining the highest possible corporate governance standards through the continuous adoption of the principles and best practices as set out in the MCCG and all other applicable laws, where applicable and appropriate.

This Corporate Governance Statement was officially approved by the Board on 30 June 2026.

ADDITIONAL COMPLIANCE INFORMATION

In compliance with the Listing Requirements of Bursa Securities, the following information is provided:-

1. Variation in Results

There was no deviation of 10% or more between the profit after taxation stated in the unaudited sixth quarter ended 28 February 2026 announced on 30 April 2026 and the audited financial statements of the Group for the financial period ended 28 February 2026.

2. Profit Forecast / Profit Guarantee

During the year under review, the Company did not provide any profit forecast / guarantee in any public documents.

3. Material Contract

There was no material contract entered into by the Company and its subsidiaries involving Directors and major shareholders' interest which was still subsisting at the end of the financial period ended 28 February 2026.

4. Recurrent Related Party Transactions of a Revenue and Trading Nature ("RRPT")

The details of the proposed renewal of the shareholders' mandate and recurrent related party transactions are set out in the Circular to Shareholders dated 30 June 2026.

5. Utilisation of Proceeds

There were no issuance, cancellation, resale and repayment of debt and equity securities for the financial period ended 28 February 2026.

6. Disclosure of Financial Data for Shariah Screening

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

a) Group Total Income and Total Assets

	Group	
	FPE 2026	**FPE 2024**
	RM	**RM**
Total income		
Revenue	127,089,415	197,547,501
Other income	1,393,953	4,352,863
Total	128,483,368	201,900,364
Total assets	163,340,590	181,706,749

ADDITIONAL COMPLIANCE INFORMATION
(CONTINUED)

b) Business Activities

	Remarks	Group FPE 2026 RM	Group FPE 2024 RM
Shariah non-compliant activities			
Interest income	Conventional account	N/A	785
Insurance Income	Conventional insurance	209,603	N/A

c) Component of Financial Position

(i) Cash component

	Group FPE 2026 RM	Group FPE 2024 RM
Islamic Account/Instruments		
Cash in hand	30,351	24,506
Cash at banks	2,025	-
Fixed deposits with licensed banks	181,087	181,087
Total	213,463	205,593

	Group FPE 2026 RM	Group FPE 2024 RM
Conventional Account/Instruments		
Cash at banks	1,963,780	498,988

(ii) Debt component

Islamic Financing	**Group FPE 2026 RM**	**Group FPE 2024 RM**
Current	N/A	N/A
Non-current	N/A	N/A
Total	**N/A**	**N/A**

Conventional Borrowing	**Group FPE 2026 RM**	**Group FPE 2024 RM**
Current		
Term loan	83,162	79,622
Bank overdrafts	2,025,546	3,507,841
Hire purchase	987,125	1,266,553
Non-current		
Term loan	1,049,090	1,140,363
Hire purchase	239,648	1,578,000
Total	**4,384,571**	**7,572,379**

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

Pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"), the Board of Directors ("the Board") of Ecobuilt Holdings Berhad ("Ecobuilt") is pleased to provide the Statement on Risk Management and Internal Control of the Group for the financial period ended 28 February 2026, which has been prepared, taken into consideration the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies ("SORMIC Guide 2025") and made in accordance with the recommendations of the Malaysian Code of Corporate Governance 2021.

BOARD RESPONSIBILITIES

The Board undertakes responsibilities for maintaining a sound system of risk management and internal control that supports the achievement of the corporate policies, aims and objectives of Ecobuilt Group of Companies by continuous improvement on internal control and risk management.

Management is responsible for the effective implementation of the Board's policies and frameworks by identifying, evaluating, monitoring, and managing significant risks. To safeguard the Group's assets and shareholder value, Management designs, implements, and embeds internal controls into daily operations to effectively mitigate identified risks within the Group's risk appetite.

The system of risk management and internal control are designed to safeguard shareholders' investment and the Group's assets, and for reviewing its adequacy and integrity. In view of the limitations underlying any system of the internal controls which covers financial, operational, compliance controls and risk management procedures, the system is designated to provide reasonable but not absolute assurance of its effectiveness and is designated to manage rather than eliminate the risk of failure to achieve the corporate aims and objectives. Accordingly, it can only provide reasonable but not absolute assurance against material misstatement or loss.

The Group has in place an on-going process to identify, evaluate, monitor and manage any significant risks through the internal controls set out in order to attain reasonable assurance that business objectives have been met. The processes which have been instituted throughout the Group. These controls are regularly reviewed by the Board and subject to continuous improvement. The Board, through its Audit Committee, regularly reviews the results of this process which has been in place for the year under review and up to the date of issuance of the Annual Report and financial statements.

The Board is of the view that the risk management and internal control system is in place for the financial period under review and up to the date of issuance of the annual report is adequate and effective to safeguard the shareholders' investment, the interests of customers, regulators, employees and the Group's assets.

RISK MANAGEMENT SYSTEM

Towards formalising the risk management functions within the Group, the Board has engaged an independent professional firm with suitable experience and capabilities to conduct the Enterprise Risk Management ("ERM") exercise to assist the Board and the Audit Committee in business improvement strategies, developing cost effective control strategies, and internal audit to prioritise operational review. The Group's ERM methodology is based on the principles and guidelines of ISO 31000 and the Committee of Sponsoring Organisations of the Treadway Commission ("COSO") Enterprise Risk Management Framework.

Key management personnel and Heads of Department are responsible for assisting the Board to implement policies and procedures on risk management and internal control. Significant risk affecting the Group's strategic and business plans are escalated to the Board at their scheduled meetings.

During the financial period, the Group had identified major risk areas of concern and mitigating actions were taken. The major risks are outlined below:

(1) Business risk

The Group operates in a competitive and challenging construction industry. Changes in market conditions, competitive pressures and industry developments may affect the Group's ability to secure new projects and maintain satisfactory project performance. The Group continues to review its business strategies and pursue suitable business opportunities to support its long-term growth and sustainability.

RISK MANAGEMENT SYSTEM (CONTINUED)

(2) Project risk

The Group is exposed to project-related risks including:

a) Delays in project completion, cost overruns, contractual disputes and other project execution challenges. A project fails to finish within the stipulated timeframe, often due to issues like design changes, material shortages, labour shortages, financial constraints or delay in regulatory approvals. These delays can lead to substantial cost overruns from extended labour and equipment use, trigger legal disputes or penalties under contract terms, tarnish the reputations of company, and disrupt the scheduling and allocation of resources across concurrent projects.

   The Group continues to monitor project progress, project costing and contractual obligations to support timely project delivery and effective project management.

b) The timing mismatch between cash inflows (pending certification of project progress) and outflows (payments to contractors) increases the exposure to financial constraints and operational cost pressure.

   The Group proactively implement mitigation measures, including renegotiating payment terms with key suppliers and subcontractors, and implementing tighter cost management to better align spending with project revenue cycles.

(3) Occupational Safety and Health Risk

As the Group operates within the construction industry, workplace safety remains a key area of focus. Construction activities involve inherent safety risks which may result in injuries, fatalities, project disruptions, regulatory actions and reputational impact. The Group continues to emphasise compliance with safety requirements, conduct safety awareness programmes and monitor safety practices at project sites to promote a safe working environment.

INTERNAL CONTROL SYSTEM

Key internal controls in place for the Group are as follows: -

(1) Well-defined organisational structure with clear lines of accountability and responsibilities provides a sound framework within the organisation in facilitating check and balance for proper decision making at the appropriate authority levels of management including matters that require the Board's approval.

(2) The Board and Audit Committee meet at least once on a quarterly basis to review and deliberate on financial reports, annual financial statements or internal audit reports. Discussions with management are held to deliberate on the actions that are required to be taken to address internal control issues identified. The Board also plays an active role in discussing and reviewing the business plans, strategies, performance, and risks faced by the Group.

(3) Internal policies and procedures have been established for key business units within the Group.

(4) Proper delegation of authorities that sets out decision that needs to be taken and the appropriate levels of management involved including matters that require the Board's approval.

(5) Management accounts containing key financial results are presented to the management team for monitoring and review. The quarterly financial statements are presented to the Audit Committee and Board for their review and approval.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
(CONTINUED)

INTERNAL AUDIT FUNCTION

During the financial period ended 28 February 2026, the Board has engaged an independent professional firm to provide independent assurance on the existence, adequacy, operating effectiveness and efficiency of internal control systems in operation of the Group. The Internal Auditors report directly to the Audit Committee.

The Internal Auditors, performed review on key processes within the Group according to the Internal Audit Plan which have been approved by the Audit Committee and assessed the effectiveness of the internal control system, based on their procedures.

The internal audit report which highlights material non-compliance or internal control weaknesses, associated risks and implications, and management responses are tabled during the Audit Committee Meetings. The Management is responsible for ensuring that corrective actions are taken within the stipulated timeframe. Subsequent review on the implementation of corrective actions taken for previous audit findings will also be performed by the Internal Auditors and reported to the Audit Committee.

The Internal Audit Plan which is prepared based on areas of higher risk exposure has been approved by the Audit Committee. During the financial period ended 28 February 2026, the Internal Auditors have reviewed the following business processes / functions:

- Project management
- Cost Control & Budgeting
- Material Procurement Control & Wastage
- Sub-Con Procurement and Certification
- General wages by cash disbursement
- Employee Claim
- Legal contract and administration

The fees incurred for the internal audit function for the financial period ended 28 February 2026 was RM26,000.

Based on the report of the appointed Internal Auditors, the Board is satisfied that there are no significant breakdown or weaknesses in the system of internal control of the Group that may have a material impact against the operations of the Group for the financial period ended 28 February 2026.

OTHER RISK AND CONTROL PROCESSES

The Group has set in place standard operating procedures internally covering major and critical facets of the Group's business process. Procedures are primarily geared towards the prevention of wastages, handling loss and major functional aspects of business operations. The procedures are subject to review as processes change or when new business requirements need to be met.

REVIEW BY EXTERNAL AUDITORS

Pursuant to Paragraph 15.23 of Main Market Listing Requirements of Bursa Securities, the External Auditors, PKF PLT, has reviewed this Statement on Risk Management and Internal Control for inclusion in the Annual Report of the Group for the financial period ended 28 February 2026 in accordance with Audit and Assurance Practice Guide ("AAPG") 3: Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control issued by the Malaysian Institute of Accountants. The external auditors have reported to the Board that based on their review, nothing has come to their attention that causes them to believe that this Statement is not prepared, in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers to be set out, nor is factually inaccurate.

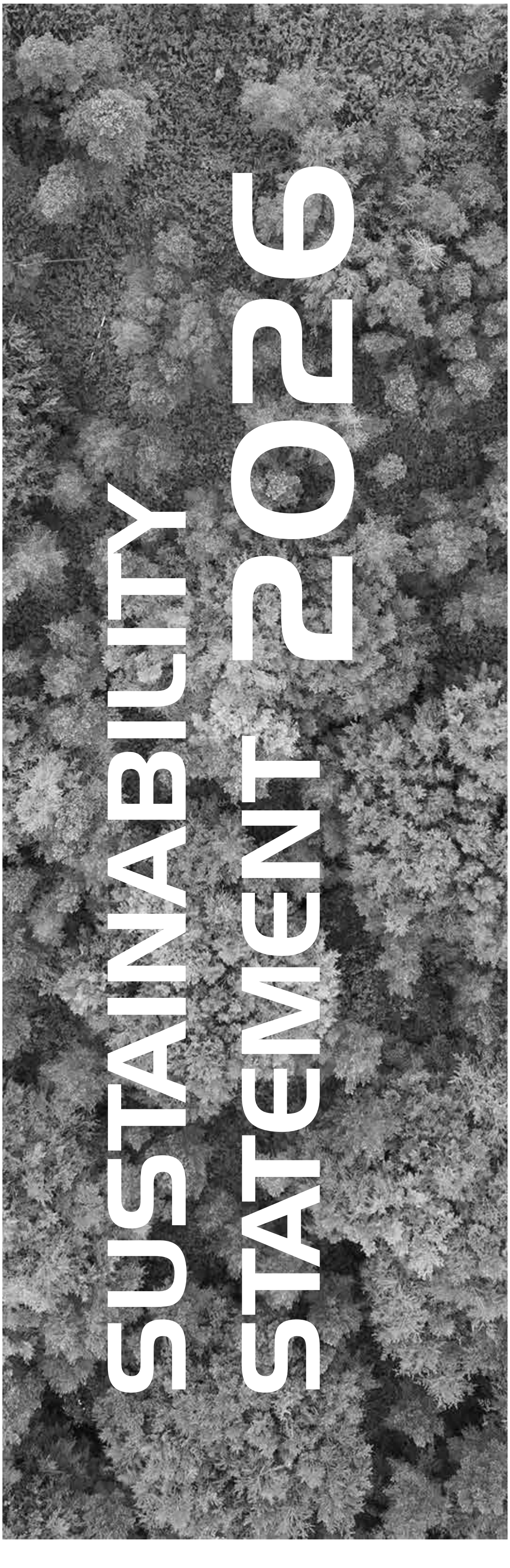
MANAGEMENT'S ASSURANCE

The Board has received assurance from the Group Executive Director, who also act as the primary person in charge of account and finance, representing the Management, that the Group's risk management and internal control systems have been operating adequately and effectively in all material aspects during the financial period under review and up to the date of approval of this Statement.

CONCLUSION

The Directors believe that the system of the internal control is considered appropriate to the business operations and that the risk taken is at an acceptable level within the context of the business environment of the Group. It should be noted that such arrangements do not eliminate the possibility of collusion or deliberate circumvention of procedures by employees. Human error and/or other unforeseen circumstances can result in poor judgement. For the financial period under review, there was no significant internal control deficiencies or material weaknesses resulting in material losses, contingencies or uncertainties which would require separate disclosure in this Annual Report.

The statement was approved by the Board on 30 June 2026.



ABOUT THIS REPORT

Ecobuilt Holdings Berhad ("Ecobuilt" or "the Company") and together with its subsidiaries, (the "Group"), is pleased to present this Sustainability Statement ("Statement") for the financial period ended 28 February 2026 ("FPE 2026").

Ecobuilt Group is well known as a leading engineering group with businesses in civil engineering, building contracting and construction. The Group has established a good track record over the years and aims to provide the highest standard of design, construction and services in the business.

Our subsidiaries, namely Eko Bina Sdn Bhd, Rexallent Construction Sdn Bhd and Ecobuilt Construction Sdn Bhd are registered as Grade 7 ("G7") Contractors with the Construction Industry Development Board of Malaysia ("CIDB"). Such certification enables Ecobuilt and its subsidiaries to undertake building construction projects with unlimited value in Malaysia. In addition, the Group is also registered under Sijil Perolehan Kontrak Kerajaan ("SPKK") to take part in Malaysian Government awarded contracts.

The Group recognises the importance of adopting sustainable practices and we firmly believe that being environmentally and socially responsible is intergral for the growth and success of our company.

This Statement reflects the Group's performance, as well as the company's strategy and vision for the future. Our commitment to sustainability is rooted in our core values. We strive to minimise our environmental footprint by implementing resource efficiency measures and adopting renewable energy sources wherever possible. Additionally, we prioritise ethical business practices, ensuring fair treatment of our employees and fostering diversity and inclusion within our workforce.

We are committed to strike a balance between growth, profit, governance, environment, the development of our people and well-being of our communities to secure the long-term future of the Group. Through our steadfast commitment to corporate governance excellence, we strive to build enduring relationships, foster innovation, and deliver sustainable value to our shareholders and stakeholders alike. As we move forward, the Group will continue to innovate and collaborate in pursuit of a more sustainable and resilient future.

REPORTING FRAMEWORK

This Statement has been prepared in accordance with the framework and guidelines based on:

(i) Main Market Listing Requirements, issued by the Bursa Malaysia Securities Berhad ("Bursa Malaysia");
(ii) Sustainability Reporting Guidelines issued by Bursa Malaysia; and
(iii) The United Nation's Sustainable Development Goals ("UNSDG").

REPORTING BOUNDARY AND SCOPE

This statement covers the Group's sustainability performance from 1 September 2024 to 28 February 2026. It provides an overview of the Group's sustainability initiatives and performance. Where relevant, we include previous years' data for progress tracking and context. Material issues and topics described in this report have been selected according to their significance within the company boundaries, the sustainability context and the expectations of stakeholders.

The sustainability information contained in this Statement covers the performance of the parent company, Ecobuilt Holdings Berhad and the following companies unless otherwise indicated in the Statement:

(i) Eko Bina Sdn. Bhd.
(ii) Rexallent Construction Sdn. Bhd.
(iii) Ecobuilt Construction Sdn Bhd

ASSURANCE

Independent limited review ensures the accuracy and transparency of the information provided in this Statement. The performance data presented has been extracted from internal systems, records and documentation to ensure reliability. During the financial year, the Group engaged an outsourced consultant, at an estimated cost of RM33,000, to perform an independent limited review of the data and information presented in this Sustainability Statement.

Ecobuilt has not sought full assurance for this Statement and may consider obtaining full assurance in future reporting cycles as its sustainability reporting processes mature.

FEEDBACK

This Statement can be found and downloaded in our official website, under the section of Annual Report. We value your comments and recommendation for improvements over our sustainability performance or reporting framework. As such, we welcome any inquiries and suggestions to be directed to our corporate email, at inquiry@ecobuilt.com.my

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

OUR SUSTAINABILITY COMMITMENTS

As an organisation that is committed to sustained growth and shared value creation, we aim to adopt responsible practices across our organisation. Our sustainability commitments are embodied in our mission and values, illustrated as follows: -

OUR MISSION

We aim to provide world class property developments and services to help create a better community for the future generations.

OUR VALUES

We always believe that by using the following five (5) brand values, we will continue to build the right thing together globally using the following five (5) brand values: -

- Hard Work
- Responsibility
- Morality
- Integrity
- Vitality

These are the values that we will continue to adhere as an essential part of what it means to be Ecobuilt as we move towards the future.

SUSTAINABILITY GOVERNANCE

Strong corporate governance and ethics is a necessary enabler for the Group to navigate and manage key sustainability issues, as well as ensure that the interests of all relevant stakeholders are considered when making business decisions. The Group recognises that a robust sustainability governance structure is crucial for the effective implementation of our sustainability strategy and our sustainability performance in our business operations.

ULTIMATE OVERSIGHT

Board Audit Committee

STRATEGIC MANAGEMENT

Management Committee

STRATEGIC MONITORING

Group Sustainability Team

EXECUTION

Business Division Sustainability Team Business Division Sustainability Working

Ecobuilt's highest governance body, the Board of Directors ("the Board"), ensures alignment of the sustainability vision, strategy, and pillars with the Group's business objectives and strategy, and are fully supported across the Group. The Board exercises oversight on the strategic direction of the Group and ensure adequate resources, systems and processes are in place to manage sustainability affairs.

The Board also incorporate sustainability considerations into the Group's risk management framework. To this end, the Board is supported by the Audit Committee comprising members of the Board, to oversee matters in relation to sustainability management and reporting processes.

SUSTAINABILITY GOVERNANCE (CONTINUED)

The execution of sustainability agenda is spearheaded by the Management Committee, where it is primarily responsible to provide strategic oversight and guidance over sustainability management across the Group. Their scope includes formulating sustainability objectives, targets and priorities, review sustainability progress as well as to approve investment or directions on major sustainability initiatives.

The Management Committee is assisted by the Group Sustainability Team to oversee the implementation of the Group's sustainability strategies. The Group Sustainability Team shall consistently communicate with both the Business Division Sustainability Team and Business Division Sustainability Working Team who are tasked for the execution and implementation of sustainability initiatives into daily operations.

STAKEHOLDER ENGAGEMENT

Ecobuilt has a broad range of stakeholder groups that affect, or are affected by the Group's activities. The Group understands that stakeholder engagement is key to sustainable growth, and believes that an open and transparent communication with our stakeholders allows us to further develop and refine our business strategies and respond quickly and effectively to their concerns and needs.

We constantly engage our stakeholders to build strong relationships, with the Group's core values embedded within the team to ensure businesses are conducted with utmost integrity and fairness.

The Group engages its stakeholders through various means of communication. The engagement are conducted on an on-going basis through formal and informal channels, and through these interactions, we identify relevant material issues and provide insights into emerging opportunities and risks whilst responding to their needs effectively. The following table outlines our key stakeholders and the engagement platforms are as listed below.

Key Stakeholders	Why We Engage	Our Engagement Method and Frequency
Shareholders, Investors & Lenders	They provide us with the financial capacity to sustain our growth. We have to ensure that they have a strong understanding of our strategy, performance and business fundamentals.	• Annual general meetings • Annual report • Bi-annual analyst briefings • Company website
Subcontractors& Suppliers	They support us in many aspects of our business. We encourage them to adhere to high standards of professionalism and collaborate with us to continually improve our operations and deliver mutual benefits.	• Annual subcontractors / suppliers' health, safety & environment ("HSE") performance evaluation • Ad-hoc tender sessions
Employee	They are the backbone of our organisation. We strive to foster a workplace culture built on trust, respect and collaboration. We also ensure they have a clear understanding of the Company's goals, values and mission, empowering them to contribute their best efforts to our collective growth.	• Annual performance appraisals • Annual townhall session • Ad-hoc company events • Training programmes • Company intranet
Government and Regulators	Governments establish regulations that organisations must follow. Engaging with them ensures that we are aware of and comply with existing laws related to environmental, social, and governance issues.	• Inspections by local authorities • Regular updates, disclosures and reporting to regulators • Regulatory forums, briefings, meetings and conferences.
NGO's & Community	Collaborating with NGOs and community groups signals a commitment to social responsibility and can enhance our credibility and reputation.	• Ongoing engagement sessions • Press releases • Employee volunteerism

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

MATERIALITY ASSESSMENT

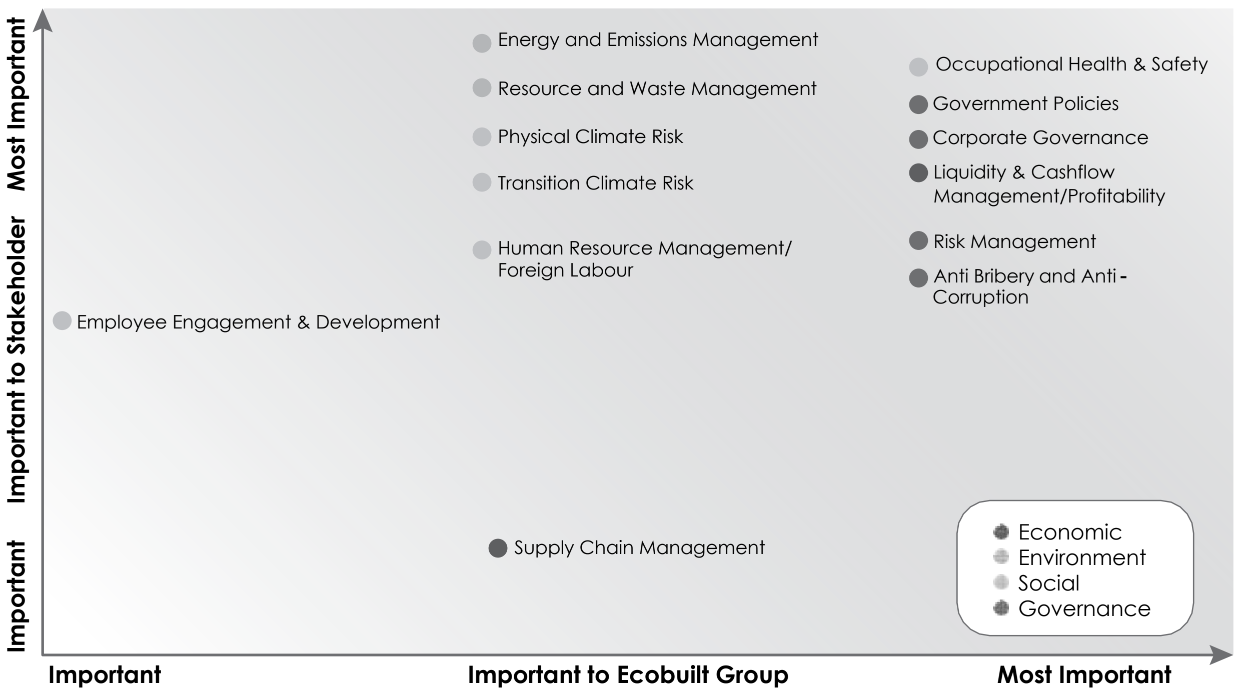
The Group acknowledges that our material issues can directly and indirectly impact on our ability to create long-term value for our stakeholders.

Materiality assessment is essential in that it helps our Group to understand the concerns and interests of both internal and external stakeholders. Conducting regular updates and reassessments allows Ecobuilt to zoom our efforts on focus areas and allocate our resources more efficiently. This process has helped us identify, rate, prioritise, validate, and address the key material ESG factors that are most pertinent to our Group.

The Group has adopted the following three-step materiality assessment process:

IDENTIFICATION	PRIORITISATION	IDENTIFICATION
Identify relevant sustainability matters across the Group's operations	Assess and prioritise the identified material matters based on the respective degree of impact towards the Group and its stakeholders.	Management to review and validate each business division's materiality matrix and consolidate as the Group's matrix subsequently.

In FPE 2026, we have conducted a limited-scale materiality reassessment involving internal and external stakeholder groups. A total of thirteen (13) material topics disclosed in FPE 2026 have been reassessed. This reassessment allowed us to pinpoint the areas where our business and operations have significant impacts and create sustainability value. There are four pillars, namely Economic, Environmental, Social and Governance. Based on the outcome of materiality assessment, disclosures on the sustainability performance on these material topics under these pillars are indicated below. Where applicable, future sustainability targets are also indicated.



MATERIALITY ASSESSMENT (CONTINUED)

Economic	Environment	Social	Governance
• Liquidity and Cashflow Management / Profitability • Supply Chain Management	• Energy and Emissions Management • Resource and Waste Management	• Occupational Health and Safety • Human Resource Management / Labour • Employee Engagement & Development	• Government Policies • Corporate Governance • Risk Management • Anti-Bribery and Anti-Corruption

Materiality assessment also helps us to identify sustainability risks and opportunities, which serves as a foundation for our Group to manage them and create long-term value for stakeholders. By integrating these diverse risk categories, we ensure a risk management approach that supports our sustainability objectives and long-term corporate goals.

Material Topic	Risk	Opportunities
Liquidity and Cashflow Management / Profitability	Negative economic performance may impact various stakeholders, including sustainability of operations and retaining or recruiting top talent.	Improved economic performance allows opportunity for better research and development with improved product quality and service, and positive returns to stakeholders.
Supply Chain Management System	Failure to manage supply chain may lead to reputational damage and potential disruptions in the supply chain.	Effective management of supply chain may enhance brand reputation and overall business resilience.
Energy and Emissions Management	Inefficient management of energy may lead to higher operational costs, increased greenhouse gas emissions, and greater reliance on finite resources.	Energy efficiency presents opportunities for cost savings, reduced environmental impact, and improved operational performance.
Resource and Waste Management	Improper resource and waste management can lead to pollution of air, water, and soil, which can have detrimental effects on ecosystems and human health.	Proper waste management presents opportunities for resource recovery through recycling and energy recovery, reducing the demand for raw materials.
Occupational Health and Safety	Lack of management on these may lead to increased incidents of workplace accidents and injuries, leading to potential legal liabilities, decreased employee morale and productivity	Management of occupational health and safety may lead to safer work environment, reduced absenteeism and turnover rates, improving employee satisfaction and engagement, and enhancing the organisation's reputation as responsible employer.
Human Resource Management / Labour	Breaches in labour practices and human rights practices lead to regulatory penalties, damage in reputation, and impact employee retention and culture.	Strong labor practices and human rights practices reinforce reputation as a responsible employer.

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

MATERIALITY ASSESSMENT (CONTINUED)

Material Topic	Risk	Opportunities
Employee Engagement & Development	Inadequate training may resultin reduced productivity and performance.	Continued upskilling are key to attracting and keeping employees, which contributes to earnings of the Group.
Government Policies	Companies may require additional investments to comply to government policies. Company may face penalties or legal action for non-compliance with government regulations.	Adherence to government policies can drive the company to adopt more robust risk management frameworks, improving overall resilience. May lead to financial incentives for companies that comply with specific policies.
Corporate Governance	Poor corporate governance practices tarnish reputation, credibility, and image.	Effective corporate governance practices enhance our reputation as a trustworthy group amongst stakeholders.
Risk Management	Inadequate identification of risks can lead to unpreparedness for potential threats, resulting in significant losses.	A robust risk management framework enables better-informed decisions, enhancing strategic planning. This may help the company in prioritising projects and allocate resources effectively.
Anti-Bribery and Anti-Corruption	Failure to address corruption risks can lead to significant reputational damage. This can result in a loss of trust from stakeholders, including customers, investors, and the public.	Compliance with anti-corruption laws will help the company to avoid fines and other legal penalties, while enhancing reputation and trust. Companies that prioritise anti-corruption measures can enhance their reputation as ethical and trustworthy entities.

Sustainability Strategies and SDG Mapping

In line with the latest sustainability trend, Ecobuilt Group is dedicated to contribute to the global sustainability development agenda with reference to the SDG. For each sustainability matter identified earlier, we have developed appropriate sustainability strategies and mapped them to its relevant SDGs which we believe that they are the most applicable to our business, as follows: -

Pillars	Material Matters	Sustainability Strategies	SDGs
Economic	• Liquidity & Cash Flow Management / Profitability • Supply Chain Management	• To continuously secure new contracts and explore new business opportunities. • To maximise economic value by appropriately managing scarce resources and financial capital. • To establish a sustainable supply chain by constantly engage with credible subcontractors and suppliers, implement quality inspection process and acknowledge customers' feedbacks and comments.	8 DECENT WORK AND ECONOMIC GROWTH 11 SUSTAINABLE CITIES AND COMMUNITIES
Environment	• Energy and Emissions Management • Resource & Waste Management	• To preserve the environment by implementing control measures and green initiatives both internally and externally.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION

MATERIALITY ASSESSMENT (CONTINUED)

Sustainability Strategies and SDG Mapping (continued)

Pillars	Material Matters	Sustainability Strategies	SDGs
Social	• Occupational Health and Safety • Human Resource Management / Foreign Labour • Employee Engagement & Development	• To create a safe, healthy and conducive working environment so as to retain and nurture our talent.	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
Governance	• Government Policies • Corporate Governance • Risk Management • Anit-Bribery & Anti-Corruption	• To ensure regulatory compliance at all times. • To promote business ethics and sound corporate governance by implementing various policies and procedures.	16 PEACE AND JUSTICE STRONG INSTITUTIONS

ECONOMIC

The overall economic performance and profitability of the Group is one of Ecobuilts’ core concerns. Many of our stakeholders, including our shareholders, investors, employees and suppliers, rely on our economic performance. We monitor our economic performance through our budgeting process. The budget is set annually, reviewed throughout the financial year to monitor whether targets are met and what actions can be taken to achieve the same.

Liquidity & Cash Flow Management / Profitability

Ecobuilt is focused on producing long-term benefits for our stakeholders, minimising negative impact on the environment, and maximising positive community contributions.

TARGET 8·1
SUSTAINABLE ECONOMIC GROWTH

We believe that by actively pursuing these objectives, we contribute to the well-being of society, improve quality of life, and create a better future for our planet. Our journey towards sustainable value creation is perpetuated by our sound financial policies and upholding ethical business conducts.

The Group’s economic performance has a direct impact on our key stakeholders. We therefore aim to deliver economic benefits through effective project management and efficient resource management to bring sustainable growth to our enterprise and ecosystem.

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

ECONOMIC (CONTINUED)

Liquidity & Cash Flow Management / Profitability (continued)

During the financial period ended 2026, the Group continued to demonstrate prudent financial management and disciplined cash-flow control as most of its major projects approached completion. The Management maintained a strong focus on liquidity and operational efficiency, ensuring that project progress and collections were closely monitored to support timely cash inflows and sustainable profitability. The Group's approach emphasises sound budgeting, cost optimisation, and proactive resource allocation to safeguard financial stability while delivering quality outcomes to clients. As Ecobuilt transitions into a new project cycle, Management remains committed to sustaining healthy cash-flow positions and exploring new business opportunities that contribute to long-term value creation for shareholders and stakeholders alike.

Supply Chain Management

TARGET 8·1

SUSTAINABLE ECONOMIC GROWTH

The Group recognises the importance of its supply chain which constitutes a critical component of our operations in achieving business successes. We rely on a wide range of products and services to fulfil the Group's operational needs. In construction industry, supply chain is always the core of the business operations, connecting from the origins of building materials to the ultimate satisfaction of clients. Here in Ecobuilt, supply chain management is not just about operational efficiency, but the cornerstone of our sustainability journey.

The Group emphasises trust and integrity as fundamental values in all its relationships with suppliers. Our commitment to ethical business practices extends throughout our supply chain, and we expect our suppliers to adhere to our values and principles in their operations. This approach ensures that our ethical standards are consistently maintained across all business relationships and activities.

We prioritise sourcing products and services from local suppliers whenever feasible. This strategy minimises transportation requirements, reduces emissions, as well as fostering growth opportunities for local suppliers while generating jobs, thus strengthening the local economy.

When choosing suppliers and partners, we place importance on adherence to a range of criteria, encompassing legal compliance, quality standards for materials, components and capacity while ensuring that they meet our requirements in price, quality performance and procurement standards.

	FY2023 (%)	FPE2024 (%)	FPE2026 (%)
Proportion of spending on local suppliers (%)	91.52	95.47	100

For FPE 2026, approximately 100% of the Group's direct material spending is attributable to purchases from local suppliers.

By fostering close relationships with local suppliers, we promote transparency and mutual accountability across the supply chain, which in turn would help us in achieving better consistency in terms of quality and reliability.

ECONOMIC (CONTINUED)

Supply Chain Management (continued)

Subcontractor and Supplier Management

The construction industry as a whole is affected by significant price surge in building materials driven by the inflation and change in geopolitical landscape in recent years. Our building materials, such as sand and cement, are price sensitive, hence, securing a smooth supply chain with sufficient raw materials at competitive prices remains a focal point for the Group.

To this end, we strive to enhance our operational efficiencies and embrace digitalisation. We have implemented stringent controls on building material usage while proactively planned for material procurement ahead to avoid unnecessary wastage and delay in receiving materials.

In addition, we maintain strong relationship with our subcontractors and suppliers, aiming to streamline any potential supply chain issue. In alignment with SDG Target 8.1, we source and procure our building materials from local suppliers, thereby encouraging the growth in local businesses and contributing to the long-term development of Malaysia's economy. We are pleased to report that we have continued to engage local subcontractors and suppliers for all our construction works in FPE 2026.

Quality Management

At Ecobuilt, project quality always remained as our top priority as it affects our reputation and strong standing within the competitive construction industry. Our dedication to quality management is aligned with SDG 11 that promotes the creation of inclusive, safe, resilient and sustainable cities and human settlements.

In terms of quality management, we have in place three (3) major quality monitoring procedures as follows: -

- Consistent Quality Inspection During Construction Period;
- Issuance of Non-Conformance Report As and When Necessary; and
- Regular Site Inspection by Project Consultants

Our building construction projects are assessed under Quality Assessment System in Construction ("QLASSIC") by CIDB. QLASSIC is a scoring system to measure and evaluate the workmanship quality of a building construction work based on the Construction Industry Standards (CIS 7:2014).

We are glad that we managed to achieve satisfactory and commendable scoring regularly for our projects in the past. From the QLASSIC report, we also take note on the pinpointed flaws and defects for our continuous improvement.

On a separate note, we are pleased to report that there was no incident of non-compliance pertaining to our project quality and safety which have resulted in a regulatory warning, fine or penalty.

	FY2023	FPE2024	FPE2026
Incident of non- compliance pertaining to project quality and safety	Nil	Nil	Nil

Nevertheless, we will continue to maintain and improve our quality control so as to consistently deliver projects with high quality standards to our clients as well as the community.

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

ECONOMIC (CONTINUED)

Supply Chain Management (continued)

Customer Satisfaction Management

In the realm of supply chain management, achieving high customer satisfaction stands as the ultimate validation of business sustainability. It represents the end results of a seamless process, spanning from procurement to project delivery. Thus, our commitment to customer satisfaction is not just a business goal but a fundamental principle embedded in our sustainability ethos.

We understand that fostering customer satisfaction begins with listening and understanding. Every piece of customer's comments and feedbacks provide valuable insights for our continuous growth. Regardless of positive or negative, we take feedbacks and comments constructively. All feedbacks, comments, queries and/ or complaints shall be addressed by our team promptly and appropriately.

As a construction company, we offer a defect liability period to all customers. During this stipulated timeframe, any defects identified in the projects delivered will be rectified by our Group without additional cost to the customers. Depending on the type of project, the defect liability period generally ranges from 12 to 24 months.

For the FPE 2026, we are pleased to highlight that we have not received any customer complaints nor any defect liability was claimed by any customer for any of our projects.

	FY2023	FPE2024	FPE2026
Defect liability claimed by client (RM)	Nil	Nil	Nil

ENVIRONMENT

Energy and Emissions Management

Ecobuilt recognises that energy consumption and the resulting emissions contribute to climate change. The Group strives to manage emissions across its operations as part of its environmental responsibility and broader corporate governance commitment.

The Group encourages and reinforces the importance of practising the 3Rs (i.e., reduce, reuse, and recycle) in our daily operations. We consistently work to lower energy consumption and increase employee awareness, aiming to enhance process efficiencies and productivity through improved operating procedures. We aim to reduce our environmental footprints and establish operational resilience to deliver long-term value to our group, stakeholders and communities around us.

The Group's energy supply comprises of total energy consumption.

ENVIRONMENT (CONTINUED)

Energy and Emissions Management (continued)

Energy Consumption (Mwh)

	FY2023	FPE2024	FPE2026
Total Energy Consumption (MWh)	395.67	416.33	624.01

The Group's total energy consumption for the reporting periods. Energy usage is measured in megawatt-hours (MWh) and reflects electricity consumption across the Group's headquarters and project sites. For FPE 2026, total energy consumption increased to 624.01 MWh, compared to 416.33 MWh in FPE 2024. The increase is primarily attributable to the extended financial reporting period and higher operational activity during the year.

Direct Emission (Scope 1)

	FY2023	FPE2024	FPE2026
Total Direct Emission (tCO_2e)	N/A	N/A	227.05

Note:
The total direct emissions disclosed above are based on management's estimation of diesel generator usage at project sites and fuel consumption by company vehicles for FPE 2026. Data for FY 2023 and FPE 2024 are not available as this is the first year of reporting.

The Group's estimated direct greenhouse gas (GHG) emissions for the reporting periods. Emissions are expressed in metric tonnes of carbon dioxide equivalent (tCO_2e) and primarily arise from the use of diesel generators at project sites and fuel consumption by company vehicles. For FPE 2026, total direct emissions were estimated at 227.05 tCO_2e, while data for FY 2023 and FPE 2024 were not available as this represents the first year of reporting for Scope 1 emissions.

The Group continues to monitor fuel usage and generator operations to improve data accuracy and support future reporting consistency. These efforts form part of our broader environmental management approach to reduce carbon intensity and enhance operational efficiency.

Indirect Emission (Scope 2)

	FY2023	FPE2024	FPE2026
Total Indirect Emission (tCO_2e)	N/A	N/A	486.73

Note: The total indirect emissions disclosed above are partly based on estimation. Data for FY 2023 and FPE 2024 are not available as this is the first year of reporting.

The Group's estimated indirect greenhouse gas (GHG) emissions for the reporting periods. Emissions are expressed in metric tonnes of carbon dioxide equivalent (tCO_2e) and primarily arise from electricity consumption at the Group's headquarters and project sites. For FPE 2026, total indirect emissions were estimated at 486.73 tCO_2e, while data for FY 2023 and FPE 2024 were not available as this represents the first year of reporting for Scope 2 emissions.

ENVIRONMENT (CONTINUED)

Resource and Waste Management

Waste and Pollution Control

Given the nature of the construction industry, the Group recognises that its activities inevitably generate environmental impacts. Works such as excavation, demolition, carpentry, hacking and the movement of heavy vehicles contribute to noise, dust and general construction waste. As part of our responsibility to manage these impacts, the Group monitors its waste generation and disposal practices to ensure compliance with applicable environmental regulations.

	FY2023	FPE2024	FPE2026
Waste Disposal – Hazardous	N/A	N/A	Nil
Waste Disposal – Non-Hazardous	N/A	N/A	1,875
Sub-total	N/A	N/A	1,875

Note: FPE 2026 represents the first year in which the Group has compiled and reported waste and disposal data. The figure disclosed for FPE 2026 is based on estimation.

The table above presents the Group's estimated total waste generated for the reporting periods. Waste is measured in metric tonnes (MT) and reflects construction waste disposed of at approved facilities. As this is the first year in which the Group has compiled waste and disposal data, detailed records for FY2023 and FPE2024 were not available. The Group will continue to report waste-related data in subsequent reporting periods.

In line with our environmental responsibilities, the Group continues to focus on minimising waste and pollutants arising from construction activities. Non-hazardous solid waste—such as mixed construction debris, timber offcuts, scrap metal, concrete fragments, and packaging materials—generated during the period were disposed of through licensed contractors at approved disposal facilities and regulated landfills.

Moving forward, Management will continue to enhance waste-management practices and strengthen efforts to handle waste responsibly across all project sites.

Resource Management and Conservation

We are committed to implementing environmental sustainability measures at our project sites. In the pursuit of SDG Target 12.5, we advocate the following green initiatives in our offices, aiming to effectively utilise the scarce resources and reduce waste generation: -

- **Save Papers, Save Trees, Save the Planet**
  We encourage our employees to adopt paperless transactions whenever possible to reduce paper wastage.
- **Conserve Energy Today for a Brighter Tomorrow**
  We perform timely maintenance on our air-conditioners to improve energy efficiency and encourage our employees to practice good habits of switching off air-conditioner and lights whenever not in use so as to reduce unnecessary electricity consumption.
- **Embrace Technology for Sustainability**
  We leverage on technology for meetings and communications so as to reduce the need for extensive business travel. This in turn shall minimise our carbon footprint.

We aim to continuously improve our waste recycling practices and look for ways to reduce overall waste where possible. We are in the midst of developing processes to collect data on waste-related data and we aim to report this in the coming financial year.

ENVIRONMENT (CONTINUED)

Resource and Waste Management (contimued)

Water Management

Recognising the vital importance of water as a shared and finite resource, we are dedicated to minimising our water footprint across all operations while supporting global efforts to ensure the sustainable use of water. The Group encourages all employees to develop the habit of conserving water consciously. We educate and encourage employees to use water responsibly in daily tasks and we ensure prompt leak detection and repair to prevent unnecessary water wastage.

	FY2023	FPE2024	FPE2026
Total Water Consumption (Megalitres)	10.25	9.08	28.94

The table above presents the Group's total water consumption for the reporting periods. Water usage is measured in megalitres (ML) and reflects consumption across the Group's headquarters and project sites. For FPE 2026, total water consumption amounted to 28.94 ML, compared to 9.08 ML in FPE 2024. The increase in FPE 2026 is primarily attributable to the extended financial reporting period and higher project activity during the year.

The Group remains mindful of its water usage and continues to explore practical measures to improve efficiency.

Climate Related Risk Disclosure Statement

Ecobuilt recognises that climate change presents material risks that may affect operational continuity, project delivery, financial performance, supply chain stability, and workforce safety. To support structured oversight of these matters, the Group has established a proper Climate Governance Policy, which sets out the governance framework, responsibilities, and processes for managing climate-related risks in alignment with IFRS S2 and Bursa Malaysia's Sustainability Reporting Framework.

The Group identifies climate-related risks under two categories: physical risks and transition risks. Physical risks include extreme rainfall, flooding, heat stress, and storm events that may disrupt construction activities, damage materials and equipment, and increase safety and insurance exposures. Transition risks arise from evolving climate regulations, carbon-related reporting requirements, shifts toward low-carbon construction technologies, and changing client expectations, all of which may influence compliance costs and operational planning.

Oversight of climate-related risks is embedded within the Group's governance structure. The Board, supported by the Audit Committee, oversees climate-related matters, while management integrates these risks into the Enterprise Risk Management (ERM) framework. Climate-related risks are assessed annually, with project and site teams responsible for monitoring operational impacts and maintaining relevant data records.

The Group will continue to refine its climate-risk assessment processes and enhance disclosure practices in line with IFRS S2 and the National Sustainability Reporting Framework (NSRF).

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

SOCIAL

Occupational Health and Safety ("OSH")

Being a construction company, we understand that our employees are exposed to greater inherent risk and hazards. Hence, it is the Group's priority to put in place a robust OSH management that focuses on the safety and health of our employees. It is also our protocol to maintain a zero fatality and accident-free working environment for all our employees.

TARGET 8·8

PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS

Our Group maintains a Safety, Health and Environment ("SHE") Policy in line with SDG Target 8.8. The SHE Policy serves as a guidance for our employees to maintain a safe and healthy workplace across the Group with the following key objectives: -

- Compliance with applicable legal and other requirement, including but not limited to customer requirements;
- Identification of and minimizing any adverse SHE impacts, pollution, injury and ill health; and
- Continuous review and improvement of SHE practices.

To facilitate the execution and implementation of our SHE Policy, we have a dedicated Safety and Health Committee for various projects within Ecobuilt. The composition of our Safety and Health Committee may vary depending on the specific requirements of the respective project. Generally, the Safety and Health Committee comprises a chairman, two (2) secretaries as well as representatives from both the Management and workers. This composition shall ensure a holistic approach to OSH management where inputs from all stakeholders are valued and considered.

	FY2023	FPE2024	FPE2026
Number of work-related fatalities	Nil	3	1
Lost Time Incident Rate	Nil	0.21	0.23

During FPE 2026, the Group recorded a total 864,000 hours worked in FPE 2026. The slight increase in the Group's Lost Time Incident Rate (LTIR) for FPE 2026 was primarily due to a significant reduction in total working hours as several major projects neared completion, resulting in a smaller exposure base.

Although only one lost time incident was recorded during the period, the reduced number of hours worked magnified the rate mathematically. The incident involved a contractor's employee operating under Ecobuilt's project site, and no Ecobuilt direct employees were affected. The increase therefore reflects a denominator effect rather than any decline in the Group's safety performance.

The Group has continued to emphasis workplace safety and health practices in addition to safe management measures as mandated by the local authorities. Our safety policies are a commitment to the safety of our workers and employees and forms a key pillar in our business strategy to minimise any occurrence of disruptions to our operations.

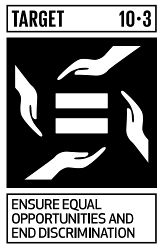
	FY2023	FPE2024	FPE2026
Total number of employees trained on health and safety standards	Nil	Nil	4

The Group has conducted informal training sessions on health and safety standards to support our employees. Although these sessions were valuable in promoting awareness and best practices, they were not formally documented, which limited our ability to track participation and outcomes effectively.

We understand the importance of providing structured and recorded training to ensure that all employees are equipped with the necessary skills to maintain a safe working environment. As we move into FY2027 and beyond, we are committed to implementing comprehensive training programs that will be formally recorded, allowing us to enhance our training efforts and better support our workforce. Our goal is to ensure that all employees receive the essential training needed to promote a safe and compliant workplace.

SOCIAL (CONTINUED)

Human Resource Management / Foreign Labour



Dynamic Workplace

To foster a dynamic workforce, we embrace diversity from various cultural backgrounds, skills, experience, gender, age group and religion as we believe that diversity inspires greater creativity and productivity. With SDG Target 10.3 in mind, we strive to create an equal and motivating working environment with mixture of talents to unleash their unlimited potentials, whenever possible.

Employee Diversity

The Group recognises the importance of a diverse and skilled workforce and endeavours to create an inclusive and collaborative workplace culture where everyone can thrive. We are committed to promoting a diverse workforce and maintaining a discrimination-free work environment. The Group is dedicated to providing equal opportunity in all aspects of employment and embraces diversity and inclusivity regardless of race, religion, gender, age, disability, nationality, family status, and marital status.

We focus on retaining talents by providing appropriate and sustainable incentives and learning and development opportunities. We offer skills training and career development for all eligible staff. The Group aims to provide employees with opportunities not only to learn and grow, but also to support them in developing talents and abilities that meet their current and further job needs.

For FPE 2026, there were no instances of discrimination against employees.

Percentage of employees by age group, for each employee category (%)

Age Group (By Employee Category)	FY2023 (%)	FPE2024 (%)	FPE2026 (%)
Management Under 30	Nil	Nil	Nil
Management Between 30-50	3	4	18
Management Above 50	16	16	15
Executive Under 30	11	8	3
Executive Between 30-50	41	48	23
Executive Above 50	12	4	3
Non-executive/Technical Staff Under 30	5	5	8
Non-executive/Technical Staff Between 30-50	4	8	26
Non-executive/Technical Staff Above 50	7	8	5
	100	100	100

Note: Percentages for FPE 2026 are calculated against the Group's total workforce. Historical data for FY2023 and FPE 2024 have been restated using this method; previously, percentages were calculated within each employee category.

For FPE 2026, the Group's total workforce is 39 employees. The Group's workforce profile shows a gradual shift towards a younger age composition and a more balanced gender representation across all employee categories. The proportion of employees aged between 30 and 50 increased in FPE 2026, reflecting the recruitment of mid career professionals as several projects progressed to their operational phase. The decline in the above 50 age group corresponds with project completion and natural attrition. Gender distribution also indicates steady improvement in female participation, particularly among executive and non executive roles, consistent with the Group's commitment to equal opportunity and inclusive employment practices. Overall, the data demonstrates a stable and diversified workforce aligned with Ecobuilt's long term sustainability and talent development objectives.

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

SOCIAL (CONTINUED)

Human Resource Management / Foreign Labour (continued)

Employee Diversity (continued)

Percentage of employees by gender group, for each employee category (%)

Gender Group (By Employee Category)	FY2023 (%)	FPE2024 (%)	FPE2026 (%)
Management Male	7	7	28
Management Female	1	2	5
Executive Male	55	48	8
Executive Female	21	25	21
Non-executive/Technical Staff Male	15	18	28
Non-executive/Technical Staff Female	0	0	10
	100	100	100

Note: Percentages for FPE 2026 are calculated against the Group's total workforce. Historical data for FY2023 and FPE 2024 have been restated using this method; previously, percentages were calculated within each employee category.

The table presents the Group's gender distribution across management, executive and non-executive categories for the financial period ended 2026. Male employees continue to represent the majority of the overall workforce, particularly within management and non-executive roles, which are predominantly site-based and operational in nature. Female representation is strongest within executive positions, reflecting their concentration in administrative, coordination and professional support functions.

This distribution is consistent with the operational requirements of the construction industry, where physically demanding site activities typically necessitate a higher proportion of male employees. Female employees remain more prominently represented in executive and office-based roles, in line with industry norms and the Group's commitment to maintaining an inclusive and diverse workforce.

Total number of employee turnover by employee category (Headcount)

Total number of employee turnover by employee category	FY2023	FPE2024	FPE2026
- Management	18	15	Nil
- Executive	59	46	9
- Non-Executive/Technical Staff	15	16	3
Sub-total	92	77	12

During the financial period ended 2026, employee turnover declined markedly across all categories. No turnover was recorded within management, while nine executive employees and three non-executive or technical staff left the Group during the period. The overall reduction demonstrates improved workforce stability and retention, supported by the Group's continued focus on employee engagement, career development, and maintaining a safe and inclusive working environment.

Percentage of employees that are contractors or temporary staff (%)

Percentage of employees that are contractors or temporary staff (%)	FY2023 (%)	FPE2024 (%)	FPE2026 (%)
Contractor or temporary staff out of total workforce	67%	71%	81%

Note: The comparative percentages for FY 2023 and FPE 2024 have been restated to correct the previously reported percentage of employees that are contractors or temporary staff, in line with Bursa Malaysia Indicator C6(b)

SOCIAL (CONTINUED)

Human Resource Management / Foreign Labour (continued)

Employee Diversity (continued)

During FPE 2026, the proportion of contractors and temporary staff increased to 81 % of the total workforce, compared with 71 % in FPE 2024 and 67 % in FY 2023. The increase was primarily due to normal employee turnover and a modest rise in project-based contractor engagement to support operational requirements. This reflects the Group's proactive approach to workforce management, ensuring flexibility and efficiency while maintaining compliance with labour standards and sustainability reporting expectations.

Board Diversity

The Board acknowledges the importance of boardroom diversity and is supportive of the recommendation of Malaysian Code on Corporate Governance 2021 ("MCCG") to the establishment of boardroom and workforce gender diversity. The Board's aim is to have a broad range of approaches, backgrounds, skills and experience represented on the Board and to make appointments on merit, and against objective criteria, with due regard given to the benefits of diversity on the Board, including gender, age and ethnicity.

The Board embraces gender diversity as essential combination to strengthen the composition of the Board. However, the Board did not set any target on gender diversity in the boardroom as the Board was of the view that equal opportunity should be given to candidates with merits.

Percentage of directors by gender and age group (%)

Gender Group (By Director Categories)	FY2023 (%)	FPE2024 (%)	FPE2026 (%)
Male Directors	83	83	80
Female Directors	17	17	20
Sub-total	100	100	100

Note: Figures for FY 2023 and FPE 2024 have been rounded and restated in the FPE 2026 reporting for consistency and comparability across periods.

The table presents the gender composition of the Board for the financial years 2023 and 2024, and the financial period ended 2026.During FPE2026, the Board comprised approximately 80 % male directors and 20% female directors. The composition remained consistent throughout the three periods, reflecting continuity in Board membership and leadership structure. The Group continues to uphold principles of diversity, equality and merit-based appointments in Board selection, ensuring that directors collectively possess the experience and competencies required to guide the Group's strategic direction and governance responsibilities.

Age Group (By Director Categories)	FY2023 (%)	FPE2024 (%)	FPE2026(%)
Below 30	Nil	Nil	Nil
Between 30 to 50	33	33	20
Above 50	67	67	80
Sub-total	100	100	100

Note: Figures for FY 2023 and FPE 2024 have been rounded and restated in the FPE 2026 reporting for consistency and comparability across periods.

The Board comprised five directors during the financial period ended 2026, consisting of four male (80 %) and one female (20 %) member. In terms of age distribution, one director was between 30 and 50 years old, while four directors were above 50 years old. This composition reflects the Group's commitment to maintaining a balanced mix of experience, leadership capability and industry knowledge to support effective governance and strategic oversight

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

SOCIAL (CONTINUED)

Human Resource Management / Foreign Labour (continued)

Community and Social Investment

We have always been aware that our responsibilities go beyond our duties as a business owner. We believe that how we lead, engage, and respond as a corporate citizen is central to our own success and to the interest of our stakeholders that make up our vibrant, connected ecosystem. While the Group has yet to allocate financial commitment towards community investments, we remain dedicated in identifying and supporting future initiatives that foster social, educational, and economic advantages in local communities.

	FY2023	FPE2024	FPE2026
Total amount invested in the community where the target beneficiaries are external to the listed issuer (MYR)	Nil	Nil	Nil
Total number of beneficiaries of the investment in communities	Nil	Nil	Nil

Human Rights

The Group is dedicated to prioritising human rights and fostering a workplace culture rooted in mutual respect. We are committed to eliminating all forms of discrimination, harassment, threats, intimidation, violence, and misconduct against every employee. We are pleased to report there has been zero substantiated complaints concerning human rights violations for FPE 2026.

	FY2023	FPE2024	FPE2026
Number of substantiated complaints concerning human rights violations	Nil	Nil	Nil

We aim to maintain zero substantiated complaints concerning human rights violations for FY2027 and beyond.

Employee Engagement & Development

At Ecobuilt, we recognise that the quality of our workforce is pivotal to our growth and success as a company. In this continuously evolving work environment, it is important for employees to stay informed. Training and education programmes, which are given both on-the-job and ad-hoc basis, are available for employees, creating an environment that builds resilience and improves skills and performance. These programmes provide encouragement and support our employees to maximise their potential and have a rewarding career.

The Group is committed to allocating budget and planning skills upgrading to equip employees to meet strategic targets of the Group. We believe that with more skilled employees, Ecobuilt's human capital and contribution to employees' satisfaction will be enhanced, which will undoubtedly improve overall performance.

Total hours of training by employee category	FY2023	FPE2024	FPE2026
- Management	Nil	Nil	32
- Executive	Nil	Nil	16
- Non-Executive/Technical Staff	Nil	Nil	Nil
Total	Nil	Nil	48

During FPE 2026, the Group conducted several structured sessions, including Safety Training and Construction Industry Development Board (CIDB) training, which contributed to the total recorded training hours for the period. The Group will continue to record training hours as they are carried out to provide a clearer view of employee development activities over time.

SOCIAL (CONTINUED)

Employee Engagement & Development (continued)

Employee Welfare

Aside from focusing on employee diversity and safety, Ecobuilt also acknowledges that employees' loyalty laid the foundation for our business sustainability. In this regard, we strive to create a well-balanced and conducive workplace at Ecobuilt so as to protect the interest and wellbeing of our employees.

In safeguarding the rights and interest of our employees, we strictly comply to all relevant labour laws and regulations in Malaysia, such as the Malaysian Employment Act (Amendment) 2022 and Minimum Wages Order 2020. Our employees work within the regulated workdays and hours while receiving fair and appropriate remuneration packages that align with industry standards.

In addition to the fundamental rights enforced by regulators, we provide our employees with benefits according to their specific job grades and years of service. In general, our employees are able to enjoy the following benefits according to their respective job grades: -

- Annual leave
- Emergency leave
- Birthday leave
- Medical leave and allowance
- Hospitalisation leave
- Maternity leave
- Replacement leave
- Marriage leaves and grant
- Compassionate leave and care
- Infant care subsidy
- Travelling claims
- Company Group Hospitalisation and Surgical Insurance Scheme

GOVERNANCE

Government Policies

Government policies and practices set the tone for ethical conducts within the business world. Within Malaysia's regulatory framework, the Group operates with full compliance by adhering to all applicable laws and regulations at all times. This commitment extends to environmental regulations, labour laws and all other statutory requirements relevant to our industry. Such regulatory compliance is a testament to our commitment to ethical business conduct and business sustainability as a whole. The major laws and regulations which are applicable to our business operation includes: -

- Malaysia Construction Industry Development Board Act 1994;
- Construction Industry Payment and Adjudication Act 2012;
- Environmental Quality Act 1974;
- Environmental Quality (Scheduled Wastes) Regulations 2005;
- Environmental Quality (Clean Air) Regulations 2014;
- Employment Act (Amendment) 2022;
- Minimum Wages Order 2022;
- Occupational Safety and Health Act 1994; and
- Factories and Machinery Act 1967.

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

GOVERNANCE (CONTINUED)

We actively engage with the governmental bodies and regulatory authorities in order to stay informed with the latest development in government policies, rules and regulations, thereby ensuring regulatory compliance at all times. We have also established our internal Standard Operating Procedures ("SOPs") which serve as the guideline for all employees to perform their duties diligently and appropriately.

Corporate Governance

Sustainable business growth and success is built upon a foundation of strong corporate governance. Within our Sustainability Framework, the "G" represents our unwavering commitment to corporate governance as a whole, including ethical governance, transparency and responsible business practices. At Ecobuilt, corporate governance is not only a compliance-driven exercise but a fundamental pillar that guides us through every action.

Being a listed company in Malaysia, our corporate governance is guided by the Main Market Listing Requirements as well as the Malaysian Code on Corporate Governance. Our Board plays a pivotal role in overseeing the Group's overall strategic direction and maintaining good corporate governance for the long-term value creation for all stakeholders.

Our corporate governance performance is detailed in the Corporate Governance Overview Statement in this Annual Report, which should be read together with our Corporate Governance Report. Both of the information is accessible on Bursa Securities' website at https://www.bursamalaysia.com/.

Risk Management

In this ever-evolving economic landscape that full with interconnected global challenges, risk management is an essential component to ensure our business sustainability while safeguarding our shareholders' investments, stakeholders' interests as well as the Group's assets. In this regard, we have in place a structured and on-going risk management process, encompassing the stages of identification, evaluation, monitoring and management.

The Board, supported by the Audit Committee, is entrusted to review and evaluate the adequacy and effectiveness of the Group's risk management regularly. To facilitate an effective risk management, the Board has appointed an independent professional firm to manage the Group's internal audit function on an outsourced arrangement basis. Any material risk that may result in significant adverse impact towards the Group's operation and business performance shall be escalated to the Board's attention.

Further details of the Group's risk management system are narrated in the Statement on Risk Management and Internal Control within this Annual Report.

GOVERNANCE (CONTINUED)

Anti-Bribery & Anti-Corruption

The Group is committed to conducting its business free from any acts of bribery or corruption. Here in Ecobuilt, transparency, accountability and integrity are the core tenets of our sustainability journey. These principles not only shape our corporate identity but also serve as the cornerstones to foster and preserve the trust and confidence of our stakeholders.

In this context, the Group maintains an Anti-Bribery and Corruption Policy ("ABC Policy") that outlines clear guidelines and expectations for all employees and business partners to prevent and detect acts of bribery and corruption. This ABC Policy also demonstrates our zero-tolerance stance against all forms of bribery and corruption which aligns with SDG Target 16.5.

To support an effective implementation of ABC Policy, the Board has also put in place a Whistle Blowing Policy to provide an avenue for all employees and stakeholders to raise concern or make genuine report on any suspected or known violation of laws and regulations, fraud, corruption, bribery or criminal offences.

In compliance with Whistleblower Protection Act 2010, all whistleblowers who report in good faith will be protected, and any information received will be handled confidentially with the utmost discretion. An independent investigation will be conducted and appropriate actions will be taken thereafter.

Both the ABC Policy and Whistle Blowing Policy are published on our website at https://www.eco-built.com.my/corporate-info/

	FY2023 (%)	FPE2024 (%)	FPE2026 (%)
Percentage of employees who have received training on anti- corruption by employee category (%)	Nil	Nil	32

	FY2023 (%)	FPE2024 (%)	FPE2026 (%)
Percentage of operations assessed for corruption-related risks (%)	Nil	Nil	Nil

	FY2023 (%)	FPE2024 (%)	FPE2026 (%)
Confirmed incidents of corruption and action taken	Nil	Nil	Nil

During FPE 2026, The Group maintains a Board-approved Anti-Bribery and Anti-Corruption (ABC) Policy, reflecting Management's zero tolerance stance towards bribery, a proper whistleblowing channel and defined limits-of-authority matrix governing procurement and tendering activities. No incidents of corruption were reported during the financial period.

We will continue conducting corruption risk training across our operations in the subsequent reporting years where practicable and we aim to maintain zero incidents of corruption for FY2027 and beyond.

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

GOVERNANCE (CONTINUED)

Data Privacy

The Group places great importance on ensuring the safety and privacy of all data related to our stakeholders. We acknowledge the importance of the personal data entrusted to us by our customers and we believe that it is our responsibility to ensure it is properly managed, protected and processed.

Effective data management practices help prevent unauthorised access, data breaches, and potential financial and legal risks. We ensure strict compliance with data usage and protection laws and adhere to rigorous protocols, covering every aspect of the data handling process.

	FY2023	FPE2024	FPE2026
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Nil	Nil	Nil

During FPE 2026, there were zero substantiated complaints concerning breaches of customer privacy and data loss. the Group maintained standard IT security controls, including the installation of anti virus software, firewall protection, and data backup at a third party server (vendor). These measures help safeguard the organisation against potential cyber attacks and data loss. No data breaches were reported during the year. Management aim to maintain zero cases of material non-compliance with laws relating to customer privacy for FY2027 and beyond.

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

ECOBUILT HOLDINGS BERHAD
BMLR Transition Period

Date & Time: 2026-06-29_09:07:59
Main Market | Group 2 | FYE 28/02/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Anti-Bribery and Anti-Corruption	Percentage of employees who have received Training on anti-corruption by employee category	%	Nil	32%	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Anti-Bribery and Anti-Corruption	Percentage of operations assessed for corruption--related risks	%	Nil	Nil	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Anti-Bribery and Anti-Corruption	Confirmed incidents of corruption and action taken	Number	Nil	Nil	Zero Tolerance	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Community and Social Investment	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	Nil	Nil	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Community and Social Investment	Total number of beneficiaries of the investment in communities	Number	Nil	Nil	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by age)	Management — Under 30	%	Nil	Nil	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by age)	Management Between 30-50	%	4	18	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by age)	Management Above 50	%	16	15	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by age)	Executive Under 30	%	8	3	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by age)	Executive Between 30-50	%	48	23	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)

This report was generated on the Bursa Malaysia CSI Platform on 2026-06-29_09:07:59

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

ECOBUILT HOLDINGS BERHAD
BMLR Transition Period

Date & Time: 2026-06-29_09:07:59
Main Market | Group 2 | FYE 28/02/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Employee Diversity (by age)	Executive Above 50	%	4	3	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by age)	Non-executive/Technical Staff Under 30	%	5	8	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by age)	Non-executive/Technical Staff Between 30-50	%	8	26	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by age)	Non-executive/Technical Staff Above 50	%	8	5	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by gender)	Management Male	%	7	28	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by gender)	Management Female	%	2	5	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by gender)	Executive Male	%	48	8	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by gender)	Executive Female	%	25	21	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by gender)	Non-executive/Technical Staff Male	%	18	28	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Employee Diversity (by gender)	Non-executive/Technical Staff Female	%	Nil	10	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Board Diversity (by gender)	Male Directors	%	83	80	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)

This report was generated on the Bursa Malaysia CSI Platform on 2026-06-29_09:07:59

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

ECOBUILT HOLDINGS BERHAD
BMLR Transition Period

Date & Time: 2026-06-29_09:07:59
Main Market | Group 2 | FYE 28/02/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Board Diversity (by gender)	Female Directors	%	17	20	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Board Diversity (by age)	Below 30	%	Nil	Nil	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Board Diversity (by age)	Between 30 to 50	%	33	20	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Board Diversity (by age)	Above 50	%	67	80	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Energy and Emissions Management	Total energy consumption	MWh	416.33	624.01	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Health and Safety	Work-related fatalities	Number	3	1	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Health and Safety	Lost Time Incident Rate	Rate	0.21	0.23	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Health and Safety	Employees trained on Health and Safety	Number	Nil	4	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Labour Pratices	Training hours -Management	Hours	Nil	32	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Labour Pratices	Training hours-Executive	Hours	Nil	16	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Labour Pratices	Training hours -Non-Executive/Techn-ical Staff	Hours	Nil	Nil	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)

SUSTAINABILITY STATEMENT 2026
(CONTINUED)

ECOBUILT HOLDINGS BERHAD
BMLR Transition Period

Date & Time: 2026-06-29_09:07:59
Main Market | Group 2 | FYE 28/02/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Labour Pratices	Contractor or temporary staff out of total workforce	%	71%	81%	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Labour Pratices	Employee turnover -Management	Number	15	Nil	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Labour Pratices	Employee turnover -Executive	Number	46	9	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Labour Pratices	Employee turnover - Non-Executive	Number	16	3	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Labour Practices	Number of substantiated complaints concerning human rights violations	Number	Nil	Nil	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Supply Chain Management	Proportion of spending on local suppliers (%)	%	95.47	100	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Data Privacy	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	number	Nil	Nil	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Water Management	Total Water Consumption (Megalitres)	Megalitres	9.08	28.94	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Resources and Waste Management	Waste Disposal – Hazardous	metric tonnes (MT)	Nil	Nil	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)
Resources and Waste Management	Waste Disposal – Non-Hazardous	metric tonnes (MT)	Nil	1,875	-	External (Limited)	2025 data represents FPE 2024 (1st June 2023 to August 2024)

This report was generated on the Bursa Malaysia CSI Platform on 2026-06-29_09:07:59

ECOBUILT HOLDINGS BERHAD
IFRS S2

Date & Time: 2026-06-29_09:07:59
Main Market | Group 2 | FYE 28/02/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO2e)	-	227.05	-	External (Limited)	First year reporting, target will establish in next financial year
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO2e)	-	486.73	-	External (Limited)	First year reporting, target will establish in next financial year

STATEMENT ON DIRECTORS' RESPONSIBILITY

The Directors are required by the Companies Act, 2016 to ensure that financial statements for each financial year which give a true and fair view of the financial position as at the end of the financial year and the financial performance of the Group for the financial year.

In preparing the financial statements, the Directors are responsible for the adoption of suitable accounting policies that comply with the provisions of the Companies Act, 2016, the Malaysian Financial Reporting Standards and International Financial Reporting Standards. The Directors are also responsible to ensure that the appropriate accounting policies are consistently applied in the financial statements, supported where necessary by reasonable and prudent judgements.

The Directors hereby confirm that suitable accounting policies have been consistently applied in the preparation of the financial statements. The Directors also confirm that there have been adequate accounting records maintained to safeguard the assets of the Group.

LIST OF PROPERTIES

No.	Proprietor	Title / Location	Description/ Existing Use	Tenure	Approximate Age of Offices	Built-Up Area (sq. ft.)	Carrying Value (RM)	Date of Acquisition
1	Eko Bina Sdn Bhd	D-G-11, Medan Connaught, No 1, Jalan 3/l44A, 56000 Kuala Lumpur. Title: HS(D) l20458, PT 15682, Mukim Petaling, Daerah Kuala Lumpur & Negeri Wilayah Persekutuan Kuala Lumpur	A Parcel of Office/ Office	Freehold	7 Year	992	602,000	06-Jun-2018
2	Eko Bina Sdn Bhd	D-1-11, Medan Connaught, No 1, Jalan 3/l44A, 56000 Kuala Lumpur. Title: HS(D) l 20458, PT 15682, Mukim Petaling, Daerah Kuala Lumpur & Negeri Wilayah Persekutuan Kuala Lumpur	A Parcel of Office/ Office	Freehold	7 Year	1,194	946,000	06-Jun-2018
3	Ecobuilt Holdings Berhad	PT No. 73952, held under Title No. HSD 153762, Mukim Kapar, District of Klang, State of Selangor	An Industrial Land	Freehold	Nil	57,447	5,629,805	16-Nov-2020

SHAREHOLDING STATISTICS
26 May 2026

SHARE CAPITAL

Total Number of Issued Shares	:	420,718,984 Ordinary Shares
Class of Shares	:	Ordinary Shares
Voting Rights	:	One Vote per Ordinary Share
No. of shareholders	:	2,107

ANALYSIS OF SHAREHOLDERS BY RANGE GROUP

Size of Holdings	No. of Holders	%	No. of Shares	%
1 – 99	54	2.563	2,500	0.001
100 – 1000	230	10.916	91,070	0.021
1,001 – 10,000	757	35.928	4,687,166	1.114
10,001 – 100,000	839	39.820	31,647,350	7.522
100,001 – 21,035,948 [*]	226	10.726	282,250,082	67.088
21,035,949 – And Above [**]	1	0.047	102,040,816	24.254
Total	2,107	100.000	420,718,984	100.00

Remarks : *- Less than 5% of issued shares
**- 5% and above of issued shares

SUBSTANTIAL SHAREHOLDERS
(As per the Register of Substantial Shareholders' Shareholdings)

		Direct Interest		Indirect Interest	
No.	Name of Shareholders	No. of Shares	%	No. of Shares	%
1.	Bemas Holdings Sdn Bhd	102,040,816	24.253	-	-

DIRECTORS' SHAREHOLDING
(As per the Register of Directors' Shareholdings)

		Direct Interest		Indirect Interest	
No.	Name of Shareholders	No. of Shares	%	No. of Shares	%
1.	Dato' Noordin Bin Sulaiman	-	-	-	-
2.	Ho Pui Hold	-	-	-	-
3.	Kunamony A/P S.Kandiah	-	-	-	-
4.	Lee Kuan Vun	-	-	-	-
5.	Ooi Chok Wei	-	-	-	-
6.	Tee Jing Kwan	-	-	-	-

SHAREHOLDING STATISTICS (CONTINUED)
26 May 2026

THIRTY LARGEST SHAREHOLDERS

No.	Name of Investors	No. of Shares	%
1.	Bemas Holdings Sdn Bhd	102,040,816	24.253
2.	Choong Choon Hau	19,123,590	4.545
3.	Seow Gim Shen	19,123,590	4.545
4.	Everblue Capital Sdn Bhd	18,776,169	4.462
5.	Fortis Group Sdn Bhd	18,776,169	4.462
6.	Yap Nam Fee	18,194,400	4.324
7.	Orchard Vault Capital Sdn Bhd	17,200,000	4.088
8.	Prevailion Capital Sdn Bhd	15,094,100	3.587
9.	E&J Venture Sdn Bhd	14,600,000	3.470
10.	Maybank Nominees (Tempatan) Sdn Bhd *Pledged Securities Account For Yeap Weng Hong*	9,300,000	2.210
11.	Affin Hwang Nominees (Tempatan) Sdn. Bhd. *Pledged Securities Account For Yeap Weng Hong*	7,900,000	1.877
12.	Maybank Nominees (Tempatan) Sdn Bhd *Pledged Securities Account For Lim Soon Peng*	7,100,000	1.687
13.	Chan Chon Foo	5,058,400	1.202
14.	Lim A Heng @ Lim Kok Cheong	5,010,200	1.190
15.	Alliancegroup Nominees (Tempatan) Sdn Bhd *Pledged Securities Account For Kong Kok Choy (8092812)*	4,517,500	1.073
16.	Hew Yoon Hsia	4,482,600	1.065
17.	Kenanga Nominees (Tempatan) Sdn Bhd *Pledged Securities Account For Ang Lin Chu*	4,363,800	1.037
18.	Nio Ban Heng	3,199,100	0.760
19.	Cimsec Nominees (Tempatan) Sdn Bhd *CIMB for Mohd Ibrahim Bin Mohd Nor (PB)*	2,676,800	0.636
20.	Indra Tropika Sdn Bhd	2,676,800	0.636
21.	Chua Shok Tim @ Chua Siok Hoon	2,430,000	0.577
22.	Ang Swee Kuang	2,418,300	0.574
23.	Kenanga Nominees (Tempatan) Sdn Bhd *Pledged Securities Account For Solomon Tan Yiin Yuh*	2,384,600	0.566
24.	Maybank Nominees (Tempatan) Sdn Bhd Wai Chan Kiong	2,364,100	0.561
25.	Lai Thiam Poh	2,331,100	0.554
26.	Tung Wai Fun	2,052,000	0.487
27.	Ng Wymin	1,940,500	0.461
28.	HLB Nominees (Tempatan) Sdn Bhd *Pledged Securities Account For Sinar Maju Enterprise Sdn Bhd*	1,931,300	0.459
29.	Nio Ban Heng	1,747,000	0.415
30.	Affin Hwang Nominees (Tempatan) Sdn Bhd *Pledged Securities Account For Moo Mun Yu (M01)*	1,677,500	0.398
	Total Holdings	320,490,434	76.161

NOTICE OF TWENTY-FIRST ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-First Annual General Meeting of the Company will be held at Nazrin Hassan Hall, WORQ Subang (Event Hall), Unit 2-1, Level 2, The Podium, Tower 3, UOA Business Park 1, Jalan Pengaturcara, Seksyen, U1/51a, 40150 Shah Alam, Selangor, Malaysia on Friday, 28 August 2026 at 3.00 p.m. or at any adjournment thereof, for the purpose of considering and if thought fit, passing with or without modifications, the following resolutions set out in this Notice:-

A G E N D A

Ordinary Business

1. To receive the Audited Financial Statements for the financial year ended 28 February 2026 together with the Reports of the Directors and Auditors thereon. [Please refer to Explanatory Note 1]

2. To note the retirement of Dato' Noordin Bin Sulaiman as Director who is not seeking re-election in accordance with Clause 76(3) of the Constitution of the Company. [Please refer to Explanatory Note 2]

3. To re-elect Mr Lee Kuan Vun, who retires pursuant to Clause 78 of the Company's Constitution. **Ordinary Resolution 1**

4. To re-elect Mr Ooi Chok Wei, who retires pursuant to Clause 78 of the Company's Constitution. **Ordinary Resolution 2**

5. To re-elect Mr Tee Jing Kwan, who retires pursuant to Clause 78 of the Company's Constitution. **Ordinary Resolution 3**

6. To re-elect Ms Kunamony A/P S. Kandiah, who retires pursuant to Clause 78 of the Company's Constitution. **Ordinary Resolution 4**

7. To re-elect Mr Ho Pui Hold, who retires pursuant to Clause 78 of the Company's Constitution. **Ordinary Resolution 5**

8. To approve the payment of Directors' Fees and Benefits Payable to the Directors of up to an aggregate amount of RM 312,000.00 for the period from the conclusion of this Annual General Meeting to the next Annual General Meeting. **Ordinary Resolution 6** [Please refer to Explanatory Note 3]

9. To re-appoint PKF PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. **Ordinary Resolution 7**

Special Business

To consider and, if thought fit, to pass, with or without modifications, the following resolutions:-

10. Authority to Issue and Allot Shares Pursuant to Sections 75 and 76 of the Companies Act, 2016 **Ordinary Resolution 8** [Please refer to Explanatory Note 4]

    "THAT subject always to the Companies Act, 2016 ("the Act"), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and the approvals of the relevant governmental/regulatory authorities, the Directors be and are hereby empowered, pursuant to Sections 75 and 76 of the Act, to allot shares in the Company from time to time at such price, upon such terms and conditions, and for such purposes as the Directors may in their absolute discretion deem fit provided that the aggregate number of shares issued pursuant to this Resolution does not exceed 10% of the total number of issued shares of the Company for the time being AND THAT the Directors be and are also empowered to obtain the approval from Bursa Securities for the listing of and quotation for the additional shares so issued on the Bursa Securities AND FURTHER THAT such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company."

NOTICE OF TWENTY-FIRST ANNUAL GENERAL MEETING

(CONTINUED)

11. Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature ("Proposed Shareholders' Mandate for RRPT") **Ordinary Resolution 9** [Please refer to Explanatory Note 5]

    "THAT, subject to the provisions of the Main Market Listing Requirement of Bursa Malaysia Securities Berhad, approval be and is hereby given to the Company and its subsidiary companies, to enter into recurrent related party transactions of a revenue or trading nature with the related parties set out in the Circular to Shareholders dated 30 June 2026 in relation to the Proposed Renewal of Shareholders Mandate which are necessary for the day-to-day operations and/or in the ordinary course of business of the Company and its subsidiary companies on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the minority shareholders of the Company and that such approval shall continue to be in force until:

    a. the conclusion of the next AGM of the Company following the AGM at which such ordinary resolution for the Proposed Renewal of Shareholders Mandate was passed, at which time it will lapse, unless by ordinary resolution passed at that general meeting, the authority is renewed;

    b. the expiration of the period within which the next AGM after the date it is required to be held pursuant to Section 340(2) of the Companies Act 2016 (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Companies Act 2016); or

    c. revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting;

    whichever is the earlier;

    AND FURTHER THAT authority be and is hereby given to the Directors of the Company and its subsidiary companies to complete and do all such acts and things (including executing such documents as may be required) to give effect to such transactions as authorised by this Ordinary Resolution."

12. To transact any other business of which due notice shall have been given in accordance with the Companies Act 2016.

BY ORDER OF THE BOARD

WONG YOUN KIM
SSM PC No.: 201908000410 (MAICSA 7018778)
Company Secretary

Date: 30 June 2026

NOTES:-

i) Notes on Appointment of Proxy

1. *For the purpose of determining who shall be entitled to attend this General Meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company, a Record of Depositors as at 21 August 2026. Only a member whose name appears on this Record of Depositors shall be entitled to attend this General Meeting or appoint a proxy to attend, speak and vote on his/her/its behalf.*

2. *A member entitled to attend and vote at this General Meeting is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to attend, participate, speak and vote in his place. A proxy may but need not be a member of the Company.*

NOTICE OF TWENTY-FIRST ANNUAL GENERAL MEETING
(CONTINUED)

3. *A member of the Company who is entitled to attend and vote at a General Meeting of the Company may appoint not more than two (2) proxies to attend, participate, speak and vote instead of the member at the General Meeting.*

4. *If two (2) proxies are appointed, the entitlement of those proxies to vote on a show of hands shall be in accordance with the listing requirements of the stock exchange.*

5. *Where a member of the Company is an authorised nominee as defined in the Central Depositories Act, it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.*

6. *Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act") which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.*

7. *Where a member appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.*

8. *The instrument appointing a proxy and the power of attorney or other authority (if any), under which it is signed or a duly notarised certified copy of that power of authority, must be deposited at the Company's Registered Office at Synergy Professionals Group Sdn. Bhd., Unit 11.07, Amcorp Tower, Amcorp Trade Centre, 18, Persiaran Barat, 46050 Petaling Jaya, Selangor, not less than forty-eight (48) hours before the time set for holding the Meeting or any adjournment thereof. All resolutions set out in this notice of Meeting are to be voted on by poll.*

9. *Please ensure ALL the particulars as required in this proxy form are completed, signed and dated accordingly.*

10. *Please bring an ORIGINAL of the following identification papers (where applicable) and present it to the registration staff for verification:-*

    (a) Identity card (NRIC) (Malaysian); or
    (b) Police report (for loss of NRIC)/ Temporary NRIC (Malaysian); or
    (c) Passport (Foreigner).

11. *For a corporate member who has appointed a representative instead of a proxy to attend this meeting, please bring the **ORIGINAL** certificate of appointment executed in the manner as stated in the proxy form if this has not been lodged at the Company's registered office earlier.*

ii) Explanatory Notes Ordinary Business

<u>Ordinary Businesses</u>

1. Audited Financial Statements for the Financial Period Ended 28 February 2026

This item is meant for discussion only as the provision of Section 340(1) Act, does not require a formal approval of the shareholders for the Audited Financial Statements. Hence, this Agenda is not put forward for voting.

2. Re-election of Directors

Please refer to the Statement Accompanying the Notice of Annual General Meeting for information.

3. Payment of Directors' Fees and Benefits

Pursuant to Section 230(1) of the Act, the fees of the directors and any benefits payable to the directors shall be approved at a general meeting. The Proposed Ordinary Resolution 6 is to facilitate the payment of Directors' fees on a current financial year basis, calculated based on the current board size. In the event the Directors' fees proposed are insufficient (due to enlarged Board size), approval will be sought at the next Annual General Meeting for additional fees to meet the shortfall.

The Directors' benefits proposed under Ordinary Resolution 6 are calculated based on the current Board size and the number of scheduled Board and Committee meetings for the period commencing from the date immediately after this Annual General Meeting up to the date of the next Annual General Meeting. In the event the proposed amount is insufficient (due to enlarged Board size or more meetings), approval will be sought at the next Annual General Meeting for the shortfall.

<u>Special Business</u>

4. Authority to Allot and Issue Shares

The proposed Ordinary Resolution 8 is the renewal of the mandate obtained from the members at the last Annual General Meeting (the "previous mandate"). The previous mandate was not utilised and accordingly, no proceeds were raised.

The Ordinary Resolution proposed under Ordinary Resolution 8, if passed, would provide flexibility to the Directors to undertake fund raising activities, including but not limited to placement of shares for the purpose of funding the Company's future investment project(s), working capital and/or acquisition(s), by the issuance of shares in the Company to such persons at any time as the Directors may deem fit provided that the aggregate number of shares issued pursuant to the mandate does not exceed 10% of the total number of issued shares of the Company for the time being, without having to convene a general meeting. This authority, unless revoked or varied by the Company in a general meeting will expire at the conclusion of the next Annual General Meeting of the Company.

As at the date of this Notice, the Company did not allot any shares pursuant to the mandate granted to the Directors at the last AGM held on 5 February 2025.

5. Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature ("Proposed Shareholders' Mandate for RRPT")

The Ordinary Resolution 9, if passed, will allow the Company and/or its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature which are necessary for the day-to day operations of the Company and/or its subsidiaries, subject to the transactions being carried out in the ordinary course of business of the Company and/or its subsidiaries and on normal commercial terms which are generally available to the public and not detrimental to the minority shareholders of the Company.

This authority, unless revoked or varied by the Company at a general meeting, will expire at the next AGM of the Company.

For further information on this resolution, please refer to the Circular to Shareholders dated 30 June 2026 in relation to Proposed Renewal of Shareholders' Mandate.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

Election/Appointment as Directors

Dato' Noordin Bin Sulaiman is due to retire at the 21st AGM pursuant to Clause 76(3) of the Constitution of the Company. Dato' Noordin Bin Sulaiman has informed the Board of his intention not to seek re-election at the 21st AGM, hence he will retain office until the conclusion of the 21st AGM and retire in accordance with Clause 76(3) of the Constitution of the Company.

The following Directors who are standing for re-election as Directors of the Company are set out as follows:-
- Mr Lee Kuan Vun (Independent Non-Executive Director)
- Mr Ooi Chok Wei (Independent Non-Executive Director)
- Mr Tee Jing Kwan (Executive Director)
- Ms Kunamony A/P S. Kandiah (Independent Non-Executive Director)
- Mr Ho Pui Hold (Independent Non-Executive Director)

(collectively referred to as the "retiring directors")

The abovementioned Directors, being eligible, have offered themselves for re-election at the 21st AGM. Their profiles can be found in the Annual Report 2026.

The Board of Directors had, via the Nomination and Remuneration Committee ("**NRC**"), assessed the retiring Directors, and was satisfied that the Directors had met the performance criteria set out in the assessments in the discharge of their duties and responsibilities. The NRC and Board have also conducted an assessment on the independence of the Independent Non-Executive Directors and are satisfied that they have complied with the criteria prescribed by the Main Market Listing Requirements.

None of the retiring Directors has any conflict of interest or potential conflict of interest, including interest in any business that is in competition with the Company or its subsidiaries.

The Board was satisfied with the fit and proper assessment completed by the retiring Directors. In this connection, the Board supports the re-election of the abovementioned retiring Directors.

Having considered the above, the Board will, via the Audit Committee, supervise any conflict of interest, potential conflict of interest or perceived conflict of interest situation for resolution as and when they arise, to ensure that transactions are carried out in the best interest of the Group. In this connection, the Board supports and recommends the re-election of the abovementioned retiring Directors.

General Mandate for Issue of Securities

Kindly refer to item 4 of the Explanatory Notes on Special Business on page 71 of the Annual Report 2026.